

**REPORT OF THE SIXTH SEMINAR
ON NATIONAL GOVERNMENT ADMINISTRATION**

(The Fiscal Year of 1991)

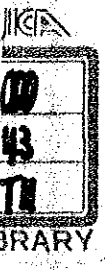
November 9, 1991

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

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REPORT OF THE SIXTH SEMINAR ON NATIONAL GOVERNMENT ADMINISTRATION

(The Fiscal Year of 1991)



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ON NATIONAL GOVERNMENT ADMINISTRATION**

(The Fiscal Year of 1991)

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November 9, 1991

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

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I. TRAINING PROGRAM

I. TRAINING PROGRAM

Introduction

This seminar is organized by the government of Japan as a part of its Technical Cooperation Programs for developing countries.

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

Purpose

Rationale:

Efficient, flexible and effective public management is vital to economic and social development and competitiveness.

Although actual policy may vary from country to country reflecting its circumstances, decisions need to be made in the light of an understanding of role of national administration in the linkage with other sectors.

It is indispensable to elevate the professional level of executive officers who play key roles in the policy formation and its implementation.

Aims:

This seminar focuses on take off stage of modernization referring to Japanese experience these days.

The purpose of this seminar is:

- 1) to assist participants in forming policies to refine public administrations in order to assure flexible and adequate policy formation and implementation, and
- 2) to introduce them to modern public administration and policy formation appropriate to economic and social development.

Objectives:

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

- 1) comprehend the process and problems of policy formation and public administration in the take off stage of modernization;
- 2) comprehend the actual situations and problems of policy and public administration of the developing countries;

- 3) make a comparative study on actual situations and problems of policy formation and its implementation, referring to some specific fields; and
- 4) comprehend the role and functions of the national administration.

Duration

5 weeks, from October 8, 1991 to November 9, 1991.

Administering Agencies

- (1) Japan International Cooperation Agency
Administration 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

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 the personnel programs of the Japanese government.

The NPA plays key role in the field of training of government personnel. The agency coordinates the training programs of the ministries and agencies, and conducts inter-ministerial administrative training programs for potential senior executives.

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 (reception)

Qualifications of Applicants

Applicants should:

- (1) be nominated by their government in accordance with the prescribed procedures;
- (2) be ranked senior class officials (at least directors of division and who are involved in policy formation) in the national government offices;
- (3) have a university degree or equivalent, with occupational experience of more than ten years (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-five (35), and not more than forty-five (45) years of age; and
- (6) be in good health, both physically and mentally, to undergo training. Pregnancy is regarded as a disqualifying condition for participation in the training course.

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 9,583 yen a 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 their arrival in Japan, and
- (4) expenses for study tours.

Participants

13 persons from the Argentine Republic, the Dominican Republic, the Arab Republic of Egypt, India, the Republic of Indonesia, the Republic of Kenya, Malaysia, the Kingdom of Nepal, the Republic of Panama, the Republic of Peru, the Republic of Sierra Leone, the Democratic Republic of Sudan and the Kingdom of Thailand (referring to Annexed A).

Language

The seminar was conducted in English.

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 (Ichigaya).

Responsible Officers

- (1) Course Leader: Mr. Hideki Goda (NPA)
Assistant Course Leader: Mr. Yasunobu Nakamura (NPA)
- (2) Coordinator: Ms. Machiko Sato (JICA)
- (3) Organization:
 - 1) Institute For International Cooperation (Ichigaya), JICA
Mr. Akira Kasai, Managing Director
Mr. Haruo Suzuki, Deputy Managing Director
Mr. Akira Murata, Director, Operations Division
Mr. Ichiro Mukai, Training Officer, Operations Division
Ms. Hazuki Kamata, Training Officer, Operations Division

- 2) Japan Institute of Personnel Administration (JIPA)
Mr. Keisaku Kiyama, Managing Director
Ms. Sayoko Okayasu, Officer

Outline of Curriculum

Part I Modernization of Government Administration

Aims: It is intended to study fundamental policies for economic and social development referring to the Japanese experience and to grasp ways of adequate policy formation and its efficient implementation and to provide clear idea of the role of public administration and ways for its improvement.

1. Introductory Lecture

“Administration System in Japan”

Lecture by Mr. Toshiaki Matsumoto, Director,
Office of International Affairs, NPA

2. Seminar

“Industrial Policy”

Seminar by Mr. Toshihiro Kodama, Assistant Professor, Graduate School for
Policy Science, Saitama University

Assisted by Mr. Shigeru Ichikawa, Examination Officer,
Office of Examination, Bureau of Recruitment, NPA

“Role of Administration for Development”

Seminar by Professor Minoru O’uchi, Ritsumeikan University

Assisted by Mr. Tadakazu Watanabe, Planning Officer,
General Affairs Division, Bureau of Administrative Services, NPA

“Intervention by the Government for development”

Seminar by Professor Daiichi Ito, Graduate School for Policy Science,
Saitama University

Assisted by Mr. Toshinori Otaki, Unit Chief,
Second Compensation Division, Bureau of Compensation, NPA

3. Case Study

This session is intended to provide participants with an opportunity to analyze the development of public policy in Japan after World War II through examination of actual policies. This year participants studied "Improvement of Infrastructure in Japan after World War II" and "Research & Development" as cases.

Theme 1 Improvement of Infrastructure

Introductory Seminar

"Improvement of Infrastructure in Japan after World War II"

Lecture by Mr. Isao Takeuchi, Deputy Director,
Policy Planning Division, Minister's Secretariat,
Ministry of Construction

Case 1. Utilization of the vitality of private sector — Trans-Tokyo Bay Highway —

Case 2. Construction of the Tomei Expressway

Theme 2 Research & Development

"Research & Development"

Seminar by Dr. Seiichi Ishizaka, Commissioner, NPA
Assisted by Mr. Yoshiteru Sugimoto, Assistant Director,
Office of International Affairs, Bureau of Administrative Services, NPA

Visit to Tsukuba Science City

Case 1. Tropical Agriculture Research Center, Ministry of Agriculture, Forestry and Fisheries

Case 2. Electrotechnical Laboratory, Agency of Industrial Science and Technology, Ministry of International Trade and Industry

4. Study Tour

Kyoto

—Kyoto City Tour

Osaka

Visit to Matsushita Electric Industrial Co., Ltd.

—Observation of the Museum of Technology

—Briefing on "Overview of the activities and the organizational structure of Matsushita Electric Industrial Co., Ltd."

By Mr. Peter Y. Iguchi, Councilor, International Relations Group,
International Affairs Department

Part 2 Economic and Social Development in the Participating Countries

Aims: It is intended to provide opportunities for exchange of views among participants in order to develop efficiency and to advance the effectiveness of public administration in participating countries through mutual discussion.

1. Seminar

“Economic Development for Developing Countries”

Seminar by Professor Ryokichi Hirono, Seikei University

Assisted by Mr. Yoshiya Araki, Training Officer,

Office of Training & Development, Bureau of Administrative Services, NPA

2. Group Discussion

In this session, the participants were divided into two groups according to subjects on which they had written their country reports. The subjects of the discussion were as follows:

—Industrial Policy for development

—Intervention by the Government for development

Each participant was requested to make a presentation on the situation and the crucial problems in their country. Then all members of the groups discussed the subject.

The discussion was led by Professor Daiichi Ito,

Graduate School for Policy Science, Saitama University, and

assisted by Ms. Emiko Matsuo, Legal Officer,

Legal Affairs Division, Bureau of Administrative Services, NPA

3. Summarizing Discussion

In this session, the reporters of two groups reported the conclusion of the discussion in their own group. Based on the reports, all of the participants in the seminar discussed the role of administration for further development of their countries.

The discussion was led by Professor Daiichi Ito,

Graduate School for Policy Science, Saitama University, and

assisted by Mr. Yoshiteru Sugimoto, Assistant Director,

Office of International Affairs, Bureau of Administrative Services, NPA

4. Report Writing

Each participant was requested to write out a final report on their findings through this seminar for the development of public administration in each country.

Ceremony

Honorable Visit to His Imperial Highness, the Crown Prince Naruhito

Courtesy Call on the Minister of State, Chief Cabinet Secretary

Courtesy Call on the President of the National Personnel Authority

Special Visit to the Imperial Palace

Lecture by Mr. Masayuki Kawabe, Councilor, Imperial Household Agency

Schedule of the Seminar

See the daily schedule (Annexed B):

Preparation for the Seminar

In order to enhance the effectiveness of training, the participants were requested to write out a short report on one of the following subjects, and to submit it upon his/her arrival in Japan.

“Industrial Policy for Development”

“Intervention by the Government for Development”

In the reports, each participant was requested to provide an overview of his/her country's situation and to point out crucial problems on the subject. The report was used in the discussion on “Development in the Participating Countries.”

II. OPENING CEREMONY

II. OPENING CEREMONY

Opening Ceremony

(1) Place

Institute For International Cooperation (Ichigaya)

(2) Time

10:00-10:30, October 14, 1991

(3) Ceremony

1) Opening Address

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

2) Welcome Speech

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

3) Reply Address

by Mr. Jose Guillermo Stoute Fernandez from the Republic of Panama

Program Orientation

This Orientation was conducted by Mr. Hideki Goda, International Affairs
Officer, Bureau of Administrative Services, National Personnel Authority.

(1) Place

Institute For International Cooperation (Ichigaya)

(2) Time

10:30-12:00, 13:30-15:00 October 14, 1991

Courtesy Call on the President of National Personnel Authority

(1) **Place**

The President's office

(2) **Time**

16:30-17:00, October 14, 1991

(3) **Ceremony**

1) **Welcome Address**

by Mr. Keinosuke Yatomi, President of National Personnel Authority

2) **Reply Address**

by Mr. Anand Mohan Bhardwaj from India

Welcome Party

(1) **Place**

Toranomon Pastoral

(2) **Time**

18:00-19:00, October 14, 1991

(3) **Ceremony**

1) **Welcome Address**

by Mr. Keinosuke Yatomi, President of National Personnel Authority

2) **Reply Address**

by Mr. Alejandro Hurtado Chiang from the Republic of Peru

3) **Welcome Toast**

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

OPENING ADDRESS

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

Ladies and Gentlemen,

It is a great pleasure and honor for me to give a few words at this opening ceremony of the 6th Seminar on National Government Administration. On behalf of the Government of Japan, I would like to extend a warm welcome to each participant from the fourteen 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 seminar.

This seminar was founded in 1986 with the aim of introducing participants to modern public administration through examination of the Japanese experience, and for exchanging views on the actual state of public administration.

Over the next five weeks, you will be studying the modernization of government administration, as well as the economic and social development in the participating countries.

In addition to the seminars, you will observe the development of infrastructure-building and Research & Development in Japan after the Second World War, and will have a first-hand opportunity to understand the Japanese experience in these areas. You will also have the opportunity to observe high-tech industrial facilities in Osaka as well as cultural facilities in Kyoto, the ancient Japanese capital, through the Study Tour.

At the present time, public administration is being criticized for its inefficiency and rigidity, and has been required to reexamine the existing system. Until now the Japanese government has endeavored and succeeded to encourage social and economical development. Of course, the Japanese experience is not the ideal objective for all countries. I hope you will utilize the Japanese example as one case study.

I believe that the study of Japanese experiences may well act as a mirror; you are not interested in the mirror per se, but very much in the image it reflects, your own image. As if looking in a 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 observe the actual state of affairs in our society with your own eyes. As is often said, "Seeing is believing"; everything in our society is now before you. I heartily wish you will make the best of this opportunity in order to obtain that which is useful to you and to discover Japanese secrets for development. If there is a secret to reveal, it may well be that development and its benefits to any society, Japanese or not, is the result of human resource development. So is the underlying object of this seminar.

In concluding my address, let me thank you for the time and energy you will be putting into the seminar. I hope you will find its rewards worth the effort, and I 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. Seinōsuke 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 Seminar on
National Government Administration 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 seminar programme.

As you know, one of the main responsibilities of national government is to pro-
mote 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 Seminar is organized by the Government of Japan
as part of its technical cooperation programme for the purpose of introducing to the
participants Japanese public administration for social and economic development, as
well as seeking for the better way of modernizing public administration of the par-
ticipating countries.

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

Before closing, I would like to take this opportunity to express our deep grati-
tude to N.P.A. for its efforts and contribution in arranging this excellent seminar
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

Mr. Jose Guillermo Stoute Fernandez
Panama

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

Mr. Kasai, Managing Director, Institute for International Cooperation, JICA,

Dear Participants,

Ladies and Gentleman,

I have received the privilege of addressing to you some few words, only because of seniority reasons, on behalf of my fellow's participants in this Seminar on National Government Administration for Senior Officials.

All of us, undoubtedly, are very grateful to the Japanese Government and, particularly, to our friends in JICA, for choosing us in this special opportunity, where we are going to receive specialized information and technical assistance, to support ourselves — participants — to increase our professional attitude and general knowledge.

We have come here to learn; learn Japanese culture, the philosophical and social basis which has permitted this great country such commercial, economic, and technical advances. We would like to know the spiritual and scientific process which has permitted this admirable Japanese nation to reach a very important politic level in the international arena without imposing her will to anybody, without aim of arbitrator, and only trying to deliver her message of peace, work and democracy for all people.

Yes, we have come here to learn, but also to teach, not merely to show our needs, whatever their sizes could be, but to teach all people of good faith, that the so-called economic underdevelopment is not only a matter of physical and material state, but also a mental state with internal and external motivations.

This structural state can be and must be changed, in peace and solidarity, within a harmony born from the mutual respect between those who need assistance and those who want to give it in good faith. At the end both parties will see their lives so much enriched, physically and spiritually, that we will know then that something between us is working out, at last.

For many of us, when tomorrow's come, we hope to be able to say to our sons

that we tried to leave them a better world that, in our moment, we received from our fathers. Our sons, hopefully, shall learn the same lesson we had.

In this very moment, many of our brothers and sisters from Africa, Asia, Latin America, are facing our cruel and traditional enemies: sickness, poverty, ignorance and fear. Our enemies are very strong and very old, and this is the main reason why we are here: learn to destroy our enemies and how to teach our experiences and how we are building new hopes for our children and the children of our children, and this is not a easy task.

Our new generations, whatever they might live, must learn how to continue our objectives and the purpose we have received from our fathers. So there is a very important task for all of us to create and maintain a revolutionary system where we are going to live altogether — rich and poor people, in the next century, not only we human but also many other forms of life that also are our responsibility. All of them depend on us now.

Let's do our labor in mutual respect, in peace and love for all mankind.

Thank you so much for bringing us to your home.

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 who have come all the way to Japan from various parts of the world to participate in the Sixth Seminar on National Government Administration.

Modernization of government administration, the theme of this seminar, is a crucial part of the harmonious development for every country. It is my honor to be addressing this audience of high officials of respective governments, all of whom are expected to play a significant role 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 government and society. Now Japan has entered into a new era and is faced with new agendas. I hope the Japanese experience will provide you with some suggestions in considering the improvement of government in the participating countries. I hope that you find this to be a good chance 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 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 of Japan, has been scheduled. You will come across an abundance of old Japanese tradition there.

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

Thank you. Merci beaucoup. Muchos Gracias.

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

Mr. Anand Mohan Bhardwaj
India

Your Excellency,

Mr. Yatomi, president NPA and his colleagues, it is my proud privilege to have been asked to express on behalf of the participants of the "National Government Administration Seminar" and on my own behalf our grateful thanks for having received us here today.

Sir, I would unhesitatingly admit that it has been an experience worth remembering for years to come, to have been able to come to participate in this seminar. Everything is well arranged and well looked after. Our thanks for providing such wonderful personal attention to each one of us.

Sir, I can assure you that during this short stay of ours, we all are going to carry back home nostalgic memories of your wonderful country, hospitable people, committed citizens and hard working team mates.

Japan — a country which has not been blessed with bounties of nature, a country which has to depend extensively on imports, a country bounded by geographical limitations has done so much for herself and the world that no history can ever be complete without a proud mention of this great country.

Excellency, before I close, once again our grateful thanks to you all from all of us.

WELCOME ADDRESS AT THE WELCOME PARTY

Mr. Keinosuke Yatomi,
President,
National Personnel Authority

Ladies and gentlemen,

Welcome to Japan and the National Personnel Authority. It is our pleasure that you have come all the way to Japan to participate in the 6th Seminar on National Government Administration.

As we already had an opportunity to exchange words in this afternoon, we have already started our friendship. We hold this reception to express our sincere wish to welcome you. Please make yourselves at home and enjoy conversation with other participants 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! Muchos Gracias!

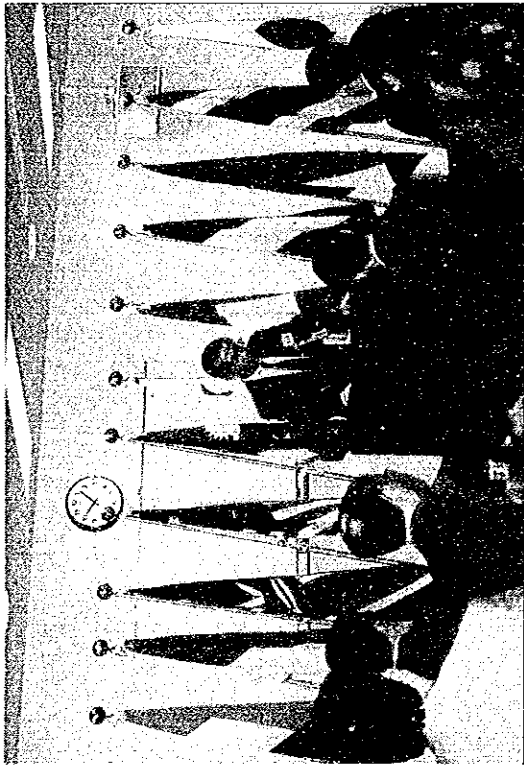
REPLY ADDRESS AT THE WELCOME PARTY

Mr. Alejandro Hurtado Chiang
Peru

Mr. Yatomi, President of National Personnel Authority, Executive Officials,
Ladies and Gentlemen,

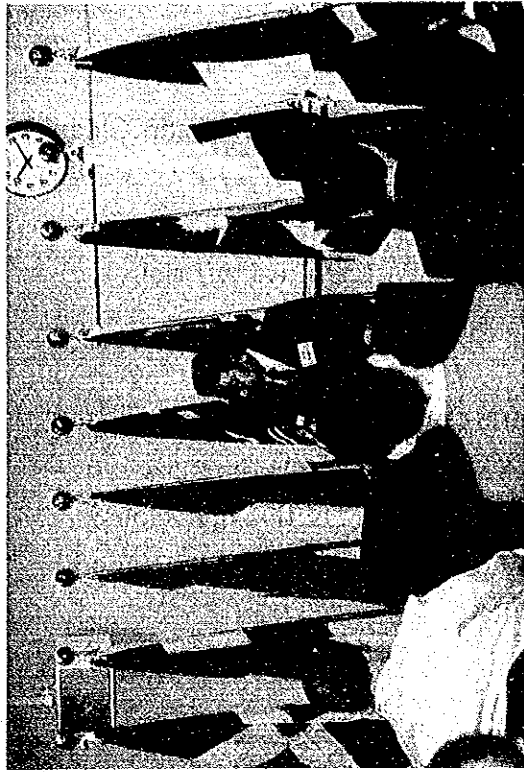
It is a great honor and pleasure for me to express our gratitude for this kind party and for the whole program prepared by JICA, that engages us to realize our best efforts for the success of the seminar and our fruitful stay in this marvelous country of Japan. JICA and National Personnel Authority have already done good work and now it's our turn to assimilate the benefits.

Thank you very much indeed.



Opening Address by Mr. Niwa

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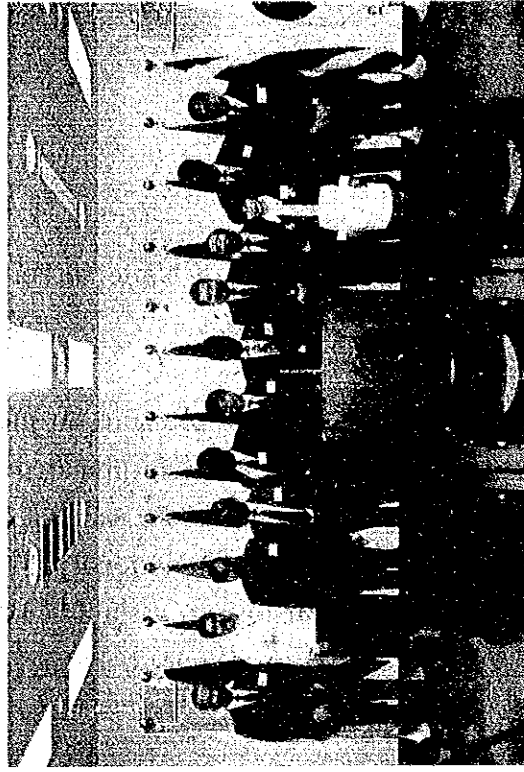
Welcome Speech by Mr. Kasai

2



Reply Address by Mr. Jose Guillermo Stoute Fernandez

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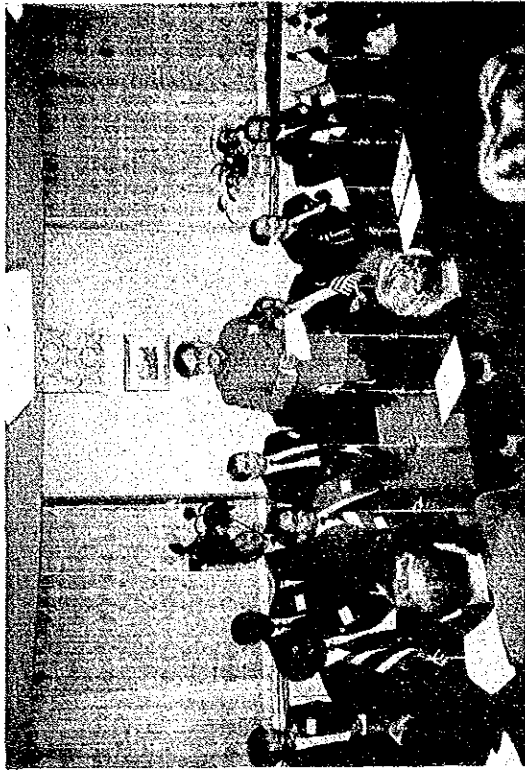
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1 -- 4 Opening Ceremony at IFIC



Welcome Address by Mr. Yatomi

5



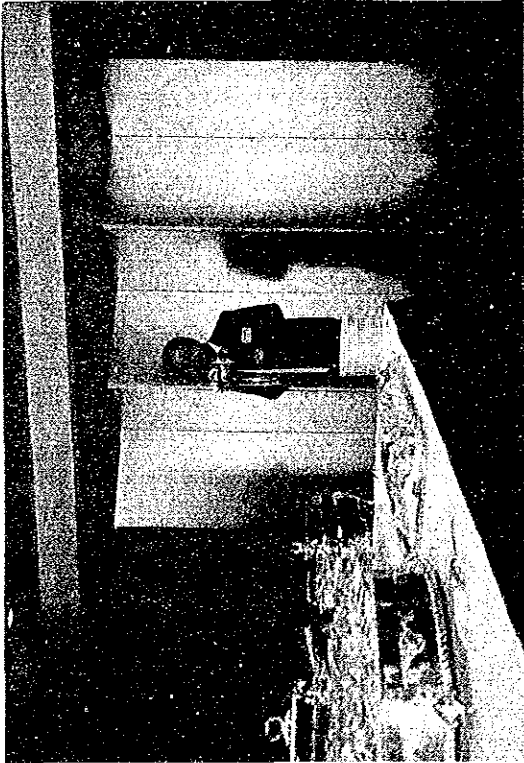
Reply Address by Mr. Anand Mohan Bhardwaj

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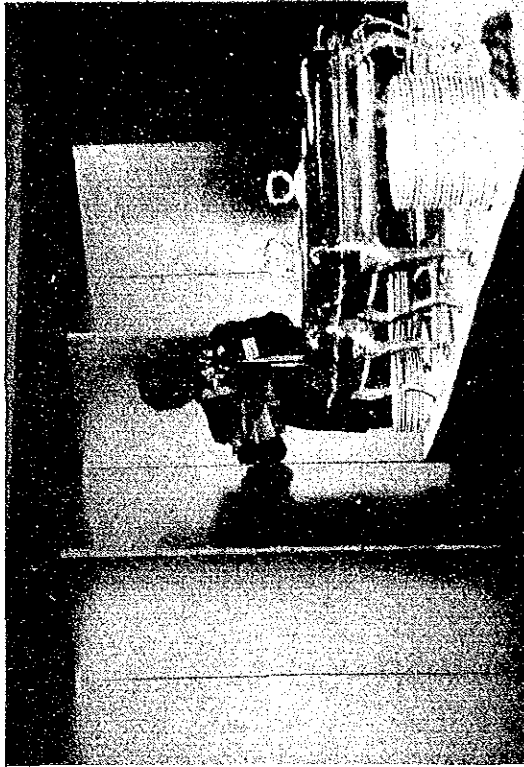
5 - 7 Courtesy Call on President of NPA

7



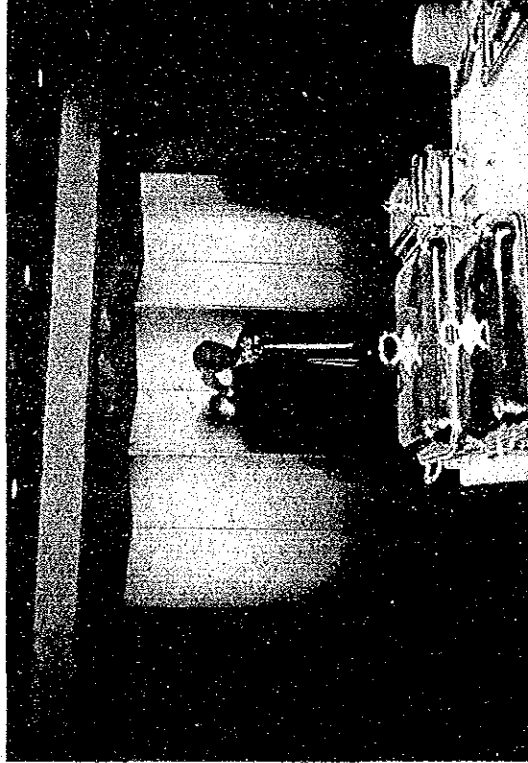
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Welcome Address by Mr. Yatomi



9

Reply Address by Mr. Alejandro Hurtado Chiang



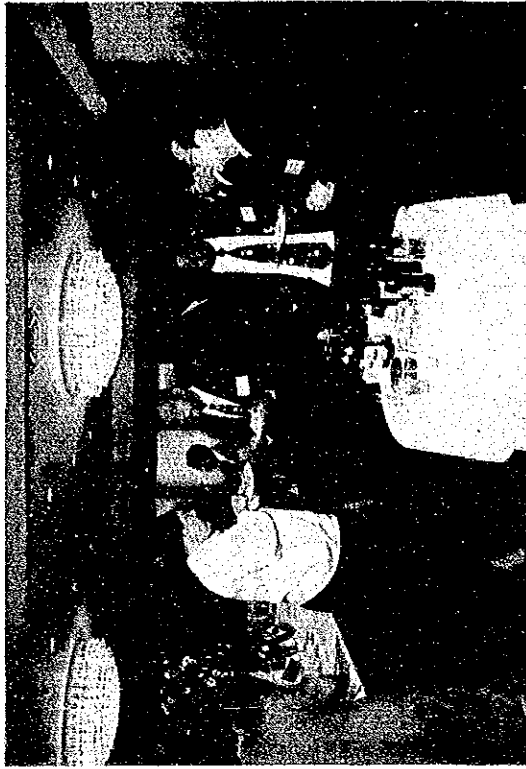
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Welcome Toast by Mr. Nakajima



11

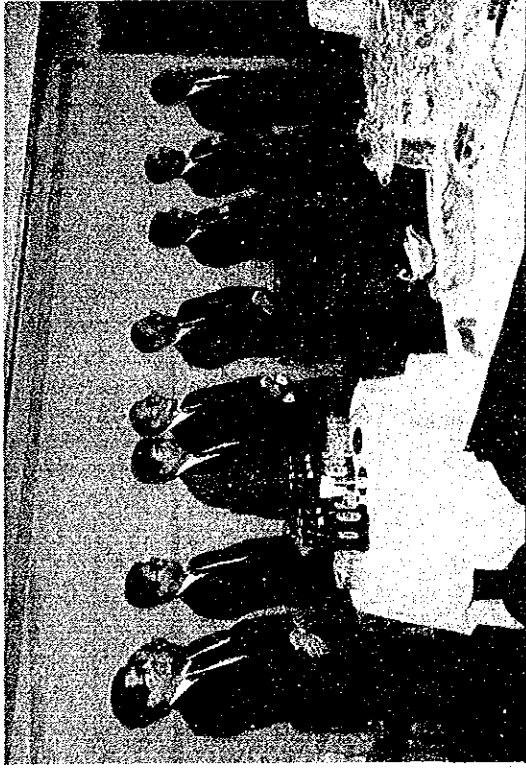
8 — 11 Welcome Party



13



15



12



14

12 - 15 Welcome Party



17



19



16



18

16 - 19 Welcome Party

III. SEMINAR AND DISCUSSION AT IFIC

III. SEMINAR AND DISCUSSION AT IFIC

Part 1 Modernization of Government Administration

1. Introductory Lecture

“Administration System in Japan”

October 15

Lecture by Mr. Toshiaki Matsumoto, Director,
Office of International Affairs, NPA

2. Seminar

“Improvement of Infrastructure in Japan after World War II”

October 16

Lecture by Mr. Isao Takeuchi, Deputy Director,
Policy Planning Division, Minister's Secretariat,
Ministry of Construction

“Industrial Policy”

October 17

Seminar by Mr. Toshihiro Kodama, Assistant Professor,
Graduate School for Policy Science, Saitama University
Assisted by Mr. Shigeru Ichikawa, Examination Officer,
Office of Examination, Bureau of Recruitment, NPA

“Role of Administration for Development”

October 22

Seminar by Professor Minoru O'uchi, Ritsumeikan University
Assisted by Mr. Tadakazu Watanabe, Planning Officer,
General Affairs Division, Bureau of Administrative Services, NPA

“Intervention by the Government for Development”

October 24

Seminar by Professor Daiichi Ito, Graduate School for Policy Science,
Saitama University
Assisted by Mr. Toshinori Otaki, Unit Chief,
Second Compensation Division, Bureau of Compensation, NPA

"Research & Development"

October 25

Seminar by Dr. Seiichi Ishizaka, Commissioner, NPA

Assisted by Mr. Yoshiteru Sugimoto, Assistant Director,

Office of International Affairs, Bureau of Administrative Services, NPA

Part 2 Economic and Social Development in the Participating Countries

"Economic Development for Developing Countries"

October 31

Seminar by Professor Ryokichi Hirono, Seikei University

Assisted by Mr. Yoshiya Araki, Training Officer,

Office of Training & Development, Bureau of Administrative Services, NPA

Group Discussion

November 5

Led by Professor Daiichi Ito, Graduate School for Policy Science,
Saitama University

Assisted by Ms. Emiko Matsuo, Legal Officer,

Legal Affairs Division, Bureau of Administrative Services, NPA

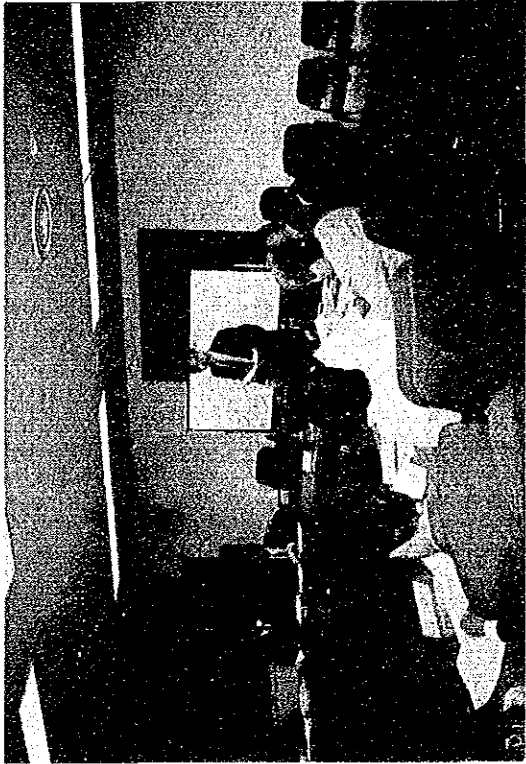
Summarizing Discussion

November 6

Led by Professor Daiichi Ito, Graduate School for Policy Science,
Saitama University

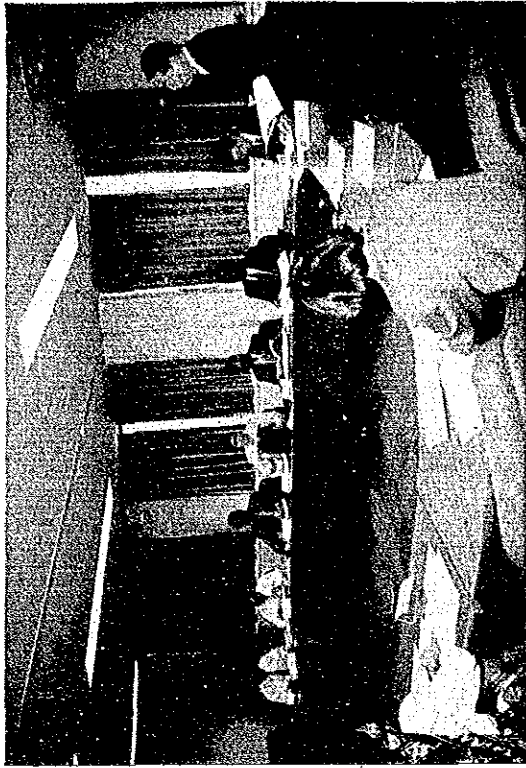
Assisted by Mr. Yoshiteru Sugimoto, Assistant Director,

Office of International Affairs, Bureau of Administrative Services, NPA



1

Seminar by Mr. Kodama



2

Seminar by Professor O'uchi



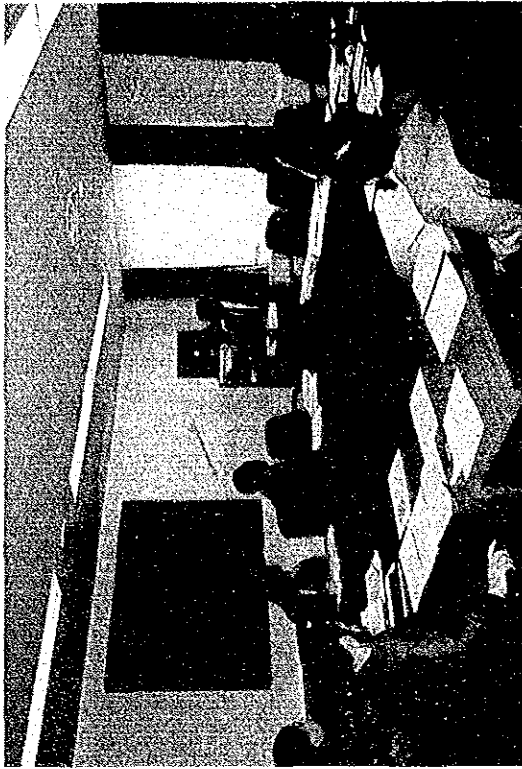
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Seminar by Professor Ito



4

Seminar by Dr. Ishizaka



6



8



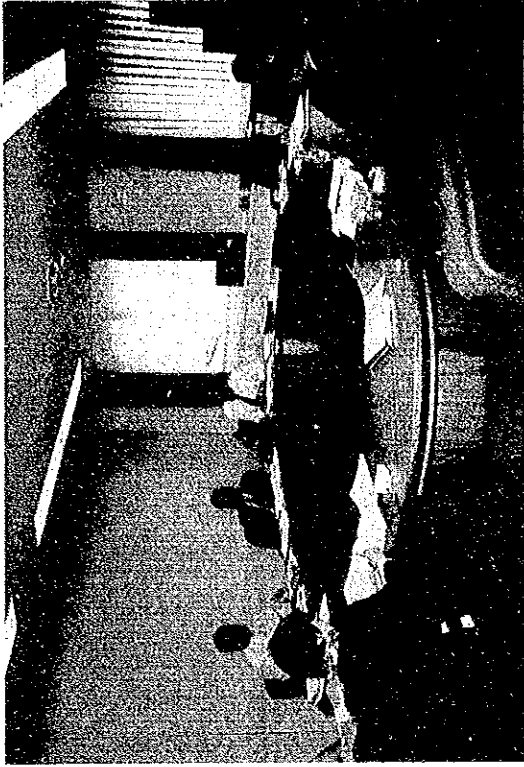
5

Seminar by Professor Hirono

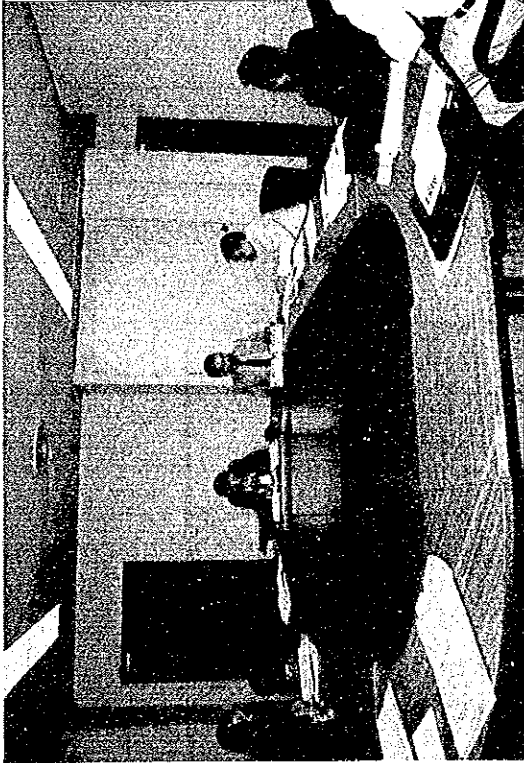


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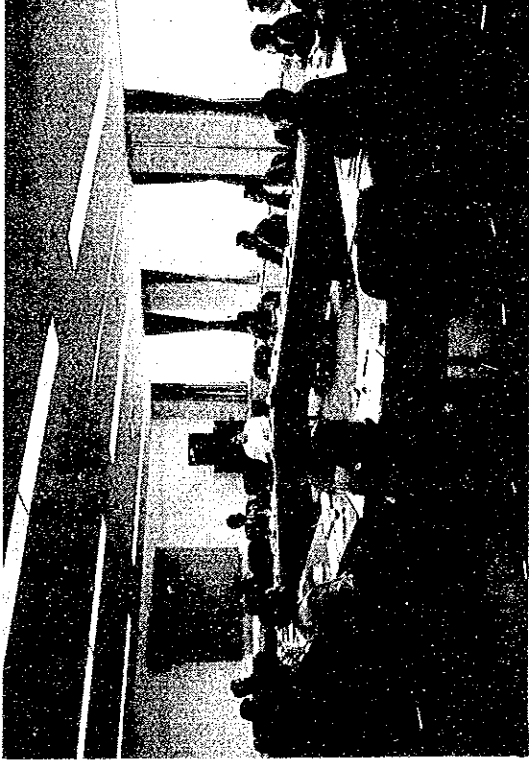
6 - 8 Group Discussion



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9



11

Summarizing Discussion by Professor Ito

9, 10 Group Discussion

