

**REPORT OF THE FOURTH GROUP TRAINING COURSE
IN NATIONAL GOVERNMENT ADMINISTRATION II**

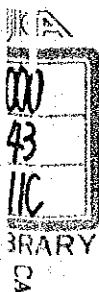
(Fiscal Year 1993)

July 2, 1993

**Japan International Cooperation Agency
National Personnel Authority
Japan Institute of Personnel Administration**

IIC
JR
93 - 95

REPORT OF THE FOURTH GROUP TRAINING COURSE IN NATIONAL GOVERNMENT ADMINISTRATION II (Fiscal Year 1993)



**REPORT OF THE FOURTH GROUP TRAINING COURSE
IN NATIONAL GOVERNMENT ADMINISTRATION II**

(Fiscal Year 1993)

25/95

JICA LIBRARY



1108780161

July 2, 1993

**Japan International Cooperation Agency
National Personnel Authority
Japan Institute of Personnel Administration**

国際協力事業団

28195

CONTENTS

I. Training Programme.....	1
1. Introduction	3
2. Training Needs.....	3
3. Duration	4
4. Administering Agencies	4
5. Training Institution and Facility.....	4
6. Qualifications of Applicants.....	5
7. Participants	5
8. Language.....	5
9. Study Hours & Location.....	5
10. Responsible Officers	6
11. Outline of Curriculum	6
12. Schedule of the Course	8
13. Preparation for the Course.....	8
II. Opening Ceremony.....	9
1. Opening Ceremony.....	11
2. Programme Orientation	11
3. Courtesy Call on the President of National Personnel Authority	12
4. Welcome Party.....	12
III. Lecture, Observation and Discussion	23
IV. Study Tour	35
V. Closing Ceremony	43
1. Closing Ceremony	45
2. Farewell Party.....	45
VI. Final Reports.....	57
Appendix	
A. List of Participants.....	139
B. Daily Schedule.....	143
C. Lecturer's and Officers' Address	149

I. TRAINING PROGRAMME

1. TRAINING PROGRAMME

1. Introduction

This training course is organized by the Government of Japan as a part of its Technical Cooperation Programmes for developing countries.

This course is conducted by the National Personnel Authority (NPA) and the Japan International Cooperation Agency (JICA) in collaboration with the ministries and agencies concerned.

2. Training Needs

The public sector provides essential infrastructure and the necessary framework for economic and social development. Success depends to what extent senior level public servants are motivated to support the desired direction of development.

It is very important and indispensable to elevate the professional level of government officers who play key roles in the formation of policy.

Purpose:

This course focuses on the early stage (fundamental phase) of modernization in developing countries, referring to the Japanese experience after the Meiji Restoration (1868).

The main purposes of this course are:

- 1) to assist participants in seeking better ways to improve public administration in order to assure efficient formation of policy, and
- 2) to introduce them to modern public administration appropriate to economic and social development.

Objectives:

In line with the above, the participants are expected to:

- 1) comprehend the process of public administration and its associated problems, and policies in the early stage of modernization;
- 2) comprehend the principles of public administration management and the civil service system for efficient implementation of policy;
- 3) comprehend the fundamental problems of building a modern economic and social system; and
- 4) comprehend the functions of the national administration and its role.

3. Duration

From May 18 to July 4, 1993

4. Administering Agencies

(1) Japan International Cooperation Agency (JICA)

Operation Division

Institute for International Cooperation (IFIC)

10- 5, Ichigaya-honmuracho, Shinjuku-ku, Tokyo 162, Japan

Tel : (03) 3269-3022

Fax: (03) 3269-2054

(2) National Personnel Authority (NPA)

Office of International Affairs

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100, Japan

Tel : (03) 3501-1067

Fax: (03) 3580-6092

(3) Japan Institute of Personnel Administration (JIPA)

Yamaichi Toranomom Bldg., 1-20-9, Toranomom, Minato-ku, Tokyo 105, Japan

Tel : (03) 3506-8031

Fax: (03) 3506-8018

5. Training Institution and Facility

Training Institution:

Office of International Affairs (NPA)

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100, Japan

Tel : (03) 3501-1067

Fax: (03) 3580-6092

The National Personnel Authority (NPA) was established as the central personnel agency in 1948.

The NPA, as an independent administrative commission under the jurisdiction of Cabinet, is responsible for the personnel administration of the Japanese government.

The NPA plays a key role in the field of training of government personnel. The authority coordinates the training programs of the ministries and agencies, and conducts inter-ministerial administrative training programs.

The Office of International Affairs of the NPA is the sole division within the NPA acting as a channel for communication with foreign countries. As a part of the office's activities, it conducts international training courses with the aim of assisting foreign countries to improve their own government administration.

Training Facility:

Institute for International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo 162, Japan
Tel: (03) 3269-3022

Accommodation:

Institute for International Cooperation (IFIC), JICA
10-5, Ichigaya-honmuracho, Shinjuku-ku, Tokyo 162, Japan
Tel: (03) 3269-2911 (Front Desk)

6. Qualifications of Applicants

Applicants should:

- (1) be nominated by their government;
- (2) be a government officer promising to be a senior member of the staff in national government offices, and be related to policy formation;
- (3) have a university degree or equivalent, with occupational experience of more than five years in public administration (at least two years of experience in the central government);
- (4) have a good command of spoken and written English;
- (5) be not less than thirty (30), and not more than forty (40) years of age; and
- (6) be in good health, both physically and mentally, to undergo the training.

7. Participants

12 persons from;
People's Republic of Bangladesh, Arab Republic of Egypt, India, Republic of Kenya, Malaysia, Kingdom of Nepal, Federal Republic of Nigeria, Republic of Peru, Republic of the Philippines, Democratic Socialist Republic of Sri Lanka, Kingdom of Thailand, Republic of Poland (referring to Appendix A).

8. Language

The course was conducted in English.

9. Study Hours & Location

(1) Study hours

10:00-12:30 and 14:00-16:30 from Monday to Friday.

(2) Location

Seminar room No.201 AB at the Institute for International Cooperation.

10. Responsible Officers

(1) Course Leader: Mr. Hiromi Hanayama (NPA)
Mr. Akira Yamamoto (NPA)
Mr. Satoshi Iwasaki (NPA)

(2) Coordinator: Ms. Kayoko Kajiyama

(3) Organization:

1) Institute for International Cooperation, JICA

Mr. Kazutoshi Iwanami, Managing Director
Mr. Mitsuo Ishikawa, Director, Operations Division
Mr. Yutaka Noshiro, Deputy Director, Operations Division
Ms. Mitsuyo Kamijo
Ms. Chisako Suzuki

2) Japan Institute of Personnel Administration

Mr. Takeharu Asaga, Managing Director
Ms. Sayoko Okayasu, Officer

11. Outline of Curriculum

Part 1. Modernization in Japan

Aims: This section is designed to provide participants with the fundamental knowledge of the meaning and process of Japanese modernization, and give them an overview of the Japanese government and Japanese civil service.

Contents and Methods:

Lecture and Discussion

"Public Administration and Civil Service System in Japan"

by Mr. Matsumoto, Director, Office of International Affairs, Bureau of Administrative Services, NPA

"Modernization Process in Japan"

by Professor Yoshimura and Professor Nishino, Graduate School of Policy Science, Saitama University

Part 2. Fundamental Policy Areas for Modernization- Case Study

Aims: This section is structured to accentuate the participants' understanding of the policy processes through the examination of Japanese public administration in several fundamental policy areas.

Contents and Methods:

Lecture and Discussion

"Developmental Policy for Industries"

by Mr. Kodama, Associate Professor, Graduate School of Policy Science, Saitama University and by Mr. Otaka, Deputy Director, International Affairs and Research Department, Japan Small Business Corporation

"Educational System"

by Mr. Higuchi, Head of Division, National Institute for Educational Research, Ministry of Education

"Infrastructure Building - Transportation (Aviation)"

by Mr. Mizushima, Deputy Director of the General Affairs Division, Administration Department, Civil Aviation Bureau, Ministry of Transport and by Mr. Sato, Deputy Director of the Construction Division, Aerodrome Department, Civil Aviation Bureau, Ministry of Transport

"Infrastructure Building - Communication"

by Mr. Kokuryo, Assistant Professor, Graduate School of Business Administration, Keio University

Observation

Nippon Steel Kimitsu Works
Tokyo Institute of Technology
Fudo Primary School
Tokyo Jonan Industry Co-op
Haneda International Airport
NTT Network Control Center
NTT Kasumigaseki Communication Center

Study Tours

Visit to Hiroshima Municipal Government
Visit to Hiroshima Prefectural Government
Visit to Honsyu-Shikoku Bridge
Visit to Takashima Village
Visit to Cultural Facilities in Kyoto

Part 3. Fundamental Policy Areas for Modernization- Framework Analysis

Aims: This section focuses on some fundamental facets of the framework of Japanese administration to provide a clear idea of the role of public administration and methods of its efficient implementation.

Contents and Methods

Lecture and discussion

"Human Resource Management"

by Mr. Morishima, Assistant Professor, Faculty Policy Management, Keio University

"The Role of Administration for Development"

by Professor O'uchi, Faculty of International Relations, Ritsumeikan University

"Financial Management"

by Mr. Kato, Senior Economist, Office of Historical Research, Institute of Fiscal and Monetary Policy, Ministry of Finance and by Mr. Ohnishi, Deputy Director, Office of International Cooperation, Institute of Fiscal and Monetary Policy, Ministry of Finance

"Analysis of Policy Process in Japan"

by Professor Sone, Faculty of Policy Management, Keio University

Part 4. Modernization of Public Administration in Participating Countries

Aims: This section provides an opportunity to exchange views among participants with the aim of developing efficiency and effectiveness in public administration in the participating countries through the discussion of various countries' experiences.

Contents and Methods

(1) **Keynote address:** Viewpoints for discussion of development

by Professor Itoh, Graduate School of Policy Science, Saitama University

(2) **Group discussion**

Led by Professor Ito, Mr. Kodama, Associate Professor, Graduate School of Policy Science, Saitama University, Mr. Fujiwara, Director of Legal Affairs Division, Bureau of Administrative Services, NPA and Mr. Akuzawa, Assistant Director, Bureau of Administrative Services, NPA

Discussion subjects

- "Improvement of Human Resource Management in the Public Sector"
- "Developmental Policy for Industries"
- "Modernization of Educational System"

(3) **Summary discussion**

Led by Professor Ito and Mr. Fujiwara

(4) **Report Writing**

12. Schedule of the Course

Refer to the daily schedule for Training Course (Appendix B).

13. Preparation for the Course

In order to enhance the effectiveness of training, the participants were requested to write short reports on the following three subjects, and to submit them before or upon their arrival in Japan. The reports were used in the seminars on "Modernization of Public Administration in the Participating Countries."

"Developmental Policy of Private Industry"

"Modernization of Educational System"

"Improvement of Human Resource Management in Public Sector"

II. OPENING CEREMONY

II. OPENING CEREMONY

1. Opening Ceremony

(1) Place

Institute for International Cooperation

(2) Time

10:00-10:30, May 24, 1993

(3) Ceremony

1) Opening Address

by Mr. Koichiro Yamasaki, Director General, National Personnel Authority

2) Welcome Speech

by Mr. Kazutoshi Iwanami, Managing Director, Institute for International Cooperation (IFIC), Japan International Cooperation Agency

3) Reply Address

by Mr. Carlito J. Catayoung from the Republic of the Philippines

2. Programme Orientation

by Mr. Hiromi Hanayama, International Affairs Officer, and Mr. Toru Akuzawa, Assistant Director, Office of International Affairs, NPA

(1) Place

Institute for International Cooperation

(2) Time

10:30-12:00, May 24, 1993

3. Courtesy Call on the President of the National Personnel Authority

(1) Place

The President's office

(2) Time

16:30-17:00, May 24, 1993

(3) Ceremony

1) Welcome Address

by Mr. Keinosuke Yatomi, President of the the National Personnel Authority

2) Reply Address

by Mr. Niran Jongwutiwes from the Kingdom of Thailand

4. Welcome Party

(1) Place

Toranomon Pastral

(2) Time

18:00-19:00, May 24, 1993

(3) Ceremony

1) Welcome Address

by Mr. Sachio Morizono, Secretary General, National Personnel Authority

2) Reply Address

by Mr. John P. Ngimor from the Republic of Kenya

OPENING ADDRESS

Mr. Koichiro Yamasaki
Director General
Bureau of Administrative Services
National Personnel Authority

Ladies and Gentlemen:

It is a great pleasure and honor for me to say a few words at this opening ceremony of the Group Training Course in National Government Administration II. On behalf of the Government of Japan, I would like to extend a warm welcome to each participant from the twelve countries represented here. At the same time, I wish to express our sincere gratitude to the participating countries, the Japan International Cooperation Agency, and all others concerned, for their great contributions to this course.

This course was initiated in 1968, with the aim of introducing participants to modern public administration through examination of the Japanese experience, and exchanging views on the current state of public administration.

Over the next six weeks, you will be studying the Japanese process of modernization, as well as the modernization of public administration in the participating countries. In addition to the lectures, you will observe the educational system and developmental policies for industries and infrastructure buildings such as communication and transportation. Additionally, during the study tour, you will also have the opportunity to visit Hiroshima, the peace memorial city, as well as cultural sites in Kyoto, the ancient Japanese capital city.

Naturally, the Japanese experience is not always the ideal model for all countries; however it will surely provide you with a useful case study. Therefore, I am convinced you will gain a better understanding of Japan as well as your own country after your study in Japan.

On this special occasion of your visit to our country, I hope you will have the opportunity to observe the present state of affairs in our society with your own eyes. Everything in our society is now before you. I heartily urge you to take advantage of this opportunity, in order to understand the real picture of Japanese society as well as the reasons behind the tremendous development in Japan. If there is a secret to reveal, it may well be the fact that development and its benefit are the result of human resource development in any society, Japanese or otherwise. This is exactly the underlying object of this course.

In concluding my address, let me thank you for the time and energy you will be putting into this course. I hope you will find its rewards worth the effort, and I sincerely hope you will enjoy your stay in this country.

Thank you, and the best of luck to all of you.

WELCOME SPEECH

Mr. Kazutoshi Iwanami
Managing Director
Institute for International Cooperation
Japan International Cooperation Agency

Mr. Koichiro Yamasaki, Director General, Bureau of Administrative Services, National Personnel Authority; Honorable Guests, Overseas Participants, Ladies and Gentleman:

It is my great pleasure to say a few words on behalf of the Japan International Cooperation Agency on this occasion of the opening ceremony of the Group Training Course in National Government Administration II in fiscal 1993.

First of all, I would like to extend a hearty welcome to all of you, the participants who have come all the way to Japan from various parts of the world to take part in this course. You are 12 participants representing 12 nations.

As you know, one of the main responsibilities of national government is to promote and coordinate a nation's social and economic development. The task and duties of the government, however are becoming increasingly varied and more complicated in line with the vicissitudes of development needs of the nation. In this sense, it is vitally important for the government to elevate the professional managerial capability of senior administrative staff who play key roles in the execution of national administration.

Under such circumstances, the Course in National Government Administration has been organized by the Government of Japan as part of its technical cooperation program for the purpose of introducing the participants to Japanese national administration for social and economic development, as well as to seek better ways of reviewing the public administration system of the participating countries.

Through this course, it is hoped that you, the participants will be made more aware of various recent issues in government administration; acquire some knowledge of Japanese experience in modernizing public administration; and be inspired and sufficiently motivated to make a firm commitment to developing new policy measures on government administration for further socio-economic development in your respective countries.

I do hope that you will do your best to get the maximum profit from the Course. On our part, we assure you that we will do our utmost to make this Course successful.

Before closing, I would like to take this opportunity to express our deep gratitude to the National Personnel Authority for its efforts and contribution towards arranging this course program.

To conclude, let me extend our sincere wish to all of you for a fruitful and pleasant stay in Japan. Thank you very much.

REPLY ADDRESS AT THE OPENING CEREMONY

Mr. Carlito J. Catayoung
Republic of the Philippines

Mr. Yamasaki, Director General of Administrative Services, National Personnel Authority; Mr. Iwanami, Managing Director of the Institute for International Cooperation, JICA; Ladies and Gentlemen:

When we arrived in Japan a week ago, my co-participants and I had mixed feelings of what Japan is, how it looks, its country and its people. And we are privileged to note before our very eyes that in comparison to our countries, Japan, with its increasing national power and its positive attitude towards expanding its contribution to the global community, has indeed become modernized. Through our general orientation last week, we were able to appreciate more of Japan than before. We came to know more of Japanese society and its people; its politics and government; its history and culture; how education contributes to Japan's economic development; its language; and finally, its rise to economic power in this part of the world.

Of course, we cannot stop there. We in the developing countries, have to move forward, to learn about Japan particularly in the field of public administration.

Through the Japan International Cooperation Agency (JICA), we the participants of this course are greatly honored and privileged to attend this course for it will provide us opportunities to enhance our administrative capabilities, thus enabling us to contribute significantly to our countries' development.

However, far more than anything else, we would like to extend our deepest gratitude and thanks to the Japanese Government and JICA, its officers and staff particularly here in this Institute, for according us its warm hospitality and for giving us this rare opportunity to participate in this course on National Government Administration.

Therefore, we look forward, that in the coming weeks until the end of the course we will learn more about Japan, particularly in the area of human resource development and other aspects which will benefit our countries in the field of public administration. Finally, we would like to congratulate the Japanese government, through JICA, for its effort of gathering us here to attend this course, all with different cultures and heritage, diversified in ideas and experience but bounded by one spirit, that is, friendship and international cooperation: only Japan can make this possible and JICA made this a reality.

Thank you. Arigato Gozaimasu.

WELCOME ADDRESS AT THE COURTESY CALL

Mr. Keinosuke Yatomi
President
National Personnel Authority

Ladies and Gentlemen:

I would like to express my hearty welcome to all of you for coming all the way to Japan, from various parts of the world, to participate in the Group Training Course in National Government Administration II.

It is my honor to be addressing an audience of government officials, who are playing important roles in the development of their own government administration.

Modernization of government administration, the theme of this course, is a crucial part of the harmonious development for all of countries.

At present, Japan is one of the most developed countries. However, she was once a developing country herself. Japan has made efforts to catch up with the developed countries with a combination of governmental and social measures. I am convinced that the Japanese experience will provide you with some ideas for the improvement of government in your countries. I hope that you find this to be a good opportunity to consider the Japanese case, and also to exchange your own experiences with fellow participants.

I also hope that all of you utilize this opportunity to observe various aspects of Japan and to deepen your understanding of Japan: her history, culture, and the life of her people. I am pleased to know that, in order to assist you in this regard, a trip to Kyoto, the ancient capital city of Japan, has been scheduled in the study tour. You will come across an abundance of Japanese traditions there.

In closing, I hope you have a pleasant, enjoyable and fruitful stay in Japan, and that you will exert your best efforts for the development of your respective nations on your return.

Thank you.

REPLY ADDRESS AT THE COURTESY CALL

Mr. Niran Jongwutiwes
Kingdom of Thailand

Mr. Yatomi, President of NPA:

On behalf of the 12 participants of JICA's group training course in National Government Administration II, I would like to say a few words about our group.

We are all government officials in positions related to government administration from 12 countries: Bangladesh, Egypt, India, Kenya, Malaysia, Nepal, Nigeria, Peru, the Philippines, Poland, Sri Lanka, and Thailand. Our average age is 38.3, of which the youngest is 32 and the oldest is 47. Our educational qualifications are in the fields of Public Administration, Political Science, Education, Law, Economics, Commerce and Physics.

For most of us, this is the first time to be in such a beautiful country as Japan. And thus, we would like to thank JICA for providing us this valuable opportunity to be trained by NPA-the National Personnel Authority, one of the few, most efficient bodies in designing and administering government personnel. We have learned that the efforts of NPA's personnel administration, have contributed greatly to Japan's public administration, which in turn, has contributed greatly to Japan's remarkable development since the end of World War II.

It is indeed our honor to pay a courtesy call to the President of NPA. Sir, under your guidance and tender touch, we will learn more about the Japanese experience in government administration and we will seek better ways to improve our own public administration to enhance the social and economic development of our countries.

Thank you very much.

WELCOME ADDRESS AT THE WELCOME PARTY

Mr. Sachio Morizono
Secretary General
National Personnel Authority

Ladies and Gentlemen:

Welcome to Japan and to the National Personnel Authority. We are pleased that you have come all the way to Japan to participate in the Group Training Course in National Government Administration II.

Since we have already met this afternoon, please allow me to do without the formalities. We are holding this reception to express our hearty welcome to you. Please make yourselves at home, and enjoy conversation with other participants here for as long as time allows.

With regard to the training course, I am convinced your achievements in this course will be most impressive. I hope you have a pleasant stay in Japan.

Thank you .

REPLY ADDRESS AT THE WELCOME PARTY

Mr. John P. Ngimor
Republic of Kenya

Mr. Morizono, Secretary General of the National Personnel Authority, JICA trainers and facilitators, my fellow participants of the Course in National Government Administration II, ladies and gentleman:

I stand here on behalf of my fellow participants to express our sincere appreciation and gratitude to you Mr. Morizono, Secretary General of the National Personnel Authority, and through you to the government of Japan for organizing this important course.

Sir, through the just-concluded orientation program culminating in this afternoon's brief courtesy call on the president of the National Personnel Authority and crowned now with this welcome party, the course participants have been accorded a golden opportunity to understand, at least for a start, the wonderful people, culture, history, politics, economy, and the government of Japan first-hand! Your people's commitment to work- hard work, inherent even in your greeting "Ohayo Gozaimasu" has greatly inspired us to instill the same in our respective countries upon our return.

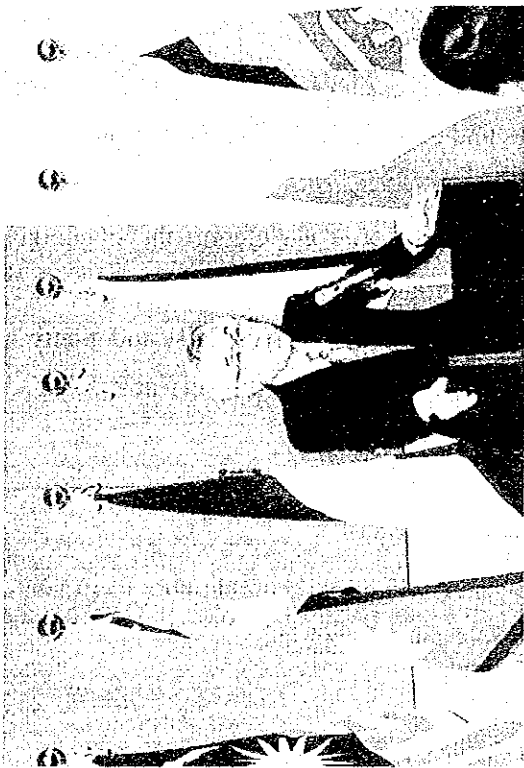
This course has brought together 12 participants from as many countries representing as it were four continents, and we are looking forward to sharing views and experiences to further enhance our course besides bringing us into one big family with Japan!

Mr. Morizono, I wish to thank you profoundly for your kind words of welcome this evening. The same will now form part of our necessary launching base to propel us into the seemingly challenging task of technical transfer from Japan to our countries, through us, as we fully and gladly attend to our lectures, discussions, tours, visits and report-writing as directed by the very able JICA trainers during the coming six weeks.

We cannot of course forget those who have worked this evening to make this welcome party such a delightful success! To them we all say: "Arigato Gozaimasu."

Mr. Morizono, once again thank you very much for welcoming us and encouraging us in your speech. As you prepare to leave, we all wish you a nice and safe journey home.

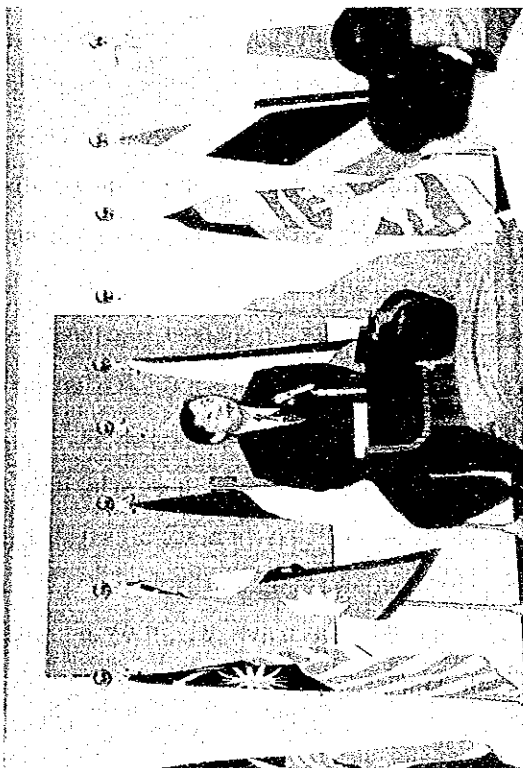
Thank you.



1 Opening Address by Mr. Yamasaki (NPA)



2 Welcome Speech by Mr. Iwanami (JICA)

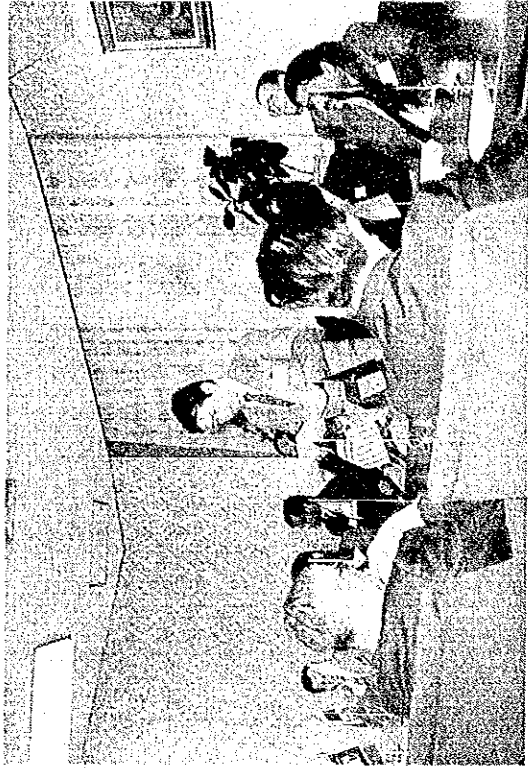


3 Reply Address by Mr. Catayoung

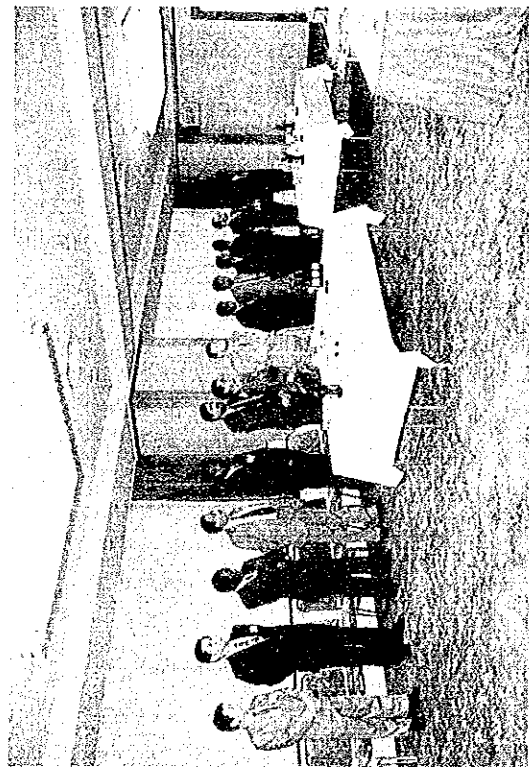
1-3 Opening Ceremony at IFIC



4 Welcome Address by Mr. Yatomi (NPA)



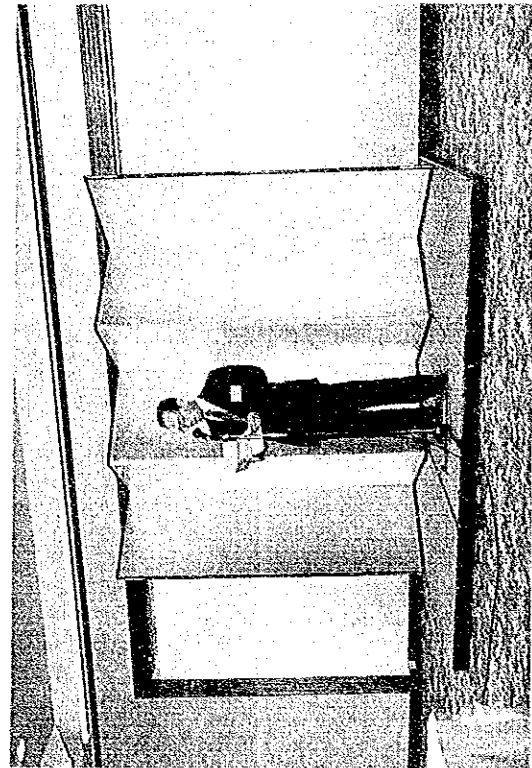
5 Reply Address by Mr. Jongwutiwes



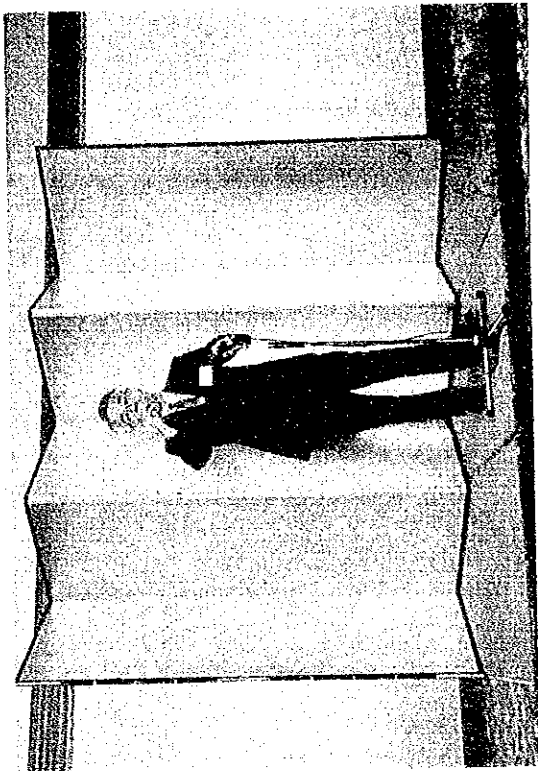
6

4-5 Courtesy Call on the President

6-7 Welcome Party



7 Welcome Address by Mr. Morizono (NPA)



9 Welcome Toast by Mr. Yamasaki (NPA)



11



8 Reply Address by Mr. Ngimor



10

8-11 Welcome Party

III. LECTURE, OBSERVATION AND DISCUSSION

III. LECTURE, OBSERVATION AND DISCUSSION

Part 1. Modernization in Japan

Lecture "Public Administration and Civil Service System in Japan"

Date: Tuesday, May 25

Lecturer: Mr. Toshiaki Matsumoto, Director, Office of International Affairs, Bureau of Administrative Services, NPA

Lecture "Modernization Process in Japan"

Date: Wednesday, May 26 and Thursday, May 27

Lecturer: Professor Toru Yoshimura and Professor Fumio Nishino, Graduate School of Policy Science, Saitama University

Assistant Lecturer: on May 26, Ms. Yumiko Senoo, Examination Officer, Bureau of Recruitment, NPA

on May 27, Mr. Shigeru Ichikawa, Unit Chief, Research Division, Bureau of Compensation, NPA

Part 2. Fundamental Policy Areas for Modernization- Case Study

Theme "Developmental Policy for Industries"

Lecture "Developmental Policy for Industries"

Date: Friday, June 4

Lecturer: Mr. Toshihiro Kodama, Associate Professor, Graduate School of Policy Science, Saitama University and Mr. Satoshi Otaka, Deputy Director, International Affairs and Research Department, Japan Small Business Corporation

Assistant Lecturer: Mr. Kou Mishima, Examination Officer, Bureau of Recruitment, NPA

Visit to Nippon Steel Kimitsu Works

Date: Friday, May 28

Briefing by: Mr. Eiichi Kawaguchi, Senior Manager, Public Relations, General Administration Division, Nippon Steel Kimitsu Works

Visit to the Tokyo Jonan Industry Co-op

Date: Wednesday, June 2

Briefing by: Mr. You Ikari, Managing Director, Tokyo Jonan Industry Co-op and Mr. Moriyuki Saruwatari, President, SAYAKA Company Limited

Theme "Educational System"

Lecture "Educational System"

Date: Monday, May 31

Lecturer: Mr. Nobuya Higuchi, Chief, Section for International Cooperation in Research, National Institute for Educational Research, Ministry of Education

Visit to Tokyo Institute of Technology

Date: Tuesday, June 1

Briefing by: Dr. Akira Morikawa, Professor of Chemical Engineering; Mr. Takeshi

Tanaka, Director, Research Cooperation Division and Ms. Kazuko Morishige, Head, International Affairs Section

Visit to Fudo Primary School

Date: Tuesday, June 1

Briefing by: Mr. Tsuyoshi Takahashi, Principal, Fudo Primary School

Theme "Infrastructure Building - Transportation (Aviation)"

Lecture "Aviation Administration"

Date: Thursday, June 3

Lecturer: Mr. Satoshi Mizushima, Deputy Director of the General Affairs Division, Administration Department, Civil Aviation Bureau, Ministry of Transport

Lecture "Construction of Airport"

Date: Thursday, June 3

Lecturer: Mr. Hiroataka Sato, Deputy Director of the Construction Division, Aerodrome Department, Civil Aviation Bureau, Ministry of Transport

Visit to Haneda International Airport

Date: Wednesday, June 2

Briefing by: Mr. Kuniyoshi Chida, Director, Fifth Construction Division, Tokyo Airport Construction Office, Second District Port Construction Bureau, Ministry of Transport

Theme "Infrastructure Building - Communication"

Lecture "Infrastructure Building - Communication"

Date: Monday, June 7

Lecturer: Mr. Jiro Kokuryo, Assistant Professor, Graduate School of Business Administration, Keio University

Assistant Lecturer: Mr. Toru Akuzawa, Assistant Director, Office of International Affairs, NPA

Visit to NTT Network Control Center

Date: Friday, June 8

Briefing by: Mr. Saiichiro Sakabe, Senior Manager, Network Control Center, NTT Long-Distance Communications Sector, NTT

Visit to NTT Kasumigaseki Communication Center

Part 3. Fundamental Policy Areas for Modernization- Framework Analysis

Lecture "Human Resource Management"

Date: Thursday, June 10

Lecturer: Mr. Motohiro Morishima, Assistant Professor, Faculty Policy Management, Keio University

Assistant Lecturer: Mr. Tsuyoshi Ishigai, International Affairs Officer, Office of International Affairs, NPA

Lecture "The Role of Administration for Development"

Date: Friday, June 11
Lecturer: Professor Minoru Ouchi, Faculty of International Relations, Ritsumeikan University
Assistant Lecturer: Mr. Tadakazu Watanabe, Instruction Officer, National Institute of Public Administration, NPA

Lecture "Financial Management"

Date: Monday, June 21
Lecturer: Mr. Shinichi Kato, Senior Economist, Office of Historical Research, Institute of Fiscal and Monetary Policy, Ministry of Finance and Mr. Yasushi Ohnishi, Deputy Director, Office of International Cooperation, Institute of Fiscal and Monetary Policy, Ministry of Finance

Lecture "Analysis of Policy Process in Japan"

Date: Tuesday, June 22
Lecturer: Professor Yasunori Sone, Faculty of Policy Management, Keio University
Assistant Lecturer: Mr. Yukihiro Shingae, International Affairs Officer, Office of International Affairs, NPA

Part 4. Modernization of Public Administration in Participating Countries

Keynote Address "Viewpoints for Discussion of Development"

Date: Wednesday, June 23
Lecturer: Professor Daiichi Ito, Graduate School of Policy Science, Saitama University

Discussion (1) "Improvement of Human Resource Management in the Public Sector"

Group Discussion

Date: Wednesday, June 23
Supervisor: Professor Daiichi Ito, Graduate School of Policy Science, Saitama University and Mr. Tsuneo Fujiwara, Director, Legal Affairs Division, Bureau of Administrative Services, NPA
Assistant Supervisor: Mr. Hideki Goda, Planning Officer, General Affairs Division, Bureau of Administrative Services, NPA

Summary Discussion

Date: Thursday, June 24
Supervisor: Professor Daiichi Ito, Graduate School of Policy Science, Saitama University and Mr. Tsuneo Fujiwara, Director, Legal Affairs Division, Bureau of Administrative Services, NPA
Assistant Supervisor: Ms. Yukari Wada, Planning Officer, General Affairs Division, Bureau of Administrative Services, NPA

Discussion (2) "Developmental Policy for Industries"

Group Discussion

Date: Friday, June 25
Supervisor: Mr. Toshihiro Kodama, Associate Professor, Graduate School of Policy Science, Saitama University and Mr. Toru Akuzawa, Assistant Director, Office of International Affairs, Bureau of Administrative Services, NPA

Assistant Supervisor: Mr. Yukio Ukai, Legal Affairs Officer, Legal Affairs Division, Bureau of Administrative Services, NPA

Summary Discussion

Date: Monday, June 28

Supervisor: Professor Daiichi Ito, Graduate School of Policy Science, Saitama University and Mr. Toshihiro Kodama, Associate Professor, Graduate School of Policy Science, Saitama University

Assistant Supervisor: Mr. Yukio Ukai, Legal Affairs Officer, Legal Affairs Division, Bureau of Administrative Services, NPA

Discussion (3) "Modernization of Educational System"

Group Discussion

Date: Tuesday, June 29

Supervisor: Professor Daiichi Ito, Graduate School of Policy Science, Saitama University and Mr. Tsuneo Fujiwara, Director, Legal Affairs Division, Bureau of Administrative Services, NPA

Assistant Supervisor: Ms. Hiroko Shimada, Legal Affairs Officer, Legal Affairs Division, Bureau of Administrative Services, NPA

Summary Discussion

Date: Tuesday, June 29

Supervisor: Professor Daiichi Ito, Graduate School of Policy Science, Saitama University and Mr. Tsuneo Fujiwara, Director, Legal Affairs Division, Bureau of Administrative Services, NPA

Assistant Supervisor: Ms. Hiroko Shimada, Legal Affairs Officer, Legal Affairs Division, Bureau of Administrative Services, NPA

Report Writing

Date: Wednesday, June 30 and Thursday, July 1

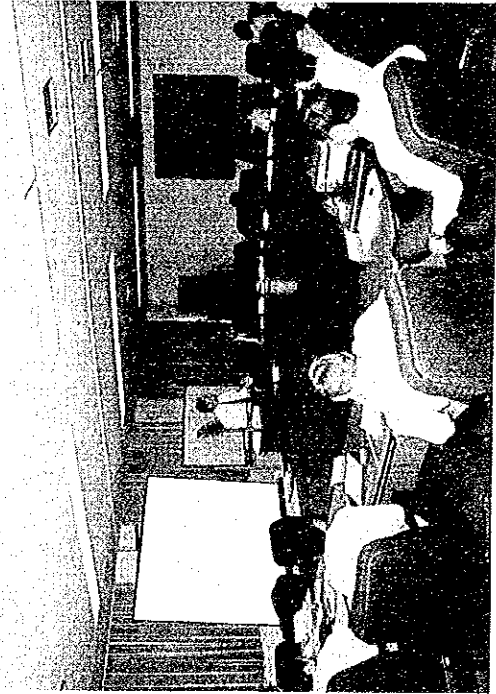
*Each participant wrote a final report on the role of public administration for economic and social development in participant's country.



1 Lecture by Mr. Matsumoto (NPA)



2 Lecture by Professor Yoshimura (Saitama Univ.)



3 Lecture by Professor Nishino (Saitama Univ.)



4 Nippon Steel Kimitsu Works



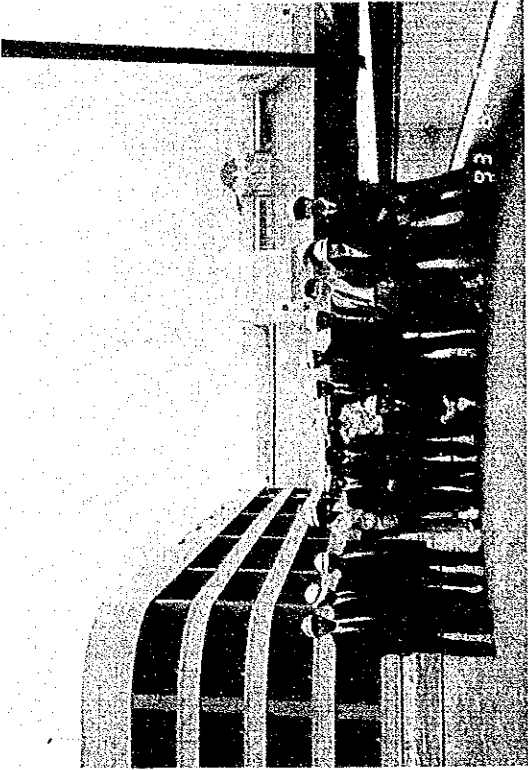
5 Tokyo Institute of Technology



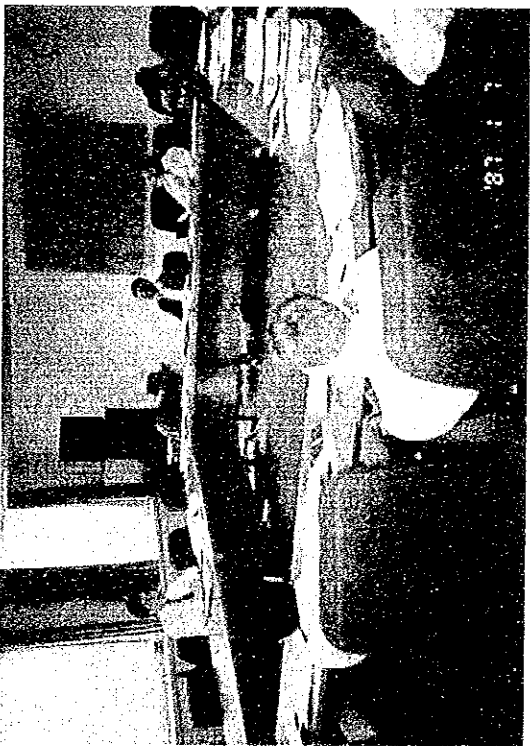
6 Fudo Primary School



7 Tokyo Jonan Industry Co-op



8 Haneda International Airport



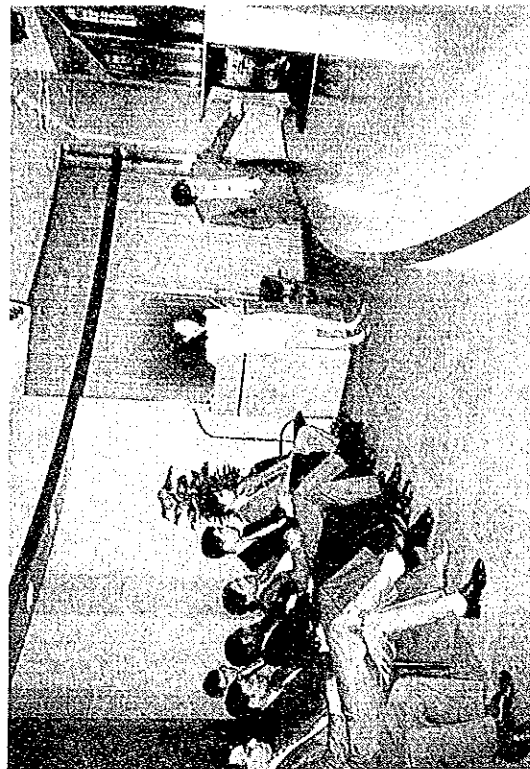
9 Lecture by Mr. Mizushima (Ministry of Transportation)



10 Lecture by Mr. Sato (Ministry of Transportation)



11 Lecture by Mr. Kokuryo (Keio Univ.)



12 NTT Network Control Center



13 NTT Kasumigaseki Communication Center



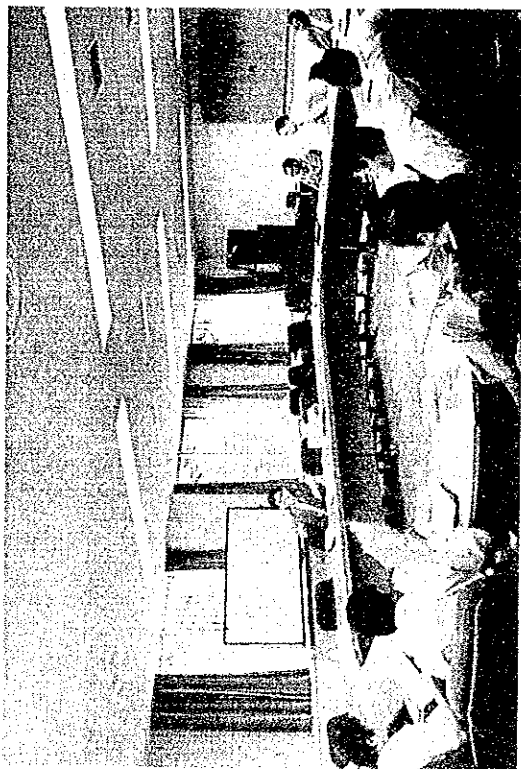
14 Lecture by Mr. Morishima (Keio Univ.)



15 Lecture by Professor Ouchi (Ritsumeikan Univ)



16 Lecture by Mr. Kato (Ministry of Finance)



17 Lecture by Mr. Ohnishi (Ministry of Finance)



18 Lecture by Professor Sone (Keio Univ.)



19

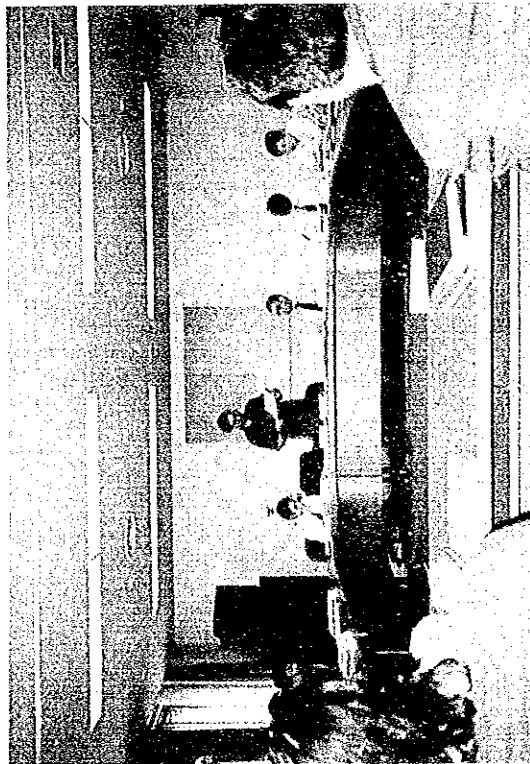


20

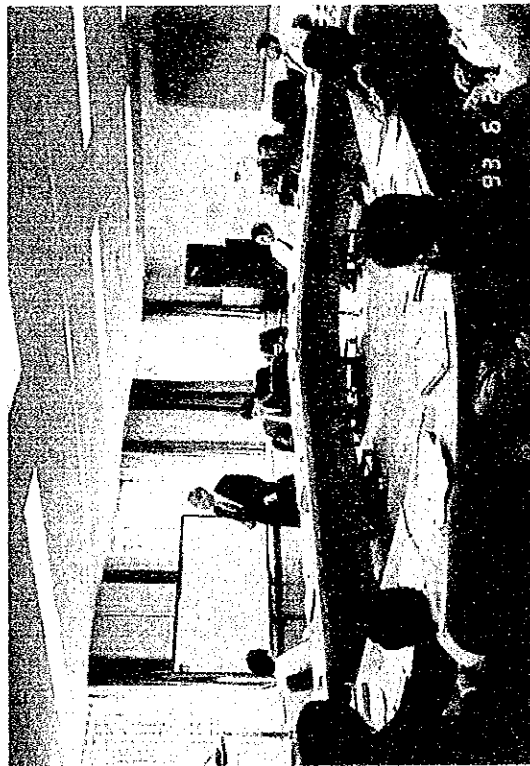
19-23 Discussion



22



21



23

IV. STUDY TOUR

IV. STUDY TOUR

Visit to the Hiroshima Peace Memorial Park

Date: Tuesday, June 15

Briefing on : Hiroshima's Experience in the Atomic Bomb

Briefing by: Mr. Akihiro Takahashi, Director, Enterprise Division, Hiroshima Peace Culture Foundation

Visit to the Hiroshima Municipal Hall

Date: Tuesday, June 15

Briefing on : Restoration of Hiroshima after World War II

Briefing by: Mr. Tomohito Matsuda, Associate Chief, Planning Division, Planning and Coordination Bureau, City of Hiroshima

Briefing on : the Danbara Redevelopment Project

Briefing by: Mr. Hirokazu Shiozaki, Director, Compensation Division, Danbara Redevelopment Department, Bureau of Urban Development, City of Hiroshima

Visit to the Hiroshima Prefectural Government Offices

Date: Wednesday, June 16

Briefing by: Mr. Michinori Tachibana, Planning Supervisor, Planning and Coordination Division, Planning and Development Promotion Department, Hiroshima Prefectural Government

Visit to the Honshu-Shikoku Bridge

Date: Thursday, June 17

Briefing by: Mr. Kenji Hirai, Director, Hayashima Operation Office, Second Operation Bureau, Honshu-Shikoku Bridge Authority

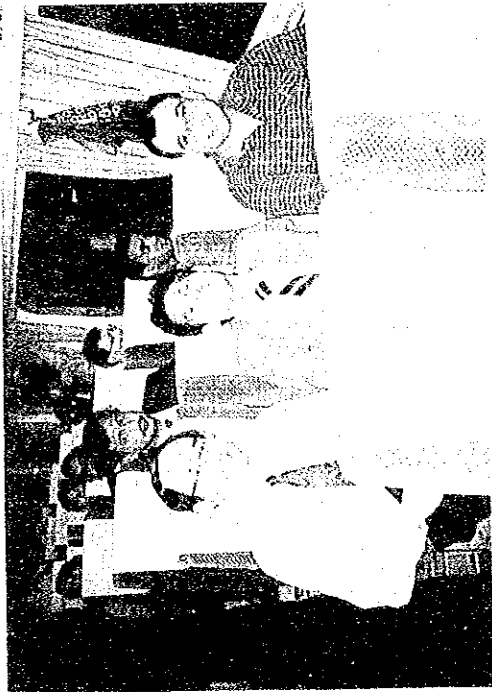
Visit to the Takashima Town

Date: Friday, June 18

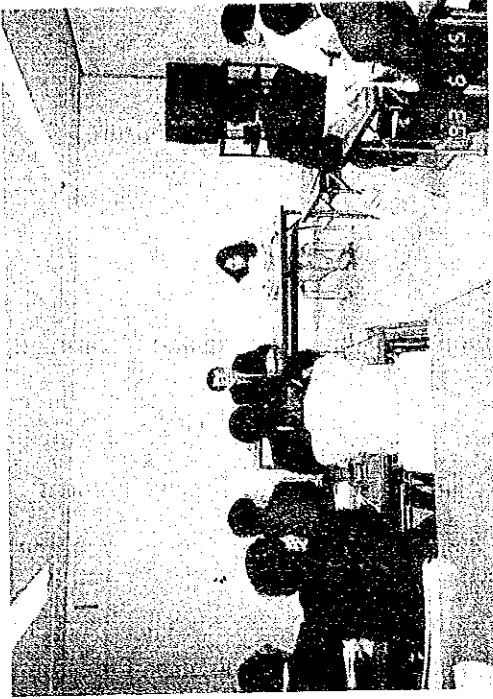
Briefing by: Mr. Koichi Yurugi, Mayor, Takashima Town

Visit to cultural sites in Kyoto

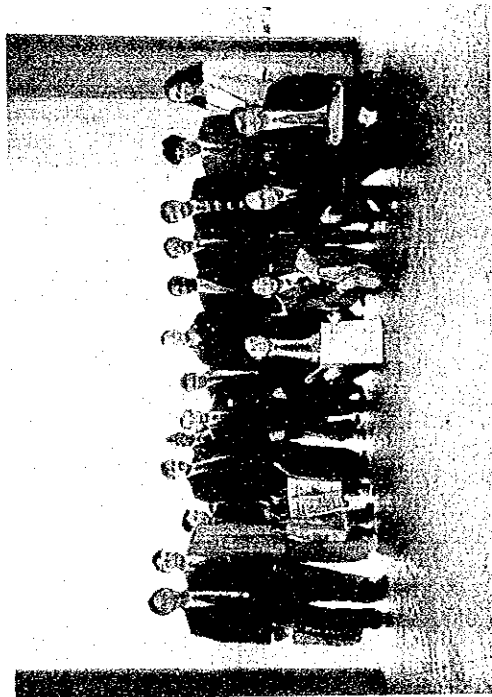
Date: Saturday, June 19



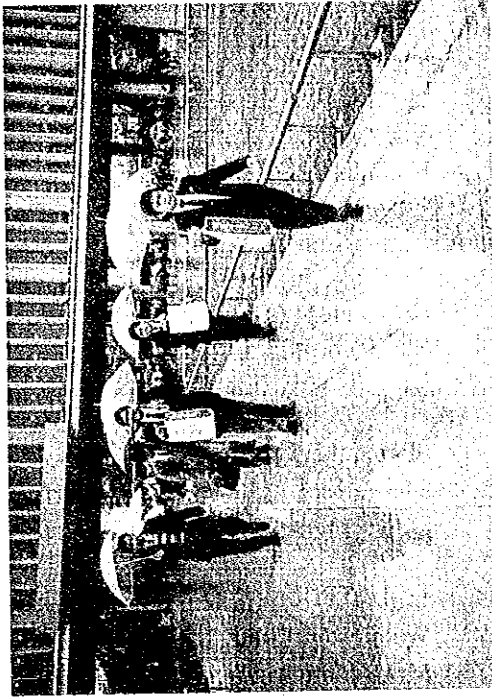
1 In the Bullet Train



2 Briefing by Mr. Takahashi
(Hiroshima Peace Memorial Museum)

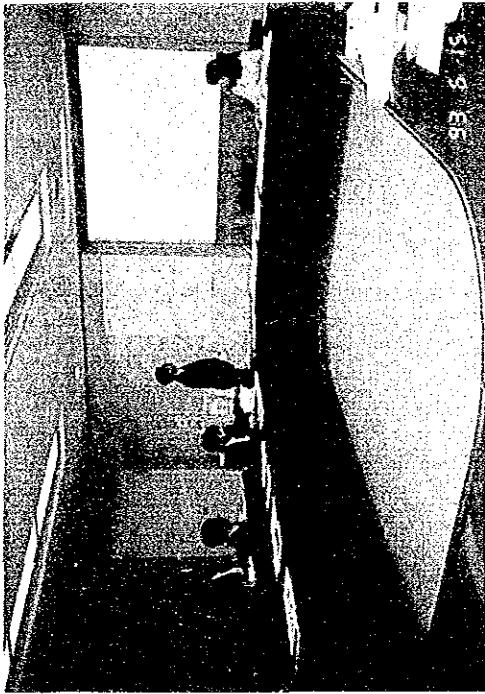


3



4

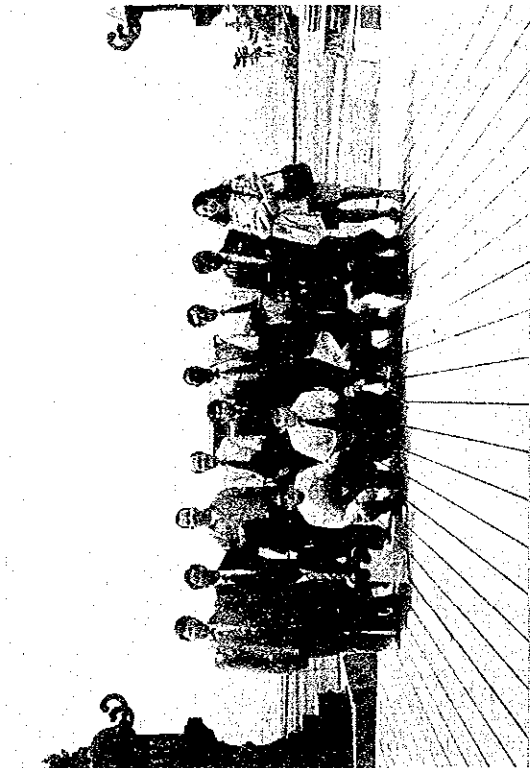
3-4 Hiroshima Peace Memorial Park



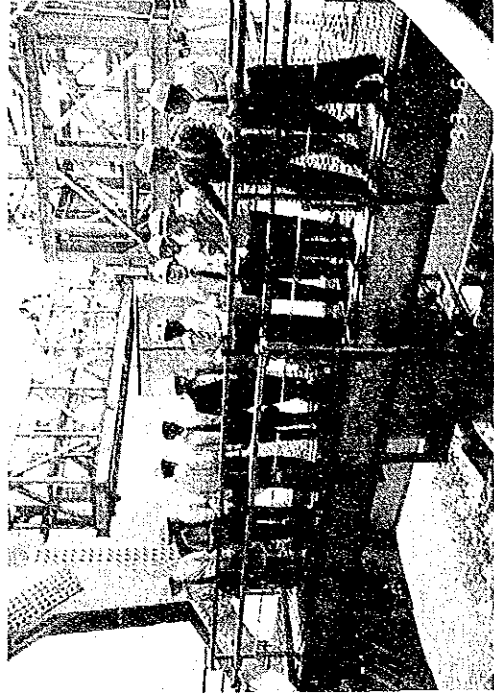
5 Hiroshima Municipal Hall



6 Hiroshima Prefectural Government

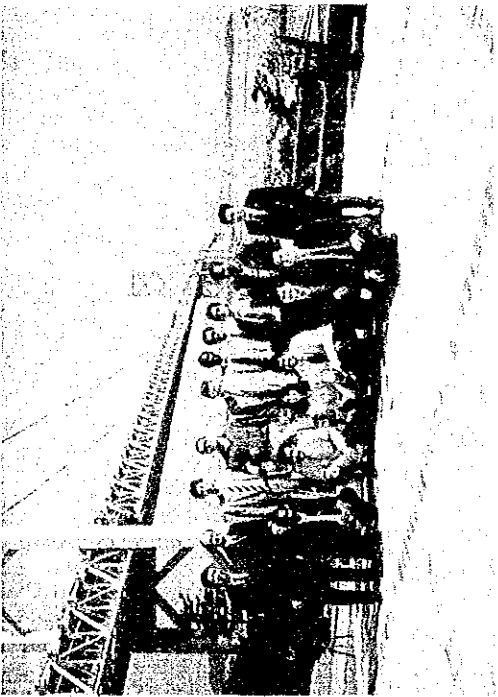


7 Miyajima

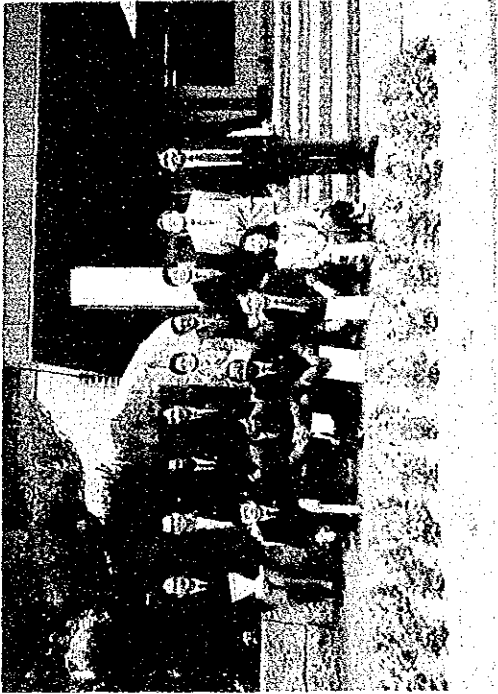


8

8-9 Honshu-Shikoku Bridge



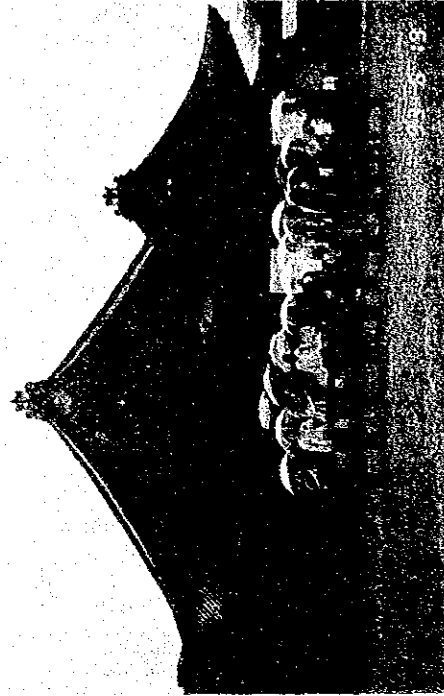
9



10



11

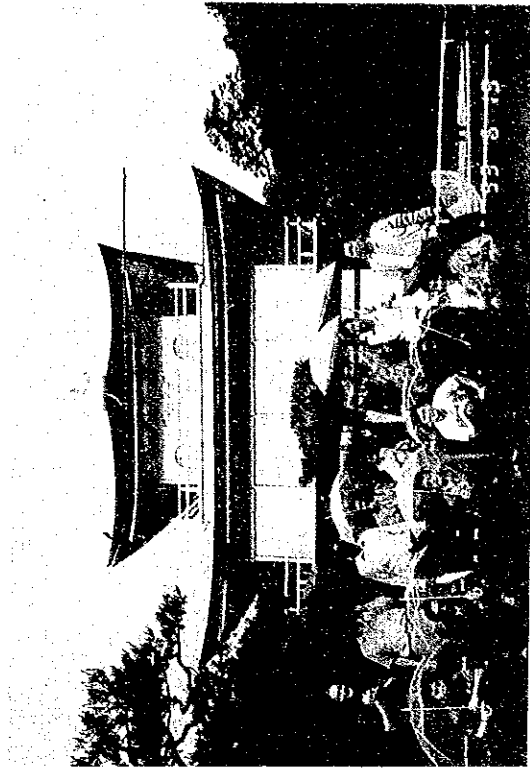


12 Nijo Castle

10-11 Takashima Town



13 Ryoanji Temple



14 Golden Pavilion

V. CLOSING CEREMONY

V. CLOSING CEREMONY

1. Closing Ceremony

(1) Place

Institute for International Cooperation

(2) Time

16:30-17:00, July 2, 1993

(3) Ceremony

1) Closing Address

by Mr. Kazutoshi Iwanami, Managing Director, Institute for International Cooperation, Japan International Cooperation Agency .

2) Congratulation Speech

by Mr. Seibi Urata, Councillor, Bureau of Administrative Services, National Personnel Authority.

3) Presentations of Certificates

by Mr. Kazutoshi Iwanami, Managing Director, Institute for International Cooperation, Japan International Cooperation Agency .

4) Reply Address

Mr. Tirtha Prasad Ligal from Kingdom of Nepal

2. Farewell Party

(1) Place

Institute for International Cooperation

(2) Time

17:00-18:00, June 2, 1993

CLOSING ADDRESS

Mr. Kazutoshi Iwanami
Managing Director
Institute for International Cooperation
Japan International Cooperation Agency

Mr. Seibi Urata, Councillor, Bureau of Administrative Services, National Personnel Authority;
honorable guests; overseas participants; ladies and gentlemen:

It is my great honor and pleasure to say a few words to you participants on behalf of the Japan International Cooperation Agency, and mine in particular on the occasion of the closing ceremony of the group training course in National Government Administration II in fiscal 1993.

First of all, I would like to extend hearty congratulations to all of you participants on your successful completion of the course. At the same time, I would like to take this opportunity to express our deep gratitude to the people concerned in the National Personnel Authority and also the Japan Institute of Personnel Administration and other organizations who made their best efforts to make the course fruitful and successful.

As you well know, the main purposes of this course are to introduce modern public administration, mainly of Japan, to the participants, 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 countries through improved national government administration.

It was 45 days ago when you gathered here in Japan which was a very new world to you all, representing different cultures, different values and varying socio-economic realities. However, to my regret, one representative from Poland had to return home half way through the course due to his urgent business. Through lectures, discussions and field trips as well as the comparative study of national government administration in 12 countries including Japan, I am very sure you have learned various phases and techniques of administration. Therefore, this course will at least be able to stimulate your imagination and urge for doing something new and appropriate for your nations.

Your stay in Japan was short, but nevertheless you had a good opportunity to take a deep insight into its people and society, especially during your field trip in Hiroshima, for better understanding of our nation as a whole and the actual application of public administration in a local government.

Therefore, I do hope that you will share your knowledge and experience gained in Japan with

people around you after returning home, thus the bond of friendship between Japan and your countries will be further strengthened.

Now, I bid farewell to you with the end of the course. This should be, however, another starting point of long-lasting relations among us all present here. We, JICA, would be very happy to be of any assistance to you on any matter in the future.

To conclude, I wish each one of you a pleasant journey home and every success in your career.

Thank you very much.

CONGRATULATORY SPEECH

Mr. Seibi Urata
Councillor
Bureau of Administrative Services
National Personnel Authority

Mr. Iwanami, Managing Director of the Institute for International Cooperation, Japan International Cooperation Agency; Honorable guests; Dear participants; Ladies and gentlemen:

It is a great pleasure and honor for me to say a few words at this closing ceremony of the Group Training Course in National Government Administration II. On behalf of the Government of Japan, I would like to extend our heartfelt congratulations to all of you for your successful completion of this course. At the same time, I wish to express our sincere gratitude to the Japan International Cooperation Agency, and all others concerned, for their great efforts toward the success of this course.

I am convinced that all of you have achieved remarkable improvement through the course. Through examination of the actual policy process in Japan and discussions with fellow participants, I think you have become familiar with the development of public administration in Japan and have found some clues to the further development of public administration in your countries.

I do hope you not only make the best use of what you have gained through the course, but that you also share it and continue revising it in your respective governments, so that you can make a meaningful contribution to the development and prosperity of your countries by playing important roles as leading administrators.

During this course, you have visited various places in addition to the Tokyo environs through the study tour and the observation visits. On such occasions, you have met not only government officials, but various types of Japanese people, from children in an elementary school to workers in factories and farmers in the field. As a result, you have seen modern Japan, and also traditional Japan such as in Kyoto. In Hiroshima, you have heard the moving voice of a survivor of the atomic bomb. Furthermore, you have had a golden opportunity to see the wedding ceremony of the Crown Prince in Tokyo. Some of these might have been just as you had imagined, but some might have made a deep impression and even surprised you. Nonetheless, all of those places you visited are the actual Japan, and all of the people you met are the actual Japanese. I hope that you will talk about them to your colleagues, family and friends on your return to respective countries.

Now, looking back over the period of this course, I cannot imagine how the time went by so quickly. Today, I feel a sense of sadness to see off our dear friends. I hope your experience in Japan will enhance the mutual understanding and good relationships between your countries and Japan. We have also improved our understanding of your countries during the days we spent with you. Our friendship will contribute to a better world-wide network.

In closing my address, I wholeheartedly wish you good health and success. We look forward to seeing you again in the near future.

Congratulations again, and thank you for your eager contributions.

REPLY ADDRESS IN CLOSING CEREMONY

Mr. Tirtha Prasad Ligal
Kingdom of Nepal

Mr. Seibi Urata, Deputy Director General, Bureau of Administrative Services, NPA; Mr. Kazutoshi Iwanami, Managing Director, Institute for International Cooperation, JICA; Ladies and Gentlemen:

It is with great pleasure and honor that I stand before you this evening on behalf of my fellow participants from 11 different countries of the world to acknowledge your enviable contribution for our achievement during our sojourn in Japan.

From what we have seen, heard, learned and informed about Japan, which incidentally began its progress from a humble and noble beginning, Japan is great. This greatness was achieved through hard work, determination and exemplary leadership. There is a lot to learn from you, especially your stable social and economic system, industrial technological advancement and even societal moral ethics.

Permit me to say that we were overwhelmed with the friendliness and kindness of your people, the level of your technological, and socio-economic development and your extremely rich culture.

Indeed we appreciate your current role of assisting most third world countries to attain a similar level of development. We particularly thank you for the pains, efforts and financial contribution to host us, take care of us and educate us on how we can contribute effectively to our various national government administrations.

We shall also not forget the highly educating tours of Hiroshima, Okayama and Kyoto. At Hiroshima, we learned the lesson of war and as a group we are determined to stop war in all ramifications and we also resolved to help in our various ways to enhance Hiroshima's campaign for global peace, love and harmony.

At Okayama we learned that technology could have no limit if people are determined. To us we consider Honshu- Shikoku bridge as the latest wonder of the earth. Similarly, the successful Japanese land reclamation efforts fall within the same description as the bridge. At Kyoto we were baffled with the rich Japanese cultural heritage.

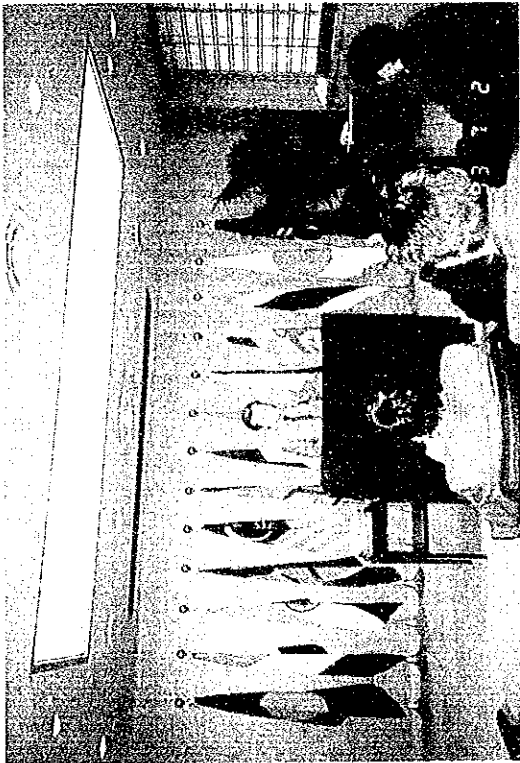
At this function, I will like to extend our profound gratitude to JICA, NPA and other Japanese authorities who made our stay here possible and memorable and comfortable. We particularly wish to thank our able coordinator Ms. Kajiyama and the efficient and able Messrs. H. Hanayama, T. Akuzawa,

A. Yamamoto, and S. Iwasaki, who patiently went through the sojourn of the entire course with us. We are also highly grateful to our facilitators who came from various centers of excellence, NPA and other government agencies, to share their valuable experiences with us. We equally wish to express our gratitude to our IFIC administrative, restaurant, reception, library, housekeeping and security staff who have cooperated with us throughout the course. We shall not forget you all.

We wish to assure you that whatever we learned here shall continue to be a tribute to Japan. And we shall endeavor to continue collaboration with Japan when we go back. We are proud to be associated with Japan in our developmental efforts.

Once more, we thank you all.

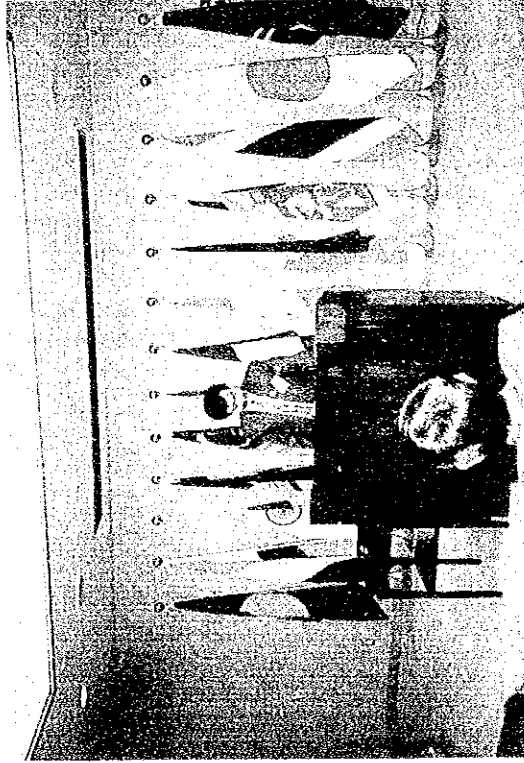
Thank you.



1 Closing Address by Mr. Iwanami (JICA)



2 Congratulation Speech by Mr. Urata (NPA)



3 Reply Address by Mr. Lignal



4-14 Presentation of Certificate

4



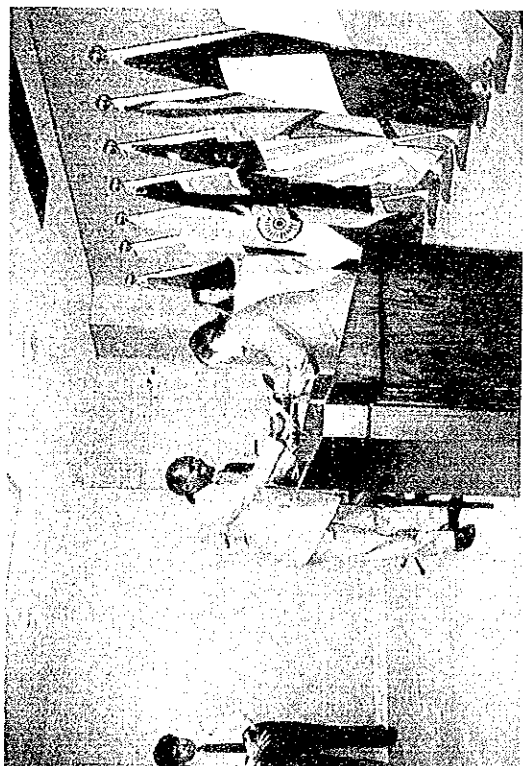
6



8



5





10



12



9



11