

IV. OBSERVATIONS AND STUDY TOURS

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1. Case Study 1

[Modernization of the Government Administration —Improvement of Infrastructure—]

- (1) Observation of the project of the Trans-Tokyo Bay Highway
~utilization of the vitality of private sector

date: October 18

Observation visit to Japan Highway Public Corporation (Nihon Doro Kodan)
Briefing by Mr. Yasunao Tomioka, Manager, Planning Division, Planning Department, Mr. Yoshiaki Hada, Deputy Manager, Trans-Tokyo Bay Highway Division, Construction Department 1.

A short observation trip to see the construction site of the Trans-Tokyo Bay Highway, Kawasaki man-made island and Kisarazu man-made island, guided by Mr. Hideki Okamura, Manager, Planning Division, Tokyo First Construction Bureau.

- (2) Observation of Tomei Expressway

date: October 23

Observation visit to Japan Highway Public Corporation (Nihon Doro Kodan)
Briefing by Mr. Masaru Washizaki, Manager, General Affairs Division, Tokyo First Operation Bureau and Mr. Yoshiharu Shibamura, Deputy Manager, First Maintenance Division, Tokyo First Operation Bureau.

Short observation trip through the Tomei Expressway and visit to the Traffic Control System at the Kawasaki Traffic Control Center and Ebina Service Area.

2. Case Study 2

[Modernization of the Government Administration —Research & Development—]

Tropical Agriculture Research Center, Ministry of Agriculture, Forestry and Fisheries

date: October 30, a.m.

Observation visit to Tropical Agriculture Research Center in Tsukuba Science City
Briefing about the activities of the Tropical Agriculture Research Center by
Dr. Michio Araragi, Director of Utilization of Environmental Resources,
Terunori Hidaka, Director of Research Division 1,
Dr. Nobuo Murata, Director of Eco-Physiology Research Division.

**Visit to Electrotechnical Laboratory, Agency of Industrial Science and Technology,
Mimistry of International Trade and Industry**

date: October 30, p.m.

Observation visit to Electrotechnical Laboratory in Tsukuba Science City
Briefing about the activities of Electrotechnical Laboratory by
Dr. Motoi Suwa, Director of Research Planning Office,
Dr. Hisao Nakamura, Director of Technical Information office,
Dr. Satoshi Yamasaki, Chief of International Affairs Section of Research
Planning Office.

Observation of the research facilities of the independence manipulating robots, etc.

3. [Study Tour]

Kyoto

date: October 28

Kyoto City Tour

Osaka

date: October 29

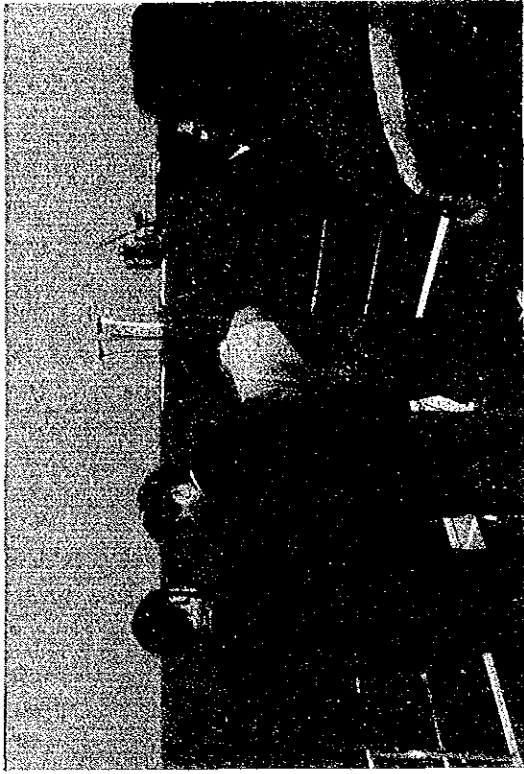
Visit to Matsushita Electric Industrial Co., Ltd.

—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

—Observation of the Museum of Technology



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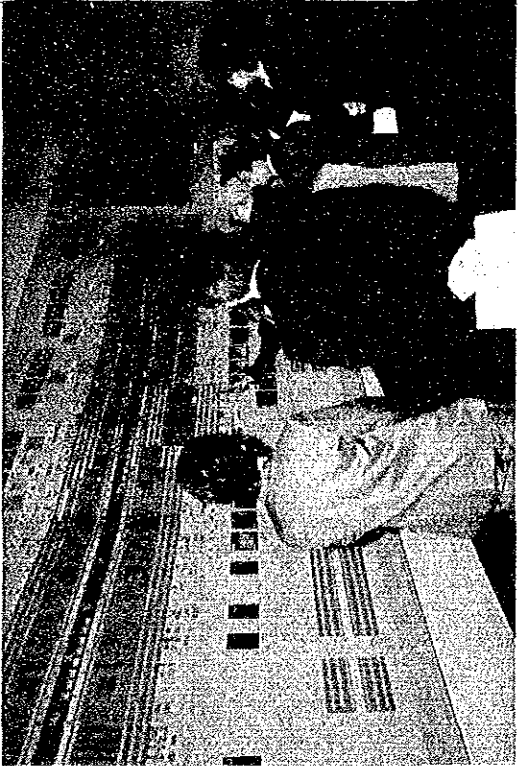
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Japan Highway Public Corporation

1 - 3 Visit to the Construction Site of the Trans-Tokyo Bay Highway



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Kawasaki Traffic Control Center

5, 6 Tomei Highway

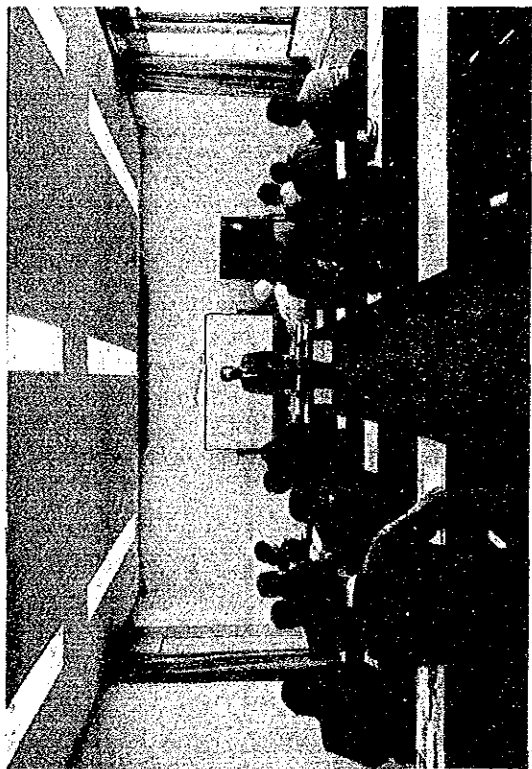


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Ebina Service Area

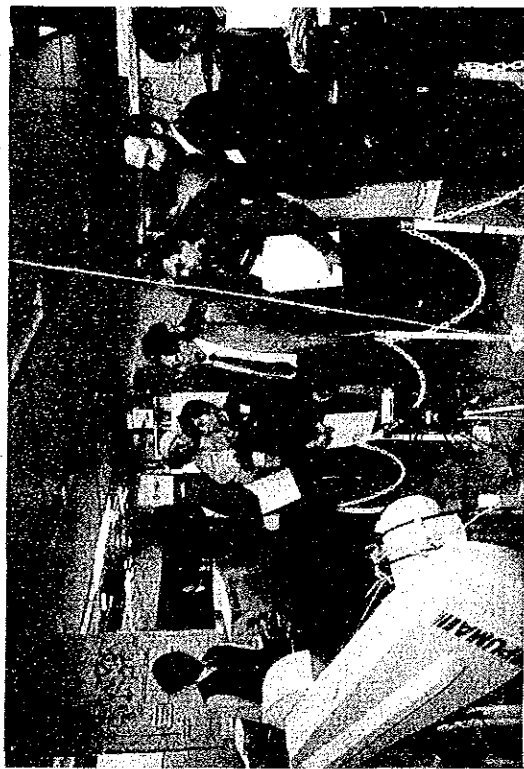


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Tropical Agriculture Research Center



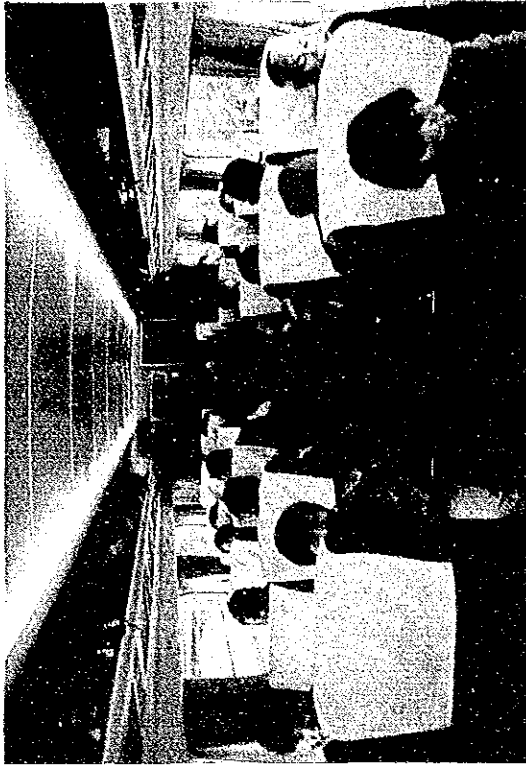
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8, 9 Electrotechnical Laboratory



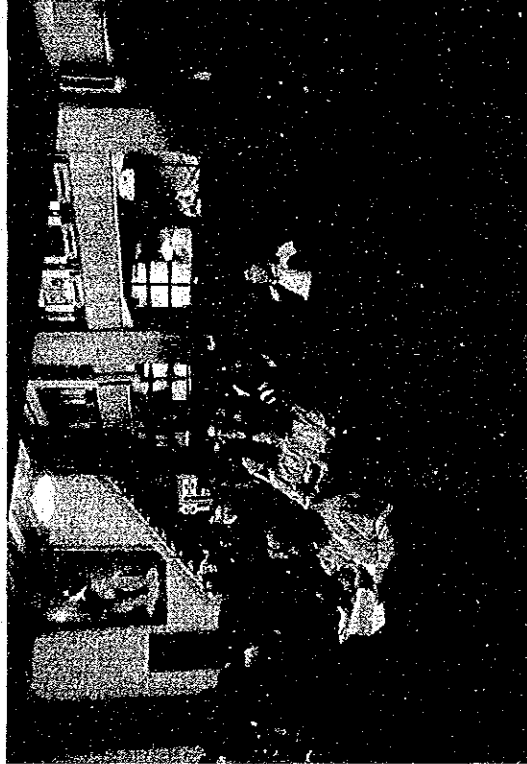
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Tokyo Station



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In Bullet Train Hikari (Shinkansen)



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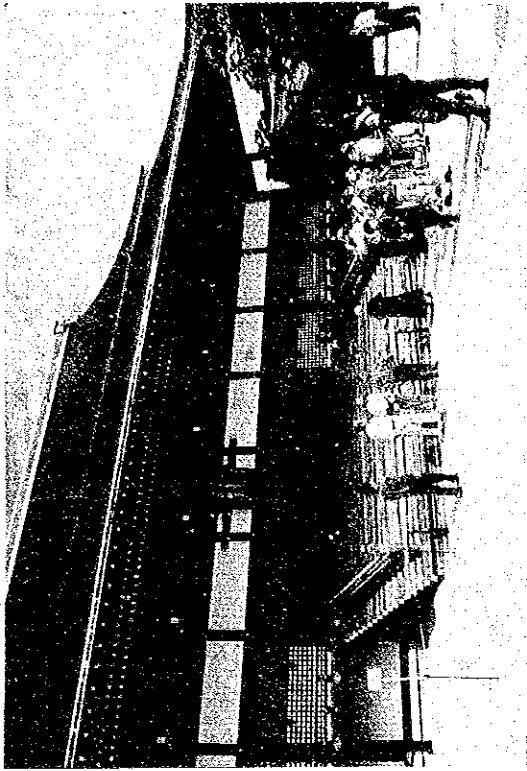
Gion Corner



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Nijo Castle

10 - 13 Study Tours in Kyoto City



Kyoto Imperial Palace

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Golden Pavilion Temple

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16 -- 18 The Museum of Technology Matsushita Electric Industrial Co., Ltd.

**V. HONORABLE VISIT TO HIS IMPERIAL HIGHNESS,
THE CROWN PRINCE NARUHITO**

**V. HONORABLE VISIT TO HIS IMPERIAL HIGHNESS,
THE CROWN PRINCE NARUHITO**

(1) Place

The Crown Prince's Residence

(2) Time

14:00-14:30, October 21, 1991

(3) Officers Concerned

(i) Office of the Crown Prince's Household

Mr. Hiroo Kanno, Grand Master

Mr. Tsuyoshi Soga, Chamberlain

Mr. Yuzo Ohta, Chamberlain

(ii) NPA

Mr. Seinosuke Niwa, Director General, Bureau of Administrative Service

Mr. Toshiaki Matsumoto, Director, Office of International Affairs

(iii) JICA

Mr. Tadao Kishi, Senior Vice President

Mr. Haruo Suzuki, Deputy Managing Director

(4) Special Visit to the Imperial Palace

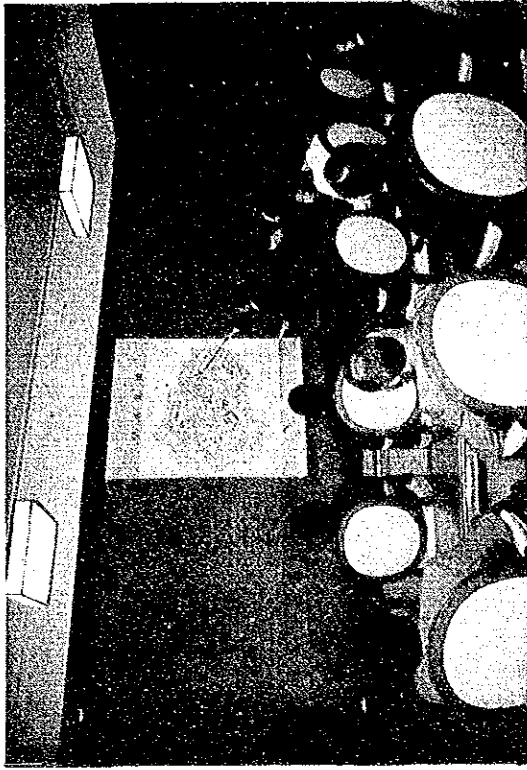
On the morning of October 21, the participants visited the Imperial Palace.

Mr. Masayuki Kawabe, Deputy Director General of Ministerial Secretariat,

Imperial Household Agency gave lecture about Japanese Imperial System and the organization and activities of the Imperial Household Agency.



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Imperial Palace

1, 2 Lecture by Mr. Kawabe, at the Imperial Palace



Honorable Visit to His Imperial Highness, the Crown Prince Naruhito

**VI. COURTESY CALL ON THE MINISTER OF STATE,
CHIEF CABINET SECRETARY**

**VI. COURTESY CALL ON THE MINISTER OF STATE,
CHIEF CABINET SECRETARY**

(1) Place

Prime Minister's Official Residence

(2) Time

14:00-14:30, October 15, 1991

(3) Ceremony

1) Welcome Speech

by Mr. Misoji Sakamoto, Minister of State, Chief Cabinet Secretary

2) Reply Address

by Dr. Kamal Mohamed Zein from the Democratic Republic of Sudan

WELCOME SPEECH

Mr. Misoji Sakamoto
Minister of State
Chief Cabinet Secretary

To the senior government officials from all over the world, I would like to welcome you all to Japan and to the Prime Minister's Official Residence.

Japan is now aiming to become a "Japan contributing to the World." The Japanese government promotes the "International Cooperation Initiative," which is composed of three pillars: "Expanding Japan's Official Development Assistance," "Strengthening Cooperation to Achieve Peace" and "Promoting International Cultural Exchange." The Japanese government is making efforts to cooperate with other nations positively in these various fields. Through the seminar, I hope you can study subjects which contribute to the future administrative development in your country. I also hope that seeing several aspects of our country will help to deepen your understanding of Japan and help you to use this seminar as an opportunity to promote exchanges between your countries and Japan. I believe all of you are studying hard; I respect your endeavor.

As you may know, Japan has only one hundred years' experience as a modern country. Until one hundred years ago, Japan had closed the country for three hundred years. It was the era of imperialism when Japan launched herself as a modern state. In the previous years of the Meiji Restoration, strong western powers, such as Britain, France, Russia and America demanded that Japan open the country. If Japan did not modernize quickly enough, it might be colonized by western countries. Therefore Japan established new forms of internal organization under the Meiji Restoration. Japan opened the country, introducing scientific techniques and European civilization. Within fifty years after the Meiji Restoration, the country had been successfully modernized. For further study of this period, I recommend the book "Clouds Beyond the Slope" by Ryotaro Shiba. The slope represents the hard process of modernization. Japan endeavored to achieve modernization. It was the beginning of a new age. However, Japan waged the Second World War. Japan was defeated in the war and the existing state fell into a dangerous condition. After the war, Japan took the path of restoration, incorporating the basic principles of freedom, democracy and peace. Japan has developed through the introduction of culture, techniques

and the scientific civilization of western countries. Meanwhile, it is the administrative machinery that has played the core role in development. I believe that Japan's administrative machinery is excellent and utilizes good technologies, measures, etc. It is also the reason why I expect much of you.

In closing I hope you will enjoy the natural beauty of Japan although you may spend much time studying hard. In his speech at the reception to celebrate his Nobel-prize, Yasunari Kawabata, a novelist said

“Spring brings cherry blossoms;
The cuckoo's calls fill the summer air;
In autumn the moon is best for viewing;
Winter means cool, bright snow.”

There are many good places in Japan where human beings and the nature form one picture. Since this may be a rare chance for you to visit Japan, please enjoy it to the fullest extent possible.

After returning to your home, I hope you will work as core people for developing countries. Additionally I hope your countries and Japan will continue to enjoy good relationship.

I would like to once again express my heartfelt welcome to you all. Thank you very much for your visit today.

**REPLY ADDRESS AT THE COURTESY CALL
ON CHIEF CABINET SECRETARY**

Dr. Kamal Mohamed Zein
Sudan

His Excellency, Mr. Misoji Sakamoto
My Colleagues,

Good Afternoon,

On behalf of the participants of the Seminar on National Government Administration, I would like to thank Your Excellency Mr. Misoji Sakamoto, Chief Cabinet Secretary for receiving us this afternoon, and for the friendly words we have just heard. Our thanks are extended to the Japanese Government which offered us this chance to visit Japan, and attend this well organized and valuable seminar. As a matter of fact, our presence here avails for us a rare opportunity to meet the warm welcoming Japanese people, and to observe closely Japan's genuine model of socio-economic development.

Your Excellency:

It goes without saying that the technical assistance your government is offering — as a result we are here — to help our countries in development, is highly appreciated and therefore it is our role as senior administrators and thus counterparts, to facilitate this process of development, and transfer of appropriate technology. Herein lies the importance and relevance of this National Government Administration Seminar we attend now to build up human resources capabilities to attain development.

Once again your Excellency, I would like to thank you and your government, and to assure you that we are appreciating all efforts put by JICA and NPA staff to make our stay comfortable and to make this seminar a success.



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Opening Address by Mr. Nakajima



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Courtesy Call on the Minister of State, Chief Cabinet Secretary



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Reply Address by Dr. Kamal Mohamed Zein

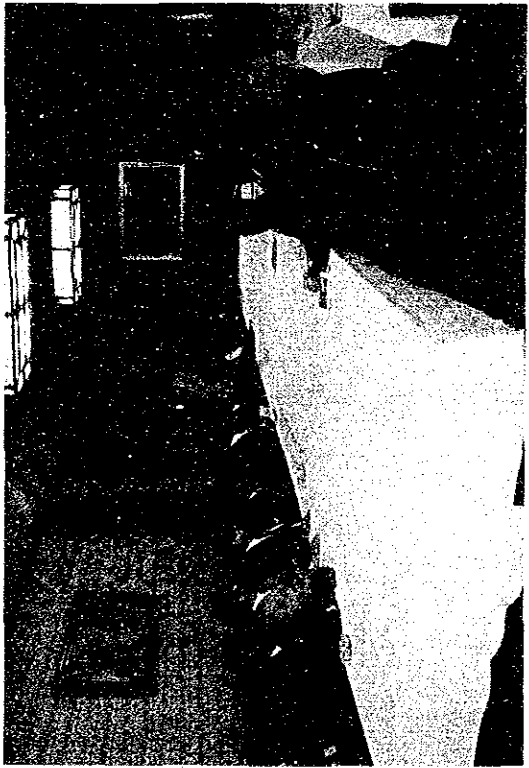
2, 3 Welcome Speech by Mr. Sakamoto



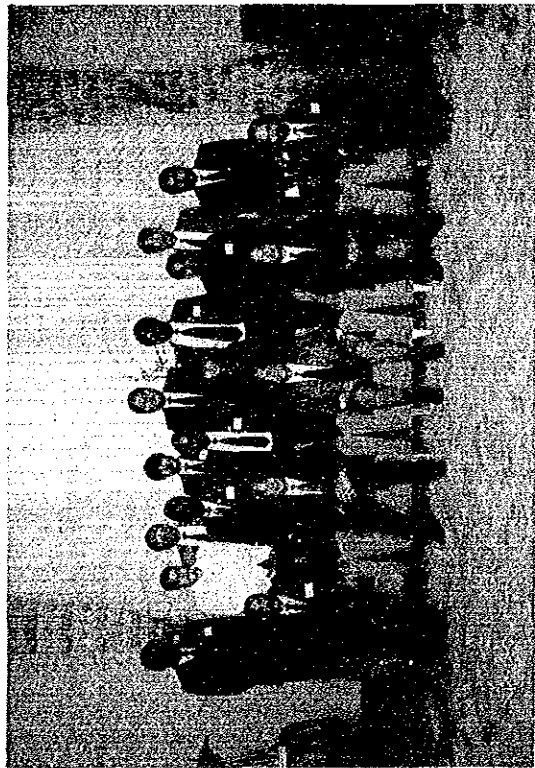
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5 - 8 Courtesy Call on the Minister of State, Chief Cabinet Secretary

VII. CLOSING CEREMONY

VII. CLOSING CEREMONY

Closing Ceremony

(1) Place

Institute For International Cooperation (Ichigaya)

(2) Time

16:30-17:00, November 8, 1991

(3) Ceremony

1) Closing Address

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

2) Congratulation Speech

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

3) Presentations of Certificates

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

4) Reply Address

by Mr. Mohammed B. Sallu from the Republic of Sierra Leone.

Farewell Party

(1) Place

Institute For International Cooperation (Ichigaya)

(2) Time

17:00-18:00, November 8, 1991

CONGRATULATION SPEECH

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

Mr. Kasai, Managing Director of Institute for International Cooperation,
Honorable Guests,
Participants,
Ladies and Gentlemen,

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

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

I wish you will utilize your achievements in this seminar in the actual exercise of administration. Furthermore, I hope that you will share your new ideas and perspective with your colleagues so as to contribute to the improvement of administrative systems in your countries.

Now, looking back over the period of this seminar, I am surprised that time has flown so quickly. Five weeks ago, you came to Japan as foreign guests in cloudy weather. Today, it is a pity for me to see off my intimate friends. This rain may be my tear. I hope your experience in Japan will enhance the mutual understanding and good relationship between your countries and Japan. We have also improved our understanding of your countries in these days we have spent with you. Our friendship will contribute to a better world-wide network.

In closing my address, I wholeheartedly wish you good health and success. We

look forward to seeing you again in the near future.

Congratulations again, and thank you for your eager contributions.

CLOSING ADDRESS

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,

I have the honour and pleasure to say a few words on behalf of the Japan International Cooperation Agency on this very happy occasion of the closing ceremony of Seminar on National Government Administration in Fiscal Year 1991.

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

As you are aware, this seminar was organized by the Government of Japan as part of its technical cooperation programme. The main purposes were to introduce modern public administration mainly of Japan to the participants and to exchange information and views of the actual state of public administration in the participating countries in order to ultimately contribute to the social and economic development of the respective countries through improved national government administration.

It was also expected that the seminar would help promote cooperation and friendship among the participating countries including Japan.

I am firmly convinced now that the objectives of the seminar 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 did farewell to you with the end of the seminar programme. This should be, however, the beginning of our long-lasting relationship. We would be very happy to ve 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.

LEPLY ADDRESS IN THE CLOSING CEREMONY

Mr. M.B. Sallu
Sierra Leone

Mr. Kasai, distinguished guests, fellow participants, as the saying goes, all good things must come to an end and every road has a bend! And so it is that tomorrow all of us have to leave. I have been given the privilege and honour to say a few words of farewell on behalf of my fellow participants on this occasion.

Indeed we are leaving Japan with mixed feelings. On the one hand, since all of us have responsibilities to our countries, certainly we look forward to going back to continue to contribute to various aspects of development of our countries. On the other hand, we are sorry that we are leaving this beautiful country, Japan, which we have grown to love over the last few weeks.

About half an hour ago, we completed the evaluation of the seminar. And from our perspectives, the seminar was useful both in terms of its contents, and it was helpful in terms of social administration.

Mr. Kasai, distinguished ladies and gentlemen, developing countries are in very difficult situation. Most of us are striving to develop our countries, thereby raising the standard of living and making our people happier. So whether from Malaysia, Thailand, India or Indonesia in Asia, or from Argentina, Panama, Peru or Dominica in Latin America, or indeed from Kenya, Egypt, Sudan or Sierra Leone, my own country, the situation is the same. The task of development is difficult due to many aspects. Either we do not have the resources; lack substantial effort for development; or organization is not properly in place; finance and/or technical know-how is not available. The problems are the same. In this context, the seminar was well organized because we are on our way to improving and contributing to our own development. Mr. Kasai, it is not to say that all our countries will become like Japan. We will critically examine what we have learnt and try to apply what is applicable to our own society. But I think what all of us have learnt here is not so much content as the attitude of Japanese people for development and progress. For me and I believe for the rest of my colleagues, this is what our parliaments have to do. Because we are not highly placed in our governments, we are not in a position to show them the government of Japan, but we will report in critical detail our participation to our various government administrations. I know that Japan is still learning how to assist

developing countries. But I have no doubt judging from the contents of the report of the book by Mr. Hattori, regarding Japanese development assistance to developing countries. Based on the contents of the report, I think Japan is learning. We hope that the government and people of Japan will not relent in their determination to help developing countries. This force of interdependence was discussed in the seminar again and again. Maybe we are each other's keeper.

Mr. Kasai, as we leave, we want to thank the government of Japan, from the bottom of our hearts for making it possible for us to come here and witness the feeling that is very strong in this part of the world. Often developing countries have looked to only one area of the world, which may be Europe or the United States of America. But now we know that they are not the only ideal, which we equally and critically report and use to our gain as possible. I want to thank Japan, the government of Japan, particularly the Ministry of Foreign Affairs, the Japan International Cooperation Agency, the National Personnel Authority, and the Tokyo International Center, our hosts.

Throughout the seminar, we asked a lot of questions, social questions, such as "How much do you earn?" "How much does the black car cost?" and so on. We must have this kind of human interaction. As for the certificates that you have just handed to us, I can assure you that we will proudly display them when we go back to our countries.

So far as the seminar is concerned, in the evaluation meeting we have made many suggestions. And it is our hope that those suggestions will be taken into account in structuring future seminars for the good of both the organizers and participants.

Finally, I wish, on behalf of all my fellow participants, to express our profound personal thanks and appreciation as well as the appreciation and gratitude of our respective governments for the wonderful opportunity given us by the government of Japan to participate in the just concluded seminar on "National Government Administration" and all the staff and personnel who contributed to make the seminar so successful and make our stay here so memorable and profitable.

Once more, on behalf of all the participants, I want to thank you for everything.



Closing Address by Mr. Kasai

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Congratulation Speech by Mr. Niwa

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Reply Address by Mr. Sallu

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Presentation of Certificate

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5 - 8 Presentation of Certificate



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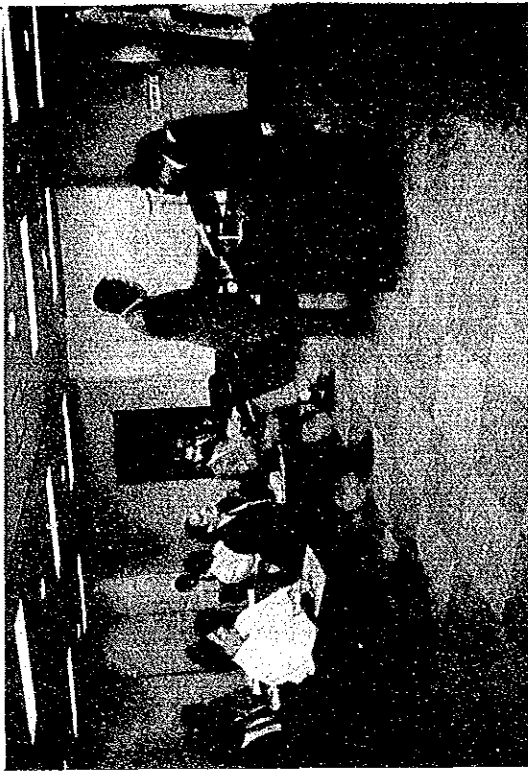


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9 - 12 Presentation of Certificate



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13 - 15 Presentation of Certificate



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Member of Participants and Officers Concerned



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Farewell Party