

**Report of the Eighth Seminar**  
**on**  
**National Government Administration**  
**( Fiscal Year 1993 )**

**January 4, 1994**

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

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**Report of the Eighth Seminar  
on  
National Government Administration  
( Fiscal Year 1993 )**

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January 4, 1994

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

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## **I. Training Program**





# I. TRAINING PROGRAM

## 1. Preface

This seminar is organized by the Japanese government 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.

## 2. Purpose

### Training Needs:

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 the circumstances, decisions need to be made with a full understanding of the role of national administration in linkage with other sectors.

It is necessary to evaluate the professional abilities of executive officers who play key roles in the formation and implementation of policy.

### Purpose:

This seminar focuses on the take-off stage of modernization, referring to contemporary Japanese experience.

The purpose of this seminar is:

- 1) to assist participants in forming policies to refine public administration 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.

## 3. Duration

From October 19, 1993 to November 21, 1993

#### 4. Administering Agencies

(1) Japan International Cooperation Agency

Operation Division  
Institute For International Cooperation (IFIC)  
10-5, Honmura-cho, Ichigaya, Shinjuku-ku  
Tokyo 162 Japan  
Tel.: (03) 3269-3022  
Fax.: (03) 3269-2185

(2) National Personnel Authority

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan  
Tel.: (03) 3581-5311  
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  
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, is responsible for the administration of the personnel programs of the Japanese government.

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

The NPA's Office of International Affairs is the sole division within the NPA acting as the channel for communication with foreign countries. One part of the office's activities is conducting international training courses with the aim of assisting foreign countries to improve their own government administrations.

*Training Facility:*

Institute For International Cooperation (IFIC), JICA  
10-5, Ichigaya-Honmura-cho, Shinjuku-ku  
Tokyo 162 Japan  
Tel.: (03) 3269-3022  
Fax.: (03) 3269-2185

*Accommodation:*

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

## **6. Qualifications of Applicants**

Applicants should:

- (1) be nominated by their government;
- (2) be ranked senior class officials (division directors or above and participants 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 which in the government);
- (4) have a good command of spoken and written English; and
- (5) be not less than thirty-five, and not more than forty-five years of age; and
- (6) be in good health, both physically and mentally, to undergo this seminar. Pregnancy is regarded as a disqualifying condition for participation in the seminar.

## **7. Allowances and Expenses**

The Government of Japan bears the following allowances and expenses in accordance with relevant laws and regulations:

- (1) Return air-ticket (normal economy fare) between the international airport designated by JICA and Tokyo, and incidental stopover expenses during international travel on the way to Japan, if any, according to JICA's rules and regulations;
- (2) During the participant's stay at the Institute for International Cooperation, an allowance of ¥9,583 a day besides free room and breakfast ;
- (3) During the participants' stay at the hotel designated by JICA, an allowance of ¥10,324 per day besides free room;
- (4) Free medical care for participants who may become ill after their arrival in Japan; and
- (5) Expenses for JICA study tours.

## **8. Participants**

10 persons from the Argentine Republic, the People's Republic of Bangladesh, the Arab Republic of Egypt, India, the Republic of Indonesia, the Republic of Kenya, Malaysia, the Federal Republic of Nigeria, the Republic of Poland and the Democratic Socialist Republic of Sri Lanka

(referring to Annexed Paper A).

## 9. Language

The seminar was conducted in English.

## 10. Study Hours & Place

(1) Study hours

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

(2) Study Place

Seminar room at the Institute For International Cooperation.

## 11. Responsible Officers

(1) Course Leader: Mr. Yoshiya ARAKI (NPA)

(2) Coordinator: Ms. Kaori KAMOTO (JICA)

(3) Organization:

1. Institute For International Cooperation, JICA

Mr. Kazutoshi IWANAMI, Managing Director

Mr. Mitsuo ISHIKAWA, Director, Operations Division

Mr. Masafumi KINOSHITA, Training Officer, Operations Division

Ms. Chisako SUZUKI, Training Officer, Operations Division

2. Japan Institute of Personnel Administration (JIPA)

Mr. Takeharu ASAGA, General Manager

Ms. Sayoko OKAYASU, Officer

## 12. Outline of the 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 a clear idea of the role of public administration and ways for its improvement.

#### *1. Lectures*

Introductory lecture: "Introduction to the Civil Service System in Japan and National Personnel Authority"

lecture: "Cabinet System in Japan"

#### *2. Case Studies*

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's participants studied "Infrastructural Preparation after World War II",

"Agricultural Development Policy", and "Research and Development" as cases.

Case Study 1: "Infrastructural Preparation after World War II"

Lecture: "Development of Roads after World War II"

Case: Construction Project- Rainbow Bridge

Case Study 2: "Agricultural Development Policy"

Lecture: "Agricultural Development Policy in Japan"

Case: Land Improvement Project- Kasumigaura Irrigation Project

Case Study 3: "Research and Development"

Visit to Tsukuba Science City

Case 1: National Institute for Environmental Studies, Environmental Agency

Case 2: Building Research Institute, Ministry of Construction

### 3. *Seminars*

Seminar: "Economical Development in Japan"

Seminar: "Role of Administration for Development"

Seminar: "Industrial Policy"

Seminar: "Research and Development"

## Part II 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"

### 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:

-Optimal Development Policy of Government

-Coordination between Development and Environment

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

### 3. *Concluding Discussion*

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

### 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.

*5. Ceremony*

Courtesy Visit to His Imperial Highness, the Crown Prince NARUHITO

Courtesy Call on the Vice Minister of State, Administrative Deputy Cabinet Secretary

Courtesy Call on the President of the National Personnel Authority

Special Visit to the Imperial Palace

*6. Schedule of the Seminar*

See the Daily Schedule(Annexed B)

*7. 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:

-Optimal Development Policy of Government

-Coordination Between Development and Environment

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 reports were used in the discussion on "Development in Participating Countries."







## **II. Opening Ceremony**



## **II OPENING CEREMONY**

### **1. Opening Ceremony**

(1) Place

Institute for International Cooperation

(2) Time

10:00-10:30, October 25, 1993

(3) Ceremony

1. Opening Address

by Mr. Koichiro YAMASAKI, Director General, Bureau of Administrative Services,  
National Personnel Authority

2. Welcome Speech

by Mr. Kazutoshi IWANAMI, Managing Director, Institute For International  
Cooperation, Japan International Cooperation Agency

3. Reply Address

by Mr. Ukeje Onyemechi ELOAGU from the Federal Republic of NIGERIA

### **2. Program Orientation**

by Mr. Yoshiya ARAKI, International Affairs Officer, Mr. Toru AKUZAWA, Assistant  
Director, and Mr. Yukihiro SHINGAE, International Affairs Officer, Office of  
International Affairs, National Personnel Authority

(1) Place

Institute for International Cooperation

(2) Time

10:30-12:00, October 25, 1993

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

(1) Place

The President's Office

(2) Time

16:00-16:30, October 25, 1995

(3) Ceremony

1. Welcome Address

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

2. Reply Address

by Mr. Hussein Ahmed HOSNY from the Arab Republic of Egypt

### **4. Welcome Party hosted by the Secretary General of National Personnel Authority**

(1) Place

Toranomon Pastoral

(2) Time

18:00-19:00, October 25, 1993

(3) Ceremony

1. Welcome Address

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

2. Reply Address

by Mr. Satish CHANDER from India

**WELCOME ADDRESS FOR THE SEMINAR  
ON NATIONAL GOVERNMENT ADMINISTRATION IN 1993**

October 25, 1993

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

Ladies and gentlemen:

It is a great pleasure and honor for me to say a few words at this opening ceremony of the 8th 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 ten 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 contribution to this course.

This seminar was originally initiated in 1968 as the Group Training Course in National Government Administration. But this seminar was advanced for senior officers in 1986 to introduce participants to modern public administration through the examination of Japanese experiences, and to provide a chance for exchanging views on the current state of public administration as the Seminar on National Government Administration.

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

Over the next four 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 seminars, you will observe the development of infrastructure-building, agriculture and research & development in Japan after the Second World War, and will have a first-hand opportunity to learn about the Japanese experience in these areas. During the study tour, you will also have the opportunity to observe industrial facilities in Hamamatsu, Port Island in Kobe and the construction site of Kansai International Airport near Osaka, an energetic city which is the center of western Japan, as well as cultural sites in Kyoto, the former capital city of Japan for a period of 1,000 years.

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. As is often said, "Seeing is believing"; everything in our society now lies before you. I heartily wish you will utilize this opportunity in order to gain an accurate picture of Japanese society.

In concluding my address, let me thank you in advance for the time and energy you will be putting into the seminar. I am sure 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.

ROOM 202AB, AM 10:00, OCT. 25 (MON.), 1993.

OPENING SPEECH FOR SEMINAR ON  
NATIONAL GOVERNMENT ADMINISTRATION IN 1993

by Mr. Kazutoshi IWANAMI  
JICA

Mr. Koichirou Yamasaki, Director General, Bureau of Administrative Services, National Personnel Authority, dear participants, honorable guests 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 F.Y. 1993.

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 promote social and economic development of the societies.

In this sense, it is vitally important for the 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 participating 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 gratitude 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.

A SHORT ADDRESS BY UKEJE ONYEMECHI ELOAGU OF NIGERIA, ON THE INAUGURAL CEREMONY OF 1993 Seminar ON NATIONAL GOVERNMENT ADMINISTRATION UNDER THE AUSPICES OF JAPAN INTERNATIONAL COOPERATION AGENCY, AT THE INSTITUTE FOR INTERNATIONAL COOPERATION, SHINJUKU- KU TOKYO 132, JAPAN, ON BEHALF OF ALL PARTICIPANTS, ON MONDAY, 25TH OCTOBER 1993

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Mr. Koichiro Yamazaki, Director General, Bureau of Administrative Services, National Personal Authority

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

His Excellencies,

My Lords Temporal and Spiritual,

Fellow participants

Ladies and gentlemen,

I wish on behalf of all the participants in the 1993 Senior Officials' Seminar on National Government Administration, to welcome you all to this inaugural ceremony; and to convey to the government and people of Japan the warmest felicitations and regards of our various countries on this memorable and historic occasion. We also want to convey the profound appreciation of our various governments to the Japanese Administration for the opportunity which it has offered and will continue to offer us in the less developed third world countries, to benefit from the riches and experience of the Japanese people and government through the medium of



this seminar.

We in the third world countries, have often been disappointed by negative action from many industrialized countries of the West, in spite of well-intentioned, and thought-out positive foreign policy pronouncements; but permit me to say without any fear of contradiction that the Japanese government and people do not belong to this group. Permit me also to underline the fact that the foregoing is not a diplomatic but a statement of fact. If I had to go by my country's experience of Japanese technical assistance in all facets of human endeavour, the list would be near inexhaustible. Most of us participants, are living witnesses of positive foreign policy pronouncements matched by even more quantifiable positive action by the Japanese Government. The establishment of JICA is a positive implementation of the Japanese foreign policy objective of "contributing to the world peace and prosperity" (the Japan of today, page 24). By offering opportunities for manpower development and training in various fields of human activity to third world countries, the Japanese Administration is helping in no small measure in laying the foundation for the future prosperity of beneficiary third world countries, since most of the ills of these countries are inherent in the deficiency in manpower training. Since peace can only exist in the midst of prosperity and since socio-economic and political stability are attainable in a state of prosperity, the present JICA programme is also laying the foundation for the socio-political and economic stability of beneficiary countries. It is most instructive and noteworthy, that Japan has, since joining the Colombo Plan in 1954 and

the establishment of the Official Development Assistance, made far greater contribution to the socio-economic development of many third world countries, than most of their erstwhile colonial masters had made within the same period. With 103.811 persons having participated in various training programmes in Japan between 1954 and 1991; 80.989 survey teams sent to various third world countries between 1957 to 1991, 33.141 experts despatched to third world countries for various technical assistance programmes between 1955 and 1991; 11.520 Japanese having participated in Overseas Cooperation Volunteers programme between 1965 to 1991 and 73.191 emigration services rendered from 1952 to 1991, the Japanese Administration is no doubt, leading the rest of the industrialized West in the race for economic and humanitarian assistance to the less developed world. We therefore jointly and severally commend the government and people of Japan for this laudable humanitarian assistance to the third world economies, and wish you more abundant prosperity in the years ahead, so that your assistance to the less developed regions of the world would increase a hundred-fold.

Once more, on behalf of my fellow participants, I thank you for your audience.

T h a n k   y o u .

## Welcome Address at the Courtesy Call

By 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 8th Seminar on National Government Administration.

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

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

At present, Japan is one of the most developed countries. However, only one century ago, she took the first step to modernize and develop herself. Japan has made efforts to catch up

with the developed countries through a combination of governmental and social measures. I am convinced that the Japanese experience will provide you with some ideas for the improvement of government in your countries. I hope that you find this to be a good opportunity to consider the Japanese case, and also to exchange your own experiences with fellow participants.

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

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

Thank you.

Mr. President Mr. Yatom, Commissioner Dr. Ishizaka & Mr. Hariya,  
Your Excellencies,  
Ladies & Gentlemen,

Oct 25, 1993  
By Mr. Hussein  
(Egypt)

Allow me at the onset to express on behalf of my government deep gratitude, for the government and people of Japan and allow me on behalf of my colleagues (members of the seminar of National Government Administration) to convey my deepest thanks and appreciation and respects to Mr. Yatom, President of National Personnel Authority, for his generosity in hosting and welcoming us.

I wish to congratulate the member of NPA for their outstanding preparation efforts for their seminar, and choice of the subject which is suitably timed to evaluate certain experiment implemented in different parts of the world, some of which were quite successful and others which should, we meet to discuss and learn, to understand and communicate, hoping that we absorb the outcome of the lessons learned from the development experiments of the twentieth century.

We are indeed happy in this friendly and beautiful country of such a very high-level.

Wish it all success and better life,  
God bless you, and  
Thank you Mr. President

H. Hosny

## **Welcome Address at the Welcome Party**

by Mr. Sachio Morizono  
Secretary General  
National Personnel Authority

Ladies and gentlemen,

Welcome to Japan and to the National Personnel Authority. We are pleased that you have come all the way to Japan to participate in the 8th Seminar on National Government Administration.

Since we have already met this afternoon, please allow me to do away with formalities. We are holding this reception to express a hearty welcome to you. Please make yourselves at home, and enjoy conversation with other participants here for as long as time allows.

I am convinced your achievements in this seminar will be most impressive. I hope you will have a pleasant stay in Japan.

Thank you .

## Address at The Reception

Oct 25, 1993

By Mr. Satish Chander  
(India)

Mr. Morizono, Secretary General, N.P.A.,  
Mr. Yamazaki, Director General, N.P.A.,  
Mr. Kazutoshi Iwanami, Managing Director, I.F.I.C., of J.I.C.A.  
Excellencies, Ladies & Gentlemen,

It is a privilege and honour for me to speak this evening on behalf of the participants attending the Seminar on the National Government Administration. We are grateful to the National Personnel Authority of the Government of Japan and Japan International Cooperation Agency (JICA) for giving us this opportunity to come to Japan and participate in the hearing process through a Japanese experience.

We, the participants, come from the countries of East Asia, Africa, Middle East, East Europe, South America, and the SAA'RC. This is the first visit for all the participants to Japan, and naturally, we are all happy to be in Japan. The participants from such diverse developing countries is one more example of the commitment to the government of Japan to give opportunities for betterment of the economic living of the people of the developing countries.

Japan is not only economically and industrially developed nation, but a country with a civilization and culture. As a student, I had read that no country in the world can surpass Japanese in their courtesy and mutual respect. What I had read, I am experiencing now. I am sure my fellow participants will gladly endorse this observation of mine.

As I am speaking on the behalf of all the participants, it may not be correct on my part to say something which may be bilateral in nature between India and Japan. However with the permission of my friends, I will like to make very briefly, one or two points. Japan is India's largest bilateral aid donor - a position it has consistently maintained for the last six years. I am sure this will be the position for the most of the countries, whose participants are attending the seminar. So you will agree what I said, is not bilateral between India and Japan.

Japan is India's largest trading partner in Asia and second largest in the world. The balance of trade has normally remained in the favour of Japan. This will apply to most of us. However, during 1991-92, after a long spell, it went in favour of India. During this year, the bilateral total exports between the two countries were of the order of RS 74180 million, India's exports were valued at Rs 40480 million and imports from Japan were valued at Rs 33700 millions. Thus India enjoyed a surplus of Rs 6770 million. As I said earlier, this is an exception to the trend. This example, I am sure, will be taken in the right perspective by my colleague attending the seminar.

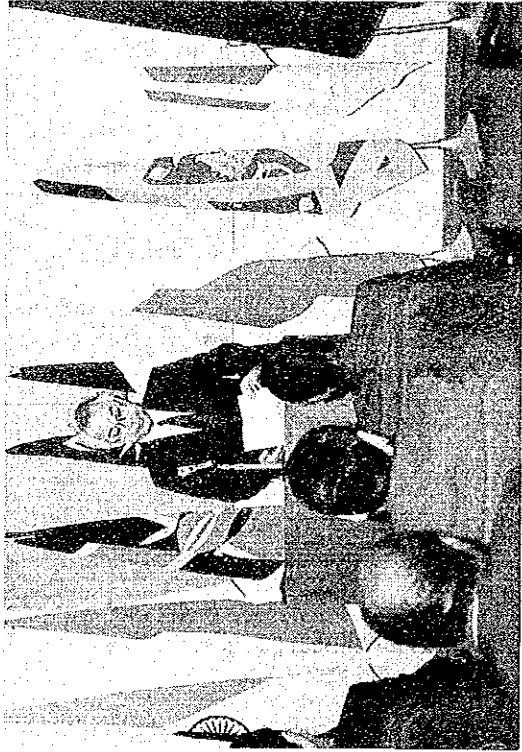
We have attended many courses organized by the developed countries. But our experience in Japan is different. This is the most professionally organized course, I have attended. Through this seminar, we have been given a sincere opportunity to study Japan's experiences, knowledge and modern technologies. We are all grateful to the government of Japan.

Today afternoon, we had called on Mr. Yatomi, President of N.P.A. and two commissioners, Dr. Ishizaka and Mr. Hariya. It was very kind and gracious of Mr. Yatomi to receive us and answer the questions asked by us.

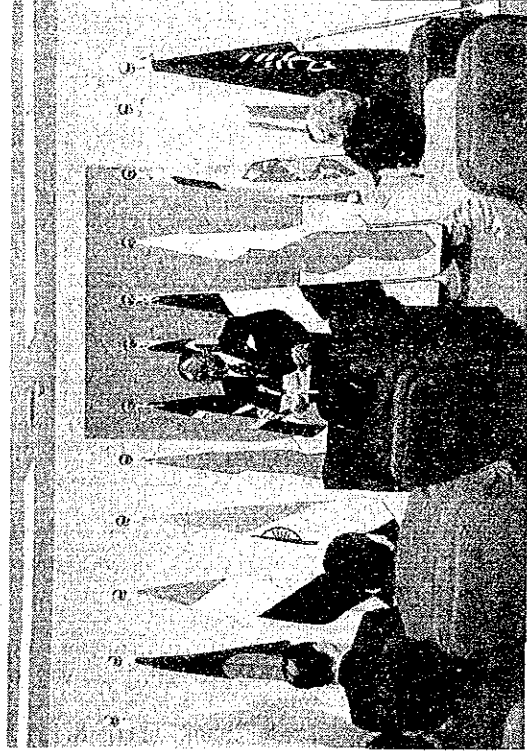
Mr. Morizono Sir, we are grateful to you for hosting this reception for us today evening. I on behalf of all the participants, convey our sincere thanks to you.

Before, I conclude, let us thank again N.P.A., and J.I.C.A., for arranging this seminar.

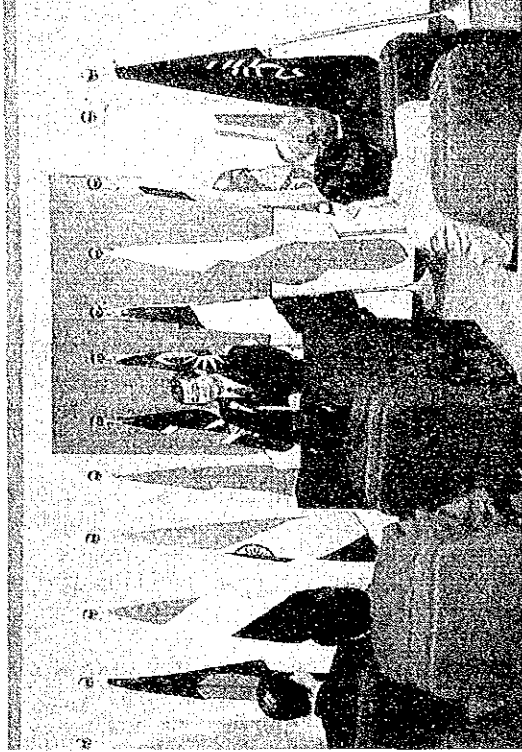
Thank you



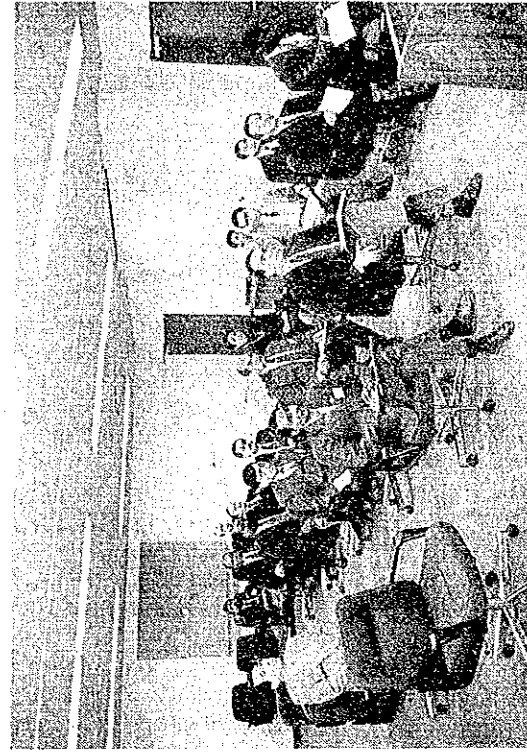
Opening Address by Mr. YAMASAKI, NPA



Reply Address by Mr. ELOAGU  
Opening Ceremony at IFIC



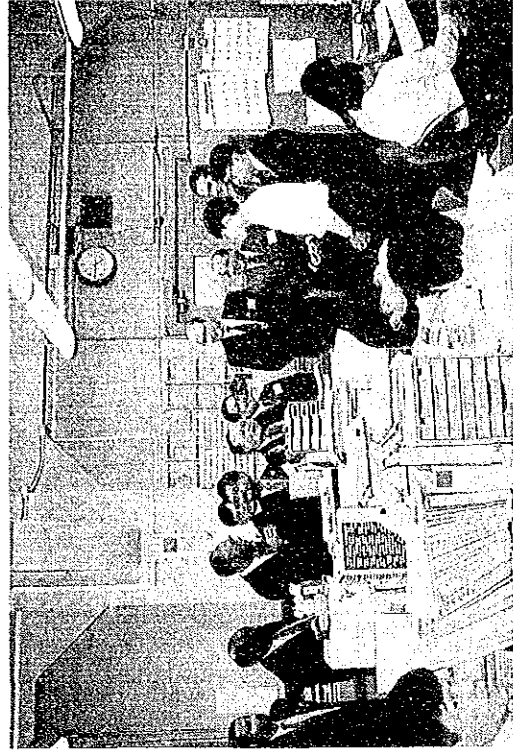
Welcome Address by Mr. IWANAMI, JICA







Reply Address by Mr. HUSSEIN



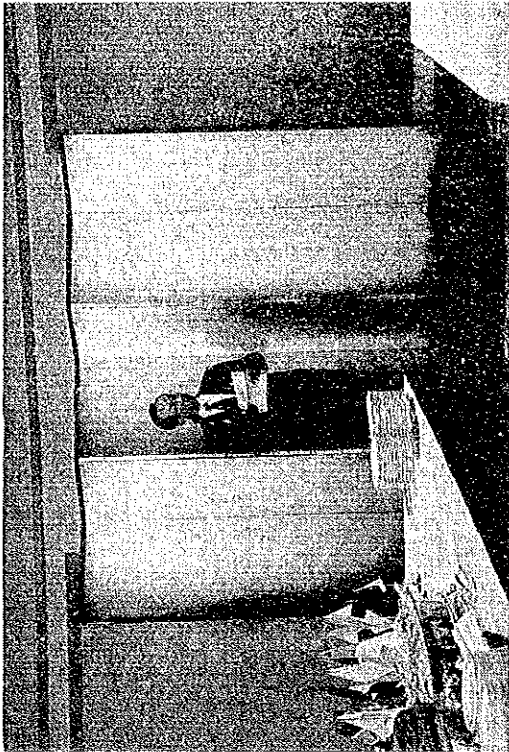
Visit to an office of NPA



Welcome Address by Mr. YATOMI, NPA



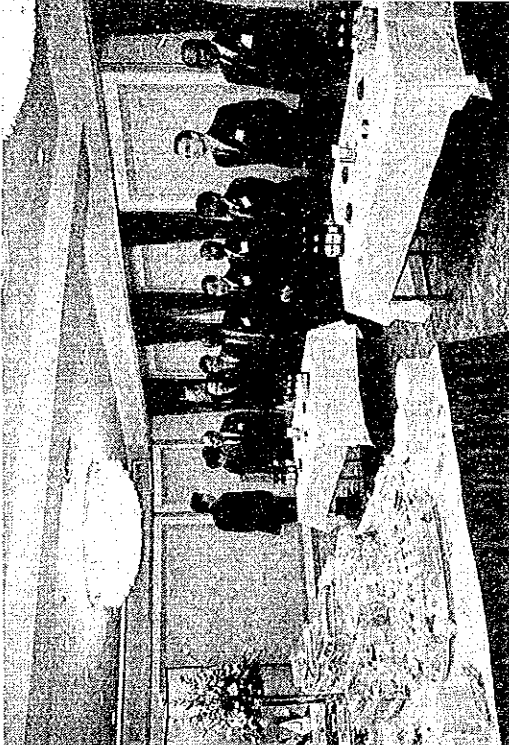
Courtesy Call on the President of NPA



Welcome Address by Mr. MORIZONO, NPA



Welcome Toast by Mr. YAMASAKI, NPA



Reply Address by Mr. CHANDER



Welcome Party



### **III. Lectures, Case Studies, Seminars and Discussions**



### III. Lectures , Case Studies, Seminars and Discussions

#### Part I Modernization of Government Administration

*Introductory Lecture:* "The Japanese Civil Service System and National Personnel Authority"

Date: Monday, 25 October 1993

Lecturer: Mr. Toshiaki MATSUMOTO, Director, Office of International Affairs , NPA

*Lecture:* "The Cabinet System in Japan"

Date: Friday, 29 October 1993

Lecturer: Mr. Hidesato ETO, Counsellor, Prime Minister's Secretariat, Prime Minister's Office

*Case Study 1:* "Infrastructural Preparation after World War II"

Date: Thursday, 28 October 1993

*Lecture:* "Development of Roads after World War II"

Lecturer: Mr. Takuya MIYOSHI, Researcher, Research Institute of Construction and Economy

*Observation:* Rainbow Bridge, Metropolitan Expressway Public Corporation

Briefing by: Mr. Tsuyoshi URESHINO, Engineer, Third Construction Department

*Case Study 2:* "Agricultural Development Policy"

Date: Tuesday, 2 November, 1993

*Lecture:* "Agricultural Development Policy in Japan "

Lecturer: Mr. Masaki SAKAI, Supervisor, Personnel Division, Ministry of Agriculture, Forestry and Fisheries

*Observation:* " Kasumigaura Irrigation Project" (Makabe Town, Ibaraki Prefecture)

Briefing by: Mr. Yasuhiro SHIMONOMURA, Director, Kasumigaura Irrigation Office, Kanto Regional Agricultural Administration Office, Ministry of Agriculture, Forestry and Fisheries

*Case Study 3:* "Research and Development"

Date: Friday, 5 November, 1993

Visit to : Tsukuba Science City (Tsukuba City, Ibaraki Prefecture)

*Observation:* "National Institute of Environmental Studies, Environmental Agencies "

Briefing by: Mr. Hideki NAKAMURA, Engineer Manager and  
Mr. Hiroo TAKAGI, Senior Engineer

*Observation:* "Building Research Institute, Ministry of Construction"

Briefing by: Mr. Nobuyuki KAWASAKI, Unit Chief, and  
Mr. Takatsugu YAMANAKA, Officer, Research and Planning Division,  
Planning Department

*Seminar:* "Economical Development in Japan"

Date: Tuesday, 26 October 1993

Lecturer: Professor Toru YOSHIMURA, Graduate School for Policy Science,  
Saitama University

Assistant: Mr. Ko MISHIMA, Officer, Office of Examination Officers, Bureau of  
Recruitment, NPA

*Seminar: "Role of Administration for Development"*

Date: Wednesday, 27 October 1993

Lecturer: Professor Minoru O'HUCHI, Ritsumeikan University

Assistant: Ms. Yumiko SENOH, Officer, Office of Examination Officers, Bureau of Recruitment, NPA

*Seminar: "Industrial Policy"*

Date: Monday, 1 November 1993

Lecturer: Associate Professor Toshihiro KODAMA, Graduate School for Policy Science, Saitama University

Assistant: Ms. Yoko HASHIGUCHI, Officer, Recruitment Policy Division, Bureau of Recruitment, NPA

*Seminar: "Research and Development"*

Date: Thursday, 4 November 1993

Lecturer: Dr. Seiichi ISHIZAKA, Commissioner, NPA

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

**Part 2 Economic and Social Development in Participating Countries**

*Seminar: "Economic Development for Developing Countries"*

Date: Monday, 15 November 1993

Lecturer: Professor Ryokichi HIRONO, Seikei University

Assistant: Mr. Shigeru ICHIKAWA, Senior Officer, Research Division, Bureau of Compensation, NPA

*Group Discussion*

Date: Tuesday, 16 November 1993

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

Assistant: Mr. Toru AKUZAWA, Assistant Director, Office of International Affairs, and Mr. Yukio UKAI, Legal Officer, Legal Affairs Division, Bureau of Administrative Services, NPA

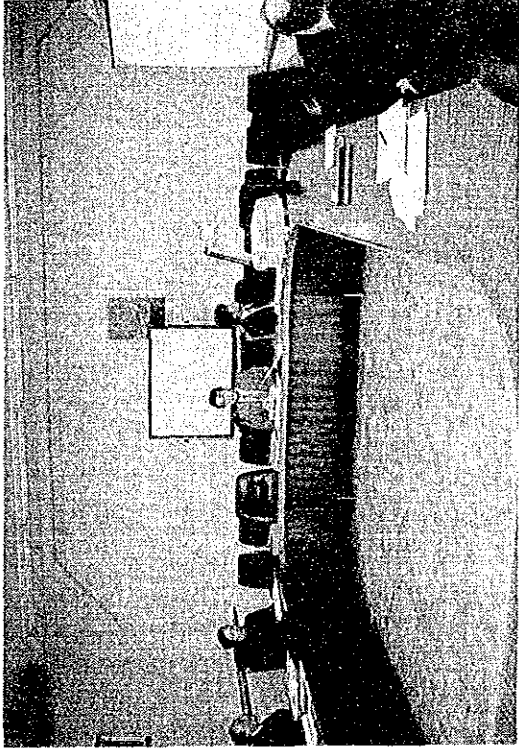
*Concluding Discussion*

Date: Wednesday, 17 November 1993

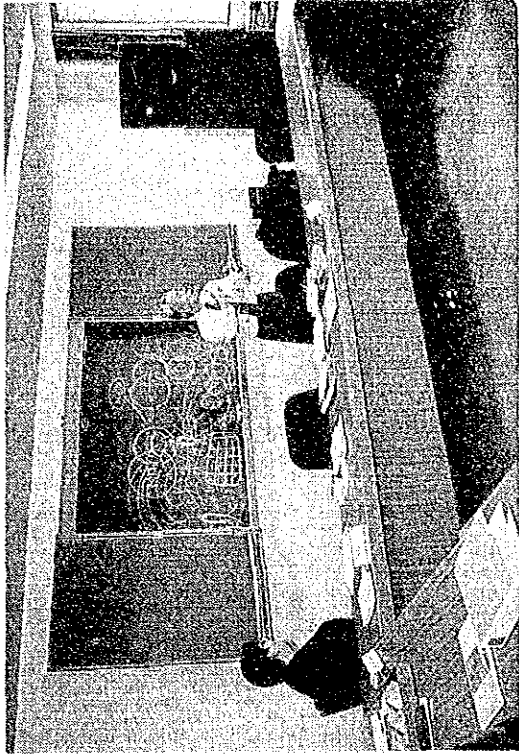
Led by: Professor Daiichi ITO, Graduate School for Policy Science, Saitama University

Assistant: Mr. Toru AKUZAWA, Assistant Director, Office of International Affairs, and Mr. Yukio UKAI, Legal Officer, Legal Affairs Division, Bureau of Administrative Services, NPA





Lecture by Mr. MATSUMOTO, NPA



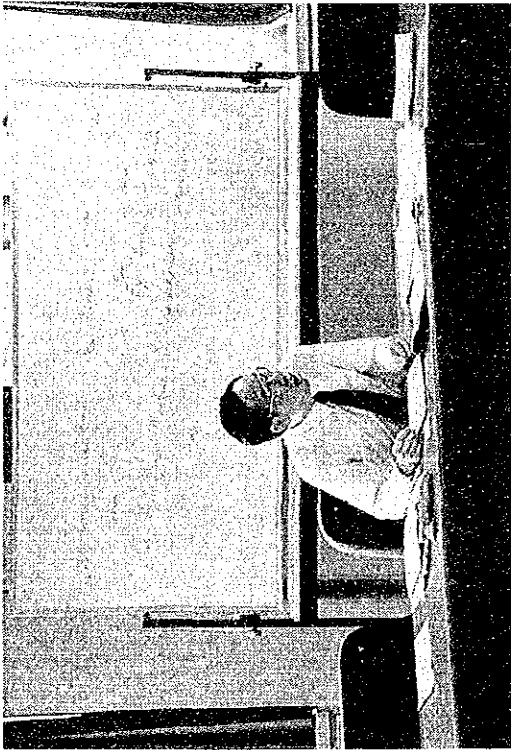
Siminar by Professor YOSHIMURA, Saitama University



Seminar by Professir O'HUCHI, Ritsumeikan University



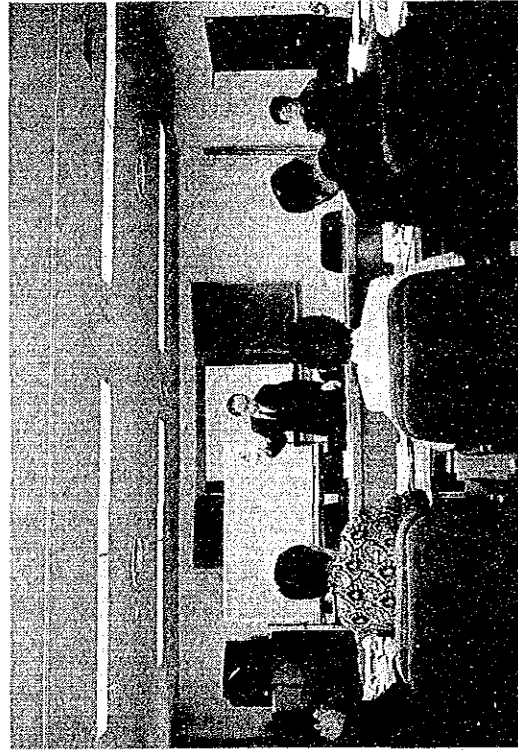
Lecture by Mr. MIYOSHI, Research Institute of Construction & Economy



Lecture by Mr. ETO, Prime Minister's Office



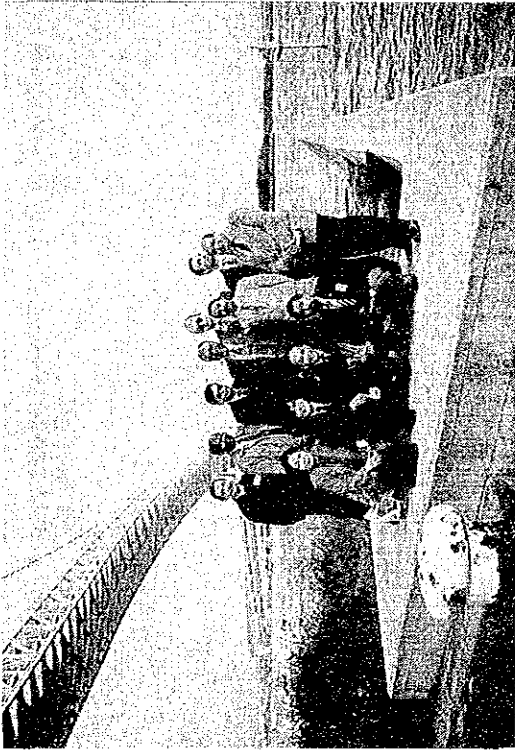
Seminar by Assistant Professor KODAMA, Saitama University



Lecture by Mr. SAKAI, Ministry of Agriculture, Forestry and Fisheries



Seminar by Dr. ISHIZAKA, NPA



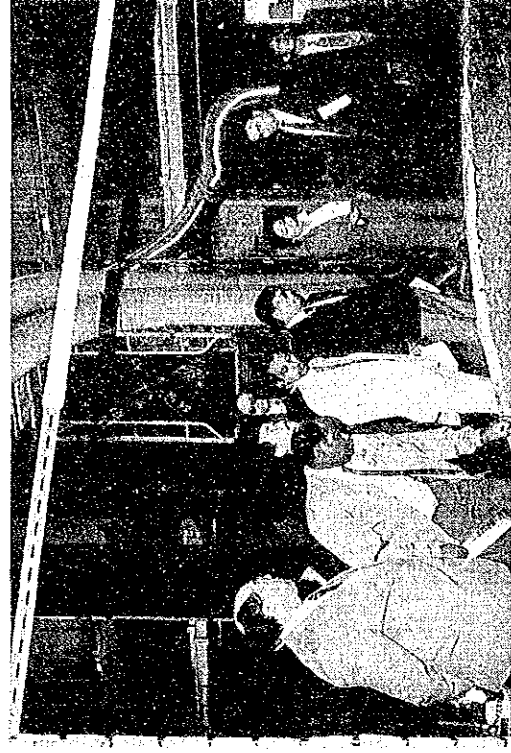
Rainbow Bridge



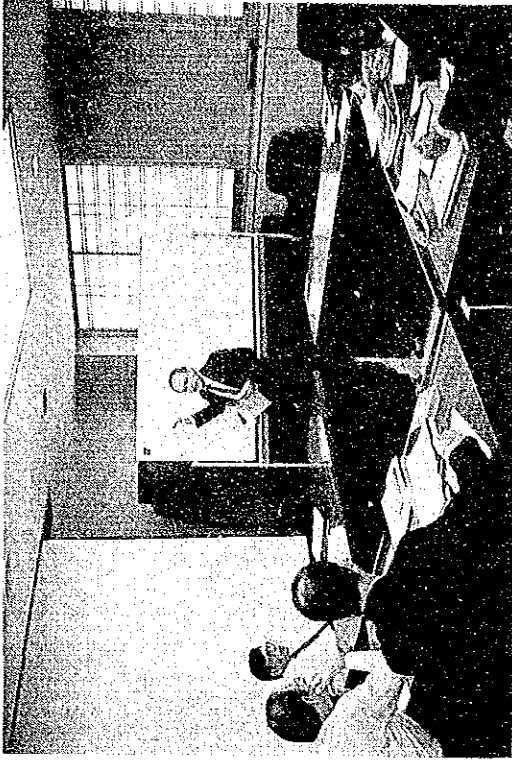
Kasumigaura Irrigation Office, Ministry of Agriculture, Forestry & Fisheries



National Institute of Environmental Studies, Environmental Agency



Building Research Institute, Ministry of Construction



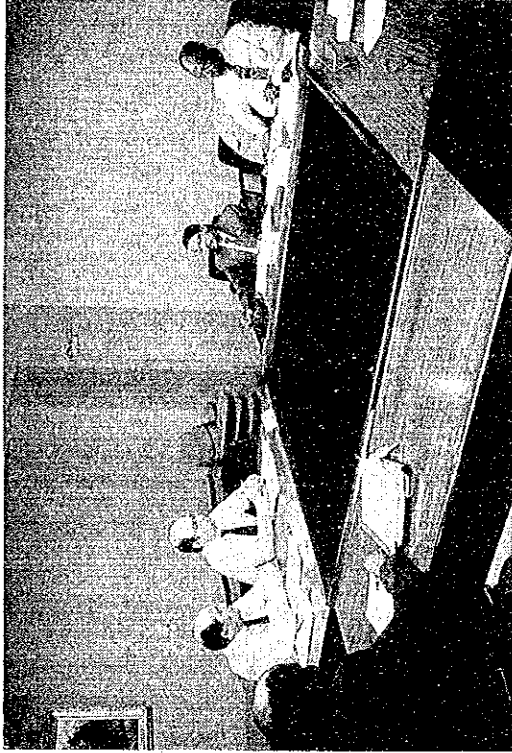
Group Discussion



Concluding Discussion led by Professor ITO, Saitama University



Seminar by Professor HIRONO, Seikei University



Group Discussion



