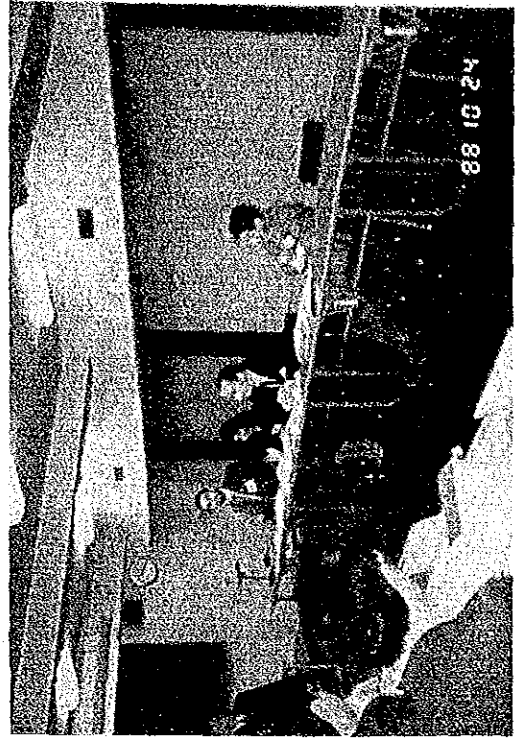
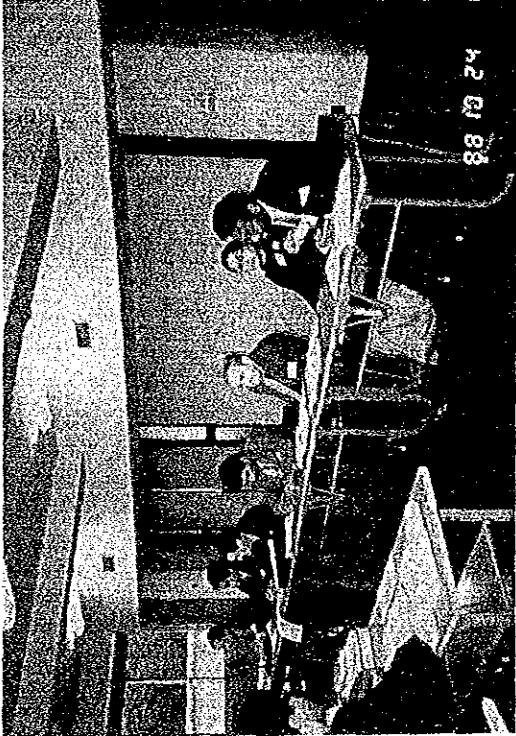


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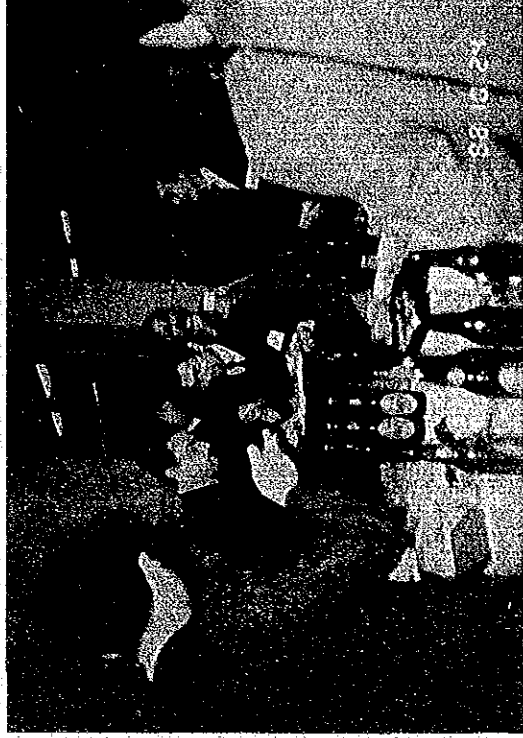


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5. 6. Exchange Programme (by Mr. Tashiro)
7. 8. Exchange Programme (by Mr. Ouchi)



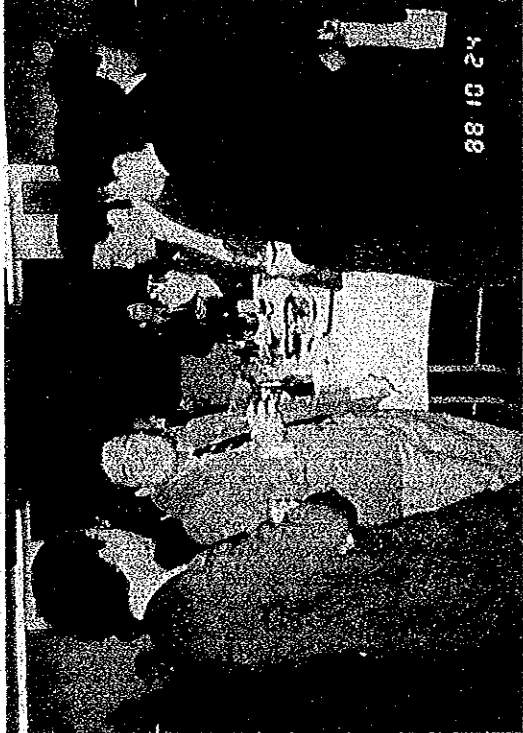
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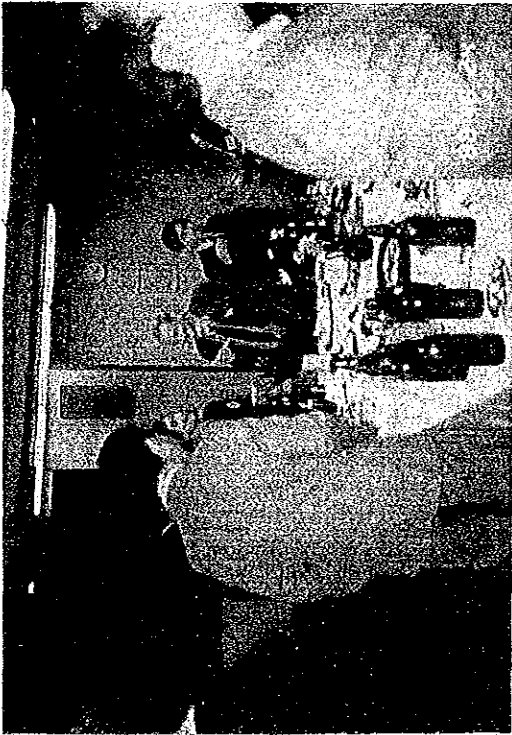


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9. Exchange Programme (by Mr. Ouchi)
10. ~ 12. At the Party



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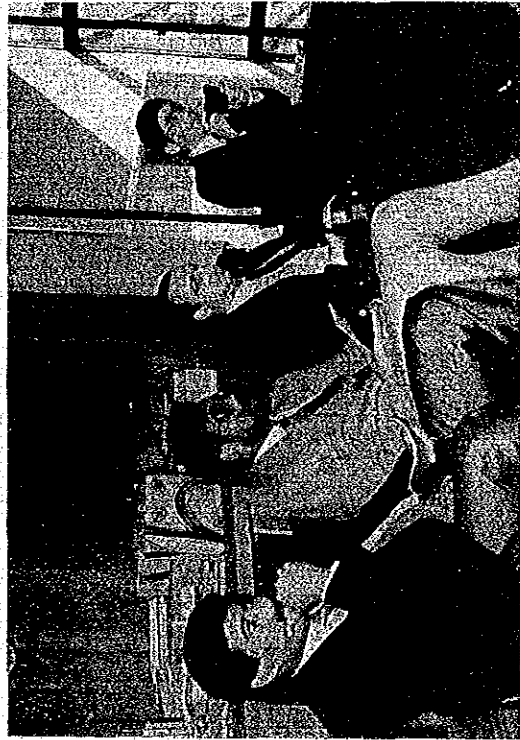
13. At the Party
14 ~ 16. Nissan Motor Co., Ltd., Murayama Plant



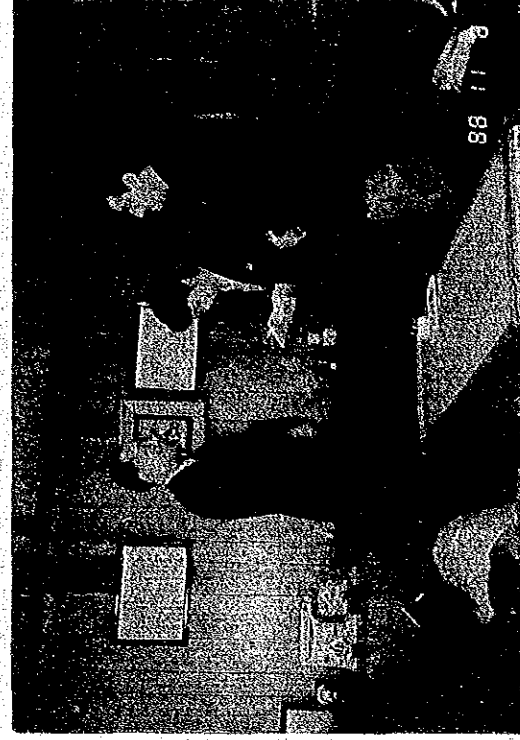
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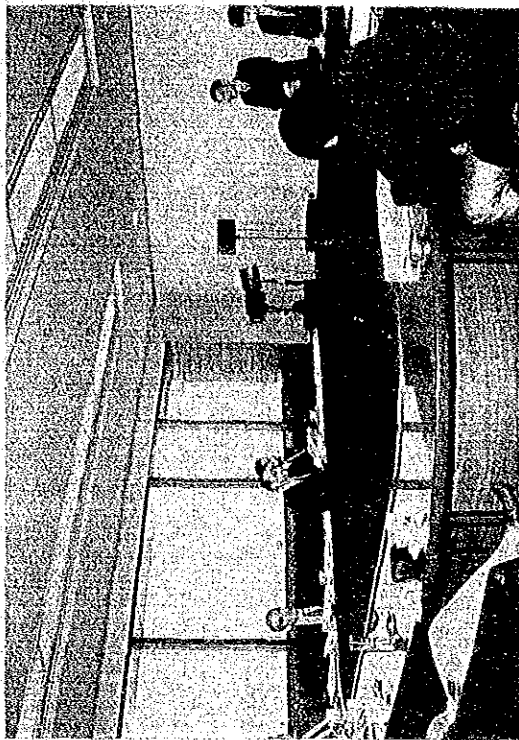


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17, - 20. Hiroshima Peace Memorial Museum



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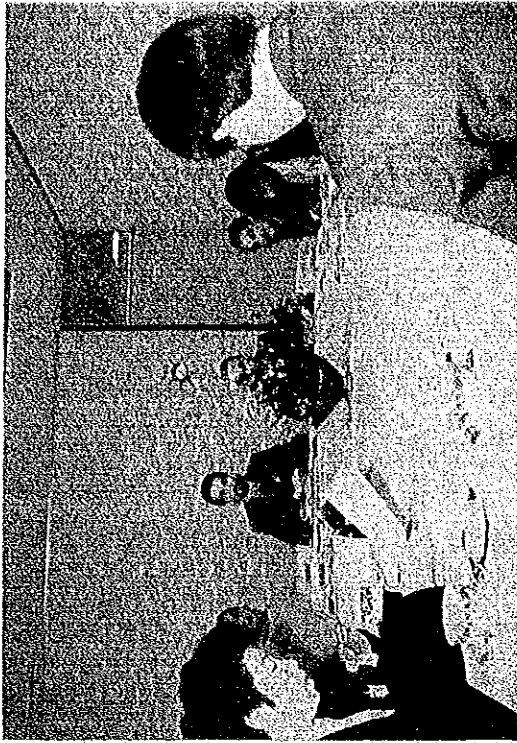


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21. 22. Hiroshima City Hall
23. 24. N.P.A. Regional Bureau Chugoku



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25. 26. N.P.A. Regional Bureau Chugoku
27. 28. On a city tram in Hiroshima



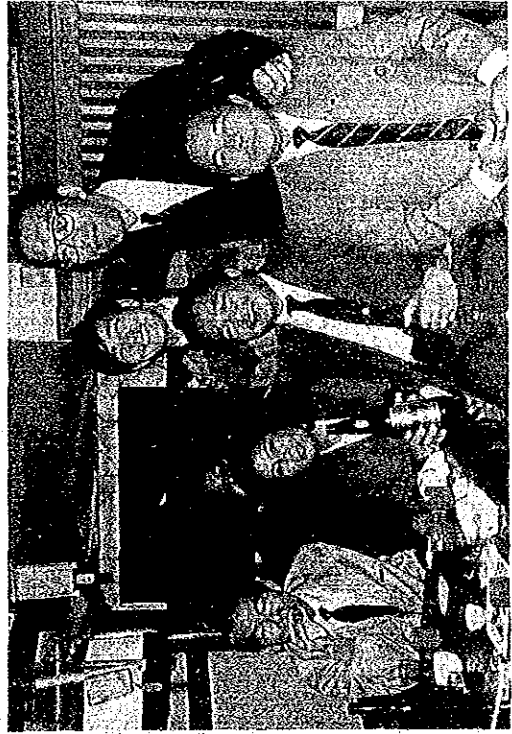
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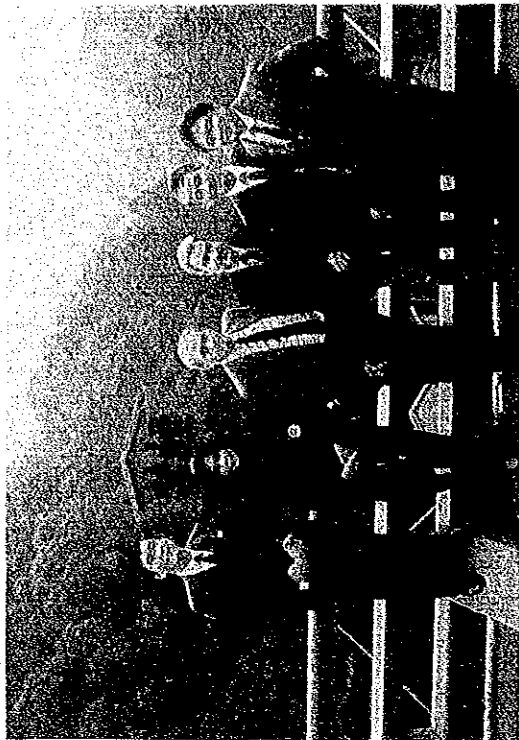


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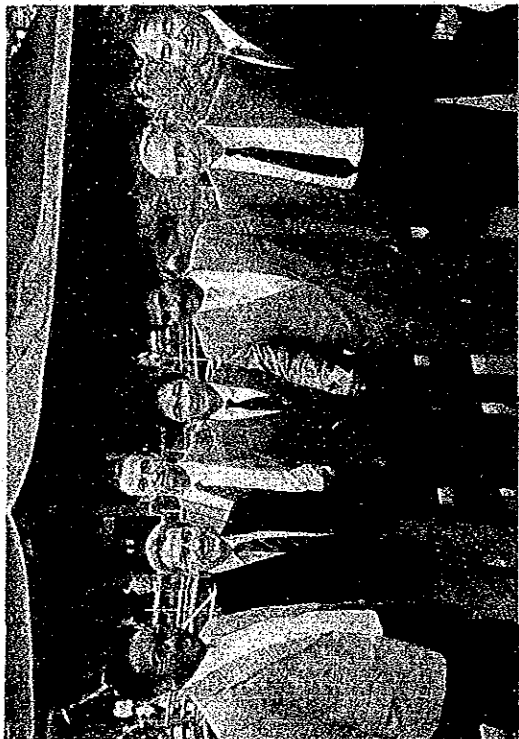
23. 30. at a coffee shop
31. 32. at Hiroshima's night



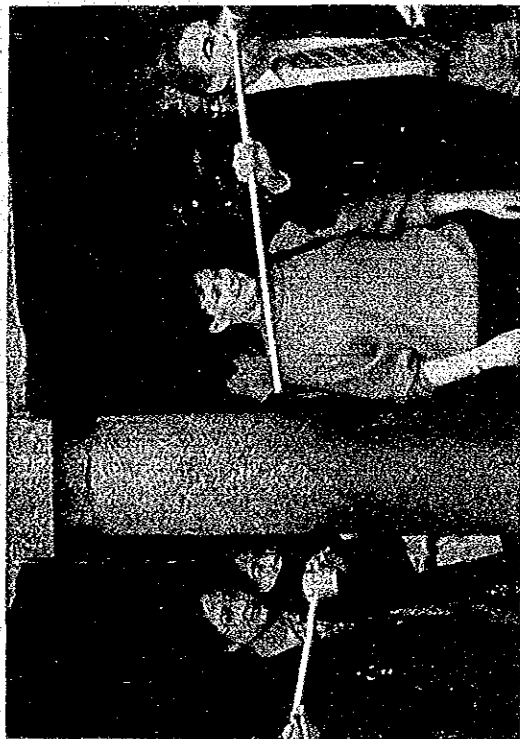
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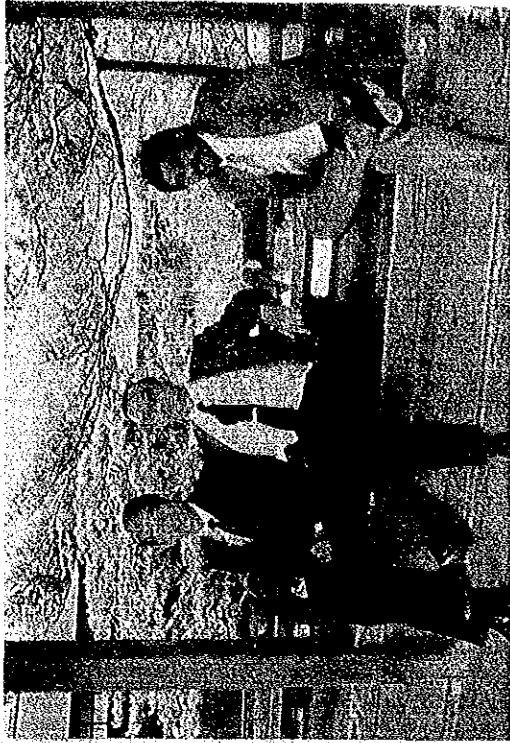


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33. - 35. Kiyomizu Temple
36. Tenryu Temple



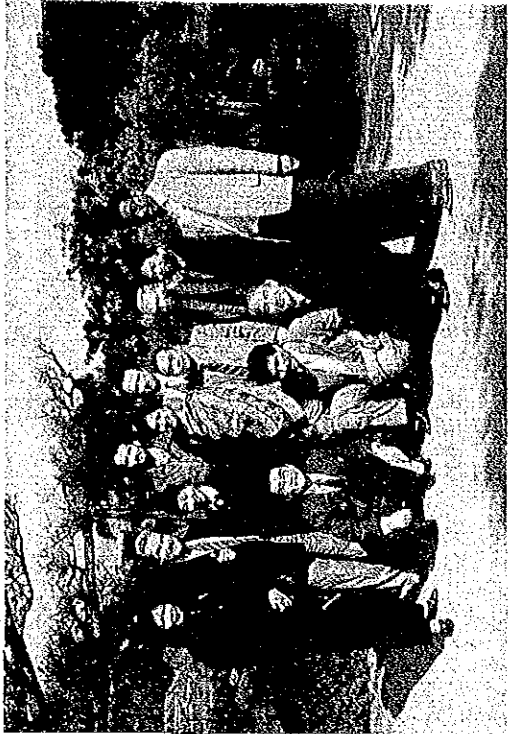
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37. Tenryu Temple
38. ~ 40. Heian Shrine



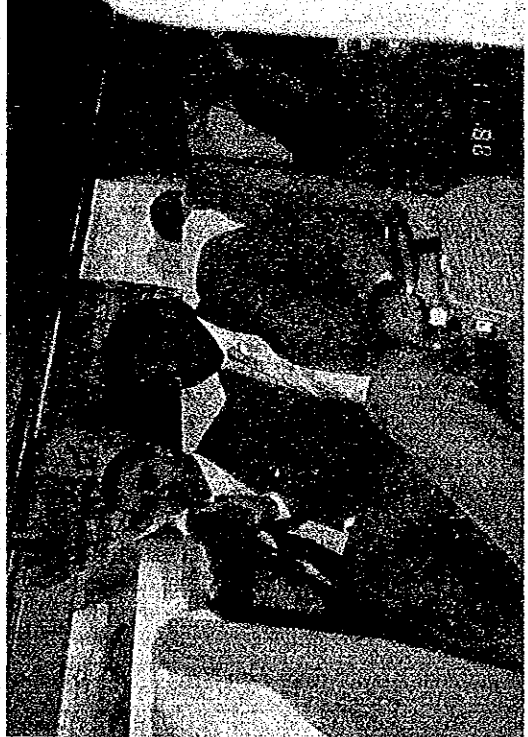
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41. Tenryu Temple
42. Heian Shrine
43. 44. in a Shinkansen

VI. Courtesy Call on Minister of State, Chief Cabinet

Address at Courtesy Call on Minister of State, Chief Cabinet

by Mr. Shigeharu Kagoshima
Secretary General of
N.P.A.

Honorable Chief Cabinet Secretary, ladies and gentlemen:

Today I have the privilege to accompany here 11 officials from 11 different countries, the participants of the Seminars on National Government Administration for Senior Class Officials.

This seminar is the 24th program since the first course was organized in 1968. Some of the former participants are playing active roles as ambassadors and permanent secretaries of their countries. Those who are here today are also highly promising officials. They are expected to hold higher, and more and more responsible posts in their countries in the future. So I hope that this Seminar will serve as a good opportunity to further understanding and friendship between their countries and Japan.

Taking this opportunity, I would like to express my deepest thanks to you, honorable chief cabinet secretary, for sparing your precious time for us today.

Address

by Mr. Keizo Obuchi
Minister of State,
Chief Cabinet

Welcome to Prime Minister's Official Residence. I am very happy to have an opportunity to speak to you today on this occasion.

For many years the Japanese Government has placed a particular emphasis upon the international exchange in various fields such as this Seminar, and has made its continued efforts to implement this policy. Incidentally, this year marks the 21st anniversary since the training program on National Government Administration was inaugurated in 1968. I have heard that some 310 officials from 42 different countries have participated in the program over the years.

This seminar is designed to contribute one way or another to the development of public administration in the participating countries. However, we also wish that it will help promote mutual understanding and friendship between your respective countries and Japan. Currently, the Japanese Government is promoting what we call International Cooperation Scheme under the slogan of "Japan, a country that makes global contribution." The mainstays of the scheme are cooperation for peace, consolidation of international cultural exchange, and expansion of official development assistance. In addition, we are now tackling various issues such as tax reform, economic structural adjustment, multi-polar-type national land development, etc.

By the way, I am confident that Japan's rapid nation-building, which was only a matter of one century, largely owes to our well-established civil service system and reliable public administration of this country.

I also believe that your careful observation of our socio-economic conditions and current situation of public administration system has been helpful to achieve the purpose of your visit to Japan. In this connection

I hope that you will continue to make your best efforts for further development of your own countries by fully utilizing the knowledge and experiences acquired here in this country.

Ladies and gentlemen, I understand your one-month seminar has almost come to an end. I have heard that you are scheduled to visit Hiroshima and Kyoto next week. I do hope you will fully enjoy beautiful autumn scenery with tinted leaves during your tour.

Lastly, I wish you good health and success in your career.

Thank you

Reply Address of the Representative of Participants

by Mr. Piero Carlo Prado
Falci
(Brazil)

Honorable Chief Cabinet Secretary, ladies, and gentlemen,

At the outset, I would like to express our appreciation for your kindness in finding time to meet us despite your busy schedule.

In its permanent search for happiness, mankind learned that happiness depends upon peace and that peace is, before and above all, a matter of social justice.

Humanity will never attain peace without an overall fair distribution of the opportunities to access the good things of life.

We must banish hunger, misery, disease and ignorance from the face of the earth if we really want to live in a safe and happy world. We must, therefore, overcome the dilemma of underdevelopment.

The imbalance between the so-called North and South came to a point that made the relation between the developed and the less-developed world the most important subject for mankind nowadays and for the coming decades. Japan is aware of this, we know.

We knew it beforehand. But we are extremely happy to see for ourselves how much the people of Japan are concerned with this problem and what is being done to find solutions.

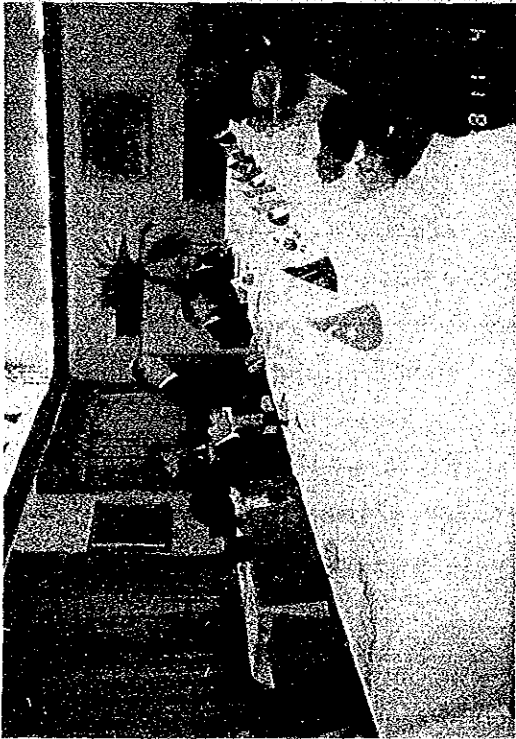
Japan is looking forward, and that is one of the reasons why Japan is such a great nation.

Japan's international cooperation assistance and aid initiatives are examples to be followed by other developed countries.

It is going to take a lot of mutual understanding, respect, and international friendship to change the way things are. But from what we had the opportunity to see here until now we will return to our countries more optimists. We are happy to be here. It is an unforgettable experience.

We would like to express our deep gratitude to the Government of Japan for giving us this valuable chance to observe and learn so much from the Japanese experiences.

Thank you very much.



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1. ~ 4. Courtesy Call on Minister of State,
Chief Cabinet



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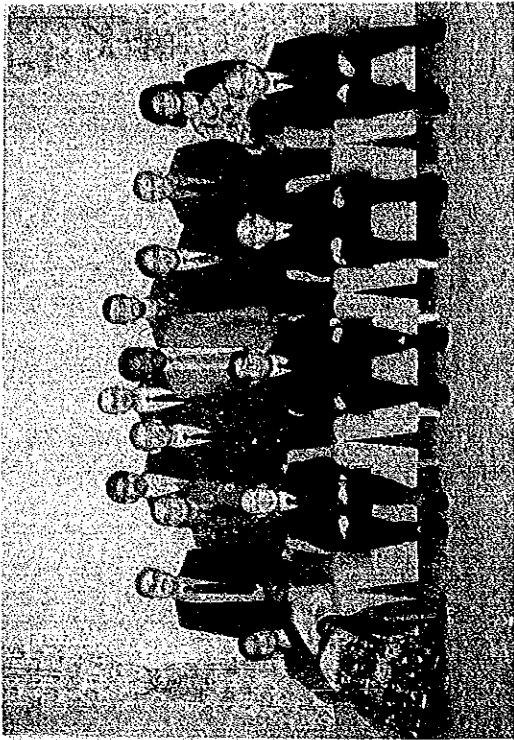


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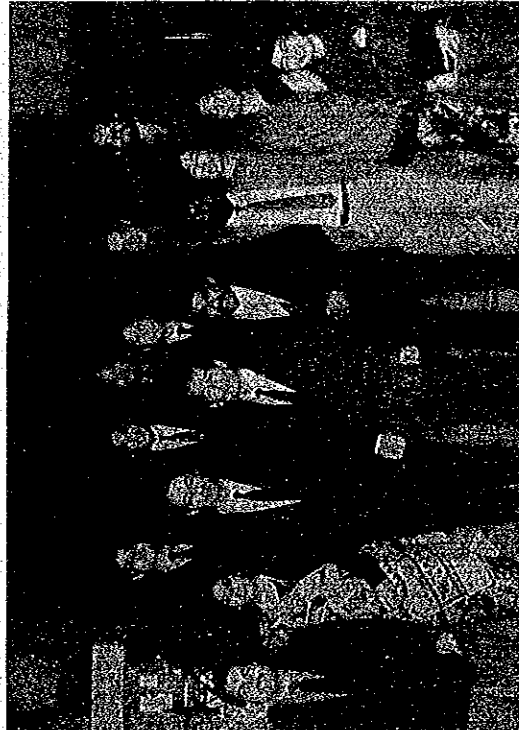
5. ~ 8. Courtesy Call on Minister of State,
Chief Cabinet



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9. - 12. Courtesy Call on Minister of State,
Chief Cabinet

VII. Closing Ceremony

Closing Ceremony of the Seminar on
National Government Administration in 1988

Place: Tokyo International Centre

Time: 12:30 a.m. November 12, 1988

Closing Address: Mr. Hoshi, Head, First Training Division,
Training Affairs Department,
Japan International Cooperation Agency

Congratulation Address: Mr. Oshiro, the Director,
Institute of Public Administration,
National Personnel Authority

Presentation of Certificate: Mr. Hoshi

Presentation of Certificate: Mr. Oshiro

Reply Address of Representative of Participants: Mr. Abdullah Ateg Mohammed Alhazmi,
Saudi Arabia

Closing Address for the National Government Administration Seminar

by Mr. Tatsuo Hoshi
Head, First Training
Division,
Training Affairs
Department,
JICA

Mr. Jiro Ohshiro, Director of the Institute of Public Administration,
National Personnel Authority, Mr. Tatsuo Sasagawa, Managing Director of the
Japan Institute of Personnel Administration, Honorable Guests,
Dear Participants, Ladies and Gentlemen,

I have the honor and pleasure to say a few words on behalf of Japan
International Cooperation Agency on this occasion of the closing ceremony
of the National Government Administration Seminar for Senior Class
Officials in 1988.

First of all, I would like to extend heartfelt congratulations to all
of you participants on your successful completion of the seminar. At the
same time, I take this opportunity to express deep gratitude to the staff
of the Institute of Public Administration and all the other organizations
concerned for their kind cooperation and efforts to make the seminar
successful.

As you are aware, this seminar has been organized by the Government of
Japan as part of its technical cooperation programme. The main purposes
were to introduce the participants to modern public administration mainly
of Japan and to exchange information and views of the actual state of
public administration in the participating countries in order to ultimately
contribute to the social and economic development of the respective coun-
tries. It was also expected that the course would help promote cooperation
and friendship among the participating countries including Japan. I am
firmly convinced now that the objectives of the course have been fully

accomplished. It is our sincere hope that you will make best use of what you have gained in Japan, when you resume your duties in your countries.

JICA has many types of cooperation. Training programme is just one of them. For example, we can dispatch Japanese experts to your countries. We can also conduct development surveys in various fields in cooperation with specialists of your countries. We hope that the relationship between your participants and JICA would be further strengthened in the future cooperation activities between Japan and your respective countries.

To conclude, I wish each one of you participants a pleasant trip to your home country and every success in your career.

Congratulation Address

by Mr. Jiro Oshiro,
Director, Institute of
Public Administration,
National Personnel Authority

Honourable Guests,
Dear Participants,
Ladies and Gentlemen:

It is my great pleasure to extend my hearty congratulations to you all for your successful completion of this Seminar on the occasion of the closing ceremony. At the same time I would like to pay my heartfelt respects to all your efforts through the courses in this Seminar.

I am sure all of you have achieved remarkable success. Valuable experiences and important information you have acquired through this Seminar will be surely useful for your future progress. Besides these, I think you have got acquainted with many government officials in various spheres of our administrations. Through your contacts with them, you could recognize their large contributions to the development of our society. I would like to put much stress on those contracts in order to deepen mutual understanding and to promote international cooperation.

I hope you will contribute largely to development and prosperity of your countries by playing important parts as leading administrators in your respective governments.

Nowadays new efforts are needed among all nations in order to build up friendly relations and actualize permanent world peace. I believe mutual understanding is the first step toward international cooperation. I do hope further steps will be taken from now on.

In closing my address, I heartily wish you good health and every success. We are looking forward to seeing you again in the near future.

Thank you very much

Reply Address

by Mr. Abdullah Ateg
Mohammed Alhazmi
(Saudi Arabia)

Mr. Oshiro, Director, Institute of Public Administration, Mr. Hoshi, Head, First Training Div., Training Affairs Dept., Japan International Cooperation Agency, Mr. Sasagawa, Managing Director, Japan Institute of Personnel Administration,

My Colleagues, ladies and gentlemen,

Almost three months ago, when we were not aware of the eventual invitation of JICA for this Seminar on National Government Administration, we, all, in different ways, had a relatively vague idea of Japan and the Japanese people.

We knew about the Yen and the US Dollar, we knew of the tremendous success of its economy, but I repeat, we knew very little of the most substantial aspect of Japan, its people. Its people and its culture, habits, morale and humanity. JICA's invitation to participate in the Seminar, came to most of us like a surprise, somewhat a challenge. To travel to Japan, spend one month and be lectured on Japanese history, economy, administration and above all the knowledge of the forthcoming experience of living for 30 days within a society with quite different cultural roots to the basic culture of our nations.

Many of us arrived at Tokyo International Airport with the strange sensation of walking into the unknown. These thirty days have turned to be an unforgettable experience for the participants in this Seminar. Unforgettable and valuable experience. We are absolutely convinced that our professional expertise has been enriched with the exposure to lectures, conferences and discussions well prepared and duly developed by NPA officials and specially invited professors, with a high knowledge of the subjects which made for the curricula of the seminar.

These valuable experiences will certainly contribute to improve our own performance in the role of our national governments policy design and implementation. Moreover, the on-the-spot studies have proven to be of great importance and success, according to the comments received from all the participants. This specific discussions have permitted us to deal with important matters directly, and at a senior level, with Japanese Government Officials. We appreciate their effort in supplying us with adequate information and the efforts of NPA, and JICA in organizing so many appointments on heterogeneous matters.

This for valuable experience. I will now try, unsuccessfully, to transmit part of the unforgettable remembrances we will take each of us when, tomorrow, we leave Narita airport with the knowledge that most of us might never return to this country. In one month, we have learnt to walk in the street with the Japanese people, we have seen their worried faces at the morning rush hours and the relaxed weekend stroll at Ueno, Hakone, Nikko and many other beautiful places. Although handicapped by our lack of knowledge of the Japanese language, we have felt integrated with the Japanese people, rushing in Shinjuku or strolling at parks or shopping arcades. We learnt to love those who only one month ago were strangers.

At the meeting with the Chief Cabinet Secretary, Mr. Obuchi, NPAs Secretary general stated that one of the objective was training, the other was to strengthen the ties of senior government officials with their Japanese counterparts and the Japanese people. I can assure you that without any doubt, both targets have been duly achieved.

I wish to express the participants' gratitude to the Japanese Government for all the efforts and intelligence devoted to this seminar by the staff of JICA, NPA, University professors, as well as the numerous high ranking officers of the national government, the City of Hiroshima, and NPA regional bureau in Hiroshima, etc.

This farewell speech could never end without our most heartily appreciation for the efficient task performed by four excellent professionals and human beings that accompanied us from the very beginning of the Seminar.

The names, faces and goodwill of Nemoto san, Yamada san, Matsuba san, and Shimizu san will always live in our memories. To them our best thoughts, our appreciation and our gratitude for a job done beyond their limits of their formal duty.

We are leaving Japan professionally enriched and humanly ennobled:
You all made it possible, Thank you very much.

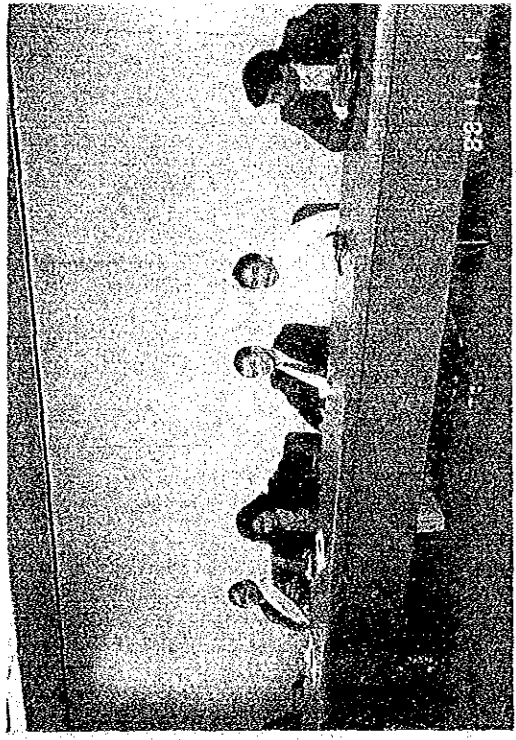
VII. Closing Ceremony



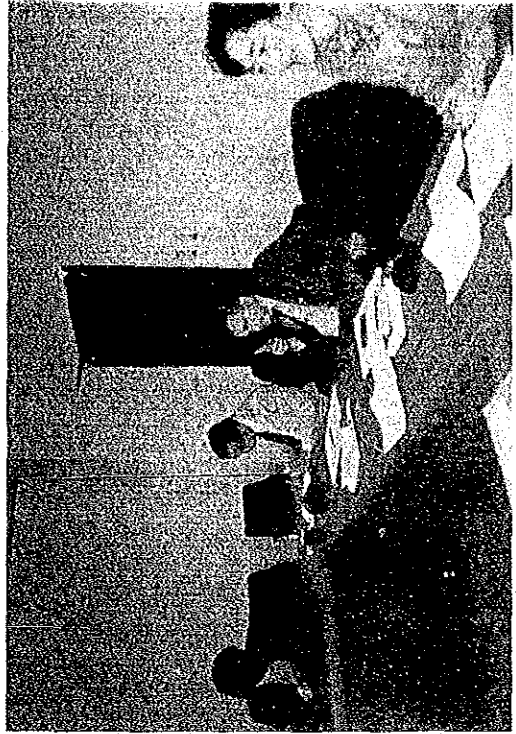
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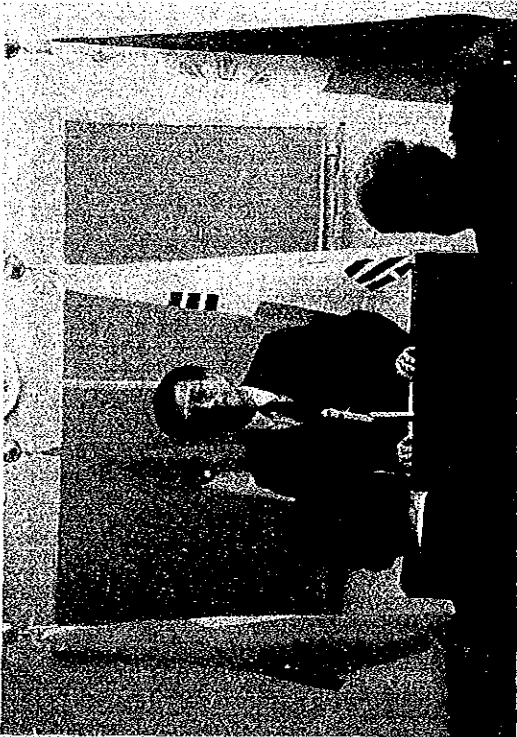


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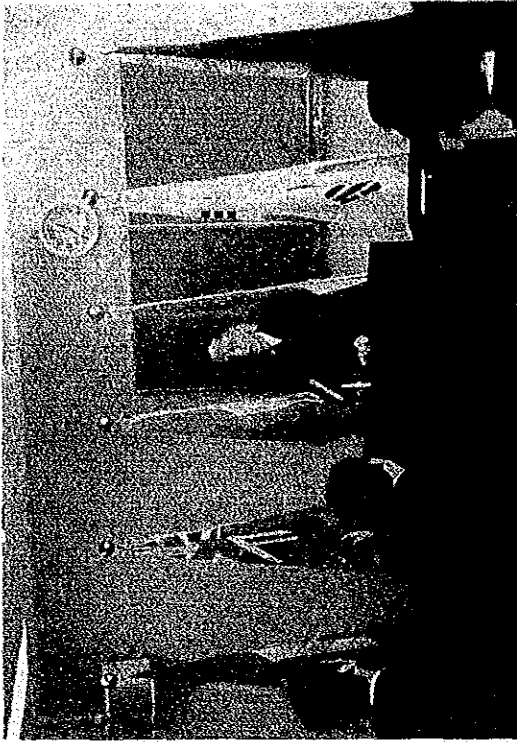


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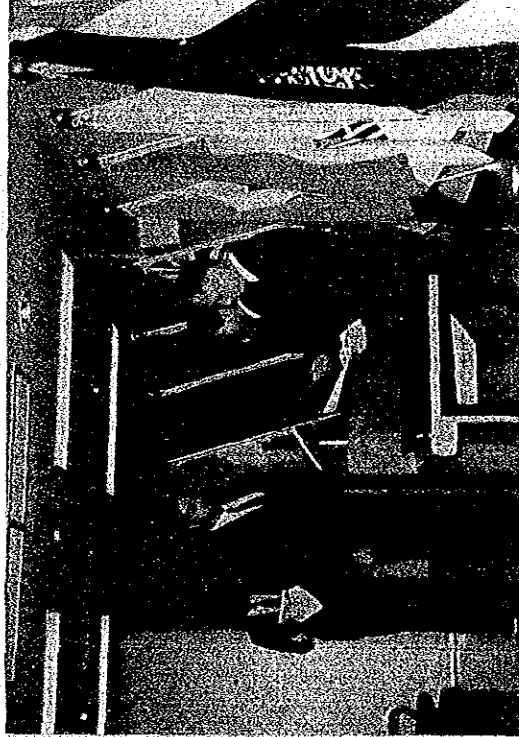
1. - 4. Evaluation Meeting



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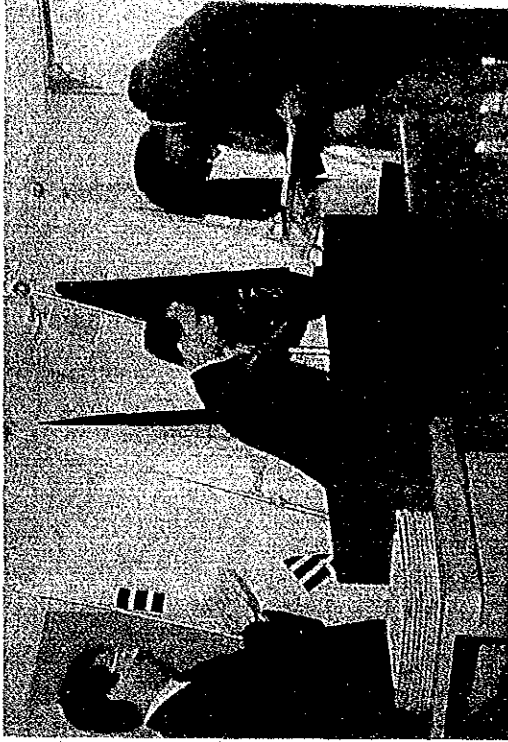


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- 5. Closing Address
- 6. Congratulation Address
- 7. 8. Presentation of Certificate



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9. ~ 12. Presentation of Certificate