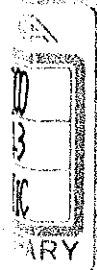


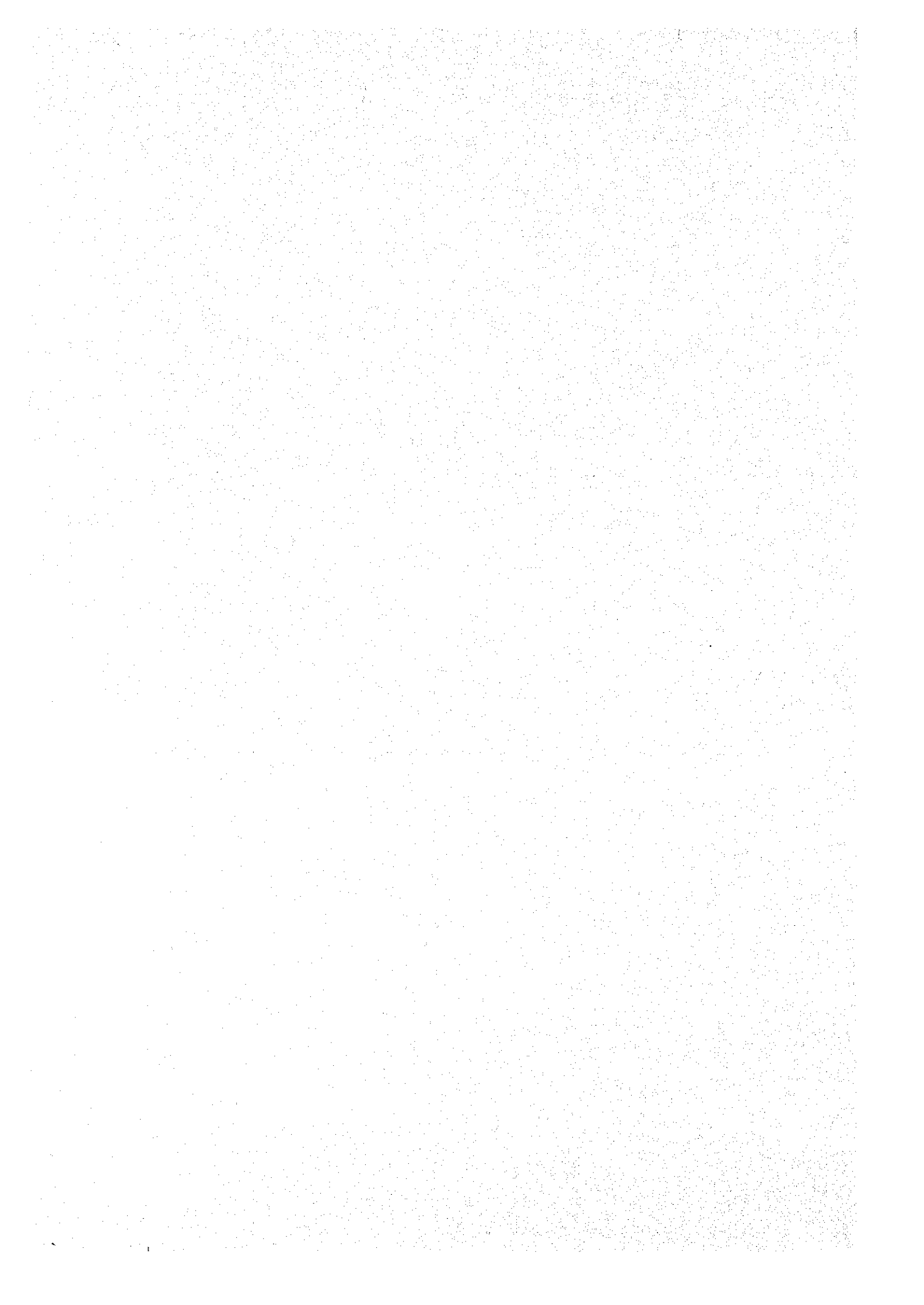
Report of the Ninth Seminar on National Government Administration (Fiscal Year 1994)

Report of the Ninth Seminar
on
National Government Administration
(Fiscal Year 1994)

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



IIC
JR
95-26



Report of the Ninth Seminar
on
National Government Administration
(Fiscal Year 1994)

27993

JICA LIBRARY



1120699(2)

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



CONTENTS

I. Training Program.....	1
II. Opening Ceremony.....	11
III. Lectures, Case Studies, Seminars and Discussions	31
IV. Study Tour	39
V. Audience by His Imperial Highness, The Crown Prince NARUHITO	45
VI. Courtesy Call on Mr. Kozo IGARASHI, Minister of State, Chief Cabinet Secretary	51
VII. Closing Ceremony	59
VIII. Final Report	73
Annexed Papers	
A. List of Participants	163
B. Daily Schedule	165
C. Lecturers and Officers	168

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 improve 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 30 to December 3, 1994

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. : 81-3-3269-3022
Fax.: 81-3-3269-2054
- (2) National Personnel Authority
2-1-2, Kasumigaseki, Chiyoda-ku, Tokyo 100 Japan
Tel. : 81-3-3581-5311
Fax.: 81-3-3580-6092
- (3) Japan Institute of Personnel Administration (JIPA)
Yamaichi Toranomon Bldg., 1-20-9, Toranomon, Minato-ku
Tokyo 105 Japan
Tel. : 81-3-3506-8031
Fax.: 81-3-3506-8018

5. Training Institution and Facility

Training Institution:

International Affairs Division
National Personnel Authority
2-1-2, Kasumigaseki, Chiyoda-ku
Tokyo 100 Japan
Tel. : 81-3-3501-1067
Fax.: 81-3-3580-6092

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 International Affairs Division is within the NPA as acting the sole channel for communication with foreign countries. One part of the division'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. : 81-3-3269-3022
Fax.: 81-3-3269-2054

Accommodation:

Institute For International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo, 162 Japan
Tel. : 81-3-3269-2911

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 equipment with occupational experience of more than ten years (at least two years of which in the central government);
- (4) have a good command of spoken and written English;
- (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) not be currently serving in the military

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 Federative Republic of Brazil, the Arab Republic of Egypt, India, the Republic of Indonesia, the Republic of Kenya, Mongolia, Islamic Republic of Pakistan, Republic of Peru, the Republic of Poland, the Republic of Turkey.

(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 (IFIC).

11. Responsible Officers

(1) Course Leader: Mr. Atsushi TOKUYAMA (International Affairs Division (NPA))

(2) Coordinator: Ms. Mutsuko SHINDO (JICA)

(3) Organization:

1. Institute For International Cooperation, JICA
 - Mr. Kazutoshi IWANAMI, Managing Director
 - Mr. Mitsuo ISHIKAWA, Director, Operations Division
 - Ms. Ritsuko SAKAMOTO, Training Officer, Operations Division
 - Ms. Chisako SUZUKI, Training Officer, Operations Division
2. Japan Institute of Personnel Administration (JIPA)
 - Mr. Takaharu 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

"The Civil Service System in Japan"

"The 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 "Infrastructure Building after World War II", "Agricultural Development Policy", and "Research & Development" as cases.

Case Study 1: "Infrastructure Building after World War II"

Lecture: "Development of Roads after World War II"

Observation: Trams-Tokyo Bay Highway

Case Study 2: "Agricultural Development Policy in Japan"

Lecture: "Agricultural Development Policy in Japan"

Case: Iwai Agricultural Cooperative Association

Case Study 3: "Research & Development"

Visit to Tsukuba Science City

Case 1: National Institute for Advanced Interdisciplinary Research

Case 2: National Institute for Resources and Environment

3. Seminars

Seminar 1: "Economical Development in Japan"

Seminar 2: "Role of Administration in Development"

Seminar 3: "Industrial Policy"

Seminar 4: "Research & 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, in principle, according to the subjects on which they had written their country reports (*, P7). The subjects of the discussion were as follows:

- Development and Growth Policy of Government
- Tasks of Government Administration in Development
- Coordination Between Development and Environment

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

3. Concluding Discussion

In this session, the reporters of two groups reported the conclusions of the discussion in their 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

Audience by His Imperial Highness, the Crown Prince NARUHITO

Courtesy Call on Mr. Kozo IGARASHI, Minister of State, Chief 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)

* *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:

- Development and Growth 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

XXXXXXXXXXXXXXXXXXXX

II. OPENING CEREMONY

1. Opening Ceremony

- (1) Place
Institute for International Cooperation
- (2) Time
10:00-10:30, November 4, 1994
- (3) Ceremony
 1. Opening Address
by Mr. Koichiro YAMASAKI, Director General, Bureau of Administrative Services, National Personnel Authority
 2. Welcome Speech
by Mr. Satoru KOHIYAMA, Director of the General Affairs Division, Institute For International Cooperation, Japan International Cooperation Agency
 3. Reply Address
by Mr. Erick MULI MBUSI from the Republic of Kenya

2. Program Orientation

by Mr. Atsuki TOKUYAMA, International Affairs Officer, Ms. Miyoko SATO, International Affairs Officer, and Mr. Taira YAKUDEN, Officer, Office of International Affairs, National Personnel Authority

- (1) Place
Institute for International Cooperation
- (2) Time
10:30-12:00, November 4, 1994

3. Courtesy Call on the President of National Personnel Authority

- (1) Place
The President's Office
- (2) Time
16:30-17:00, November 4, 1994

- (3) Ceremony
 1. Welcome Address
by Mr. Keinosuke YATOMI, President of the National Personnel Authority
 2. Reply Address
by Mr. Muhammad Naeemul HAQ from Islamic Republic of Pakistan

4. Welcome Party hosted by Dr. Atsunobu ICHIKAWA, Commissioner of National Personnel Authority
 - (1) Place
Toranomom Pastoral
 - (2) Time
18:00-19:00, November 4, 1994
 - (3) Ceremony
 1. Welcome Address
by Dr. Atsunobu ICHIKAWA, Commissioner of the National Personnel Authority
 2. Reply Address
by Ms. Fabiola Linhares BEZERRA from the Federative Republic of Brazil

**WELCOME ADDRESS FOR THE SEMINAR
ON NATIONAL GOVERNMENT ADMINISTRATION
IN 1994**

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 9th 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 eleven 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 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 from the point of view of senior administrator level.

Over the past decades the Japanese government has endeavored to encourage social and economic development, and Japan is now regarded as one of the most developed countries. Of course, her experience is not the ideal objective for all countries, but I hope you will take the Japanese example into consideration 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 and will have a first-hand opportunity to learn about the Japanese experience in these areas. During the study tour, you will also visit Hiroshima, the peace memorial city, and to observe her recovery process after the War. You will also have a chance to view cultural sites in Kyoto, which was the capital city of Japan for a period of 1,000 years.

On this special occasion of your visit to our country, 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 hope you will find this opportunity fruitful 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, NOV. 4 (FRI.), 1994

OPENING SPEECH FOR SEMINAR ON
NATIONAL GOVERNMENT ADMINISTRATION IN 1994

Satoru Kohiyama
Director of General Affairs Division
IFIC, 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. 1994.

First of all, I would like to extend our 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 this seminar.

We in JICA, believe that people who are trained, stimulated and motivated will
change their own lives and the lives of the people around them.
For this reason, Human Resources Development has always been given a special focus in
Japan's international cooperation policy. In line with this policy, JICA, which is
the sole governmental agency responsible for implementing Japan's technical
cooperation, has also concentrated its main activities in the field of Human Resources
Development. JICA's technical cooperation programs have thus supported the efforts of
human resources development and management in developing countries in the form of
training, education, technology transfer and consultancy.

This 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.

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 public officials who play key roles in national administration.

I do hope that Japan's experiences and practices in the field of National Government Administration which will be introduced in this seminar can give you some indications to further strengthen the administrative framework which is the most appropriate for the situation in your respective countries.

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 seminar programme.

To conclude, let me extend our sincere wish to all of you for your fruitful and meaningful stay in Japan.

Thank you very much.

A short address by Erick Muli Mbusi of Kenya on the Inaugural Ceremony of 1994 Seminar on National Government under the auspices of Japan International Cooperation Agency (JICA) at the Institute For International Cooperation on behalf of all the Participants on Friday 4th Nov. 1994

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

Mr. Masaru Kohiyama, Director, General Affairs Division, Institute For International Cooperation, Japan International Cooperation Agency,

His Excellencies,
My Lords Temporal and Spiritual,
Fellow Participants,
Ladies and gentlemen,

On behalf of all the participants of the 1994 Senior Officials' Seminar on National Government Administration I wish to welcome you 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 wish 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 in future to the less developed countries to benefit from the riches and experiences of the Japanese people and the Government through the medium of training.

Mr. Director, these ten participants, even though drawn from countries with different social, economic and political backgrounds are living witnesses of the positive foreign policy pronouncements marked by even more quantifiable positive actions by your country through JICA. It is impressive to note that even as early as 1954 when Japan was still recovering from the effects of the Second World War she joined the Colombo Plan to avail socioeconomic development assistance to the Asian Countries. This has since spread to more than 140 less developed countries of other parts of the world. It is noted with great appreciation that you have lived to your motto of helping others, in this case the developing countries to help themselves.

To this regard you have developed guiding principles of sustainable development, peace and stability of the world, market economy orientation and good governance. These are enormous undertakings, especially in a world torn apart by social, economic and political disparities. However, the establishment of JICA as a vehicle for implementation is great achievement. Through the technical cooperation JICA has established operations in several countries. Sir, one of the most effective method to accomplish Japan foreign's policy is helping the developing countries to acquire their manpower through training. In this way the Japanese administration is helping in laying the foundation for future prosperity, sustainable development and stability. As the saying goes, it is good to give a hungry man food but in order to prevent him from starving tomorrow it is far much better to teach him how to produce his food. And this is what you are doing.

Sir, we therefore jointly commend your government and the people of Japan for its continued humanitarian assistance to the developing countries and more so for the approach used to extend this assistance.

We wish you more prosperity and assure you that whatever knowledge is going to be made available to us we shall utilize it to the best of our ability to benefit the people of our respective countries. Once more on behalf of my fellow participants I thank you for finding time out of your busy schedule to come to grace this occasion.

Thank you.

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 9th Seminar on National Government Administration.

It is an honor to be addressing an audience of ten government officials, who are playing important roles in the development of their own governments' 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. About one century ago, she took steps to modernize herself and catch up with the developed countries through a combination of governmental and social measures based on cultural and social conditions. I am convinced that our experience will provide you

with some ideas for the development and the role 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 Hiroshima, City of Peace and the site of this year's Asian Games, has been scheduled in the study tour. This visit will give you a chance to observe first-hand the international metropolis that was rebuilt from the ashes of war.

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 following your return.

Thank you.

Mr. Keinosuke Yatomi, President National
Personnel Authority, Distinguished Guests,
Fellow Participants, Ladies and Gentlemen,

On behalf of my colleagues of the Seminar on National Government Administration and on my own behalf, it is a privilege and honour for me to extend our sincere thanks to Mr. Yatomi, President National Personnel Authority for admitting this courtesy call and for the encouraging and friendly address he has just made to us.

Excellency!

The participants of the Seminar have come from various parts of the globe. We take this opportunity to convey, through your excellency, ours and those of our respective Governments deepest gratitude and heartfelt thanks to the Government of Japan for providing us the opportunity to visit Japan and attend the Seminar.

The efforts of the Government of Japan to support the development process in the world, in general, and that in the developing countries, in particular, would pave the way for improving the future of the globe. We believe that by transmitting knowledge and experience through training programmes, National Personnel Authority and Japan International Cooperation Agency are doing a tremendous service in this direction. The present Seminar with its themes on 'Development and Growth Policy of Government' and 'Coordination between Development and Environment' would provide us necessary skills and technologies to prepare development oriented governmental policies for accelerated development and growth so that we achieve our national objectives efficiently and effectively. Such an orientation is also necessary for a better life in the 21st Century. The participative approach, which is being followed in the Seminar, would enable us to share our experiences and views with the resource persons as well as among ourselves on contemporary issues on National Government Administration.

Excellency!

We are inspired by your address and we may assure you of our utmost effort to benefit from the Seminar and apply the lessons learnt here in our own settings back home. We also wish to thank National Personnel Authority and Japan International Cooperation Agency for the nice arrangements they have made for us.

Once more on behalf of my fellow participants, I thank you Mr. President for sparing time for today's meeting with us despite your multifarious engagements.

Thank you.

Muhammad Naeemul Haq,
PAKISTAN

November 4, 1994.

Welcome Address

A. Ichikawa

It is my privilege to say a few words, as a host of this party, to welcome you all to this reception. Thank you very very much for joining this party. I would particularly thank some of you those who have come all the way from overseas countries to participate the Ninth Seminar on National Government Administration. This party is actually to express our heartfelt welcome to you. This party will also provide you, I think, a good opportunity to get acquainted with those who have been working and will be working together with you on this seminar. To be acquainted with key-persons in other contries's governments is the most crucial to you who are at high rank in the government for doing your jobs smoothly and efficiently.

The seminar has already started. You have had the opening ceremony, the orientations and the lecture. So you might have, I suppose, some feelings what the seminar looks like and what your life will be during the course of the seminar. I hope your feeling is not so bad one. If your have any inconvenience during the seminar please say so to the secretariat of the seminar. They will try to fix it up.

May I ask participants of the seminar, however, for doing one thing when you feel something convenient or inconvenient. Please think about their roots, where, why and how the convenience or inconvenience come from. They may have deep roots in Japanese culture. Searching for the roots, therefore, may lead you to the deep understanding of culture of this society, and the understanding may leads, in turn, to the deep understanding of the real structure, mechanisms, and dynamics of Japanese systems of administration. This would be a great fruits you can pick out of the seminar.

Well, I have made a talk too much. Please make yourself comfortable, get acquainted and enjoy the party.

Last but not least, I sincerely hope that your stay in this country will be fruitful and enjoyable.

Thank you very much,

Dr. Atsunobu Ichikawa
Mr. Sachio Morizono, Secretary-General, NPA
Mr. Koichiro Yamasaki, Director-General, Bureau of Administrative Services, NPA
Mr. Takeshi Ogi, Councillor, Bureau of Administrative Services, NPA
Mr. Mitsuru Ishikawa, Director, Operations Div., Institute of International
Cooperation, JICA

Ladies and gentlemen,

On behalf of the participants of the seminar of National Government Administration it is a great pleasure for me to offer our sincere thanks to the host of the party, Dr. Atsunobu Ichikawa.

We are very happy to be here and this gathering is also an excellent opportunity to learn about the traditional hospitality and other cultural values of the Japanese society. This social gathering has made us feel quite at home. Frankly, we have been so nicely treated since our arrival in Japan, that we have not felt even for a moment that we are away from our homes.

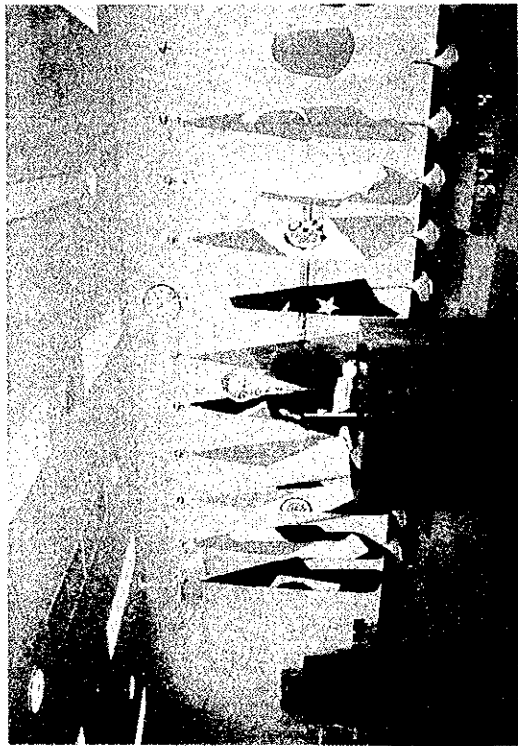
We are impressed by the traditions and customs in Japan. This makes us realize that we sincerely believe that such cross-cultural interactions can and do contribute significantly to building a world of peace and harmony rather than one with disorder and hostility.

Through the seminar, we have been given a first-hand opportunity to study Japan's development experience. For this we are grateful to NPA and JICA and the Government of Japan.

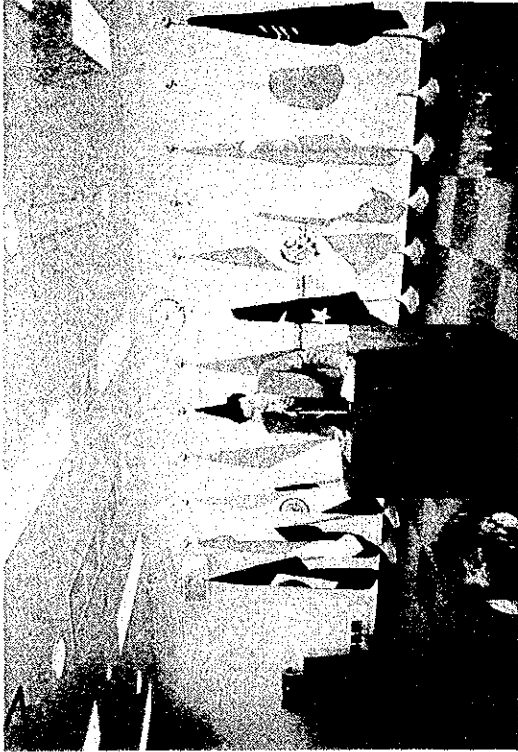
Thank you!

Fabiola Linharers
BRAZIL

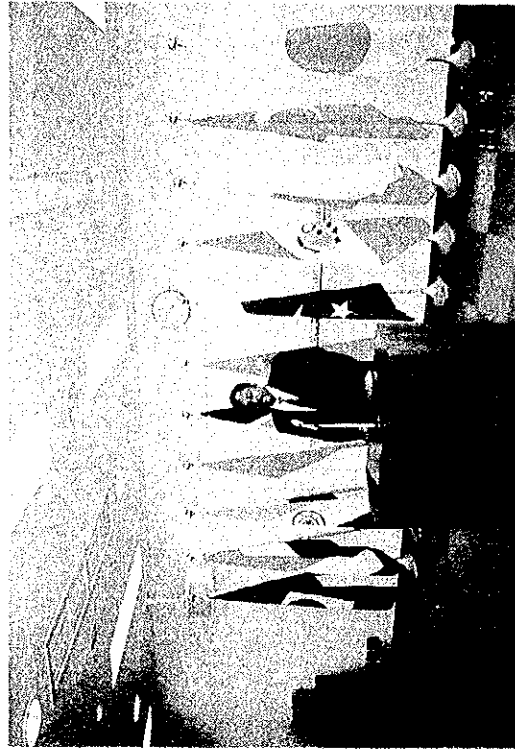
November 4, 1994



Opening Address by Mr. YAMASAKI, NPA



Welcome Address by Mr. KOHIYAMA



Reply Address by Mr. MULI MBUSI



Opening Ceremony at IFIC



Welcome Address by Mr. YATOMI, NPA



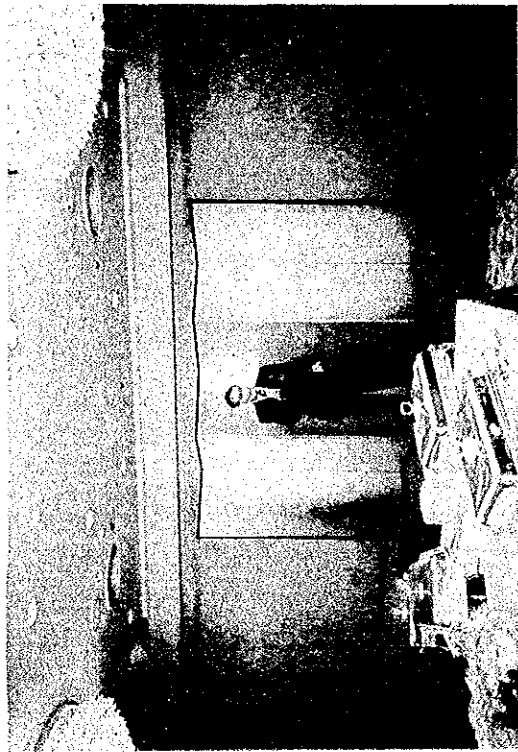
Visit to an Office of NPA



Courtesy Call on the President of NPA



Reply Address by Mr. HAQ



Welcome Address by Dr. ICHIKAWA, NPA



Reply Address by Ms. FABIOLA



Welcome Toast by Mr. YAMASAKI, NPA



Welcome Party



Welcome Party



Welcome Party



Welcome Party



Welcome Party

III. Lectures, Case Studies, Seminars and Discussions

THE HISTORY OF THE CITY OF BOSTON

FROM 1630 TO 1800

BY

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

AND

JOHN H. COOPER

III. Lectures, Case Studies, Seminars and Discussions

Part I Modernization of Government Administration

Lectures: "The Civil Service System in Japan"

Date: Friday, November 4, 1994

Lecturer: Mr. Kenichi SAKUMA, Director, Office of International Affairs, NPA

Lecture: "The Cabinet System in Japan"

Date: Friday, November 11, 1994

Lecturer: Mr. Kensuke KATSUNO, Counselor, Prime Minister's Office

Case Study 1: "Infrastructure Building after World War II"

Date: Wednesday, November 9, 1994

Lecture: "Development of Roads after World War II"

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

Observation: Trams-Tokyo Bay Highway

Briefing by: Mr. Kiyoshi DACHIKU, Engineer, Trams-Tokyo Bay Highway Corporation

Case Study 2: "Agricultural Development Policy"

Date: Monday, November 14, 1994

Lecture: "Agricultural Development Policy in Japan"

Lecturer: Mr. Hideaki OH-UCHI, Policy Planner, Minister's Secretariat, Ministry of Agriculture, Forestry and Fisheries

Observation: "Iwai Agricultural Cooperative Association" (Iwai City, Ibaraki Prefecture)

Briefing by: Mr. Yoshimasa KOBAYASHI, Managing Director and Mr. Akinori MATSUBARA, Planning Officer, Kanto Regional Agricultural Administration Office, Ministry of Agriculture, Forestry and Fisheries

Case Study 3: "Research and Development"

Date: Tuesday, November 22, 1994

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

Observation: National Institute for Advanced Interdisciplinary Research, Ministry of International Trade and Industry

Briefing by: Mr. Takashi GOTO, Director of Research Planning Office

Mr. Minoru OBATA, Assistant Director of Research Planning Office

Observation: "National Institute for Research and Environment, Ministry of International Trade and Industry"

Briefing by: Dr. Kozi KITABAYASHI, Deputy Director-General, and Director of Research Planning Office

Mr. Akira MIYAZAKI, Director of Research Planning Office

Seminar: "Economical Development in Japan"

Date: "Monday, November 7, 1994

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

Assistant: Mr. Satoshi INOUE, Officer, Office of Examination Officers, Bureau of recruitment, NPA

Seminar: "Role of Administration in Development"

Date: Tuesday, November 8, 1994

Lecturer: Professor Minoru OH-UCHI, Yachiyo International University

Assistant: Mr. Yasuo KISHIMOTO, Officer, First Remuneration Division, Bureau of Remuneration, NPA

Seminar: "Industrial Development Policy"

Date: Thursday, November 10, 1994

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

Assistant: Mr. Yoishi NIIYA, Unit Chief, Second Remuneration Division, Bureau of Remuneration, NPA

Seminar: "Research & Development"

Date: Monday, November 21, 1994

Lecturer: Dr. Atsunobu ICHIKAWA, Commissioner, NPA

Assistant: Mr. Yukiya YOSHIKAWA, Assistant Director, International Affairs Division, Bureau of Administrative Affairs, NPA

Part 2 Economic and Social Development in Participating Countries

Seminar: "Economic Development in Developing Countries"

Date: Friday, November 25, 1994

Lecturer: Professor Ryokichi HIRONO, Seikei University

Assistant: Ms. Miyoko MORIYA, Planning Officer, General Affairs Division, Bureau of Administrative Services, NPA

Group Discussion

Date: Monday, November 28, 1994

Led by: Professor Daiichi ITO, Graduate School for Policy Science, Saitama University and Associate Professor Toshihiro KODAMA, Graduate

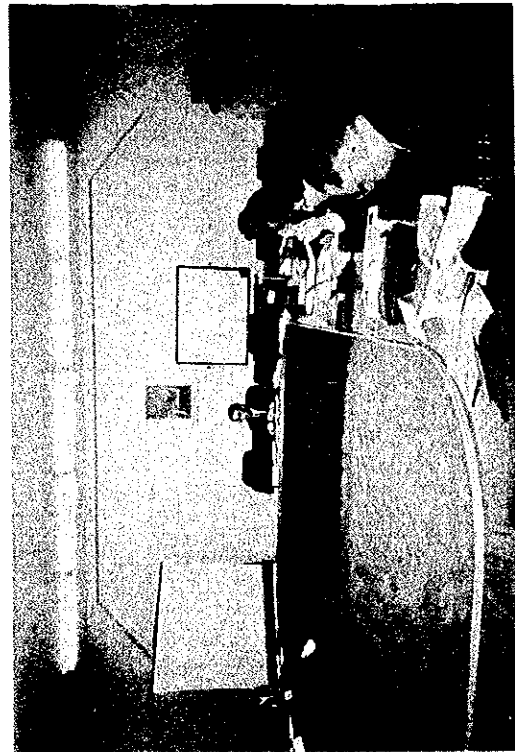
Assistant: Ms. Sachiko IKARI, Examination Officer, Bureau of Recruitment, NPA

Concluding Discussion

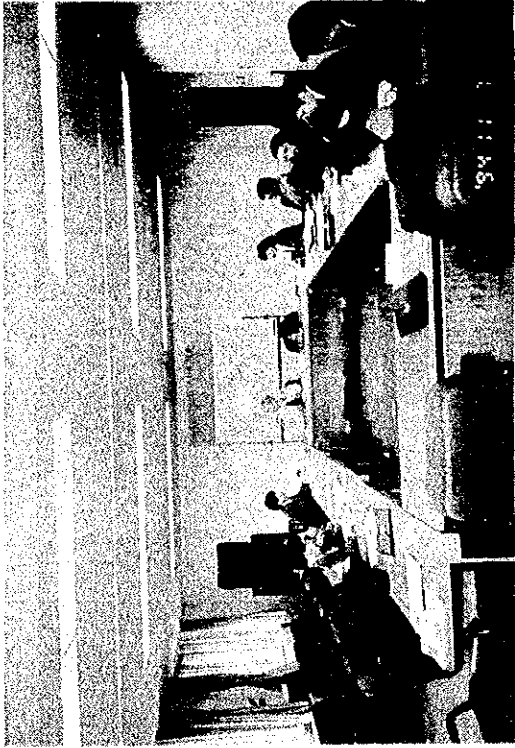
Date: Wednesday, 17 November 1993

Led by: Professor Daiichi ITO, Graduate School for Policy Science, Saitama University and Assistant Professor Toshihiro KODAMA, Graduate

Assistant: Ms. Sachiko IKARI, Examination Officer, Bureau of Recruitment, NPA



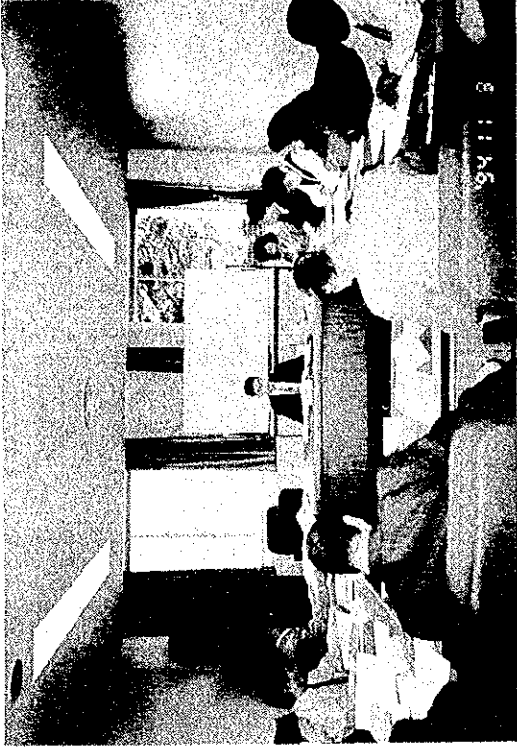
Lecture by Mr. SAKUMA, NPA



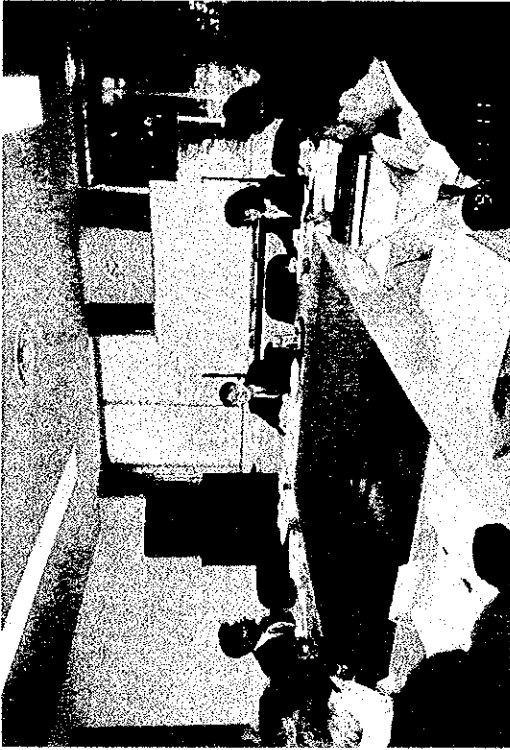
Seminar by Professor YOSHIMURA,
Saitama University



Seminar by Professor OH'UCHI,
Yachiyo International University



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



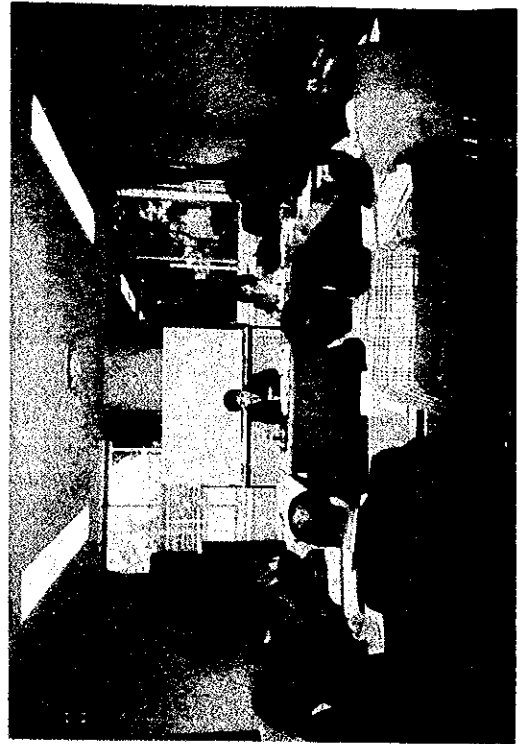
Lecture by Mr. KATSUNO, Prime Minister's Office



Seminar by Dr. ICHIKAWA, NPA



Seminar by Associate Professor KODAMA,
Saitama University



Lecture by Mr. OH'UCHI, Ministry of Agriculture,
Forestry and Fisheries



Agricultural Cooperative Association of Iwai City



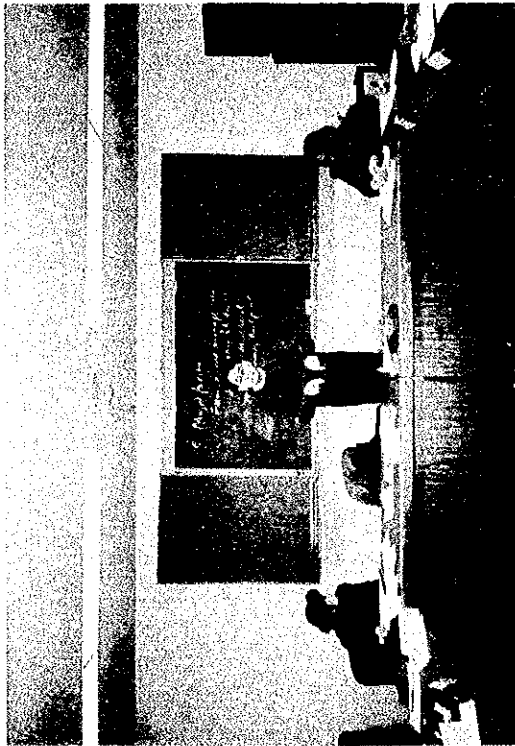
National Institute for Resources and Environment



Trans-Tokyo Bay Highway



National Institute for Advanced Interdisciplinary Research



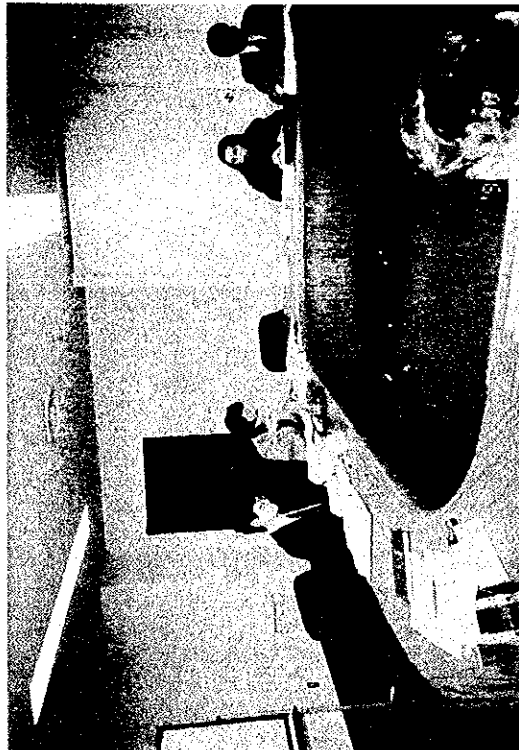
Seminar by Professor HIRONO, Seikei University



Seminar by Professor ITOH, Saitama University



Seminar by Professor ITOH, Saitama University



Lecture by Mr. KOBAYASHI,
Management and Coordination Agency