

REPORT OF THE SECOND GROUP TRAINING COURSE ON NATIONAL GOVERNMENT ADMINISTRATION

June, 27, 1991

Japan International Cooperation Agency

National Personnel Authority

June 27



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**REPORT OF THE SECOND GROUP TRAINING
COURSE ON
NATIONAL GOVERNMENT ADMINISTRATION**



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Japan International Cooperation Agency

National Personnel Authority

国際協力事業団

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CONTENTS

	Page
I. Training Program	3
1. Preface	3
2. Purpose	3
3. Duration	4
4. Administering Agencies	4
5. Training Institution and Facility	4
6. Qualifications of Applicants	5
7. Allowances and Expenses	5
8. Participants	5
9. Language	6
10. Study Hours & Place	6
11. Responsible Officers	6
12. Outline of the Curriculum	6
13. Schedule of the Course	8
14. Preparation of the Course	8
II. Opening Ceremony	12
1. Opening Ceremony	12
2. Program Orientation	12
3. Courtesy Call on the Present of the National Personnel Authority	12
4. Welcome Party	13
III. Observations and Study Tours	21
IV. Closing Ceremony	27
1. Closing Ceremony	32
V. Final Reports	35
Annexed Papers	
A. List of Participants	85
B. Daily Schedule	86
C. Lecturers and Officers	90

I. TRAINING PROGRAM

I. TRAINING PROGRAM

1. Preface

This training course is organized by the Japanese government as a part of its Technical Cooperation Programs 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. Purpose

Rationale:

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

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

Aims:

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

The purpose of this course is:

- 1) to assist participants in seeking better ways to modernize public administrations in order to assure efficient implementation of modernizing policies,
- 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 problems associated, and policies in their early stage of modernization;
- 2) comprehend the principles of public administration and the civil service system for efficient implementation of policy;
- 3) comprehend the fundamental problems of building a modern economic and social system;
- 4) comprehend the function of the national administration and its role.

3. Duration

7 weeks, from May 14 to June 28, 1991.

4. Administering Agencies

(1) Japan International Cooperation Agency

International Training Center Division
Training Affairs Department,
P.O. Box 216, Shinjuku Mitsui Bldg.,
2-1-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo 163 Japan
Tel.: (03) 3346-5167
Cable Address: JICAHDQ TOKYO
Telex: J22271

(2) National Personnel Authority

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan
Tel.: (03) 3581-5311
Fax: (03) 3580-6092

(3) The ministries and agencies concerned

5. Training Institution and Facility

Training Institution:

Office of International Affairs
National Personnel Authority
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 Cabinet, concentrates exclusively on the administration of personnel programs 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 unique interface with foreign countries and conducts international trainings with the aim of assisting foreign countries to improve their 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-Honmura-cho, Shinjuku-ku, Tokyo, 162 Japan

Tel.: (03) 3269-2911

6. Qualifications of Applicants

Applicants should:

- (1) be nominated by their government in accordance with the prescribed procedures;
- (2) be government officers promising to be senior members of the staff in the national government offices, and be related with policy formation;
- (3) have university degree or equivalent, with occupational experience of more than five years in public administration (at least two years of experience in the 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;
- (6) be in good health, both physically and mentally, to undergo the training. Pregnancy is regarded as a disqualifying condition for participation in the training.

7. Allowances and Expenses

The government of Japan bears the following expenses in accordance with JICA rules and regulations:

- (1) return air-ticket (normal economy fare) between the international airport designated by JICA and Tokyo.
- (2) an allowance of 4,100 yen per day in addition to free accommodation and breakfast at the Institute For International Cooperation, JICA (Ichigaya) .
- (3) medical charges for participants who have fallen ill after arrival in Japan, and
- (4) expenses for study tours.

8. Participants

10 persons from Colombia, India, Indonesia, Iran, Malaysia, Nepal, Nigeria, Peru, Philippines and Thailand (referring to Annexed A).

9. Language

The course was conducted in English.

10. Study Hours & Place

(1) Study hour

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

(2) Place

Seminar room No.201 A at the Institute For International Cooperation (Ichigaya) from May 21 to June 7, and Seminar room No.203 from June 17 to June 24.

11. Responsible Officers

(1) Course Leader: Mr. Yoshiteru Sugimoto (NPA)
Assistant Course Leader: Mr. Yasunobu Nakamura (NPA)

(2) Coordinator: Ms. Masako Nemoto (JICA)

(3) Organization:

1) Institute For International Cooperation (Ichigaya), JICA

Mr. Akira Kasai, Management Director
Mr. Yoshiya Ikeda, Deputy Managing Director
Mr. Satoru Kohiyama, Deputy Director
Mr. Toshikazu Masaki, Senior Training Officer
Ms. Hazuki Kamata, Training Officer
Mr. Ichiro Mukai, Training Officer
Ms. Sachiko Serizawa, Training Officer

2) Japan Institute of Personnel Administration (JIPA)

Mr. Kouichirou Hori, Executive Director
Mr. Keisaku Kiyama, Managing Director
Ms. Sayoko Okayasu, Officer

12. Outline of the Curriculum

(1) Modernization Process

1. Modernization process in Japan

Lecture by Prof. Toru Yoshimura & Prof. Seiichirou Takagi, Saitama University

2. Observation of Japanese modernization period

Study Tour

1) Hiroshima Area

1. Chugoku Regional Bureau of NPA
briefed by Mr. Kawashima, Director of Chugoku Regional Bureau.
2. Peace Memorial Museum, explained by Mr. Kawamura, Director of Museum.
3. Hiroshima City Hall, briefed by Mr. Kawamoto, Officer of Hiroshima City Government.
4. Visit to Miyajima.

2) Kyoto Area

1. Visit to Kyoto Prefectural Hall, explained the exhibitions by Mr. Yoshida, President of Kyoto Culture Museum and briefed by Mr. Tomio Konaka, and Syuichi Itoh, Officer of Kyoto Prefectural Government.
2. Visit to Cultural & historical places in Kyoto.

(2) Fundamental Policies

Case Study

[Education]

- 1) Lecture by Mr. Tatsuo Yamada, Officer of Ministry of Education
Visit to "Fudoh Primary School".

[Fostering Private Sector]

- 2) Lecture by Mr. Tsukasa Tsutsui, Officer of Japan Small Business Corporation
Visit to "Jyonan Gather-housing of Mold industry (Ohta-ku)" and "Fuchu Techno Creator" (Fuchu).

[Communication -Postal Service-]

- 3) Lecture by Mr. Hiroya Izumi, Officer of Ministry of Posts and Telecommunications, "System of Broadcasting Service in Japan"

Lecture by Mr. Masafumi Maegawa, Officer of Ministry of Posts and Telecommunications, "Transition of Telecommunicating System"

Lecture by Mr. Masaru Yamaguchi, Officer of Ministry of Posts and Telecommunications, "System of Postal Insurance, Role of funds by means of Postal Insurance"

Lecture by Mr. Masanao Souma, Officer of Ministry of Posts and Telecommunications, "Modernization and Postal Service"

Lecture by Mr. Isao Kigoshi, Officer of Ministry of Posts and Telecommunications, "Postal Banking Services & Role of Postal Saving Funds"

Visit to Post Office in Tokyo Metropolitan Government and Shinjuku Post Office and explained by Mr. Yoshirou Ihara, Mr. Masaru Kawai, Mr. Saburou Yasunaga, Officer of Ministry of Posts and Telecommunications.

[Hardware Infrastructure -harbor-]

- 4) Lecture by Mr. Susumu Naruse, Director, Ministry of Transportation and visit to Yokohama Harbor, accompanied by Mr. Kazuo Kobayashi, Mr. Toshiki Yasutake, Officer of Port & Harbor Bureau, City of Yokohama.

[Hardware Infrastructure -bridge-]

- 5) Okayama Area
Observation visit to Honshu-Shikoku Bridge, explained by Mr. Shizuo Harada, Mr. Wataru Take and Mr. Takeo Hotta, Honshu-shikoku Bridge Authority.

Analysis

- 1) Role of administration for development
Lecture by Prof. Minoru Ouchi, Ritsumeikan University.
- 2) Organization Management
Lecture by Prof. Akira Nakamura, Meiji University.
- 3) Financial Management
Lecture by Mr. Naoyuki Shinohara, Director, Ministry of Finance.
- 4) Human Resource Management
Lecture by Mr. Ku Tashiro, Member of International Civil Service Commission of the United Nations.

(4) Modernization of Public Administration in the Participating Countries

- 1) Lecture by Prof. Daiichi Ito, Saitama University.
- 2) Comparative study on the governmental system & administrative issues
Presentation by Each participant about his/her country report
Discussion about presented issues
Prof. Ito is in the chair for the comparative study.
- 3) Summary discussions led by Prof. Ito.
- 4) Making a final report by each participant.

13. Schedule of the Course

See the daily schedule (Annexed B).

14. Preparation of the Course

In order to enhance the effectiveness of the training, the participants are requested to write out short reports on two themes from the following subjects, which will be used in the seminars on

"Modernization of Public Administration in the Participating Countries"

"Modernization of Education System"

"Fostering Private Sector -for securing employment-"

"Improvement of Human Resource Management in Public Sector"

In the reports, each participants is requested to provide an overview of his country's situation and to point out crucial problems on the subject.

II. OPENING CEREMONY

II. OPENING CEREMONY

1. Opening Ceremony

(1) Place

Institute For International Cooperation (Ichigaya)

(2) Time

10:00-10:30, May 20, 1991

(3) Ceremony

1) Opening Address

by Mr. Seinosuke Niwa, Director General, National Personnel Authority.

2) Welcome Speech

by Mr. Kasai, Managing Director, Institute For International Cooperation (IFIC),
Japan International Cooperation Agency .

2. Program Orientation by Mr. Yoshiteru Sugimoto, Assistant Director, NPA

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

(1) Place

The President's office

(2) Time

16:30-17:00, May 20, 1991

(3) Ceremony

1) Welcome Address

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

2) Reply Address

by Mr. Joseph Ikem Obianwu from Nigeria

4. Welcome Party

(1) Place

Toranomon Pastral

(2) Time

18:00-19:00, May 20, 1991

(3) Ceremony

1) Welcome Address

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

2) Reply Address

by Ms. Rajwant Sandhu from India

OPENING ADDRESS

by Mr. Akira Kasai
Managing Director,
Institute for
International Cooperation,
Japan International
Cooperation Agency

Ladies and gentlemen,

It is my great pleasure to say a few words on behalf of the Japan International Cooperation Agency, on this happy occasion of the opening ceremony of Course in National Government Administration II in Fiscal Year 1991.

First of all, I would like to extend hearty welcome to all of you the participants who have come to Japan all the way from various parts of the world to participate in the course programme.

As you know, one of the main responsibilities of national government is to promote social and economic development of the societies.

In this sense, it is vitally important for government to elevate the professional skill level of senior administrative staff who play key roles in execution of national administration.

Under such circumstances, the Course is organized by the Government of Japan as part of its technical cooperation programme for the purpose of introducing to the participants Japanese national administration for social and economic development, as well as seeking for the better way of modernizing public administration of the participating countries.

I do hope that you would do your best to get maximum profit from the Course.

On our part also, we assure you that we will do our utmost efforts to make this Course successful.

Before closing, I would like to take this opportunity to express our deep gratitude to N.P.A. for its efforts and contribution in arranging this excellent course programme.

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

Thank you very much.

WELCOME ADDRESS AT THE COURTESY CALL

by **Mr. Keinosuke Yatomi**
President
National Personnel Authority

Ladies and gentlemen,

I would like to extend my warmest welcome to all of you who have come all the way to Japan from various parts of the world to participate in the Group Training Course on National Government Administration.

Modernization of government administration, the theme of this Course, is a vital part of the harmonious development of a nation. It is my honor to be addressing this audience of young government officials, all of whom will be playing key roles in the development of their respective government administrations.

Japan, once a developing country herself, has her own experience in the process of modernization and development which I believe is worthy of study. I hope that all of you will utilize this opportunity to learn from the Japanese experience and from exchanges of your own experiences with fellow participants; I also hope you will, upon returning to your home country, exert your best efforts toward the development of your respective nations.

We are grateful if you take this opportunity 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 tour of the ancient capital of Japan, Kyoto, has been scheduled. There, you will learn about many Japanese traditions.

In closing, I wish you a pleasant, enjoyable and fruitful stay in Japan.
Thank you very much.

OPENING ADDRESS AT THE OPENING CEREMONY

by Mr. Seinosuke Niwa
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 Training Course on National Government Administration for 1991. On behalf of the Government of Japan, I would like to extend a warm welcome to each participant from the ten different countries represented here. At the same time, I wish to express our sincere gratitude to the participating States, Japan International Cooperation Agency and all others concerned, for their large contributions to this course.

This course was founded in 1967 with the aim of introducing participants to modern public administration through Japanese experiences and by exchanging views on the actual state of public administration. Since then, the number of graduates amounts to 290, and many of those people are now playing key roles in the development of their respective government administrations.

Over the next six weeks, you will be studying the Japanese experiences in developing:

- the education system,
- the private sector,
- and infrastructure.

All have been vital for the modernization of our country. Following these sessions you will discuss the way to modernization in your own countries. You will also have a chance to observe historical Japanese cultural facilities.

I believe that your study of this Japanese practice may well act as a mirror: you are not as interested in the mirror, as much as you are in the image it reflects, that of yourself. While looking in the mirror, you will gain a better understanding of your own country and practices.

On this special occasion of your visit to our country, I hope you will have the opportunity to see the actual state of affairs in our whole society through your own eyes. Seeing is believing, as is often said. Everything in our society is now before you. I hope you will make the best of this opportunity in order to gain that which may be useful to you and that which may reveal the Japanese secret of development.

If there is a secret to reveal, it may well be that development and its benefits to any society,

Japanese or otherwise, is the result of human resource development. This is one of the underlying objects of this Course.

In concluding my address, let me thank you in advance for the time and energy you will be putting into the Course. I am sure you will find its rewards worth the effort. I hope you have a comfortable stay in our country.

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

Cautesy Call



1

1. Welcome address at the Cautesy Call Welcome Party 1



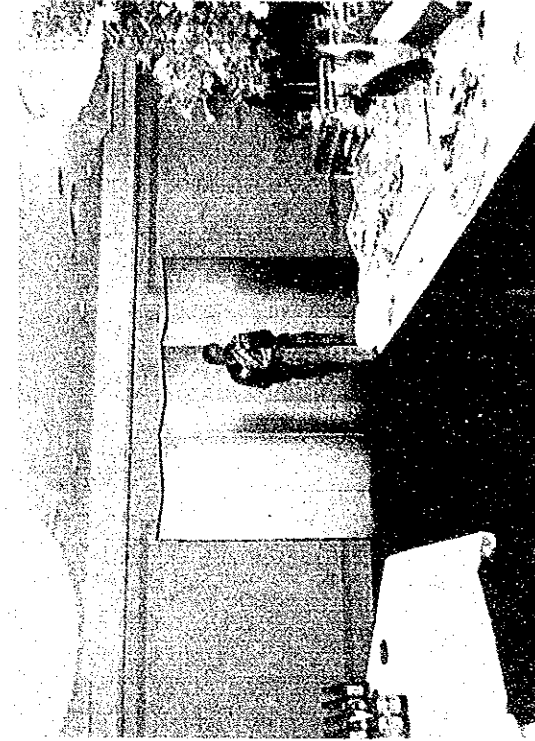
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1. Welcome speech at the Welcome Party



2

2. Reply address at the Cautesy Call



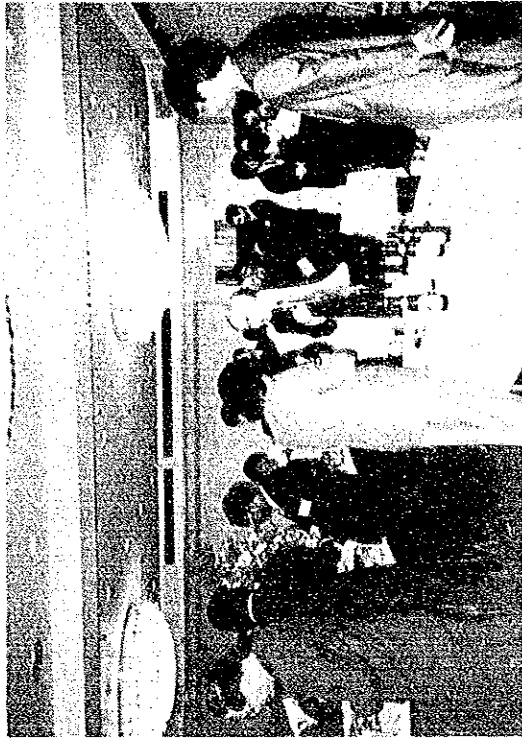
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2. Reply Speech at the Welcome Party

Welcome Party 2



3



4



5

3-5 Welcome Party

III. OBSERVATION AND STUDY TOURS

III. OBSERVATION AND STUDY TOURS

[Case Study of Modernization Process -case of Hiroshima-]

(1) Hiroshima Area

- 1) June 11, Chugoku Regional Office of NPA,
briefed by Mr. Kawashima, Director of Chugoku Regional Office.
- 2) June 10, Peace Memorial Museum,
explained by Mr. Kawamura, Director of Museum.
- 3) June 11, Hiroshima City Hall,
briefed by Mr. Kawamoto, Officer of Hiroshima Municipal Government.
- 4) Visit to Miyajima.

[Fundamental Policies]

(1) Tokyo Area

- 1) May 23, Fudoh Primary School
- 2) May 24, Jyonan Gather-housing of Mold industry (Ohta-ku) and Fuchu Techno Creator (Fuchu).
- 3) May 28, Post Office in Tokyo Metropolitan Government and Shinjuku Post Office and explained by Mr. Yoshirou Ihara, Mr. Masaru Kawarai, Mr. Saburou Yasunaga, Officer of Ministry of Posts and Telecommunications.
- 4) May 30, Yokohama Harbor, accompanied by Mr. Kazuo Kobayashi, Mr. Toshiki Yasutake, Officer of Port & Harbor Bureau, City of Yokohama.

(2) Okayama Area

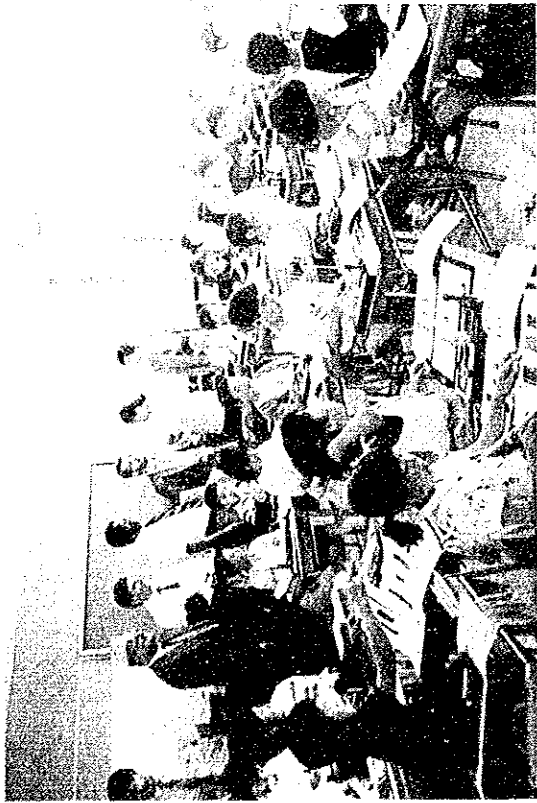
June 12, Observation visit to Honshu-Shikoku Bridge
explained by Mr. Shizuo Harada, Mr. Wataru Take and Mr. Takeo Hotta,
Officer of Honshu-shikoku Bridge Authority

[Modernization Process]

(3) Kyoto Area

- 1) June 13, visit to Kyoto Prefectural Hall,
explained the exhibitions by Mr. Yoshida, President of Kyoto Culture Museum
and briefed by Mr. Tomio Konaka, Syuichi Itoh, Officer of Kyoto Prefectural
Government.
- 2) June 13 and 14, cultural & historical places in Kyoto.

Case Study



1

1 Fudoh Primary School



2

2 Post Office in Tokyo Metropolitan Government



3

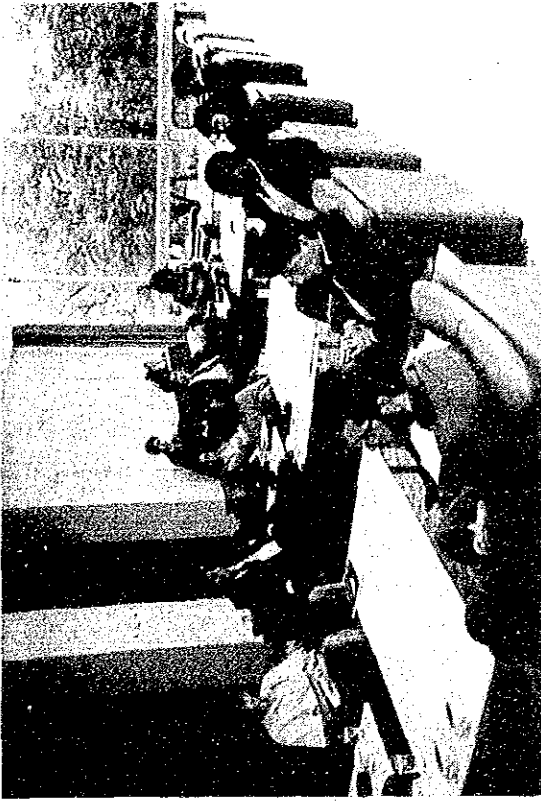
3 Shinjuku Post Office



4

4 Yokohama Harbor

Hiroshima Area



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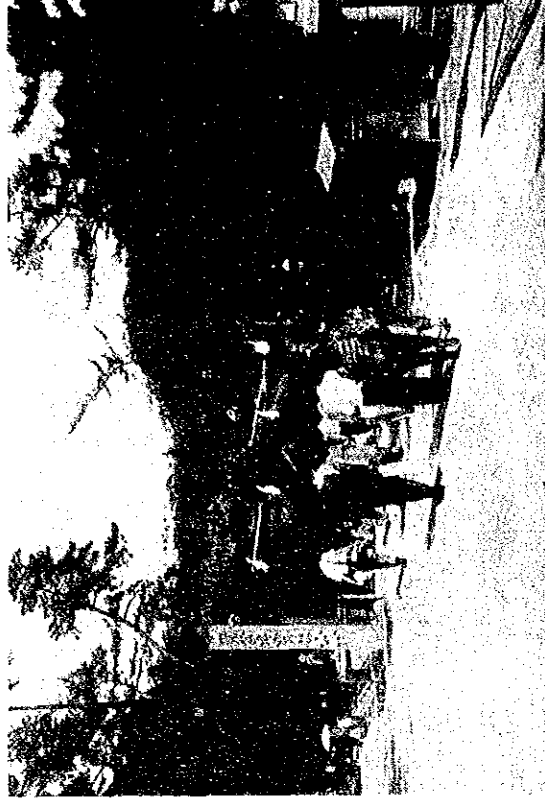
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3

1-2 Peace Memorial Museum

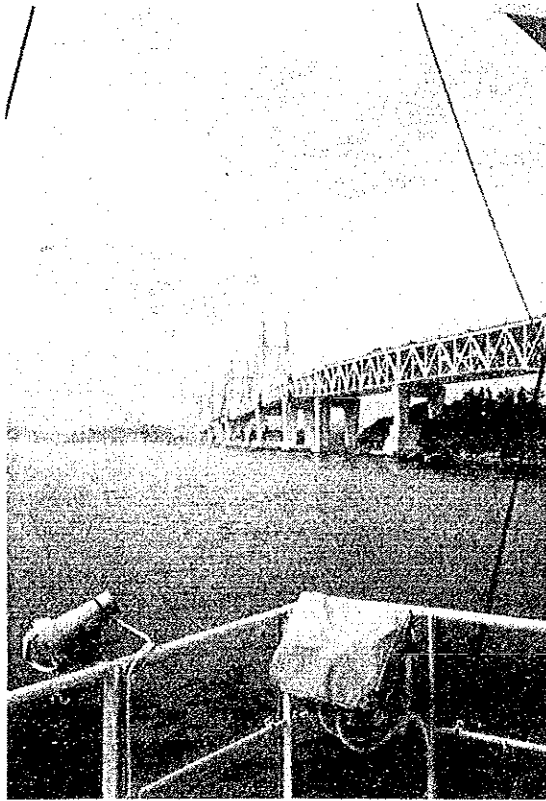
3 Chugoku Regional Office of NPA



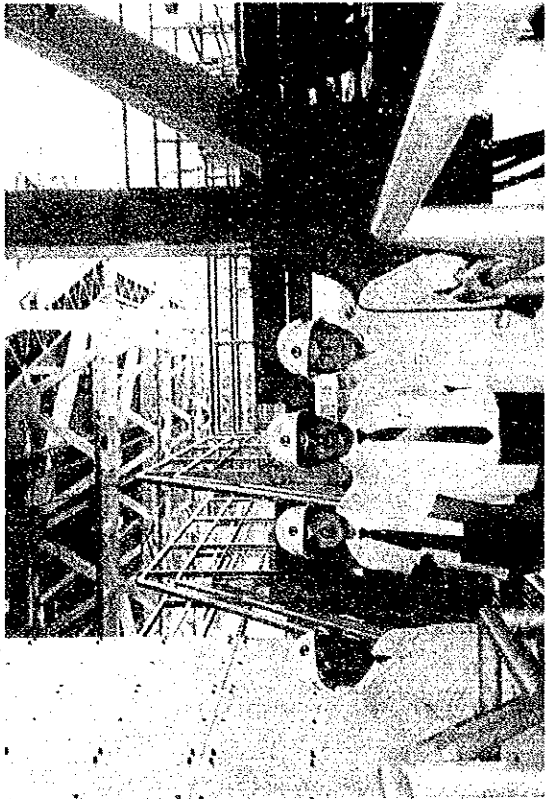
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4 Itsukushima Shrine (Miyajima)

Okayama Area & Kyoto Area



1



2



3

1-3 Honshu - Shikoku Bridge

4 Kyoto Prefectural Hall



4

IV. CLOSING CEREMONY

IV. CLOSING CEREMONY

1. Closing Ceremony

(1) Place

Institute For International Cooperation (Ichigaya)

(2) Time

12:00-12:30, June 27, 1991

(3) Ceremony

1) Closing Address

by Mr. Kasai, Managing Director, Institute for International Cooperation (Ichigaya),
Japan International Cooperation Agency .

2) Congratulation Speech

by Mr. Seinosuke Niwa, Director General, National Personnel Authority.

3) Presentations of Certificates

by Mr. Kasai, Managing Director, Institute for International Cooperation (Ichigaya),
Japan International Cooperation Agency .

4) Reply Address

by Mr. Majid Pesaran-e-Ghader from Iran.

2. Farewell Party

(1) Place

Institute For International Cooperation (Ichigaya)

(2) Time

12:30-14:00, June 27, 1991

CLOSING ADDRESS FOR THE GROUP TRAINING COURSE ON
NATIONAL GOVERNMENT ADMINISTRATION II IN 1991

Mr. Seinosuke NIWA, Director General Bureau of Administrative Services,
National Personnel Authority, Honorable Guests, Dear overseas participants,
Ladies and Gentlemen,

It is my great honor and pleasure to say a few words on behalf of the
Japan International Cooperation Agency on this happy occasion of the closing
ceremony of the National Government Administration course II in 1991.

First of all, I would like to extend heartfelt congratulations to all
of you participants on your successful completion of the course.

At the same time, I take this opportunity to express our deep gratitude
to the staff of the National Personnel Authority and all the other organi-
zations concerned for their kind cooperation and efforts to make the course
successful.

As you are aware, this course has been organized by the Government of
Japan as part of its technical cooperation programme.
The main purposes of this course were to introduce modern public administra-
tion 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 also expected that the course would help to promote cooperation and
friendship among the participating countries including Japan.
I am firmly convinced now that the objectives of this 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.

Now, we bid farewell to you with the end of the training programme.
This should be, however, the beginning of our long-lasting relationship.
We would be very happy to be of any assistance to you on any matter in
future.

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

Thank you very much.

CONGRATULATION SPEECH

by Mr. Seinosuke Niwa

Mr. Kasai, Managing Director of Institute for International Cooperation,
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 on National Government Administration for 1991. On behalf of the Government of Japan, I would like to extend a hearty congratulations to all of you for your successful completion of this Seminar. At the same time, I wish to express our sincere gratitude to the Japan International Cooperation Agency and all others concerned, for their large efforts toward the success of this Course.

I am convinced that all of you have achieved remarkable success and that the aim of this Course, that of introducing participants to the Japanese example of modern public administration, has been fully accomplished.

You may have discovered some faces of Japan's secret for success. One of them is the process of learning through the disclosure and accumulation of valuable information with others. The same process can be applied after returning to your country. I do hope you not only make best use of what you gained through this Course, but that you also share it and continue revising it in your respective governments, so that you contribute largely to the development and prosperity of your country by playing important roles as leading administrators.

Now, looking back over the period of this Course, I cannot imagine how the time went by so quickly. Seven weeks ago, you came as foreign guests and now you are leaving as intimate friends. I hope the promotion of friendly relationship and mutual understanding between your country and Japan will be enhanced with you as our friend abroad. I believe that is the significant step toward international cooperation, which can lead to the answer to various important problems facing the world now.

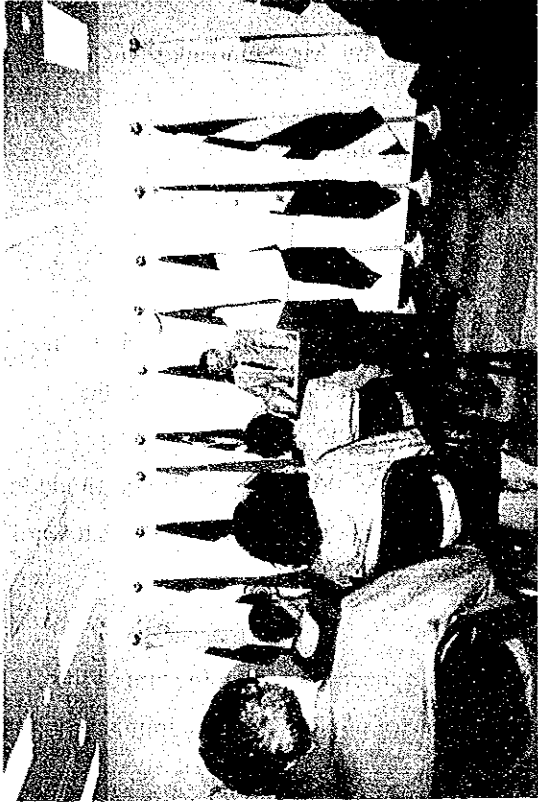
In closing my address, I heartily wish you good health and every success. We are looking forward to seeing you again in the near future.

Thank you and bon voyage.

Closing Ceremony 1



1



2



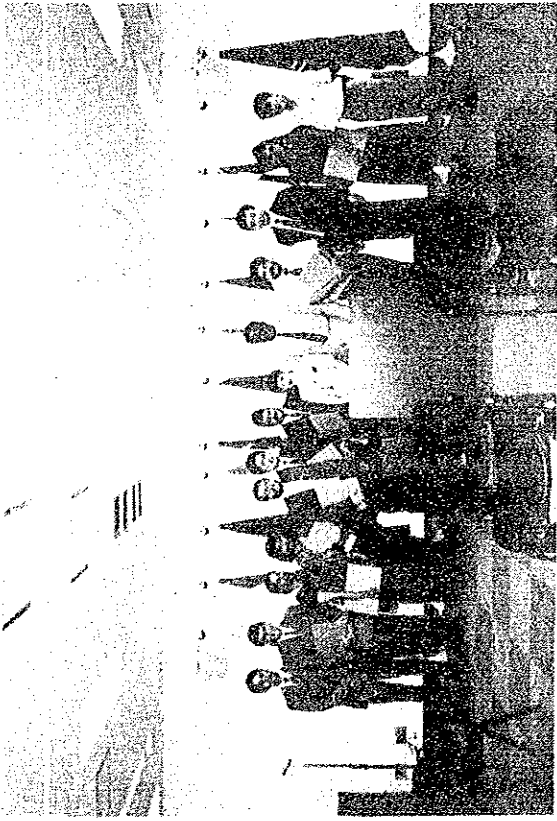
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1. Closing Address 3. Reply Address
2. Congratulation Address



4

Closing Ceremony 2



5

Member of Participants and Staffs

