

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

(Fiscal Year 1992)

23 October 1992

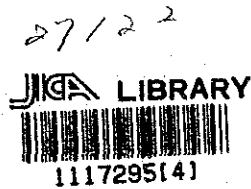
**Japan International Cooperation Agency
National Personnel Authority
Japan Institute of Personnel Administration**

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

国際協力事業団

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I. TRAINING PROGRAMME

Preface

This seminar is organized by the government of Japan as a part of its Technical Cooperation Programmes 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

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 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.

Purpose:

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

From 21 September 1992 to 25 November 1992

Administering Agencies**(1) Japan International Cooperation Agency**

Operation Division, Institute For International Cooperation (IFIC)

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

Tel. (03) 3269-3022

Fax. (03) 3269-2054

(2) National Personnel Authority

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100, Japan

Tel. (03) 3501-1067

Fax. (03) 3580-6092

(3) Japan Institute of Personnel Administration (JIPA)

Yamaichi Toranomom Bldg., 1-20-9, Toranomom, Minato-ku, Tokyo 105, Japan

Tel. (03) 3506-8031

Fax. (03) 3506-8018

Training Institution and Facility***Training Institution:***

Office of International Affairs,

National Personnel Authority (NPA)

2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100, Japan

Tel. (03) 3501-1067

Fax. (03) 3580-6092

The NPA was established as the central personnel agency in 1948.

The NPA, as an independent administrative commission under the jurisdiction of 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 programmes 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-honmuracho, Shinjuku-ku Tokyo 162, Japan
Tel. (03) 3269-3022

Accommodation:

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

Qualifications of Applicants

Applicants should:

- (1) be nominated by their government ;
- (2) be ranked senior class officials (division directors or above and a participant in policy formation) in the national government offices;
- (3) have a university degree or equivalent, with occupational experience of more than ten (10) years (at least two (2) years experience in the national 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 seminar.

Allowances and Expenses

The government of Japan bears the following allowances and expenses through JICA in accordance with relevant rules 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 your stay at Institute For International Cooperation, an allowance of ¥9,583 per day besides the free room and breakfast;

- (3) During your stay at Hotels designated by JICA, an allowance of ¥20,500 per day as accommodation and living allowances;
- (4) Free medical care for participants who may become ill after arrival in Japan; and
- (5) Expenses for JICA study tour/s.

Participants

9 persons from the Dominican Republic, the Arab Republic of Egypt, India, the Republic of Indonesia, Malaysia, the Federal Republic of Nigeria, the Republic of Poland, the 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.202 AB at the Institute For International Cooperation.

Responsible Officers

(1) Course Leader: Mr. Tatsuhiko MAEKAWA (NPA)

(2) Course Coordinator: Ms. Keiko KAWAI (JICA)

(3) Organization:

1) Institute For International Cooperation, JICA

Mr. Akira KASAI, Managing Director

Mr. Shin'ichiro OMOTE, Deputy Managing Director

Mr. Mitsuo ISHIKAWA, Director, Operations Division

Mr. Yutaka NOSHIRO, Deputy Director, Operations Division

Mr. Ichiro MUKAI, 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

Outline of Curriculum

Part 1 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 "Japanese Civil Service System and National Personnel Authority"

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

Lecture "Cabinet System in Japan"

Lecture by Mr. Hidesato ETO, Counsellor, Prime Minister's Secretariat, Prime Minister's Office

2. 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's participants studied "Industrial Policy", "Transportation Policy and Privatization", "Agricultural Development Policy", and "Research and Development" as cases.

Case Study 1 "Industrial Policy"

Case Fundamental Industry – NKK Keihin Steel Works (Kawasaki City)

Case Study 2 "Transportation Policy and Privatization"

Lecture "Railway Policy in Japan and Privatization of Japan National Railroad" by Mr. Katsuhiko HARA, Senior Officer for International Affairs, Railway Bureau, Ministry of Transport

Case Activity of privatized railway company – Ikebukuro Station Area Development Project by Ikebukuro Terminal Building Company affiliated to East Japan Railway Company

Case Study 3 "Agricultural Development Policy"

Lecture "Agricultural Development Policy in Japan"

by Mr. Masaki SAKAI, Deputy Director, Personnel Division, Ministry of Agriculture, Forestry and Fisheries

Case Land Improvement Project – Kasumigaura Irrigation Project by Kasumigaura Irrigation Office, Ministry of Agriculture, Forestry and Fisheries

Case Study 4 "Research and Development"

Visit to Tsukuba Science City

Case 1 Electrotechnical Laboratory, Agency of Industrial Science and Technology, Ministry of International Trade and Industry

Case 2 Tsukuba Academic City Government Buildings Management Centre, Ministry of Construction

Case 3 Tropical Agriculture Research Centre, Ministry of Agriculture, Forestry and Fisheries

3. Seminar

Seminar "Modernization Process and Government"

Led by Professor Toru YOSHIMURA, Graduate School for Policy Science, Saitama University

Assisted by Mr. Masayuki SASAKI, Unit chief, Service Regulation Division, Bureau of Employee Relations, NPA

Seminar "Research and Development"

Led by Dr. Seiichi ISHIZAKA, Commissioner, NPA

Seminar "Industrial Policy"

Led by Mr. Toshihiro KODAMA, Associate Professor, Graduate School for Policy Science, Saitama University

Assisted by Mr. Yoshiya ARAKI, Training Planning Officer, Office of Training and Development, NPA

Seminar "Role of Administration for Development"

Led by Mr. Manabu SHIMIZU, Director, Development Studies Department,
Institute of Developing Economies

Assisted by Mr. Yukio UKAI, Welfare Officer, Welfare Division, Bureau of
Employee Relations, NPA

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"

Led by Professor Ryokichi HIRONO, Seikei University

Assisted by Ms. Hiroko SHIMADA, Legal Officer, Legal Affairs Division,
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.

3. Concluding Discussion

In this session, the reporters of two groups reported the conclusion 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.

Ceremony

Honourable Visit to His Imperial Highness, the Crown Prince NARUHITO
Courtesy Call on the Minister of State, Chief Cabinet Secretary
Courtesy Call on the Acting President of the National Personnel Authority
Special Visit to the Imperial Palace
Briefing by Mr. Motohumi SUMIDA, Director, Secretariat Division, Grand
Steward's Secretariat, 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 reports were used in the discussion on "Development in the Participating Countries."

II. OPENING CEREMONY

Opening Ceremony

- (1) Place
Institute For International Cooperation
- (2) Time
10:00-10:30, 28 October, 1992
- (3) Ceremony
 - 1) Opening Address
by Mr. Seinosuke NIWA, Director General, Bureau of Administrative Services,
National Personnel Authority
 - 2) Welcome Address
by Mr. Shin'ichiro OMOTE, Deputy Managing Director, Institute For International
Cooperation, Japan International Cooperation Agency
 - 3) Reply Address
by Dr. Jerzy KOWALCZYK from the Republic of Poland

Program Orientation

This Orientation was conducted by Mr. Tatsuhiko MAEKAWA, Deputy Director, and Mr. Hideki GODA, International Affairs Officer, Office of International Affairs, National Personnel Authority

- (1) Place
Institute For International Cooperation
- (2) Time
10:30-12:00, 28 October, 1992

Courtesy Call on the Acting President of National Personnel Authority

(1) Place

The President's office

(2) Time

16:30-17:00, 28 October, 1992

(3) Ceremony

1) Welcome Address

by Mr. Hiroyoshi SANO, Acting President of National Personnel Authority

2) Reply Address

by Mr. Om Parkash AHUJA from India

Welcome Party hosted by the Secretary General of National Personnel Authority

(1) Place

Toranomon Pastoral

(2) Time

18:00-19:00, 28 October, 1992

(3) Ceremony

1) Welcome Address

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

2) Reply Address

by Mr. PRAJTNO from the Republic of Indonesia

OPENING ADDRESS

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

Ladies and Gentlemen,

It's a great pleasure and honor for me to say a few words at this opening ceremony of the Seventh 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 nine countries represented here. At the same time, I wish to express our sincere gratitude to the participating states, Japan International Cooperation Agency, and all others concerned, for their great contributions to this seminar.

This seminar was initiated in 1968 as the Group Training Course in National Government Administration with the aim of introducing participants to modern public administration through examination of the Japanese experience, and of exchanging views on the current state of public administration.

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 heavy industry, transportation, 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 this areas. During the study tour, you will also have the opportunity to observe an agricultural village and a high-tech industrial facility in the scenic highland area, and the construction site of Kansai International Airport near Osaka, an energetic city which is the centre of western Japan, as well as cultural sites in Kyoto, the former capital city of Japan for 1,000 years.

Naturally, the Japanese experience is not the ideal models for all countries; however, I hope it will provide a useful case study. I also hope after study in Japan, you will gain a better understanding of your own country and practices.

On this special occasion of your visit to our country, I hope you will have the opportunity to observe the state of affairs in our society with your own eyes. As is often said, "Seeing is believing"; everything in our society is now before you. I heartily wish you will utilize this opportunity in order to understand the real picture of Japanese society.

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 sincerely hope you enjoy your stay in our country.

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

WELCOME ADDRESS

Mr. Shin'ichiro OMOTE
Deputy Managing Director,
Institute for International Cooperation
Japan International Cooperation Agency

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

Honourable 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 for senior officials in 1992.

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

Dr. Jerzy KOWALCZYK

Poland

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

Mr. Omote, Deputy Managing Director, Institute For International Cooperation, JICA,

Dear Participants,

Ladies and Gentlemen,

I have received the privilege of addressing to you 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 the special opportunity where we are going to receive knowledge about Japan and get possibility to meet so many distinguished people. It supports ourselves to spur us in creating our proper attitudes and develop our professional capabilities.

We have come here to learn Japanese culture and her philosophical and social background. We would like to know all factors which permitted this great country to achieve such commercial, economic and technical advances.

We are very impressed by the way the admirable Japanese nation reach very important place on 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.

For all of us it is a great challenge to change a mental state of people in our countries which is the main barrier in the social and economical development. Personality of Japanese, their values and attitudes and high spirit in doing anything is a good pattern for our nations.

For many of us, when tomorrow come, we hope to be able to say our sons that we tried to leave them a better world that we received from our fathers. Our sons, hopefully, shall learn the same lesson we had. Proper system of values, motivation and knowledge are most important for any nation to make great advances. We hope to recognize the valuable experiences gained by Japanese government in managing the process of modernization. We believe that it will benefit the modernization drive of our countries.

We hope to extend the Japanese achievements to make all the world better. There is a very important task for all of us to create and maintain the world system of cooperation where

we are going to live together in the next century. The creation of the new world belongs to us now.

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

Thank you so much for your invitation to your home.

WELCOME ADDRESS AT THE COURTESY CALL

Mr. Hiroyoshi SANO
Acting 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 Seventh Seminar on National Government Administration.

Modernization of government administration, the theme of this seminar, is a crucial part of the harmonious development of any country. It is my honor to be addressing an audience of high government officials, who 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 governmental and social measures. Now Japan has entered into a new era and is faced with new challenges. I hope the Japanese experience will provide you with some ideas for the improvement of government in your own countries. I also hope that you find this to be a good opportunity to consider the Japanese case and to exchange your own experiences with fellow participants.

Furthermore, I 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 Japanese traditions there.

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

Thank you.

REPLY ADDRESS AT THE COURTESY CALL TO NPA

Mr. Om Parkash AHUJA
India

Mr. Sano, Acting President,
Executive Officials of National Personnel Authority,

It gives me immense pleasure to have been asked to express on behalf of the participants of the Seminar on "National Government Administration" and on my own behalf our grateful thanks for having received us here today.

Sir, we have come from 9 different countries. This experience of ours would be worth remembering for years to come. Everything is well arranged and well looked after. Our thanks for providing such an excellent personal attention to each one of us.

Sir, 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 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 all, on behalf of my colleague participants of the Seminar.

Sir, I shall be failing in my duty if I do not mention that we would not have known about the cultural heritage of this country had we not visited it.

Thank you very much.

WELCOME ADDRESS AT THE WELCOME PARTY

Mr. Tadayoshi NAKAJIMA
Secretary General,
National Personnel Authority

Ladies and gentlemen,

Welcome to Japan and to the National Personnel Authority. We would like to express our appreciation to you for coming all the way to Japan to participate in the Seventh Seminar on National Government Administration.

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

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

Thank you.

REPLY ADDRESS AT THE WELCOME PARTY

Mr. PRAJTNO

Indonesia

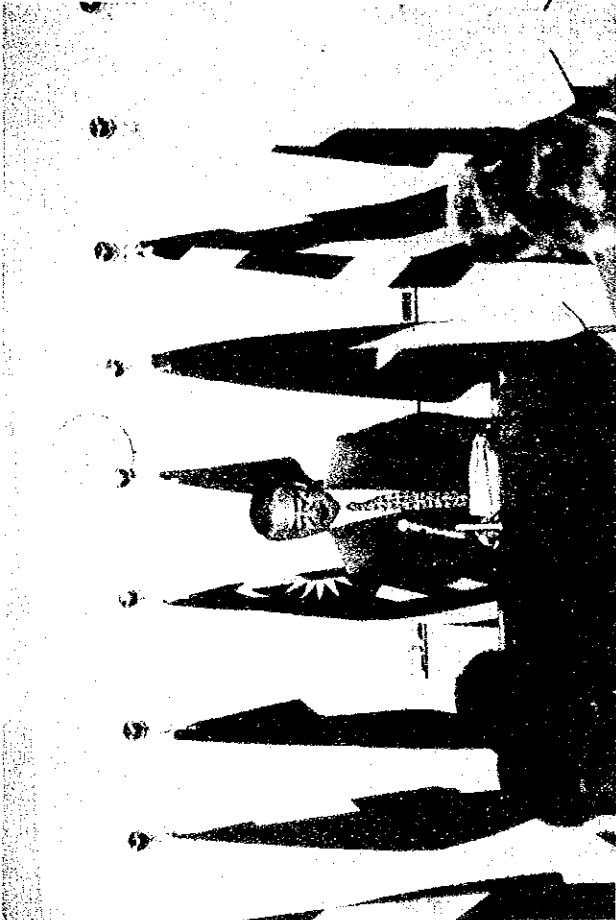
Mr. Nakajima, Secretary General of National Personnel Authority,
Executive Officials,
Ladies and Gentlemen,

First of all, I would like to express our deep feeling to thank to the JICA for giving us chance to participate in this program. JICA and NPA have already done a good work and organized every thing to make easier for us to do a lot of things here.

Through this program we open our eyes wider to see the differences between developed countries and developing countries. On the other hand, we do not only just see the progress of developed country like Japan but also strengthen the cooperation among developing countries through the programs.

JICA plays an important role to the international cooperation in the form of transfer of technology, know-how, skills, exchange of experiences and ideas.

Finally, I do believe that through this Seminar, the participants who came from different countries could share information and experiences in the development of our countries and also discuss fundamental policies for economic and social development. This occasion referring to Japanese experiences will be very useful for all of us.



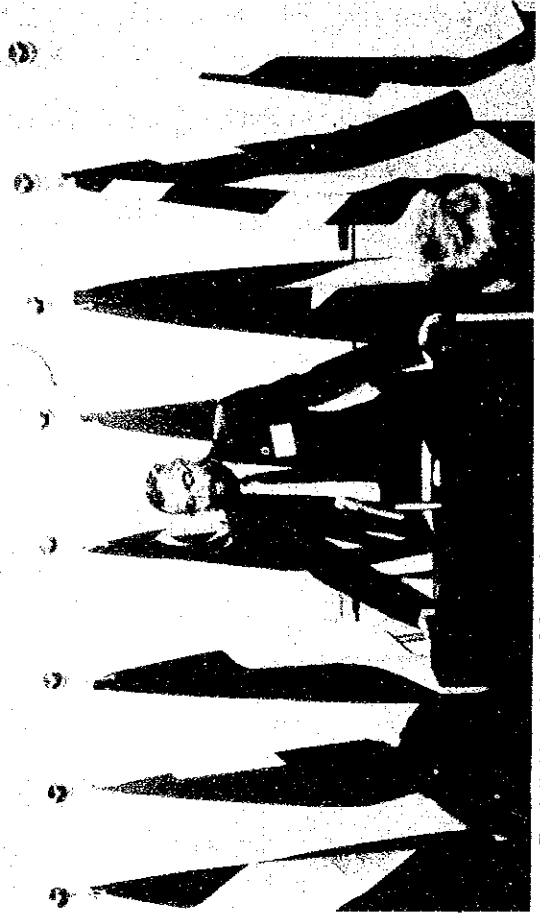
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Opening Address by Mr. NIWA, NPA



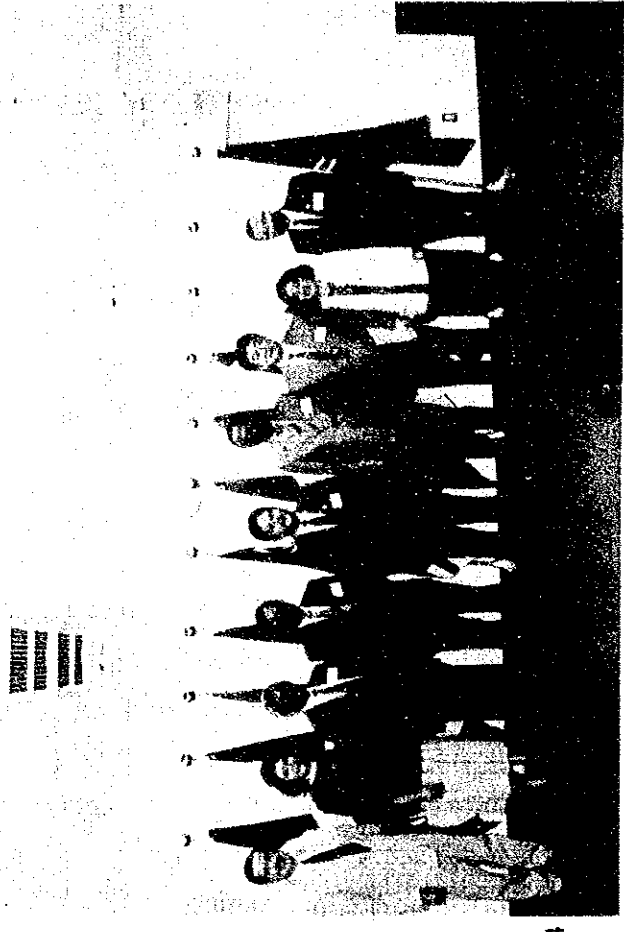
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Welcome Address by Mr. OMOTE, JICA



3

Reply Address by Dr. COWALCZYK
1 - 4 Opening Ceremony at IFIC



4



Welcome Address by Mr. SANO, NPA

5



Reply Address by Mr. AHUJIA

6



5-7 Courtesy Call on the Acting President of NPA

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Visit to an office of NPA

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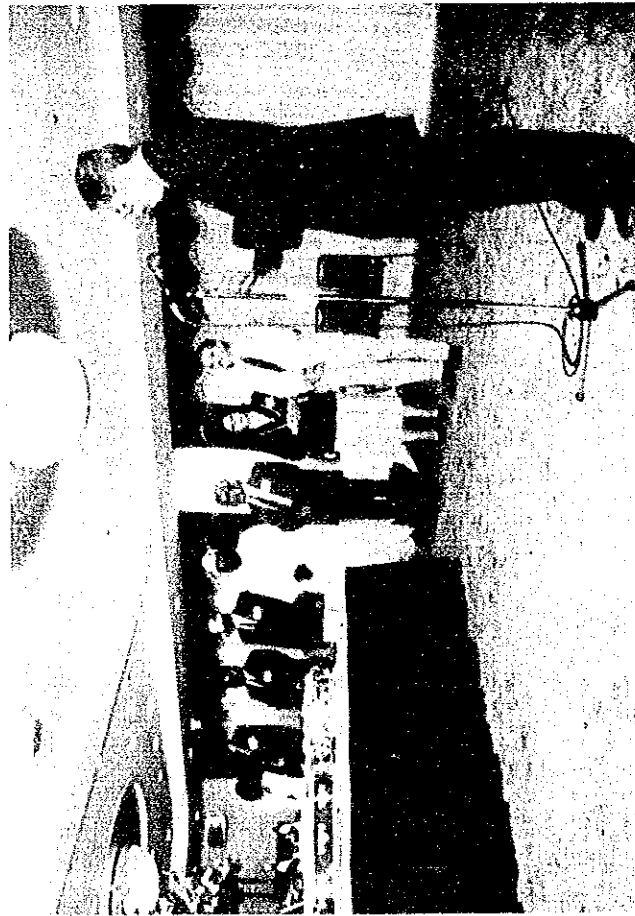


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Welcome Address by Mr. NAKAJIMA, NPA

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Reply Address by Mr. PRAJITNO

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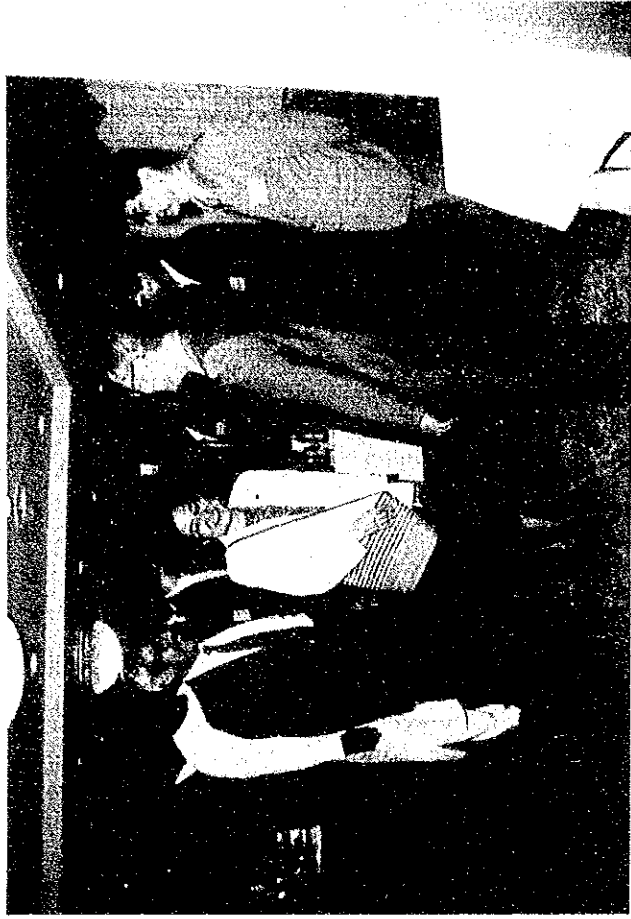


Welcome Toast by Mr. NIWA, NPA

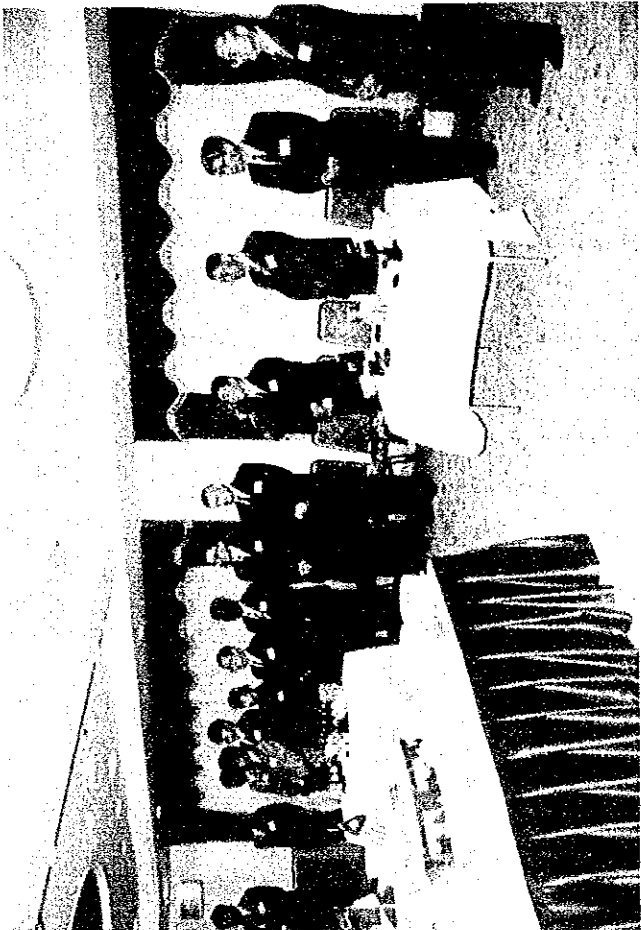
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III. LECTURE, CASE STUDY, SEMINAR, AND DISCUSSION

Part 1 Modernization of Government Administration

Lecture "Japanese Civil Service System and National Personnel Authority"

Date: Monday, 28 September 1992

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

Lecture "Cabinet System in Japan"

Date: Friday, 2 October 1992

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

Case Study 1 "Industrial Policy"

Date: Tuesday, 29 September 1992

Observation: NKK Keihin Steel Works (Kawasaki City)

Briefing by: Mr. Masanori TAKAMORI, General Manager, and Mr. Kanji SATO,
General Service Section, General Affairs Department, Keihin Steel
Works, NKK Corporation

Case Study 2 "Transportation Policy and Privatization"

Date: Thursday, 1 October 1992

Lecture: "Railway Policy in Japan and Privatization of Japan National Railroad"

Lecturer: Mr. Katsuhiko HARA, Senior Officer for International Affairs,
Railway Bureau, Ministry of Transport

Observation: "Ikebukuro Station Area Development Project" (Ikebukuro, Tokyo)

Briefing by: Mr. Akira KODAMA, Managing Director, Mr. Yasuyuki SUZUKI,
Director, First Marketing Division, Plaza Department, and Mr. Ichiro
KURISHITA, Manager, Personnel Section, General Affairs Division,
Ikebukuro Terminal Building Company (Affiliated company of East
Japan Railway Company)

Case Study 3 "Agricultural Development Policy"

Date: Friday, 2 October 1992

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

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

Date: Monday, 5 October 1992

Lecture: "Agricultural Development Policy in Japan"

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

Case Study 4 "Research and Development"

Date: Tuesday, 6 October 1992

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

Observation: Electrotechnical Laboratory

Briefing by: Dr. Morotake NISHI, Director, Technical Information Office,
Electrotechnical Laboratory, Agency of Industrial Science and
Technology, Ministry of International Trade and Industry

Observation: Tsukuba Academic City Government Buildings Management Centre

Briefing by: Mr. Hajime MARUYAMA, Research Facility Management Officer, and
Mr. Masanao SUMITA, Research Facility Management Officer,
Tsukuba Academic City Government Buildings Management Centre,
Government Buildings Planning Division, Government Buildings
Department, Minister's Secretariat, Ministry of Construction

Observation: Tropical Agriculture Research Centre

Briefing by: Dr. Takeo YAMAGUCHI, Director, Research Division I, Tropical
Agriculture Research Centre, Ministry of Agriculture, Forestry and
Fisheries

Seminar "Modernization Process and Government"

Date: Wednesday, 30 September 1992

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

Assisted by: Mr. Masayuki SASAKI, Unit Chief, Service Regulations Division,
Bureau of Employee Relations, NPA

Seminar "Research and Development"

Date: Wednesday, 7 October 1992

Led by: Dr. Seiichi ISHIZAKA, Commissioner, NPA

Seminar "Industrial Policy"

Date: Thursday, 8 October 1992

Led by: Mr. Toshihiro KODAMA, Associate Professor, Graduate School for Policy Science, Saitama University

Assisted by: Mr. Yoshiya ARAKI, Training Planning Officer, Office of Training and Development, NPA

Seminar "Role of Administration for Development"

Date: Friday, 9 October 1992

Led by: Mr. Manabu SHIMIZU, Director, Development Studies Department, Institute of Developing Economies

Assisted by: Mr. Yukio UKAI, Welfare Officer, Welfare Division, Bureau of Employee Relations, NPA

Part 2 Economic and Social Development in Participating Countries

Seminar "Economic Development for Developing Countries"

Date: Monday, 19 October 1992

Led by: Professor Ryokichi HIRONO, Seikei University

Assisted by: Ms. Hiroko SHIMADA, Legal Officer, Legal Affairs Division, Bureau of Administrative Services, NPA

Group Discussion

Date: Tuesday, 20 October 1992

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

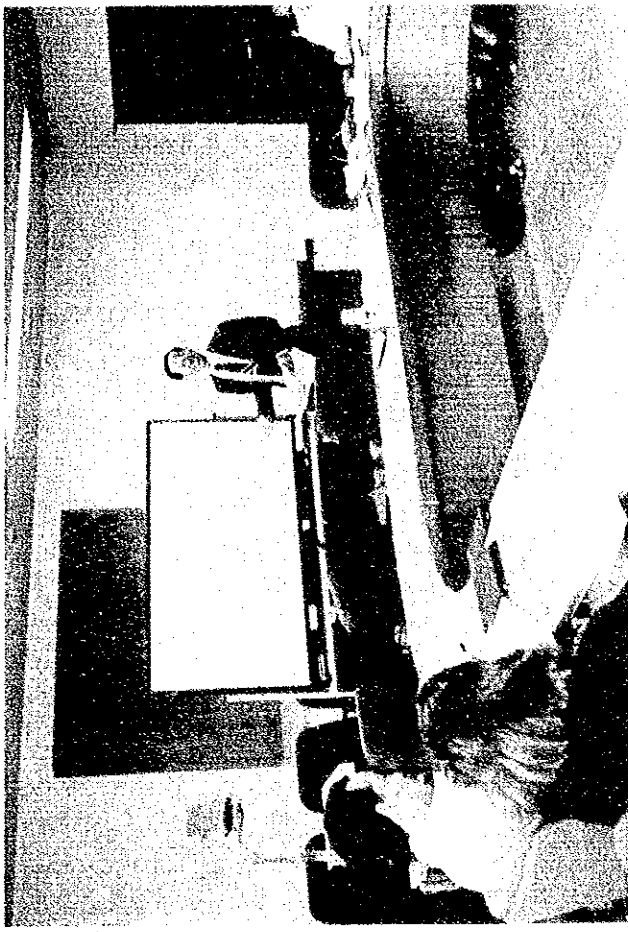
Assisted by: Mr. Toru AKUZAWA, Deputy Director, Office of International Affairs, NPA

Concluding Discussion

Date: Wednesday, 21 October 1992

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

Assisted by: Mr. Toru AKUZAWA, Deputy Director, Office of International Affairs, NPA



Lecture by Mr. ETO, Prime Minister's Office

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Lecture by Mr. HARA, Ministry of Transport

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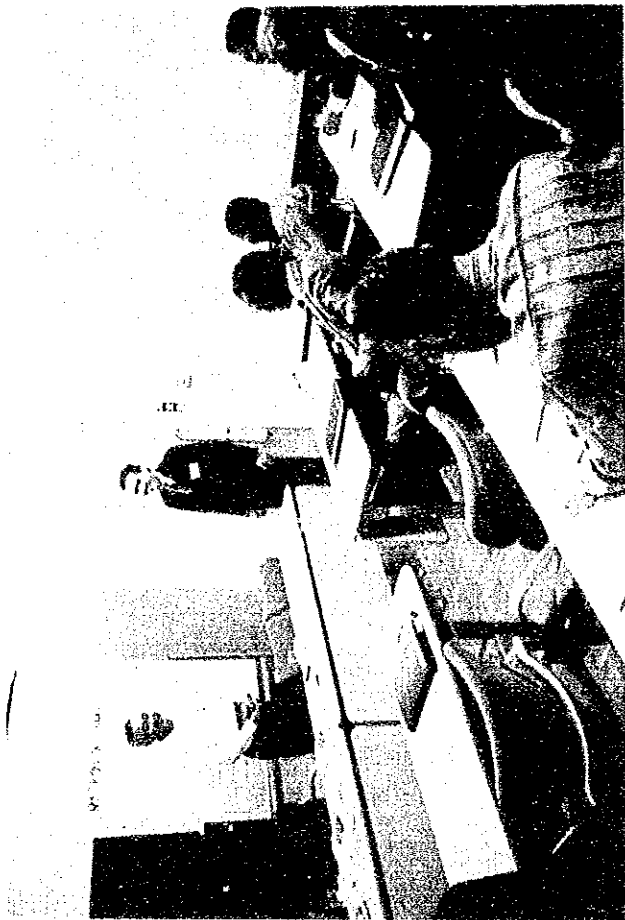
Lecture by Mr. MATSUMOTO, NPA

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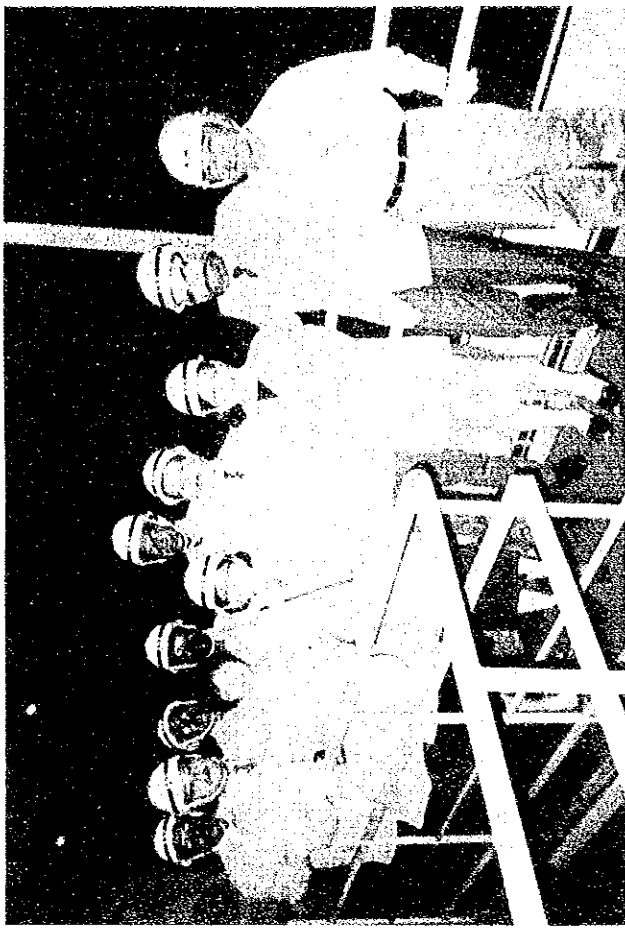
Lecture by Mr. SAKAI, Ministry of Agriculture, Forestry and Fisheries

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NKK Keihin Steel Works

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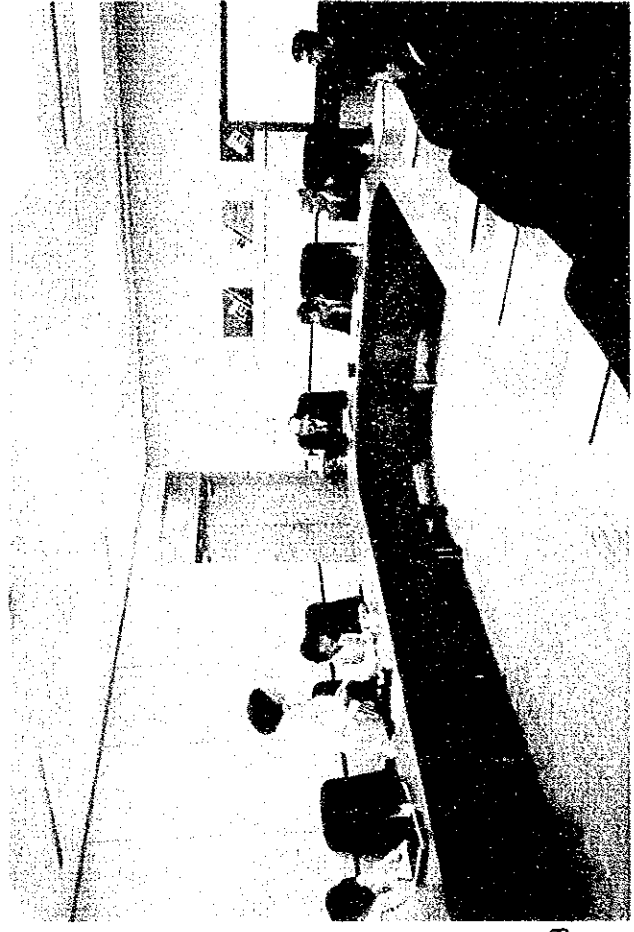


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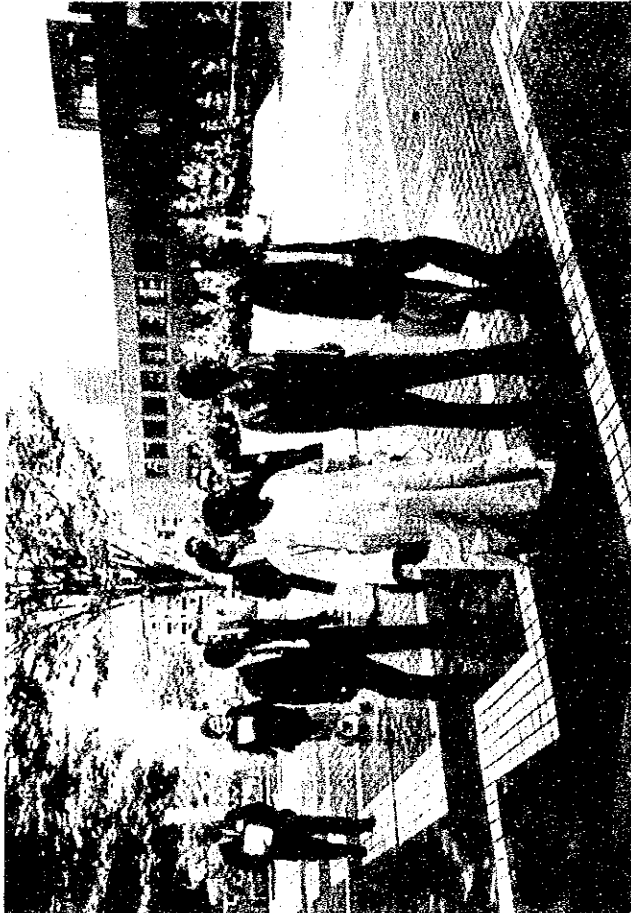
Kasumigaura Irrigation Office, Ministry of Agriculture, Forestry and Fisheries

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Ikebukuro Terminal Building Company



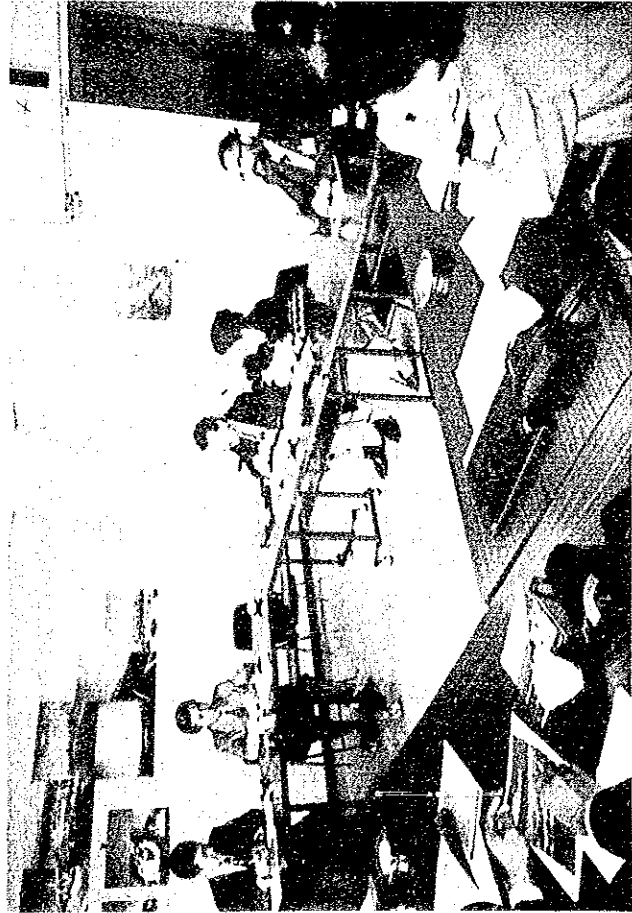
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Tsukuba Science City



10

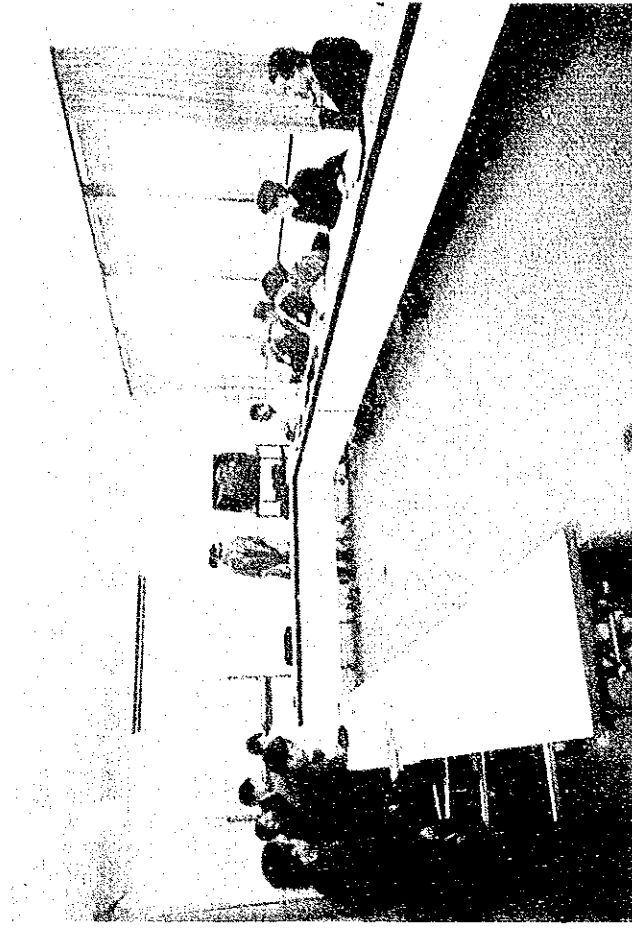
Electrotechnical Laboratory



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Tsukuba Academic City Government Building Management Centre

9 - 12 Tsukuba Science City



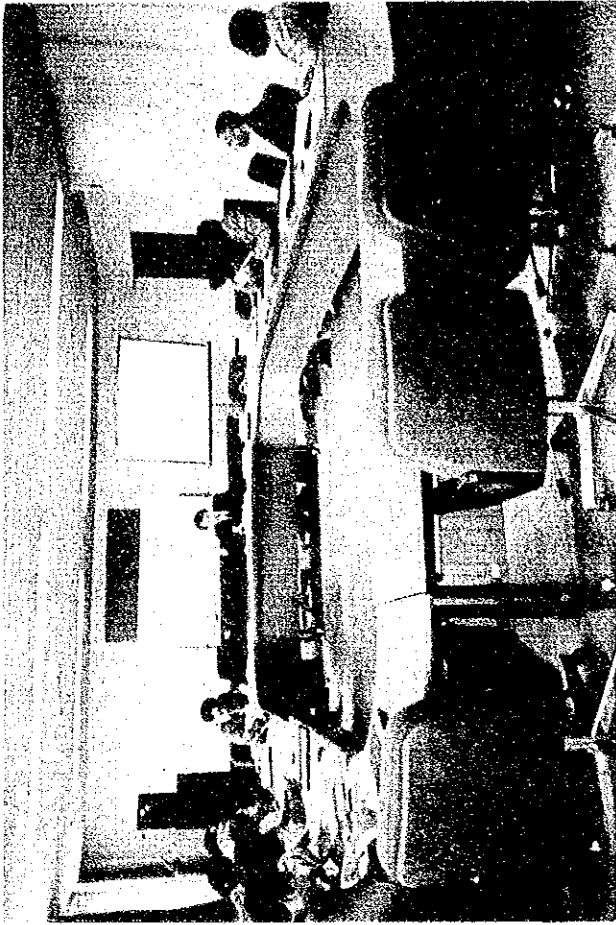
12

Tropical Agriculture Research Centre



Seminar by Professor YOSHIMUJIA, Saitama University

13



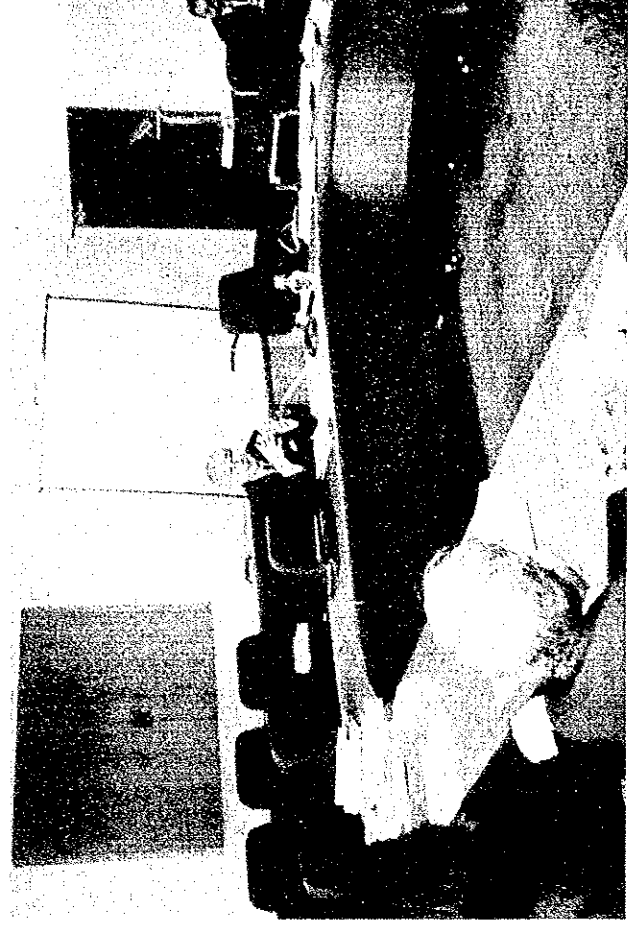
Seminar by Assistant Professor KODAMA, Saitama University

14



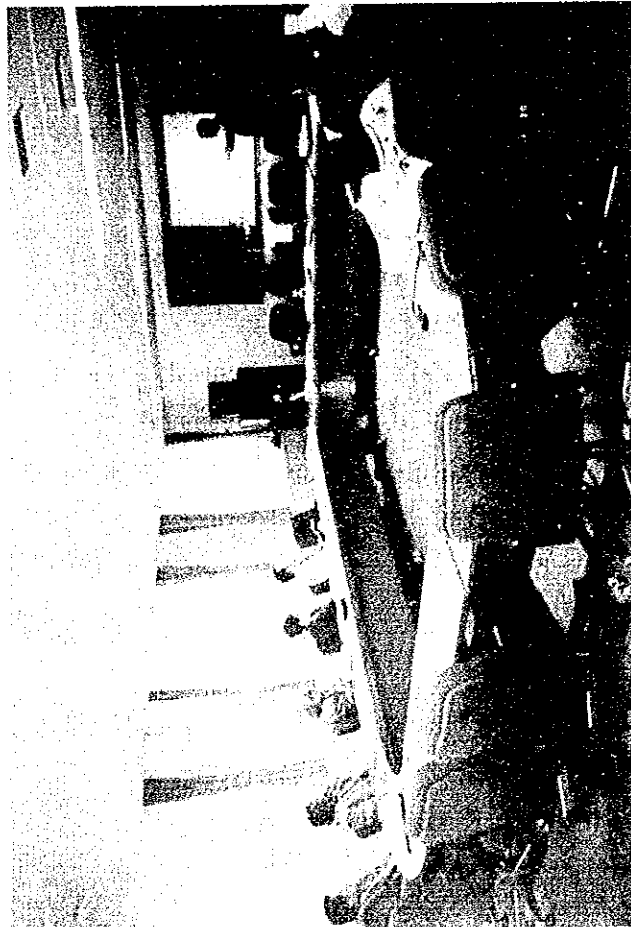
Seminar by Mr. SHIMIZU, Institute of Developing Economies

15



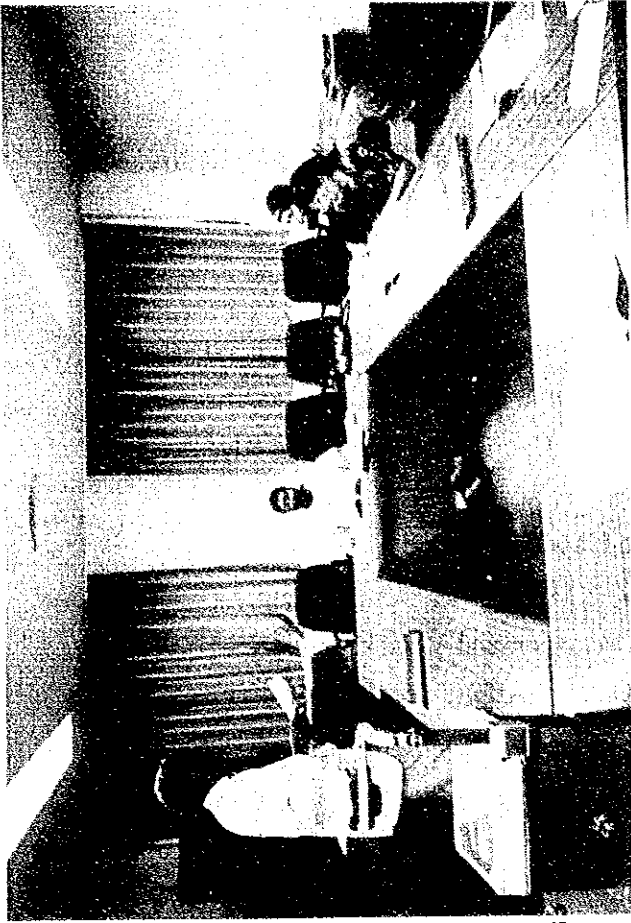
Seminar by Dr. ISHIZAKA, NPA

16



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Seminar by Professor HIRONO, Seikei University



18

Group Discussion



19

18 - 20 Discussion



20

Concluding Discussion led by Professor ITO, Saitama University

IV. STUDY TOUR

1. Nagano Prefecture

Visit to Miyada Village

Date: Wednesday, 14 October 1992

Briefing by: Mr. Akimoto IKEGAMI, Vice Village Master, and Mr. Chiaki KASUGA, Director, Industry Division, Miyada Village Office

Observation on: Rice Centre of Inan Agricultural Cooperative Union and Kiya Apple Orchard

Visit to Olympus Optical Company, Tatsuno Plant

Date: Thursday, 15 October 1992

Briefing by: Mr. Morito IMAI, General Manager, and Mr. Akiyoshi NAKAMURA, Manager, General Affairs Section, Tatsuno Plant, Olympus Optical Company

2. Osaka

Visit to Kansai International Airport Company

Date: Friday, 16 October 1992

Observation on: the construction site of Kansai International Airport (Izumi-sano City)

Briefing by: Shin'ya SUZUKI, Deputy Manager, Technical Division, Construction Site Office, and Ms. Chigusa OSHIMA, Section Chief, International Affairs Division, General Affairs Department

Visit to: the head office of Kansai International Airport Company (Osaka City)

Briefing by: Mr. Eiichi ITO, Manager, International Affairs Division, General Affairs Department, and Mr. Narikuni NAKAO, Manager, General Planning Division, Airport Planning Department, Kansai International Airport Company

3. Kyoto

Date: Friday, 16 October 1992

Visit to: Gion Corner (Traditional Japanese Arts Theatre)

Date: Saturday, 17 October 1992

Kyoto City Tour – Nijo Castle, Kyoto Imperial Palace, Kinkakuji (the Golden Pavilion Temple), and Kyoto Handy-craft Centre



Miyada Village Office

1



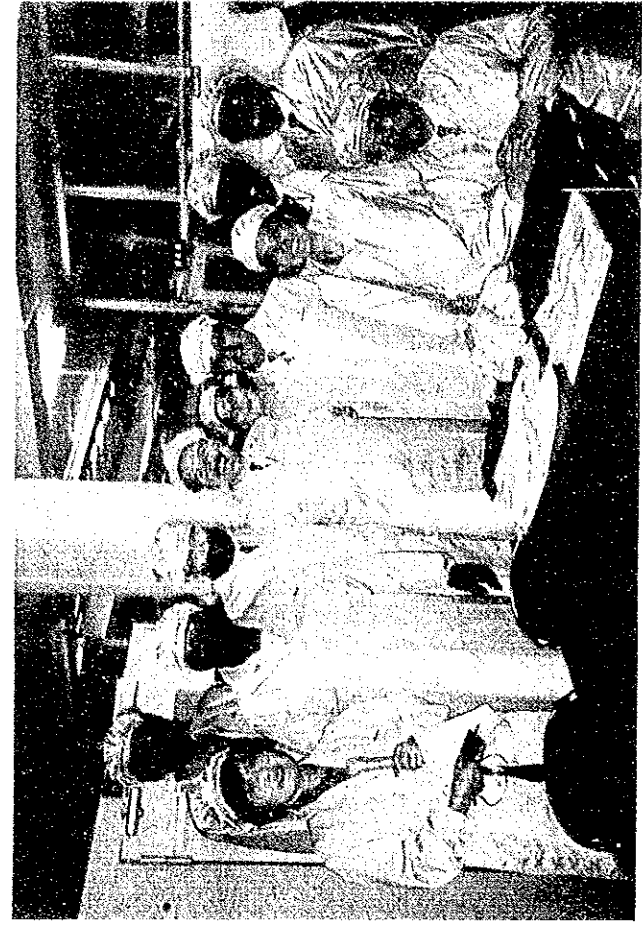
Rice Centre

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Apple Orchard
1 - 3 Miyada Village

3



4 - 5 OLYMPUS OPTICAL COMPANY

4

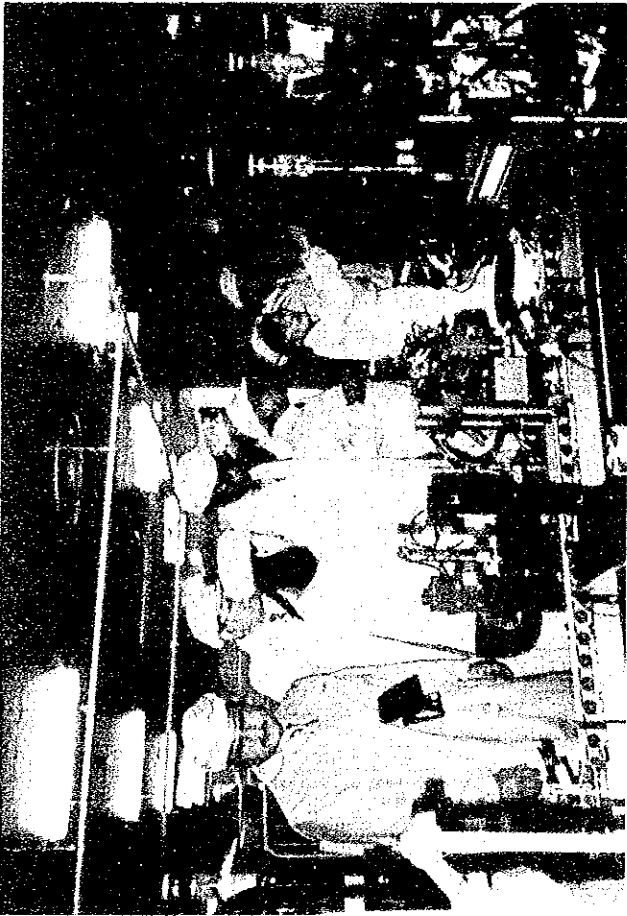


Shinkansen (bullet train) at Nagoya Station

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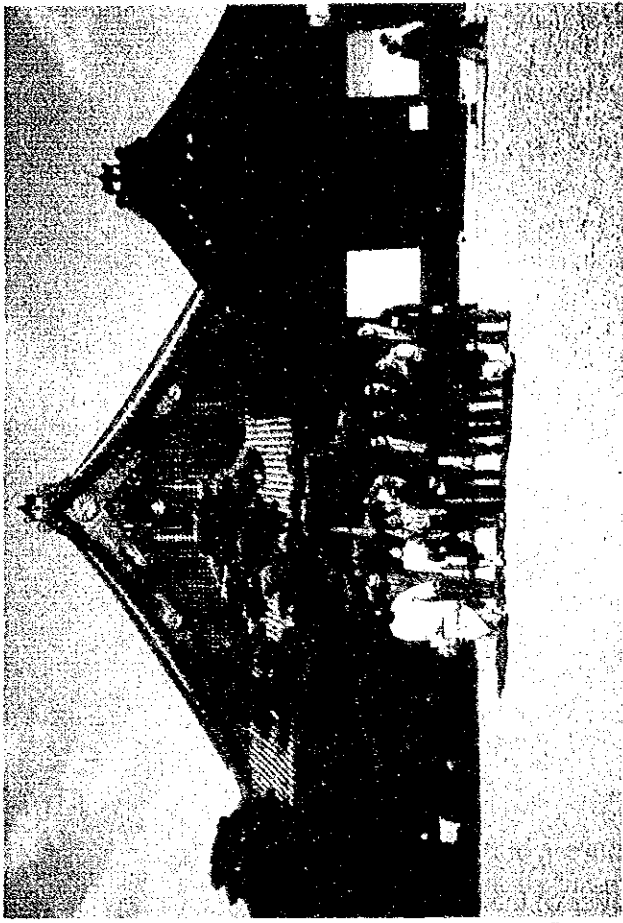
Construction site of Kansai International Airport

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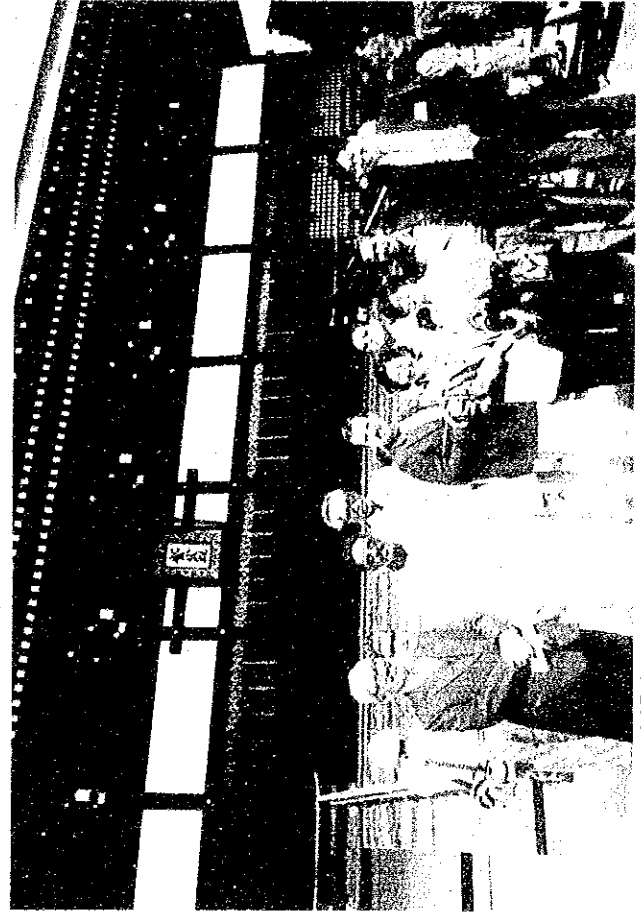
Head Office of Kansai International Airport Company

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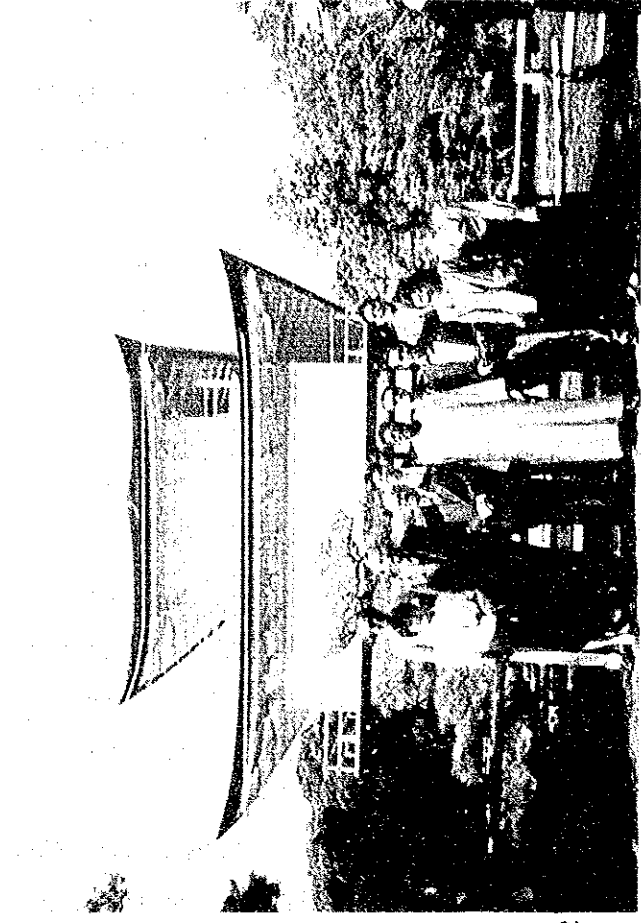
Nijo Castle

10



Kyoto Imperial Palace

11



Kinkakuji (The Golden Pavilion Temple)

12

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

(1) Place

The Crown Prince's Residence

(2) Time

11:00-11:30, 12 October, 1992

(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 Services

Mr. Toshiaki MATSUMOTO, Director, Office of International Affairs

(iii) JICA

Mr. Tadao KISHI, Senior Vice President

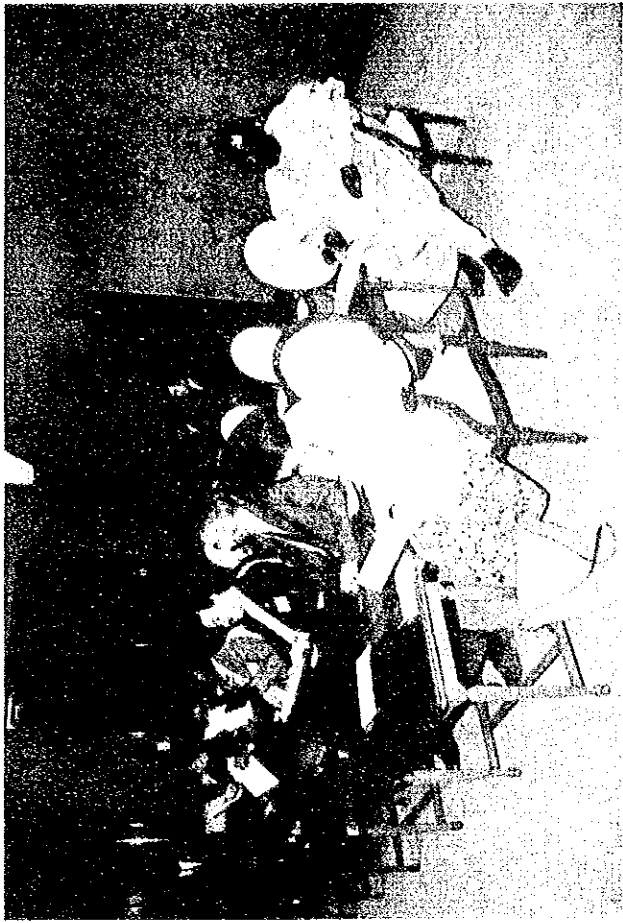
Mr. Shin'ichiro OMOTE, Deputy Managing Director, Institute for International
Cooperation

(4) Special Visit to the Imperial Palace

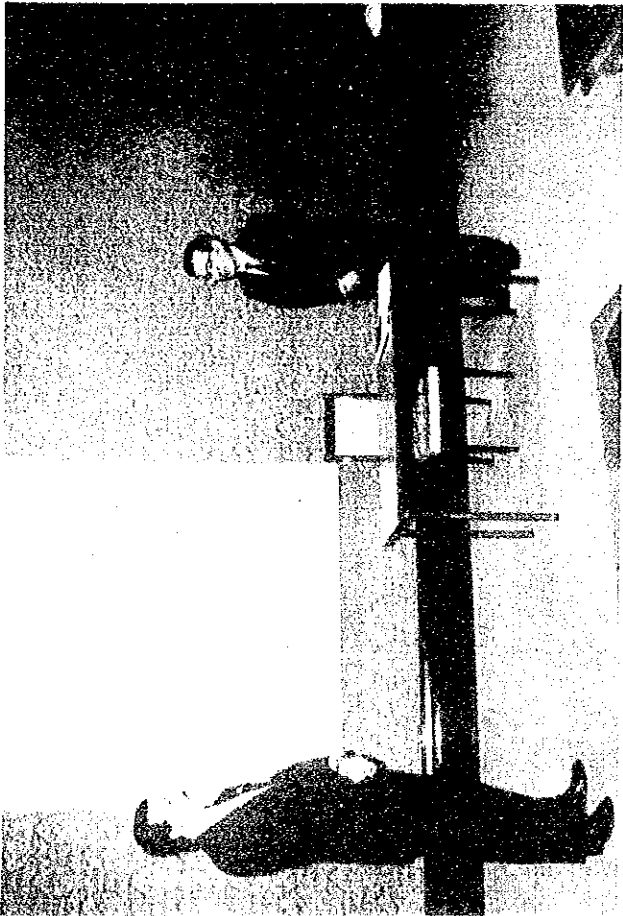
On the afternoon 12 October, the participants visited the Imperial Palace. Mr. Motohumi SUMIDA, Director, Secretariat Division, Grand Steward's Secretariat, Imperial Household Agency, gave briefing on Japanese Imperial system, and the organization and activities of the Imperial Household Agency.



HONOURABLE VISIT TO HIS IMPERIAL HIGHNESS, THE CROWN PRINCE NARUHITO

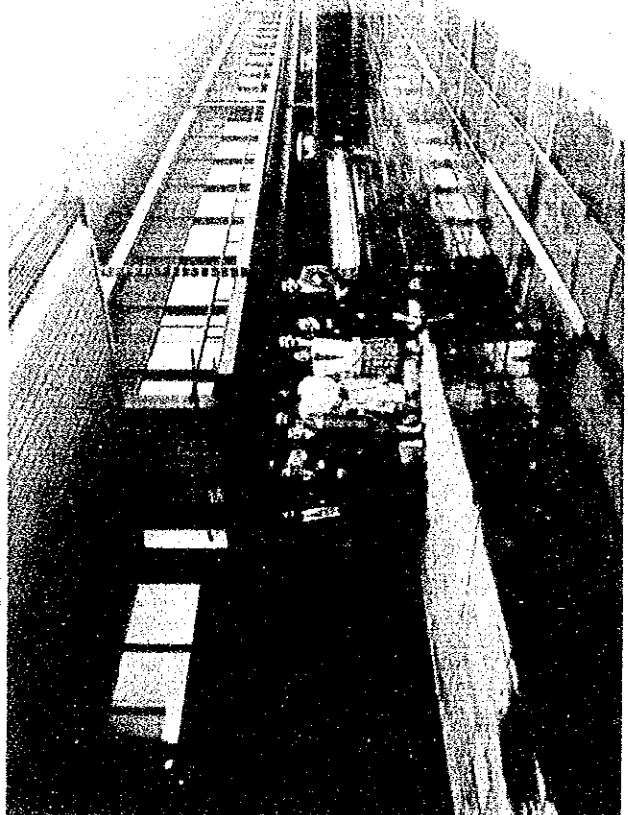


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Briefing by Mr. SUMIDA, Imperial Household Agency



Imperial Palace

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

(1) Place

Prime Minister's Official Residence

(2) Time

14:00-14:30, 5 October, 1992

(3) Ceremony

1) Welcome Speech

by Mr. Koichi KATO, Minister of State, Chief Cabinet Secretary

2) Reply Address

by Mr. Husesein Hassan Mohamed AMAR from the Democratic Republic of Sudan

WELCOME SPEECH (SUMMARY)

Mr. Koichi KATO
Minister of State,
Chief Cabinet Secretary

I welcome you to the Prime Minister's Office. This is the place where the Prime Minister works. I am the Chief Cabinet Secretary. The role of the Chief Cabinet Secretary is like the Chief of Staff of the White House in the United States, James Baker. This is a very hard job. I have a press conference everyday. I try to respond every questions and represent our policies.

Today, I intend to brief what is real in Japanese administration system. Japanese government officials are very effective and powerful. Sometimes, we, politicians, feel that we are under very strong guidance, because they are very efficient, best and brightest of Japan. I want you to bring back their integrity and dedication. We procure the best college graduates for those posts and they work very hard from morning until midnight, especially during Diet sessions since the opposition parties ask many questions and they prepare the response papers.

The history of Japanese administration goes back to the Meiji Restoration. We imported foreign wisdom, culture, knowledge, technology so as to handle administration efficiently. Then, the World War II destroyed everything. However, thanks to the administration, we have achieved economic prosperity.

I hope that people will not ignore why we have much efficiency. One answer is education. At the end of the closed society, Japan had many private small temple-owned schools. Every town had a school. They emphasized three basic skills: reading, writing and an abacus, a counting method. Everyone could read and write at least. After that, we added more resourceful education system. That was the key of the Japanese development and also the key of developing countries. I hope that the equal opportunity of education will become open to everybody in your society. Apart from efficiency, Japan had been a poor county. But, thanks to foreign countries, especially to the United States, we achieved prosperity.

Now, what can we do? One thing is to share our experience. We are very good at organizing things. Secondly, we can contribute financially. Japan is the biggest donor in ODA. Recently, we started personnel, human resource contribution such as P.K.O. in Cambodia and other areas. Since Japan's role is increasing, we are recently meeting many high officials in various nations.

I want you to look around and meet the best people who are working sincerely. I want to

convey the general view and good will of Japanese people. Now, Japan is preparing to decorate herself in leaves of many colors for the beautiful autumn season. I hope that you will not only study diligently but also enjoy the beautiful nature and lands Japan has to offer. You will enjoy your stay for the rest of time. Thank you very much for your visit today.

**REPLY ADDRESS AT THE COURTESY CALL ON
MINISTER OF STATE, CHIEF CABINET SECRETARY**

Mr. Hussein Hassan AMAR
Sudan

Your Excellency, Mr. Kato, Minister of State, Chief Cabinet Secretary,
Ladies and Gentlemen,

On behalf of the participants of the Seminar on National Government Administration, 1992, it gives me a great honor and utmost pleasure to thank you, your Excellency, for admitting this courtesy call to meet you, and on the encouraging and friendly address you have just made to us, our thanks are extended, through your Excellency, to the government of Japan which gave us valuable opportunities one of which is to be here in this honourable place. We would also thank JICA (Japan International Cooperation Agency), and IFIC (Institute for International Cooperation) for the good care, help and hospitality rendered to us, which made our coming to Japan and stay much more easier and fruitful.

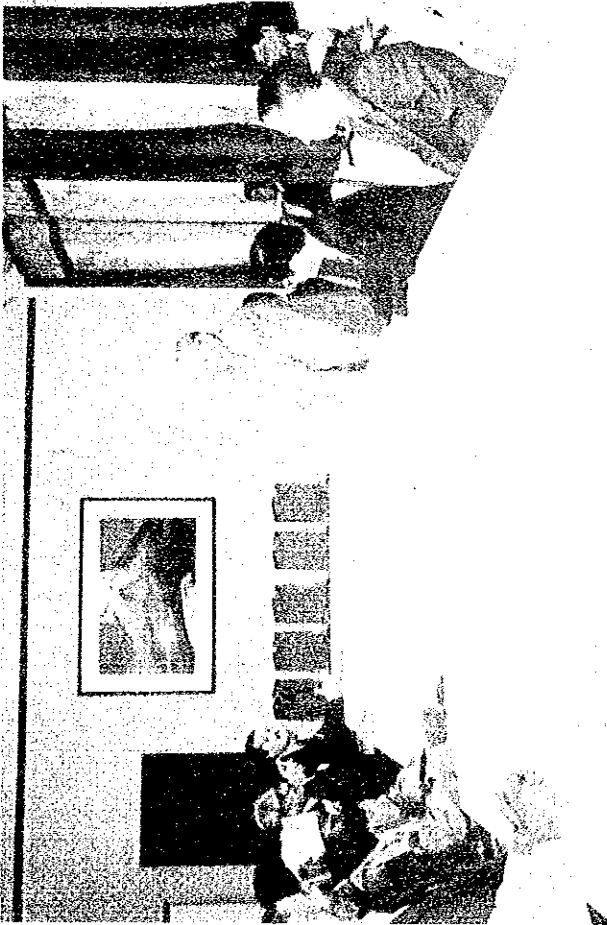
Your Excellency,

we belong to four continents and nine countries and are here to learn from Japan unique model of economic development and technological progress in addition to social ways of life. It is said that good results must underline good management.

So we think we will most benefit from Japanese Management by exchange of concepts, knowledge and styles of leadership and experience in addition to the selection or adaption of ways and means suitable to our societies to implement.

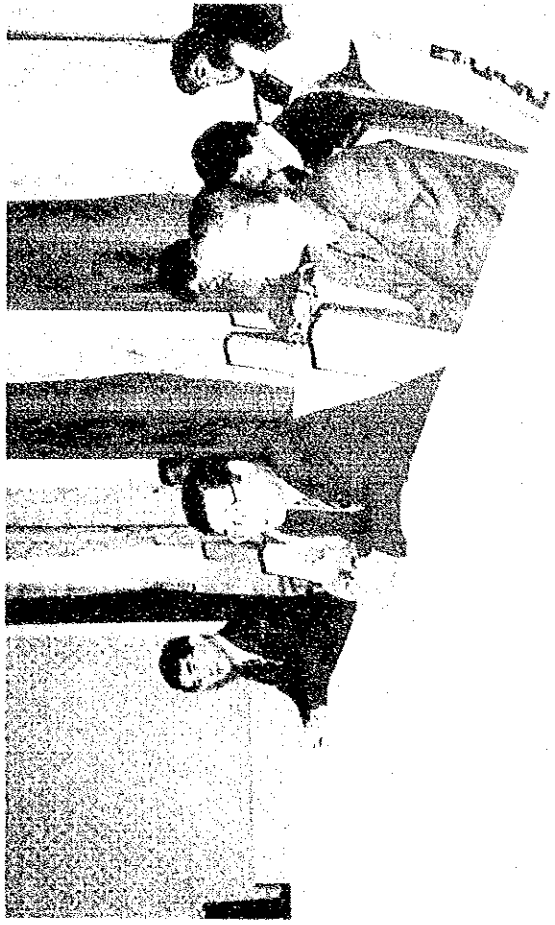
It remains to say, your Excellency, that when we go back to our countries, we will carry with us, respect, appreciation and friendship for the Japanese government, administration and people.

Thank you very much.



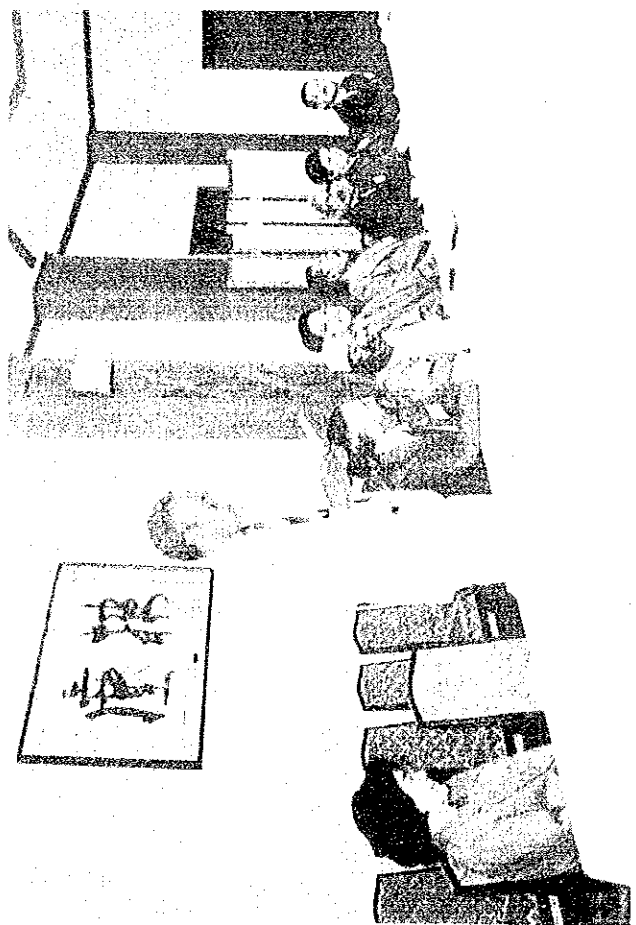
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Opening Address by Mr. NAKAJIMA, NPA



2

Welcome Address by Mr. KATO, Minister of State, Chief Cabinet Secretary



3

Reply Address by Mr. AMAR



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