

REPORT OF THE THIRD GROUP TRAINING COURSE IN NATIONAL GOVERNMENT ADMINISTRATION II

(Fiscal Year 1992)

July 3, 1992

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

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

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July 3, 1992

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

国際協力事業団

25919

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I. TRAINING PROGRAMME

I. 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. Purpose

Rationale:

The public sector provides essential infrastructure and framework conditions for economic and social development. The 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 formation 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 (1868-1912).

The main purposes of this course are:

- 1) to assist participants in seeking better ways to improve public administrations 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 associated problems, and policies in their 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 19 to July 5, 1992

4. Administering Agencies

(1) Japan International Cooperation Agency (JICA)

Operation Division

Institute For International Cooperation (IFIC)

10-5, Ichigaya-hommuracho, 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 was established as the central personnel agency in 1948.

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

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

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 own administrations.

Training Facility:

Institute For International Cooperation (IFIC), JICA

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

Tel.: (03) 3269-3022

Accommodation:

Institute For International Cooperation (IFIC), JICA
10-5, Ichigaya-hommura-cho, Shinjuku-ku, Tokyo 162, Japan
Tel.: (03) 3269-2911 (reception)

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 the national government offices, and be related with 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 course of training. (Pregnancy is regarded as a disqualifying condition for participation in the training.)

7. Participants

12 persons from the Argentine Republic, the People's Republic of Bangladesh, the Arab Republic of Egypt, the Republic of Indonesia, the Republic of Kenya, the Kingdom of Nepal, the Republic of Peru, the Republic of the Philippines, the Republic of Poland, the Democratic Socialist Republic of Sri Lanka, the Kingdom of Thailand and the Republic of Turkey (referring to Annexed Paper A).

8. Language

The course was conducted in English.

9. 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 AB at the Institute For International Cooperation.

10. Responsible Officers

- (1) Course Leader: Mr. Tatsuhiko Maekawa (NPA)
Mr. Hideki Goda (NPA)
Mr. Yasunobu Nakamura (NPA)

(2) Coordinator: Ms. Kayoko Kajiyama (JICA)

(3) Organization:

1) Institute For International Cooperation, JICA

Mr. Akira Kasai, Managing Director

Mr. Mitsuo Ishikawa, Director, Operations Division

Mr. Yutaka Noshiro, Deputy Director, Operations Division

Mr. Ichiro Mukai, Training Officer, Operations Division

Ms. Hazuki Kamata, Training Officer, Operations Division

2) Japan Institute of Personnel Administration

Mr. Takeharu Asaga, Managing Director

Ms. Sayoko Okayasu, Officer

11. Outline of Curriculum

Part 1 Modernization Process

Aims: This section is designed to provide participants with fundamental knowledge of the meaning and process of Japanese modernization.

Contents and Method:

Lecture & Discussion

"National Civil Service System in Japan and the National Personnel Authority"
by Mr. Inazaki, Counsellor, Bureau of Administrative Services, NPA

"Process of Modernization in Japan"
by Professor Yoshimura and Professor Nishino, Graduate School of Policy Science,
Saitama University

Study Tour

Visit to the Chugoku Regional Bureau of NPA

Visit to the Hiroshima Municipal Government

Visit to the Kyoto Prefectural Government

Visit to agricultural area in Iga district, Mie Prefecture

Part 2 Study of Individual Policy Areas

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

Contents and Method:

Case Study

(1) Theme "Educational System"

Lecture "Educational System in Japan"

by Mr. Ishizaka, Director, Curriculum Research Division, Research Department of Teaching and Guidance, National Institute for Educational Research, Ministry of Education

Observation

Fudo Primary School

(2) Theme "Assistance for Private Industry"

Lecture "Basic Policies for Small and Medium Enterprises in Japan"

by Mr. Tsutsui, Director, International Business Affairs Division, Information and Research Department, Japan Small Business Corporation

Observation

Jonan Die-casting Industrial Park Cooperation

Fuchu Techno-Creator Cooperation

(3) Theme "Infrastructure Building -Communication-"

Lecture "Postal Services in Japan"

by Mr. Fujioka, Deputy Director, International Affairs Division, Postal Bureau

Lecture "Role of Postal Savings Service in Japan"

by Mr. Ishii, Deputy Director, International Service Office, Policy and Planning Division, Postal Savings Bureau, Ministry of Posts and Telecommunications

Observation

Komae Iwadominami Post Office

Komae Post Office

(4) Theme "Infrastructure Building -Port Development-"

Lecture "Japan's Experience in Port Development"

by Mr. Toyama, Director, Kashima Port Construction Office, Ministry of Transport

Observation

Kashima Port

Study Tours

Visit to the Honshu-Shikoku Bridge

Part 3 Framework Analysis of Public Policy

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

Contents and Method:

Lecture & Discussion

"Role of Administration for Development"

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

"Human Resource Management"

by Dr. Morishima, Associate Professor, Faculty of Policy Management, Keio University

"The Policy Process in Japan"

by Mr. Morita, Associate Professor, Faculty of Law and Economics, Chiba University

"Financial Management"

by Mr. Hasegawa, Director, International Research Division, Institute of Fiscal and Monetary Policy, Ministry of Finance

Part 4 Modernization of Public Administration in Participating Countries

Aims: The 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 discussion of various countries' experience.

Contents and Method:

(1) Keynote Address: Viewpoints for Discussion of Development

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

(2) Group Discussion

Led by Professor Ito and Mr. Inazaki, Counsellor, Bureau of Administrative Services, NPA

discussion subjects

- Modernization of Educational System

- Assistance for Private Industry

- Improvement of Human Resource Management in the Public Sector

(3) Summary Discussion

Led by Professor Ito and Mr. Inazaki

(4) Report Writing

12. Schedule of the Course

See the daily schedule (Annexed Paper B).

13. Preparation for the Course

The participants were requested to write out short reports (country reports) on two themes from the following 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 Participating Countries".

"Modernization of Educational System"

"Assistance for Private Industry "

"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 25, 1992

(3) Ceremony

1) Opening Address

by Mr. Seinosuke Niwa, Director General, Bureau of Administrative Services,
National Personnel Authority

2) Welcome Speech

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

3) Reply Address

by Ms. Virginia Wairimu Maina from the Republic of Kenya

2. Programme Orientation

by Mr. Tatsuhiko Maekawa, Deputy Director, Office of International Affairs, National
Personnel Authority, Mr. Hideki Goda, International Affairs Officer and Mr. Yasunobu
Nakamura, International Affairs Officer

(1) Place

Institute For International Cooperation

(2) Time

10:30-12:00, May 25, 1992

3. Courtesy Call on the President of National Personnel Authority

(1) Place

The President's office

(2) Time

16:30-17:00, May 25, 1992

(3) Ceremony

1) Welcome Address

by Mr. Keinosuke Yatomi, President, National Personnel Authority

2) Reply Address

by Mr. Krishna Bhakta Bista from the Kingdom of Nepal

4. Welcome Party

(1) Place

Toranomon Pastoral

(2) Time

18:00-19:00, May 25, 1992

(3) Ceremony

1) Welcome Address

by Mr. Tadayoshi Nakajima, Secretary General, National Personnel Authority

2) Reply Address

by Mr. Mustafa Güran from the Republic of Turkey

OPENING ADDRESS

Mr. Seinosuke Niwa
Director General,
Bureau of Administrative Services,
National Personnel Authority

Ladies and Gentlemen,

It's a great pleasure and honor for me to give 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 states, 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 for 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 lecturers, you will observe the development of the educational system, assistance to private industry and infrastructure building, such as communication, transportation. 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, during the study tour.

Naturally, the Japanese experience is not the ideal models for all countries; however I hope it will provide a useful case study. I also hope after study in Japan, 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 observe the state of affairs in our society with your own eyes. Everything in our society is now before you. I heartily wish you will utilize this opportunity in order to understand the real picture of Japanese society and to discover 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, are the result of human resource development. This is the underlying objective of this course.

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

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

WELCOME SPEECH

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

Mr. Seinosuke Niwa, Director General, Bureau of Administrative Services, National Personnel Authority, honorable guests, dear participants, 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 the Course in National Government Administration II in Fiscal Year 1992.

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 and coordinate social and economic development of the nation. The task and duties of the government, however, has been increasingly varied and getting more complicated in line with the development 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 is organized by the Government of Japan as a part of its technical cooperation programmes for the purpose of introducing the participants to the Japanese national administration for social and economic development, as well as seeking the better way of modernizing public administration of the participating countries.

Through this Course, you participants are expected to be made more aware of various recent issues in government administration; to acquire some knowledges of Japanese experience of modernizing public administration; to be inspired and sufficiently motivated to make a firm commitment to developing new policy measures to modernize government administration and promote socio-economic development of your respective 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 the National Personnel Authority for its efforts and contribution in arranging this 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.

REPLY ADDRESS AT THE OPENING CEREMONY

Ms. Virginia Wairimu Maina
The Republic of Kenya

Mr. Niwa, Director General, Bureau of Administration Services, National Personnel Authority,
Mr. Kasai, Managing Director, Institute For International Cooperation,
Ladies and gentlemen,

On behalf of the participants, I would like to express our deep appreciation to Mr. Niwa and Mr. Kasai for having availed themselves to attend this opening ceremony.

Mr. Niwa and Mr. Kasai are certainly extremely busy officers in their respective responsibilities. For them to take time off their busy schedules in order to attend this function is a great honour to us – the participants. It is also a clear indication of the importance attached to this training by JICA and the National Personnel Authority.

This occasion must therefore serve as an early reminder to all of us, the participants, that we are required to take this training very seriously in order to equip ourselves with new ideas which would assist our respective National Government Administrations to undergo a successful modernization process.

Ladies and gentlemen, the participants have now concluded the orientation programme. I would like at this stage to record the participants' deep appreciation to all those who have contributed to the success of the orientation programme. It was very well organized and very well done.

Being the first time for all of us except maybe one person, to be in Japan, most of us came to Japan with mixed feelings not being quite sure what to expect. We were also armed with minimum knowledge of Japanese culture, history, geography, politics and the Japanese people. This statement can be attested by the answers some of us gave in the questionnaire we responded to at the beginning of the orientation period. If a similar questionnaire was to be given to us at this point in time, I am sure the participants' response would be tremendously impressive. This is all because of the very successful orientation programme the participants have gone through. I believe the participants will find the orientation material and lectures very useful during the discussion on the main themes of this training. The participants have also been particularly impressed by the hospitality extended to them since their arrival in Japan and the excellent travel and departure arrangements made for them by the JICA agencies. We are so very grateful.

In Kenya there is one thing we are very proud of. We call it African hospitality. After my short experience with the Japanese people, I feel Japanese hospitality is exceptional. I am sure this feeling is representative of all the participants.

It is our hope and belief that if our experience in Japan so far is anything to go by, our stay in Japan for the following five weeks will be most fruitful and that at the end of this training, we shall be able to contribute more effectively to the modernization process in our respective Government Administrations.

My speech would not be complete without mentioning that Japanese groupism has already started working in our group. The participants have already developed some degree of cohesiveness and team spirit. This team spirit will no doubt contribute greatly towards the ultimate success of this training.

With those few remarks, I would like to say once again,

Thank you very much.

WELCOME ADDRESS AT THE COURTESY CALL

Mr. Keinosuke Yatomi
President,
National Personnel Authority

Ladies and gentlemen,

I would like to express my heartfelt 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.

Modernization of government administration, the theme of this course, is a crucial part of the harmonious development of any country. It is my honour to be addressing an audience of government officials, who are expected to play important roles in the development of their own government administration.

Although Japan is one of the most developed countries at present, she was once a developing country herself. Japan made efforts to catch up with the developed countries using a combination of governmental and social measures. I hope the Japanese experience will provide you with some ideas for the improvement of government in your own countries. I hope that you find this to be a good opportunity to consider the Japanese case and 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 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 of Japan, has been scheduled. 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 upon your return.

Thank you.

**REPLY ADDRESS AT THE COURTESY CALL
ON THE PRESIDENT OF NPA**

Mr. Krishna Bhakta Bista
The Kingdom of Nepal

Good afternoon to all of you,
Mr. Yatomi, President of NPA,
Ladies and gentlemen, and participants,

It is a great pleasure for me to have this golden opportunity to say a few words on this occasion.

Speaking on behalf of all the participants, I would like to say that this training is very useful to all of us and also to our governments. It is very useful in the modernization of public administration in the developing countries.

We had a good opportunity to study the society, economy, and culture of Japan and a great chance to examine ideas and innovations. The course is designed to be very useful to us, who come from various different countries, in promoting friendship. So, I am very happy from this training. I think this kind of training makes a commendable contribution towards improvement in the field of public administration.

I would like to express my sincere thanks to the NPA, JICA and government of Japan on behalf of the participants.

I am glad to get the opportunity to express my sincere gratitude to JICA officials, who organized this programme in an efficient manner. I also would like to express special thanks to all NPA officials, who despite their busy schedules were kind enough to spare some time to this occasion.

Thanks to all.

WELCOME ADDRESS AT THE WELCOME PARTY

Mr. Tadayoshi Nakajima
Secretary General,
National Personnel Authority

Ladies and gentlemen,

Welcome to Japan and to the National Personnel Authority. It is our pleasure that you have come all the way to Japan to participate in the Group Training Course in National Government Administration II.

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

I am convinced your achievements in the training course will be impressive. I hope you have a pleasant stay in Japan.

Thank you.

REPLY ADDRESS AT THE WELCOME PARTY

Mr. Mustafa Güran
The Republic of Turkey

Ladies and Gentlemen,

It has given me a great pleasure to come here this evening and to say a few words at this reception, and to express my feelings on behalf of our group. I don't want to make a long speech and bore you.

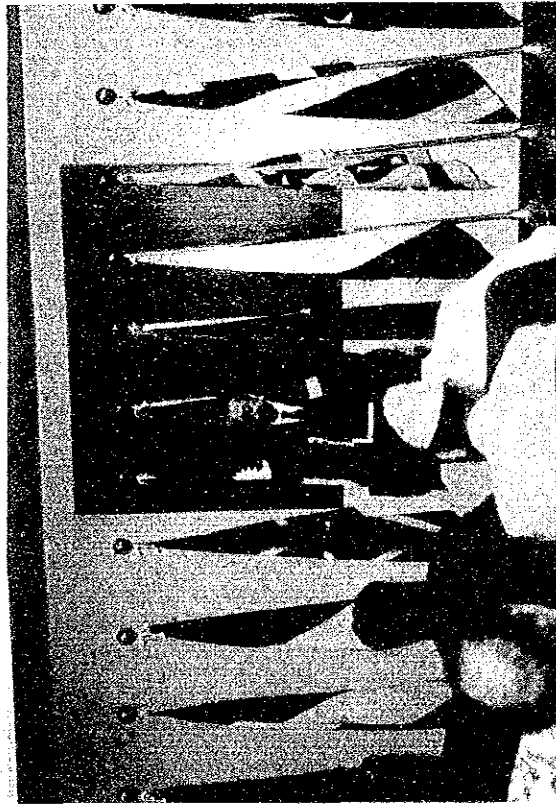
First of all, please let me introduce myself. My name is Mustafa Güran. I have come here from Türkiye (Turkey). I'm working for Ministry of Interior (or Home Office) as Head of Personnel Department. My group has attended the National Government Administration Training Course.

After this introduction, I would like to say thanks to Mr. Nakajima, Secretary General of NPA, for this very nice and kindly reception. Thank you very much for your reception, kindness, and hospitality.

All of us are very happy to come to Japan. We are very glad to meet here many new friends from Japan and other countries. I'm sincerely sure that these course days will be very useful for us, because, during this period, we are going to acquire much new knowledge about Japan's administrative, economic, and social structure and situation. After finishing our course, we are going to take to Japan and Japanese people as a model for our countries in the fields of improvement, development, and modernization. On the other hand, we will learn much new knowledge about other participant's countries and their nations.

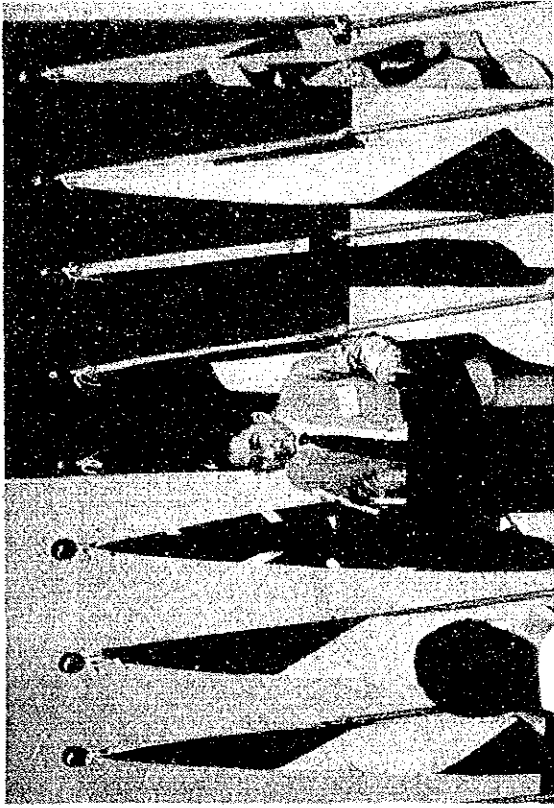
Thus, I believe that international cooperation will be developed and world peace will be harden between all of countries by this cooperation, friendship, and good relations. So, in conclusion, I want to say our thanks again to Mr. Nakajima for preparing this reception and inviting us. And also I must say many thanks to JICA's and Ichigaya's directors, our coordinator, all of lecturers and to the other staff, because of their kindness and help.

Thank you very much for your attention.



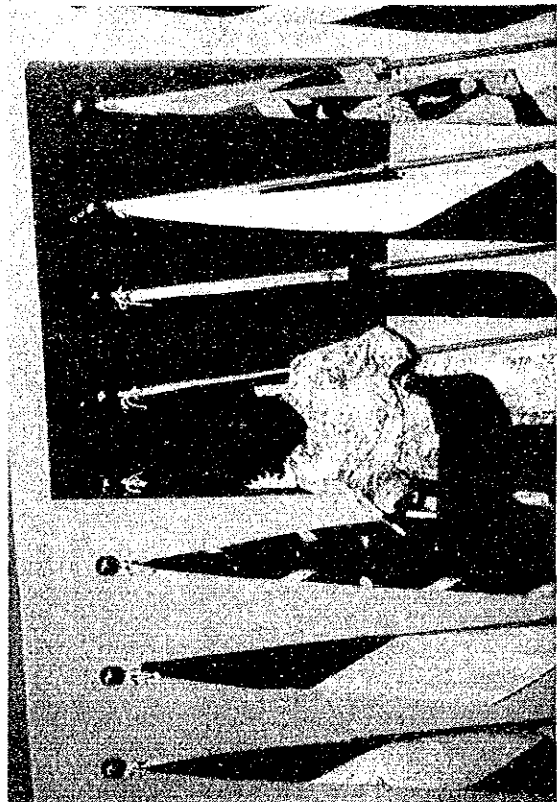
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Opening Address by Mr. Niwa (NPA)



2

Welcome Speech by Mr. Kasai (JICA)



3

1-3 Opening Ceremony at IFIC

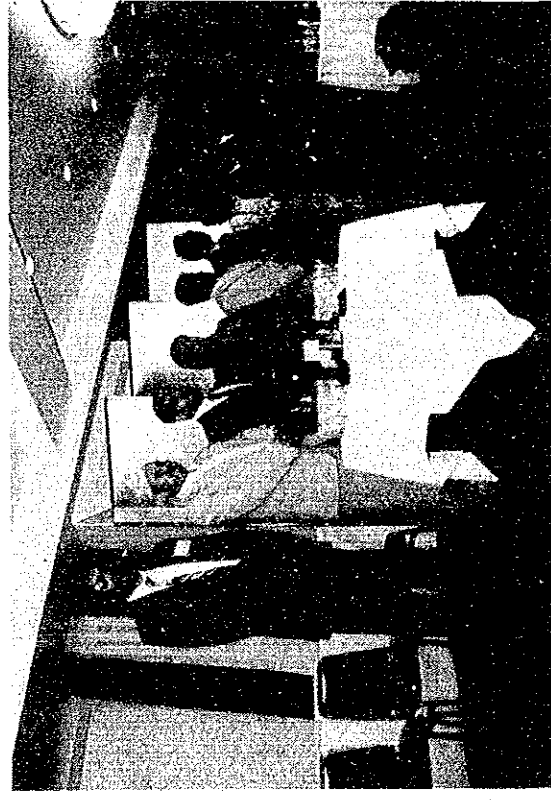


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Welcome Address by Mr. Yatomi (NPA)



5



6

4, 5 Courtesy Call on the President
6, 7 Welcome Party



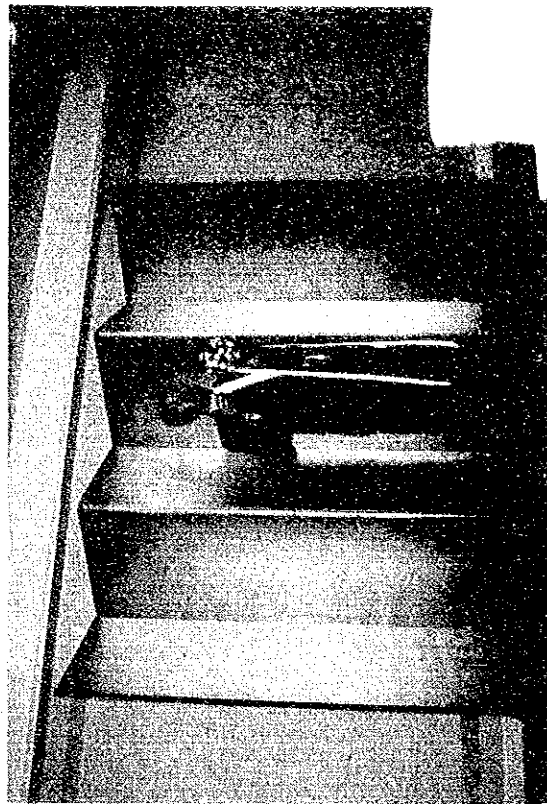
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Welcome Address by Mr. Nakajima (NPA)



8

Reply Address by Mr. Güran



9

Welcome Toast by Mr. Niwa (NPA)



10

8-11 Welcome Party



11

III. LECTURE, OBSERVATION AND DISCUSSION

III. LECTURE, OBSERVATION AND DISCUSSION

Part 1 Modernization Process

Lecture & Discussion "National Civil Service System in Japan and the National Personnel Authority"

Date: Monday, May 25

Lecturer: Mr. Hiroshi Inazaki, Counsellor, Bureau of Administrative Services, NPA

Lecture & Discussion "Process of Modernization in Japan"

Date: Tuesday, May 26 and Wednesday, May 27

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

Assistant Lecturer: on May 26, Mr. Tatsuhiko Maekawa, Deputy Director, Office of International Affairs, Bureau of Administrative Services, NPA
on May 27, Mr. Atsuki Tokuyama, Examination Officer, Bureau of Recruitment, NPA

Part 2 Study of Individual Policy Areas

(1) Theme "Educational System"

Lecture "Educational System in Japan"

Date: Thursday, May 28

Lecturer: Mr. Kazuo Ishizaka, Director, Curriculum Research Division, Research Department of Teaching and Guidance, National Institute for Educational Research, Ministry of Education

Visit to a Primary School

Date: Friday, May 29

Observation of: Fudo Primary School

Briefing by: Mr. Masakatsu Inada, Deputy Principle, Fudou Primary School

(2) Theme "Assistance for Private Industry"

Lecture "Basic Policies for Small and Medium Enterprises in Japan"

Date: Tuesday, June 2

Lecturer: Mr. Tsukasa Tsutsui, Director, International Business Affairs Division, Information and Research Department, Japan Small Business Corporation

Visit to Small and Medium Enterprises

Date: Monday, June 1

Observation of: Jonan Die-casting Industrial Park

Briefing by: Mr. Yoshihiro Takeuchi, Managing Director, Jonan Die-casting Industrial Park Cooperation

Observation of: Fuchu Techno-Creator Industrial Park

Briefing by: Mr. Mitsunori Aida, Managing Director and Mr. Haruo Takanashi, Manager, Fuchu Techno-Creator Cooperation

(3) Theme "Infrastructure Building -Communication-"

Lecture "Postal Services in Japan"

Date: Thursday, June 4

Lecturer: Mr. Takeharu Fujioka, Deputy Director, International Affairs Division, Postal Bureau, Ministry of Posts and Telecommunications

Lecture: "Postal Savings Service in Japan"

Date: Thursday, June 4

Lecturer: Mr. Yasuzo Ishii, Deputy Director, International Service Office, Policy and Planning Division, Postal Savings Bureau, Ministry of Posts and Telecommunications

Visit to Post Offices

Date: Wednesday, June 3

Observation of: Komae Iwadominami Post Office and Komae Post Office

Briefing by: Mr. Masatsugu Sakurai, Postmaster, Komae Post Office

(4) Theme "Infrastructure Building -Port Development-"

Lecture "Japan's Experience in Port Development"

Date: Friday, June 5

Lecturer: Mr. Shin'ichi Toyama, Director, Kashima Port Construction Office, Ministry of Transport

Visit to Kashima Port

Date: Monday, June 8

Observation of: Port facilities and steel works in Kashima Port

Briefing by: Mr. Kudo, Director, General Affairs Division, Mr. Tezuka, Construction Planning Division, and Mr. Watanabe, Director, Construction Division, Kashima Port Construction Office

Part 3 Framework Analysis of Public Policy

Lecture & Discussion "Role of Administration for Development"

Date: Tuesday, June 9

Lecturer: Professor Minoru O'uchi, Faculty of International Relations, Ritsumeikan University

Assistant Lecturer: Mr. Tadakazu Watanabe, Planning Officer, General Affairs Division, Bureau of Administrative Services, NPA

Lecture & Discussion "Human Resource Management"

Date: Wednesday, June 10

Lecturer: Dr. Motohiro Morishima, Associate Professor, Faculty of Policy Management, Keio University

Assistant Lecturer: Mr. Hideki Goda, International Affairs Officer, Office of International Affairs, Bureau of Administrative Services, NPA

Lecture & Discussion "The Policy Process in Japan"

Date: Thursday, June 11

Lecturer: Mr. Akira Morita, Associate Professor, Faculty of Law and Economics, Chiba University

Assistant Lecturer: Mr. Hideki Goda, International Affairs Officer, Office of International Affairs, Bureau of Administrative Services, NPA

Lecture & Discussion "Financial Management"

Date: Friday, June 12

Lecturer: Mr. Koichi Hasegawa, Director, International Research Division,
Institute of Fiscal and Monetary Policy, Ministry of Finance

Part 4 Modernization of Public Administration in Participating Countries

(1) Keynote Address "Viewpoints for Discussion of Development"

Date: Tuesday, June 23

Lecturer: Professor Daiichi Ito, Graduate School of Policy Science, Saitama
University

Assistant lecturer: Mr. Eiji Suzuki, Employment Policy Officer, Office of Policy
Planning for Aged Personnel, Bureau of Administrative Services,
NPA

(2) Group Discussion

Supervisor: Professor Daiichi Ito, Graduate School of Policy Science, Saitama
University and Mr. Hiroshi Inazaki, Counsellor, Bureau of
Administrative Services, NPA

* Participants had a discussion separated in two groups for three days. The theme of
discussion on each day is as follows.

Theme 1. Modernization of Educational System

Date: Wednesday, June 24

Assistant Supervisor: Mr. Yoshiteru Sugimoto, Assistant Director, Office of International
Affairs, Bureau of Administrative Services, NPA

Theme 2. Assistance for Private Industry

Date: Thursday, June 25

Assistant Supervisor: Mr. Norio Fukuta, Assistant Director, Service Regulations
Division, Bureau of Employee Relations, NPA

Theme 3. Improvement of Human Resource Management in Public Sector

Date: Friday, June 26

Assistant Supervisor: Mr. Hideki Goda, International Affairs Officer, Office of
International Affairs, Bureau of Administrative Services, NPA

(3) Summary Discussion

Date: Tuesday, June 30

Supervisor: Professor Daiichi Ito and Mr. Hiroshi Inazaki

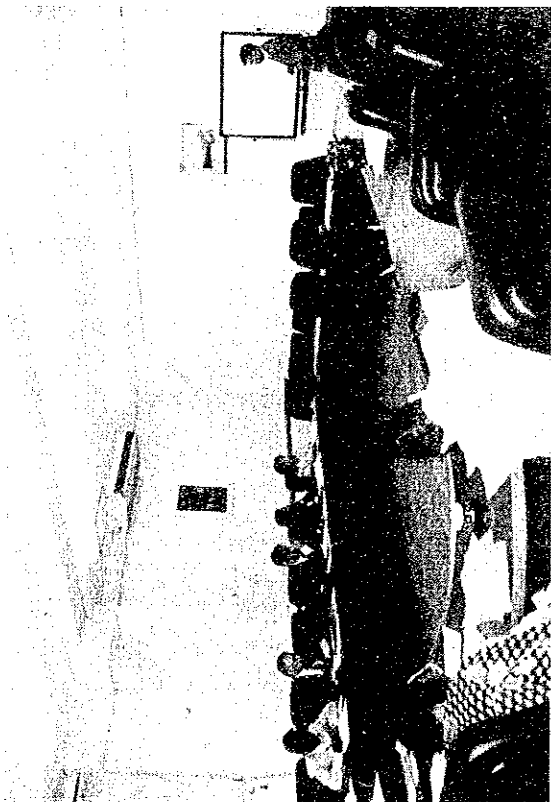
Assistant Supervisor: Yoshiya Araki, Training Officer, Office of Training and
Development, Bureau of Administrative Services, NPA

* Firstly, the reporter of each group presented the conclusion of each theme. Then, the
supervisors led the discussion on each theme, and finally, summarized factors which are
necessary for development.

(4) Report Writing

Date: Wednesday, July 1 and Thursday, July 2

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



1

Lecture by Mr. Inazaki (NPA)



2

Lecture by Professor Yoshimura and Professor Nishino (Saitama University)



3

Lecture by Mr. Ishizaka (Ministry of Education)



4

Fudo Primary School



Lecture by Mr. Tsutsui (Japan Small Business Corporation)

6



Fuchu Techno-Creator Industrial Park

8



Fudo Primary School

5



Jonan Die-casting Industrial Park

7



9

Lecture by Mr. Fujioka (Ministry of Posts and Telecommunications)



10

Lecture by Mr. Ishii (Ministry of Posts and Telecommunications)



11

Komae Iwadominami Post Office



12

Komae Post Office



13

Lecture by Mr. Toyama (Ministry of Transportation)



14



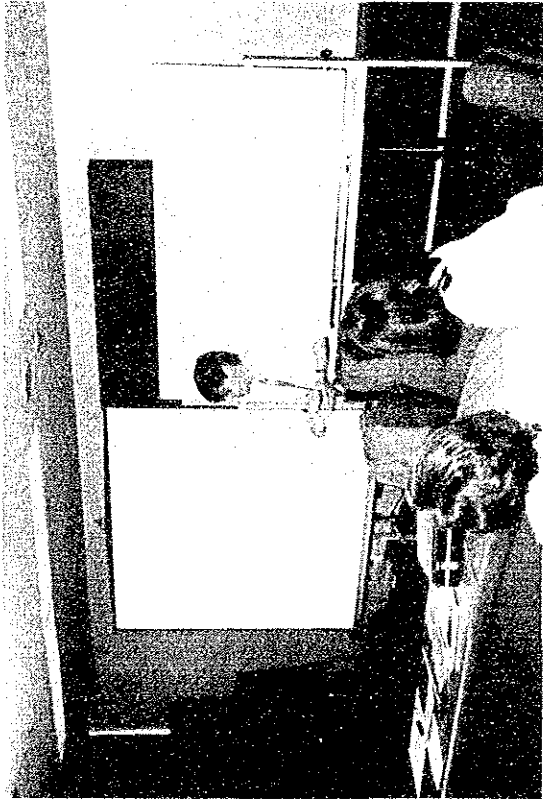
15

14, 15 Kashima Port Construction Office



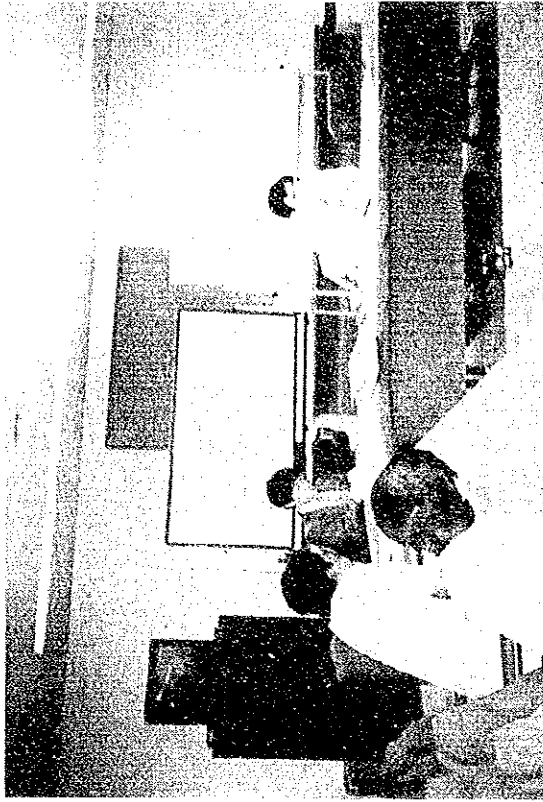
16

Lecture by Professor O'uchi (Ritsumeikan University)



17

Lecture by Dr. Morishima (Keio University)



18

Lecture by Mr. Morita (Chiba University)



19

Lecture by Mr. Hasegawa (Ministry of Finance)



20

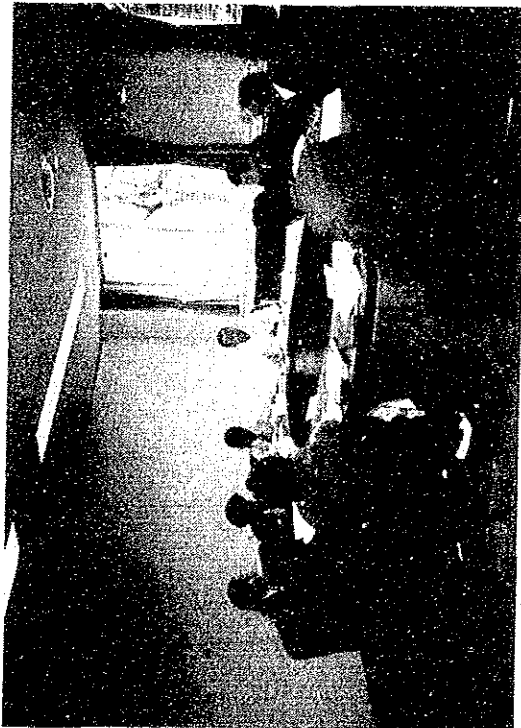
Keynote Address for the Discussion by Professor Ito (Saitama University)



22



24



21



23

21-24 Group Discussion



25

Summarizing Discussion by Professor Ito and Mr. Inazaki (NPA)

