

**REPORT OF THE SIXTH GROUP TRAINING COURSE
IN NATIONAL GOVERNMENT ADMINISTRATION II**

(Fiscal Year 1995)

June 30, 1995



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

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I. TRAINING PROGRAMME

I. TRAINING PROGRAM

1. Introduction

This training course was organized by the Government of Japan as a part of its Technical Cooperation Program for developing countries.

The course was conducted by the National Personnel Authority (NPA) and the Japan International Cooperation Agency (JICA) in collaboration with the ministries and agencies concerned.

2. Training Needs

The public sector provides the essential physical infrastructure and social framework for economic and social development. Success depends on the extent to which senior level public employees are motivated to support the desired direction of development.

It is indispensable to elevate the professional level of government officers who play key roles in the formation of policy.

Purpose:

The course focused on the early stage (fundamental phase) of modernization in developing countries, referring to the Japanese experience after the Meiji Restoration (1868).

The main purposes of the course were:

- 1) to assist participants in seeking better ways to improve public administration in order to assure efficient formation of policy, and
- 2) to introduce them to modern methods of public administration appropriate to economic and social development.

Objectives:

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

- 1) comprehend the process of public administration and its associated problems, and policies in the early stage of modernization;
- 2) comprehend the principles of public administration management and the civil service system for efficient implementation of policy;
- 3) comprehend the fundamental problems of building a modern economic and social system; and
- 4) comprehend the functions of national administration and its role.

3. Duration

May 16 to July 2, 1995

4. Administering Agencies

- (1) Japan International Cooperation Agency (JICA)
Tokyo International Centre (TIC)
First Training Division
2-49-5, Nishihara, Shibuya-ku, Tokyo, 151, Japan
Tel : 81-3-3485-7051

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

- (3) Japan Institute of Personnel Administration (JIPA)
Yamaichi Toranomom Bldg., 1-20-9, Toranomom, 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 (NPA)
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 jurisdiction of the Cabinet, is responsible for the personnel administration 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.

The International Affairs Division of the NPA is the sole division within the NPA acting as a channel for communication with foreign countries. As a part of its activities, it conducts international training courses with the aim of assisting foreign countries to improve their own government administration.

Training Facility:

Institute for International Cooperation (IFIC), JICA
10-5, Ichigaya-Honmura-cho, Shinjuku-ku, Tokyo 162, Japan
Tel: 81-3-3269-3022

Accommodation:

Institute for International Cooperation (IFIC), JICA
10-5, Ichigaya-honmuracho, Shinjuku-ku, Tokyo 162, Japan
Tel: 81-3-3269-2911 (Front Desk)

6. Qualifications of Applicants

Each applicant:

- (1) was nominated by his/her government;
- (2) is a government officer in line to become a senior member of the staff in a national government office, and be related to policy formation;
- (3) has a university degree or the equivalent, with occupational experience of more than five years in public administration (including at least two years of experience in the central government);
- (4) has a good command of spoken and written English;
- (5) was not less than thirty (30), and not more than forty (40) years of age; and
- (6) was in good health, both physically and mentally, to undergo the training.

7. Participants

Participants in the 1995 Training Program included 10 persons from; People's Republic of China, Arab Republic of Egypt, India, Islamic Republic of Iran, Republic of Kenya, Republic of Lebanon, Kingdom of Nepal, Republic of Paraguay, Republic of Seychelles, and Democratic Socialist Republic of Sri Lanka (referring to Appendix A).

8. Language

The course was conducted in English.

9. Study Hours & Location

- (1) Study hours

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

- (2) Location

Seminar room No.202 AB at the Institute for International Cooperation.

10. Responsible Officers

- (1) Course Leader: Mr. Hiromi Hanayama (NPA)
Mr. Kohji Yamagiwa (NPA)
Mr. Taira Yakuden (NPA)
- (2) Coordinator: Ms. Yuko Marumo
- (3) Organization: 1) Tokyo International Centre (TIC)
First Training Division
Mr. Mitsuo Ishizaki, Managing Director
Mr. Mitsuo Ishikawa, Director, First Training Division
Ms. Chizuko Yamada, Training Officer, First Training Division
- 2) Japan Institute of Personnel Administration
Mr. Takeharu Asaga, Managing Director
Ms. Sayoko Okayasu, Officer

11. Outline of Curriculum

Part 1. Modernization in Japan

Aims

This section was designed to provide participants with a fundamental knowledge of the meaning and process of Japanese modernization, and give them an overview of the Japanese government and Japanese civil service.

Lectures and Discussion

"Modernization Process in Japan"

Lecture by Prof. Yoshimura, Graduate School for Policy Sciences, Saitama University

"Public Administration and the Civil Service System in Japan"

Lecture by Mr. Sakuma, Director, International Affairs Division,
Bureau of Administrative Services, National Personnel Authority

Part 2: Fundamental Policy Areas of Modernization - Case Study

Aims

This section was structured to accentuate the participants' understanding of the policy processes through the examination of Japanese public administration in several fundamental policy areas.

Lectures and Discussion

"Educational System"

Lecture by Mr. Ishizaka, Head of Curriculum Research Division,
National Institute for Educational Research, Ministry of Education

"Developmental Policy for Industries"

Lecture by Prof. Hashimoto, Graduate School for Policy Science, Saitama University
Lecture by Mr. Tamura, Director, International Collaboration Division,
International Affairs & Research Department, Japan Small Business Corporation

"Infrastructure Building - Road Construction"

Lecture by Mr. Kinoshita and Mr. Fukuda, Road Bureau, Ministry of Construction

Lecture by Mr. Fukuda and Mr. Kurishima, Road Bureau, Ministry of Construction

"Developmental Policy for Agriculture"

Lecture by Mr. Mizuma, Supervisor, Secretary Division,
Minister's Secretariat, Ministry of Agriculture, Forestry & Fisheries

"System of Local Autonomy"

Lecture by Mr. Nagata, Director, National Institute for Research Advancement

"Public Policy in Kita-Kyushu City"

Lecture by Prof. Imura, Institute of Environmental Systems
Faculty of Engineering, University of Kyushu

Observation

Fudo Primary School

Tokyo Institute of Technology

Techno Sagami Cooperative

NKK Keihin Works

Study Tours

Constructional site of Joh-Shin-Etsu Highway

Tsumagoi Village

Kita-Kyushu Municipal Government

Moji Harbor & "Space World"

Hiroshima Municipal Government

Hiroshima Peace Memorial Museum & Park

Honshu-Shikoku Bridge

Visit to Cultural Sites in Kyoto

Part 3: Fundamental Policy Areas for Modernization - Framework Analyses

Aims

This section focused on some fundamental facets of the framework of Japanese administration to provide a clear idea of the role of public administration and methods for its efficient implementation.

Lectures and Discussion

"Human Resource Management"

Lecture by Mr. Yashiro, Research Officer,
Personnel Management Division, Japan Institute of Labour

"Analysis of the Policy Process in Japan"

Lecture by Prof. Sone, Faculty of Policy Management, Keio University

"Financial Management"

Lecture by Mr. Nakabayashi, Deputy Director,
Office of International Research and Cooperation,
Institute of Fiscal and Monetary Policy, Ministry of Finance

Lecture by Mr. Kato, Senior Economist, Office of Historical Studies

Institute of Fiscal and Monetary Policy, Ministry of Finance

"Role of Administration in Development"

Lecture by Prof. O'uchi, Yachiyo International University

Part 4: Modernization of Public Administration in Participating Countries

Aims

This section provided an opportunity to exchange views among participants with the aim of developing efficiency and effectiveness in public administration in the participating countries through the discussion of various countries' experiences.

Group Discussion

"Developmental Policy for Industries"

Led by Prof. Ito & Prof. Hashimoto,
Graduate School for Policy Sciences, Saitama University

"Modernization of the Educational System"

Led by Prof. Ito & Prof. Edagawa,
Graduate School for Policy Sciences, Saitama University

"Improvement of HRM in the Public Sector"

Led by Prof. Ito, Graduate School for Policy Sciences, Saitama University
& Mr. Ukai, Assistant Director, Bureau of Equity, NPA

Report Writing

12. Schedule of the Course

Refer to the daily schedule for Training Course (Appendix B).

13. Preparation for the Course

In order to enhance the effectiveness of training, the participants were requested to write short reports on the following three subjects, and to submit them before or upon their arrival in Japan. The reports were used in the seminars on "Modernization of Public Administration in the Participating Countries."

"Developmental Policy of Private Industry"

"Modernization of the Educational System"

"Improvement of Human Resource Management in the Public Sector"

II. OPENING CEREMONY

II. OPENING CEREMONY

1. Opening Ceremony

(1) Place

Institute for International Cooperation

(2) Time

10:00-10:30, May 22, 1995

(3) Ceremony

1) Opening Address

by Mr. Mamoru Morita, Deputy Director General for Training & International Affairs
National Personnel Authority

2) Welcome Speech

by Mr. Mitsuo Ishizaki, Managing Director, Tokyo International Centre
Japan International Cooperation Agency

3) Reply Address

by Mr. Sun, Chen-Bei from the People's Republic of China

2. Program Orientation

by Mr. Hiromi Hanayama, Chief International Affairs Officer, NPA

(1) Place

Institute for International Cooperation

(2) Time

10:30-12:00, May 22, 1995

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

(1) Place

Office of the NPA president

(2) Time

16:30-17:00, May 24, 1995

(3) Ceremony

1) Welcome Address

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

2) Reply Address

by Mr. Albert Abwabo Musasia from the Republic of Kenya

4. Welcome Party

(1) Place

Toranomon Pastoral

(2) Time

18:00-19:00, May 24, 1995

(3) Ceremony

1) Welcome Address

by Mr. Seinosuke Niwa, Secretary General, National Personnel Authority

2) Reply Address

by Ms. Tikithanthri M.L.C. Senarathna from the Democratic Socialist Republic of Sri Lanka

Opening Address

by Mr. Mamoru MORITA
Deputy Director General
for Training & International Affairs
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 Group Training Course in National Government Administration II. On behalf of the Government of Japan, I would like to extend a warm welcome to each of you, representing the government of your respective country. At the same time, I would like to express our sincere gratitude to the Japan International Cooperation Agency and all others concerned for their great contributions to this course.

This course was initiated in 1968, with the aim of introducing modern models of public administration to participants through reviewing the Japanese experiences on the one hand, and through exchanging views on the current state of public administration in the participating countries on the other.

Over the following six weeks, you will study the process of Japanese modernization, as well as the modernization of public administration in the participating countries. In addition to attending lectures, you will have the opportunity to observe first-hand the Japanese educational system, the implementation of developmental policies for industries as well as agriculture and infrastructure-building such as road construction.

During the study tour, you will also have an opportunity to visit Kyushu, Hiroshima, the peace memorial city, and Kyoto, Japan's ancient capital with a history of over twelve hundred years.

Naturally, the Japanese experience does not always offer an ideal model of modernization for every country; however it will surely provide you with a useful case study. I am convinced, in that sense, you will gain a better understanding of Japan as well as your own country through your studies here.

Having said that, I also hope you will have an opportunity to observe the actual state of affairs in our society with your own eyes. Please take advantage of this visit to observe the reality of Japanese society. We believe that the public sector has greatly contributed for social and economic development in our country. That is exactly what we are aiming at demonstrating in this course.

To conclude my address, let me thank you all for the energy and time you will put into this course. I do hope you will find its rewards worth your effort, and also that you will enjoy your stay in our country.

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

(国家行政Ⅱ) - IFIC 2F Meeting Room, 10:00, May 22 (Mon.), 1995 -

OPENING ADDRESS

for the Group Training Course in
National Government Administration II

Mr. Mamoru Morita, Deputy Director General for Training and International Affairs, Bureau of Administrative Services, National Personnel Authority, Honorable Guests, Overseas Participants, Ladies and Gentlemen,

On behalf of JICA, it gives me immense pleasure to extend a hearty welcome to all of you on this occasion of the opening ceremony of the Group Training Course in National Government Administration II in fiscal 1995.

As you know, one of the main responsibilities to be met by national government will be to promote and coordinate a nation's socio-economic development. In this connection, the natures of tasks and duties entrusted to the government are becoming increasingly varied and more complicated in line with the ever changing development needs of a nation.

In this sense, it is vitally important for a government to enhance the managerial capability of senior administrators who play key roles in the execution of national administration.

Under such circumstances, the Course in National Government Administration has been organised by the Government of Japan since 1967 as part of its technical cooperation programme in order to share the Japanese experience in national administration for social and economic development with the participating countries, seeking for better ways to improve public administration systems of the participating countries.

However, we don't take "We teach you and you listen to us" approach as each participating country has its own specific socio-economic and cultural background and government system.

With this in view, we have arranged special session at the latter part of the training schedule, in which participants are invited to present a report on their countries' situation highlighting on the key issues such as development policy for industries, modernisation of educational systems etc.,

and based on such presentations, you will make a study in depth and exchange views among you on these issues.

Through these practices, we hope you will get a source of inspiration in devising any appropriate measures to be taken to improve government administration systems in respective countries.

I do hope that you will do your best to obtain the maximum benefit from the Course. On our part, we will do our utmost to make this Course successful.

Before closing, let me on behalf of JICA, thank Mr. Morita, honourable representative of NPA and his staff for their tireless efforts and contributions in making this course possible.

Fellow participants! I hope that the course will be successful and your stay here will be fruitful and enjoyable.

Thank you.

Training Course on National Government Administration

(Tokyo, From May 17 to July 2, 1995)

ADDRESS SPEECH

Presented by Sun Chenbei (China)

Mr. Morita, Deputy Director General for Training and International Affairs,
National Personnel Authority

Mr. Ishizaki, Managing Director of Tokyo International Center,
Japan International Cooperation Agency.

Mr. Takayama Director General of Japan Institute of Personnel Administration

Dear Fellow Participants,

Ladies and Gentlemen:

It is great honor and pleasure for me to take this opportunity, on behalf of all participants of the Group Training Course on National Government Administration II, and on behalf of the people and governments we represent here, I would like to express our warmest greetings and our heartfelt gratitude to JICA and NPA for giving us this chance to participate the program.

We anticipate to learn from the Japanese experiences and to seek better way to improve public administration in order to assure efficient formation of policy.

This is our first time to visit Japan, so that we will not only learn from the course, but also learn from your culture and people to experience various aspects of the life in Japan while we are here. Actually, when I arrived, I was very impressed by your organization work, your kind people, smiling face and, your beautiful city.

At the end of the program, we believe that all participants will enhance our current technical and administrative capability, thus enabling participants to continue to contribute significantly to our countries development.

Finally, we wish to convey our appreciation to our host-JICA and NPA-arrange this good program and to make our training.

Moreover, we wish to thank training officer and training coordinator for taking care everything of us.

Domo Arigato Gozaimasu.

Thank you very much.

Welcome Address at the Courtesy Call

by Mr. Keinosuke YATOMI
President
National Personnel Authority

Ladies and Gentlemen,

First of all, I would like to express a hearty welcome to all of you for coming all the way to Japan from various parts of the world to participate in the Group Training Course in National Government Administration II.

I have learned you are playing important roles in the development of your own government administration. I am very happy to see you here and to exchange views on matters concerned.

I think the modernization of government administration, which is the theme of this training course, is of vital importance for any country to achieve harmonious development.

Now Japan is regarded as one of the most developed countries in the world. Some decades ago, however, she was a developing country. Japan has made efforts to catch up with the developed countries with a combination of governmental and social measures. I am convinced that our experience will provide you with some ideas for the improvement of government in your own countries.

I hope that each of you will take advantage of this opportunity to examine the Japanese case, and also to exchange views on your own experiences with fellow participants.

Dear fellows, we have four seasons in Japan. May, June is one of the most comfortable month in the year. I hope you will enjoy visiting various places in my country such as Kyushu, Hiroshima and Kyoto.

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

Thank you.

表敬挨拶／ケニアのムサシアさん

Mr. Yatomi, President of National Personnel Authority,
Commissioner, Mr. Hariya,
Commissioner, Mr. Ichikawa,
Secretary General, Mr. Niwa,
Deputy Director General for Training & International Affairs, Mr. Morita,
Dear Fellow Participants,
Ladies and Gentlemen,

It is with great pleasure that I take this opportunity on behalf of my colleagues to sincerely thank the Government of Japan for having enabled us to undertake this vital training programme.

Mr. President, the National Government Course that we are pursuing aims at enhancing our technical and administrative capabilities. I may add that such skills are essential for the better management of public affairs in our respective countries. It is therefore my honest belief that on successful completion of this training programme, we will be better equipped with necessary skills for better design and implementation of policies geared towards accelerated socio-economic development.

The developing countries, Mr. President, face various problems. These range from political instability, weak or inappropriate legal framework, high rate of illiteracy, limited or lack of technical know-how, etc, etc. Such elements are a prerequisite for any envisaged socio-economic growth and development. The knowledge to be gained from this course, I believe, will be one step towards finding workable solutions to overcome some of these problems.

During our brief stay in this great country, we have come to learn that the success of Japan was not realized in one day. Rather, Japan has had a turbulent history spanning many centuries. But more importantly, Japan has risen to become one of the leading industrialized countries in the world today through a combination of factors. Foremost, competent and highly skilled personnel, high rate of literacy, sound legal framework, sheer hardwork, devotion, etc, etc. As we continue our stay here, we will be able to learn and observe further these elements and techniques that have led Japan to achieve such technological feat of the highest order.

Finally, we once more want to recognize and register our sincere appreciation for the support the Japan Government has accorded to our respective countries. To many of us, Japan is a true friend and partner in technical and cultural co-operation. We shall, therefore, continue to count on such support in future in our individual efforts to uplift the living standards of the people and for sustainable socio-economic growth and development.
Thank you.

(Albert A. Musasia from Kenya)

Welcome Address at the Welcome Party

by Mr. Seinosuke NIWA
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 Group Training Course.

We hold this reception in order to express our hearty welcome to you. It is, no doubt, important to participate in the formalities, like lectures and discussions. However it is also important to enrich informal and personal relationship with people. Please make this party such an occasion, and enjoy conversation with other guests here as long as time allows.

In addition to a great success in this training course, I wish you a pleasant stay in Japan.

Thank you .

Welcome Toast at the Welcome Party

by Mr. Mamoru MORITA
Deputy Director General
for Training & International Affairs
Bureau of Administrative Services
National Personnel Authority

Ladies and Gentlemen,

I thank all of you for coming tonight.

We have been looking forward to this opportunity for a long time, and are very pleased to have you here at this party.

I hope you have a useful and enjoyable time in Japan.

Well, let me make a welcome toast:

To the success of the Training Course and to the further development of the participating countries,

Cheers!

レセプション挨拶／ スリランカのチャンドラーニさん

Mr. Niwa, Secretary General of National Personnel Authority,
Distinguished guests, Distinguished Staff from NPA and JICA,
Fellow participants, Ladies and Gentlemen,

On behalf of the participants of the group training in National Government Administration II, I would like to express our heartiest gratitude for giving us this opportunity to participate in this programme.

We appreciate the deed of the government of Japan for designing such programmes which give us an excellent opportunity to government officials like us in order to enhance technical and administrative capabilities for our career development.

In the group of Nations, Japan has made a niche for itself by making dramatic progress in all fields in the shortest possible period of time after the war. We believe that we have to learn much from the experiences of Japan. We have already started with three lectures and gathered much about history and Economy of Japan. When we learned about the economic development of Japan, we automatically compare with that of our countries. I noticed almost all the participants were very keen on the subject and raised many questions about it. I hope we will gather more about the modernization of Japan.

We hope we will be able to gather some knowledge of social and cultural values in the Japanese society while we stay and tours the different places of Japan.

As we participants are responsible government officials of respective countries, I hope and assure you that we would be able to introduce and share the knowledge and skills we have gained from here for our countries' development.

Finally I would like to thank the NPA and JICA for the arrangements made for our accommodation, food, medical facilities, transportation etc. We are comfortable here to undergo the training programme with these facilities.

↑Thank you. Arigato Gozaimasu.

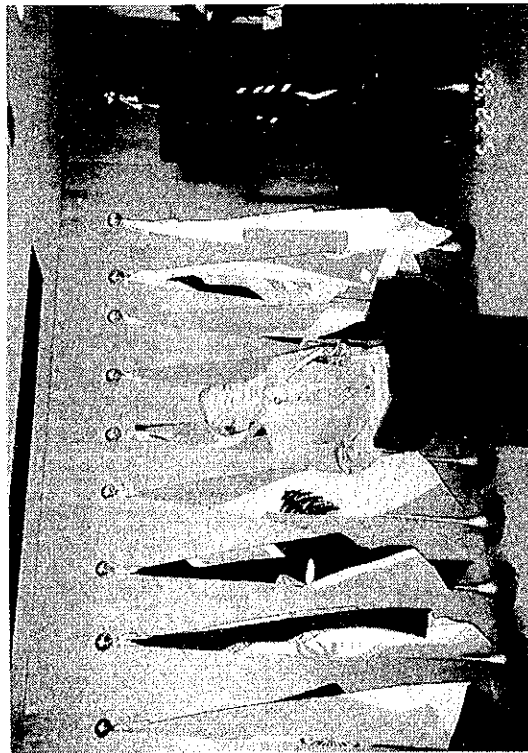
(T. L. M. C. Senarathna from Sri Lanka)



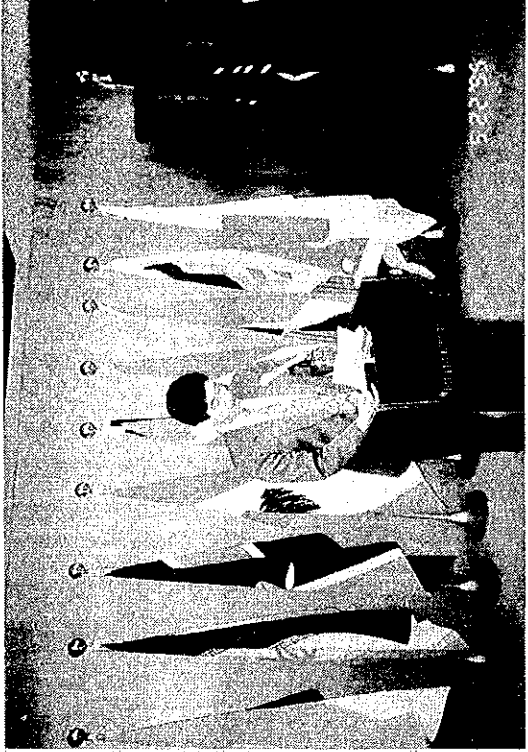
1. Opening Address by Mr. Morita (NPA)



2.



3. Welcome Speech by Mr. Ishizaki (JICA)



4. Reply Address by Mr. Sun

1-4. Opening Ceremony at IFIC



5. Program Orientation by NPA



7. Reply Address by Mr. Musasia



6. Welcome Address by Mr. Yatomi (NPA)



8. Visit to the General Affairs Division (NPA)

5-8. Courtesy Call on the NPA



10. Welcome Address by Mr. Niwa (NPA)



12. Welcome Toast by Mr. Morita

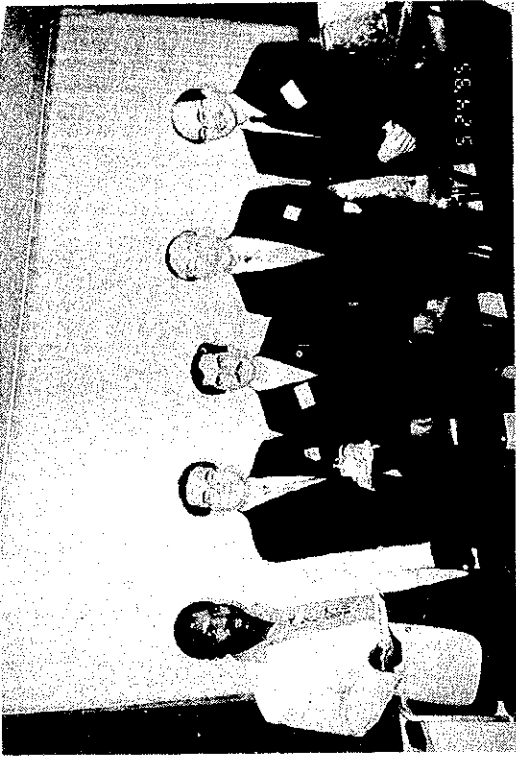


9.



11. Reply Address by Ms. Senarathna

9-16. Welcome Party



14.



16.



13. Speech by Prof. Ito



15.

III. LECTURE, OBSERVATION AND DISCUSSION

III Lecture, Observation Discussion

Part 1: Modernization in Japan

Lecture: "Modernization Process in Japan"
Date: 5.23 (Tues.)
Lecturer: Prof. Yoshimura, Graduate School for Policy Sciences, Saitama University
Assistant: Mr. Kouji Yamagiwa, Assistant Director, Bureau of Administrative Services
National Personnel Authority

Lecture: "Public Administration and Civil Service System in Japan"
Date: 5.24 (Wed.)
Lecturer: Mr. Sakuma, Director, International Affairs Division
Bureau of Administrative Services, NPA

Part 2: Fundamental Policy Areas of Modernization - Case Study

Case Study 1 "Educational System"

Lecture: "Educational System"
Date: 5.25 (Thur.)
Lecturer: Mr. Ishizaka, Head of Curriculum Research Division
National Institute for Educational Research, Ministry of Education

Observation: Fudo Primary School
Date: 5.26 (Fri.)
Briefing by: Ms. Misako Tanaka, Vice Principal, Fudo Primary School

Observation: Tokyo Institute of Technology
Date: 5.26 (Fri.)
Briefing by: Professor Dr. Yoshihiko Hatano
Mr. Harumi Watanabe, Head of International Affairs Sec., Research Cooperation Div.
Tokyo Institute of Technology

Case Study 2 "Developmental Policy for Industries"

Lecture: "Developmental Policy for Industries"
Date: 5. 30 (Tues.)
Lecturer: Prof. Hashimoto, Graduate School for Policy Science, Saitama University
Assistant: Mr. Toru Akuzawa, Assistant Director, Bureau of Employee Relations

Lecturer: Mr. Tamura, Director,
International Collaboration Division, International Affairs & Research Department
Japan Small Business Corporation

Observation: Techno Sagami Cooperative
Date: 5.29 (Mon.)
Briefing by: Mr. Hiroshi Iyama, President, Techno Sagami Cooperative

Observation: NKK Keihin Works

Date: 5.29 (Mon.)
Briefing by: Mr. Shigeo Komiya, General Service Section, NKK Keihin Works

Case Study 3 "Infrastructure Building - Road Construction"

Lecture: "Infrastructure Building - Road Construction"
Date: 5.31 (Wed.)
Lecturer: Mr. Kinoshita, Mr. Fukuda and Mr. Kurishima
Road Bureau, Ministry of Construction

Case Study 4 "Developmental Policy for Agriculture"

Lecture: "Developmental Policy for Agriculture"
Date: 6. 5 (Mon.)
Lecturer: Mr. Mizuma, Supervisor, Secretary Division
Minister's Secretariat, Ministry of Agriculture, Forestry & Fisheries

Case Study 5 "System of Local Autonomy"

Lecture: "System of Local Autonomy"
Date: 6. 6 (Tues.)
Lecturer: Mr. Nagata, Director, National Institute for Research Advancement Tsumagoi Village

Part 3: Fundamental Policy Areas for Modernization - Framework Analyses

Lecture: "Human Resource Management"
Date: 6.7 (Wed.)
Lecturer: Mr. Yashiro, Research Officer
Personnel Management Division, Japan Institute of Labour

Lecture: "Analysis of the Policy Process in Japan"
Date: 6.8 (Thur.)
Lecturer: Prof. Sone, Faculty of Policy Management, Keio University
Assistant: Mr. Kouji Yamagiwa, Assistant Director, Bureau of Administrative Services, NPA

Lecture: "Financial Management"
Date: 6. 9 (Fri.)
Lecturer: Mr. Nakabayashi, Deputy Director and Mr. Kato, Senior Economist
Office of International Research and Cooperation
Institute of Fiscal and Monetary Policy, Ministry of Finance

Lecture: "Role of Administration in Development"
Date: 6. 20 (Tues.)
Lecturer : Prof. O'uchi, Yachiyo International University
Assistant: Mr. Satoshi Iwasaki, Officer, Bureau of Remuneration, NPA

Part 4: Modernization of Public Administration in Participating Countries

Discussion 1 "Developmental Policy for Industries" '

Group Discussion

Date: 6.21 (Wed.)

Supervisor Prof. Ito & Prof. Hashimoto
Graduate School for Policy Sciences, Saitama University

Assistant: Mr. Naoto Takashima, Assistant Director, Bureau of Employee Relations, NPA

Summary Discussion

Date: 6.22 (Thur.)

Supervisor Prof. Ito & Prof. Hashimoto
Graduate School for Policy Sciences, Saitama University

Assistant: Mr. Naoto Takashima, Assistant Director, Bureau of Employee Relations, NPA

Discussion 2 "Modernization of Educational System"

Date: 6.23 (Fri.)

Supervisor Prof. Ito & Prof. Edagawa
Graduate School for Policy Sciences, Saitama University

Assistant: Mr. Yukiya Yoshizumi, Assistant Director, Bureau of Administrative Services, NPA

Discussion 3 "Improvement of HRM in the Public Sector"

Group Discussion

Date: 6.26 (Mon.)

Supervisor Prof. Ito, Graduate School for Policy Sciences, Saitama University
Mr. Ukai, Assistant Director, Bureau of Equity, NPA

Assistant: Mr. Kouji Yamagiwa, Assistant Director, Bureau of Administrative Services, NPA

Summary Discussion

Date: 6.27 (Tues.)

Supervisor Prof. Ito, Graduate School for Policy Sciences, Saitama University
Mr. Ukai, Assistant Director, Bureau of Equity, NPA

Assistant: Mr. Kouji Yamagiwa, Assistant Director, Bureau of Administrative Services, NPA

Report Writing

Date: 6.28 (Wed.) & 6.29 (Thur.)

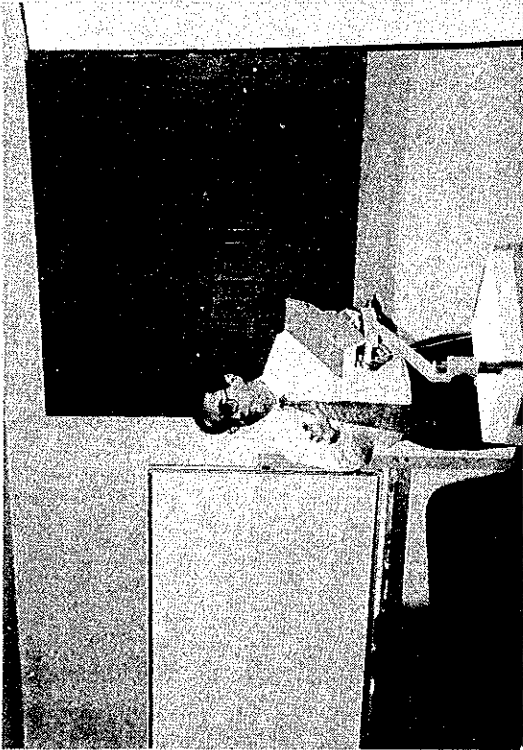
*Each participant wrote a final report on the role of public administration in economic and social development in his/her own country.



2. Lecture by Mr. Ishizaka



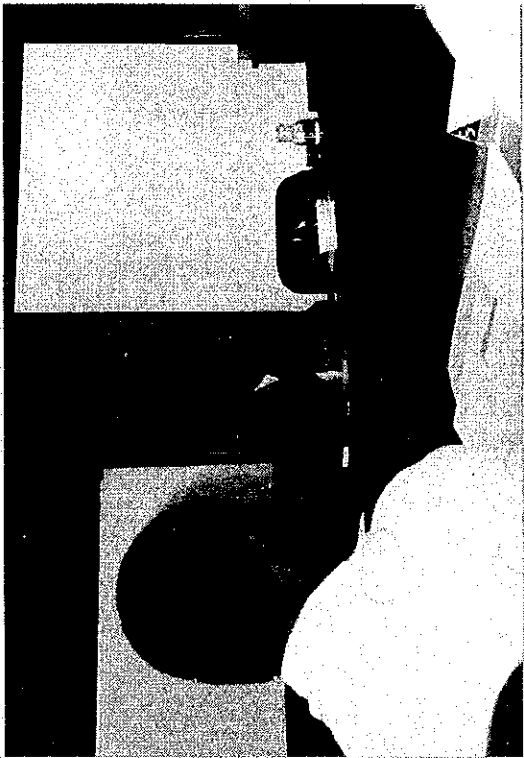
4. Techno Sagami Cooperative



1. Lecturer by Mr. Sakuma (NPA)



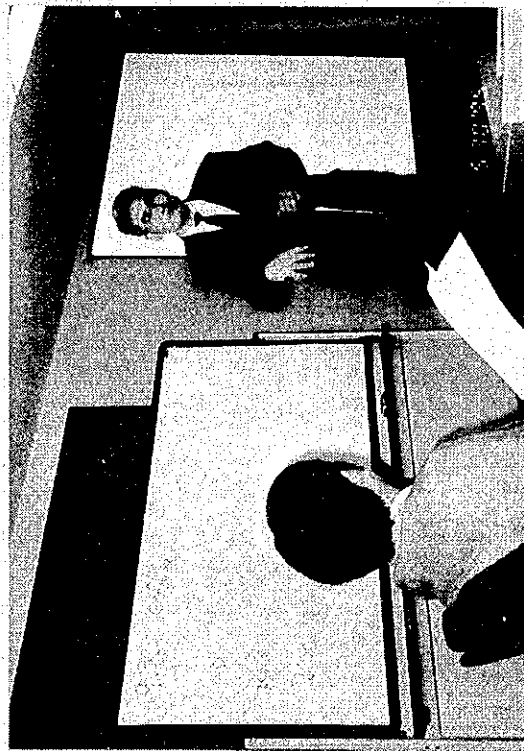
3. Fudo Primary School



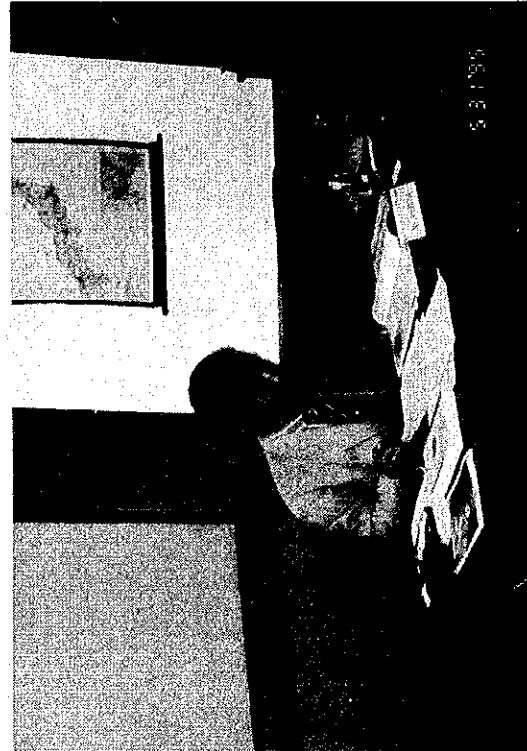
6. Lecture by Mr. Tamura



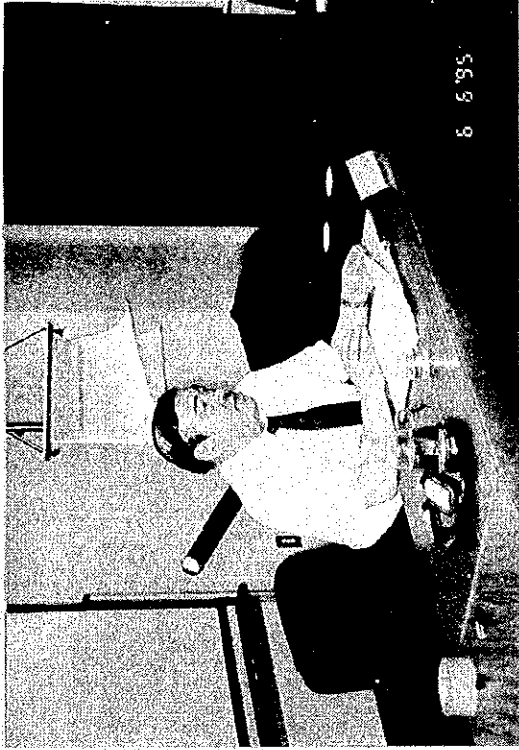
8. Lecture by Mr. Fukuda



5. Lecture by Prof. Hashimoto



7. Lecture by Mr. Kinoshita



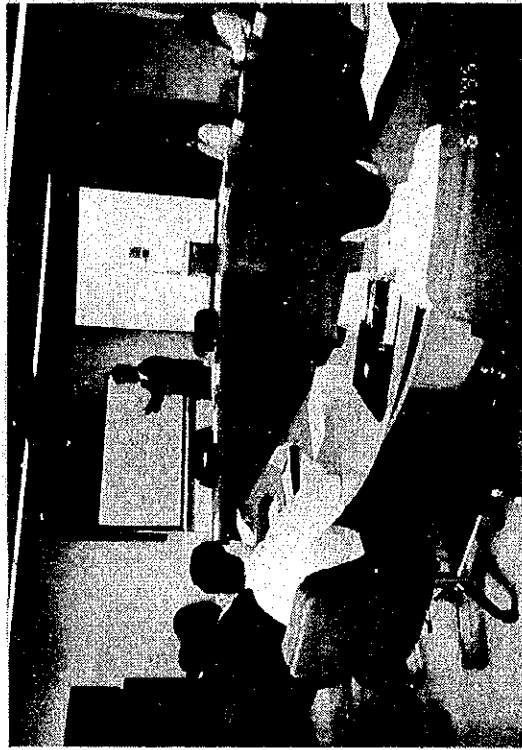
10. Lecture by Mr. Nagata



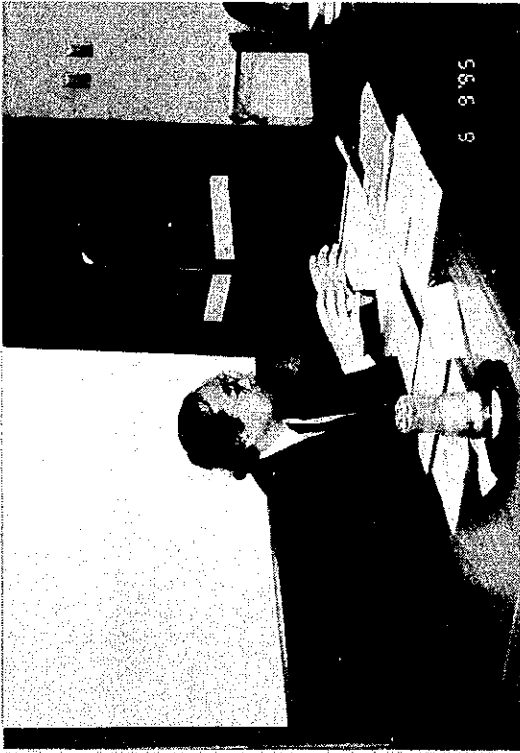
12. Lecture by Prof. Sone



9. Lecture by Mr. Kurishima



11. Lecture by Mr. Yashiro



14. Lecture by Mr. Kato



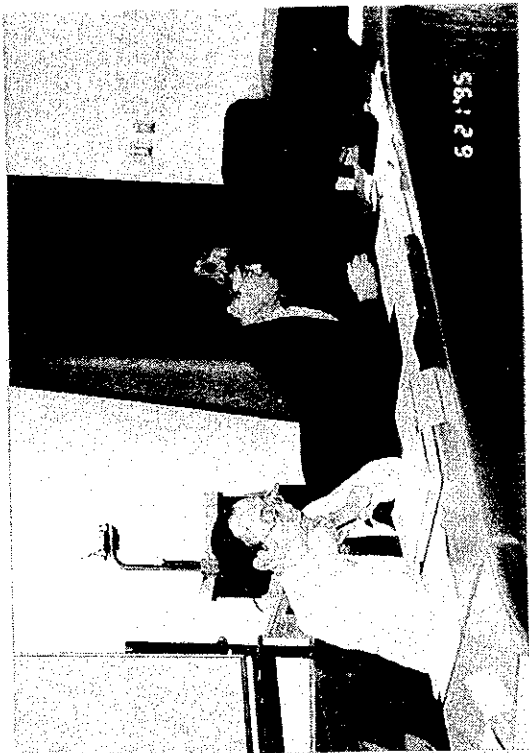
16. Discussion at NPA



13. Lecture by Mr. Nakabayashi



15. Lecture by Prof. Imura

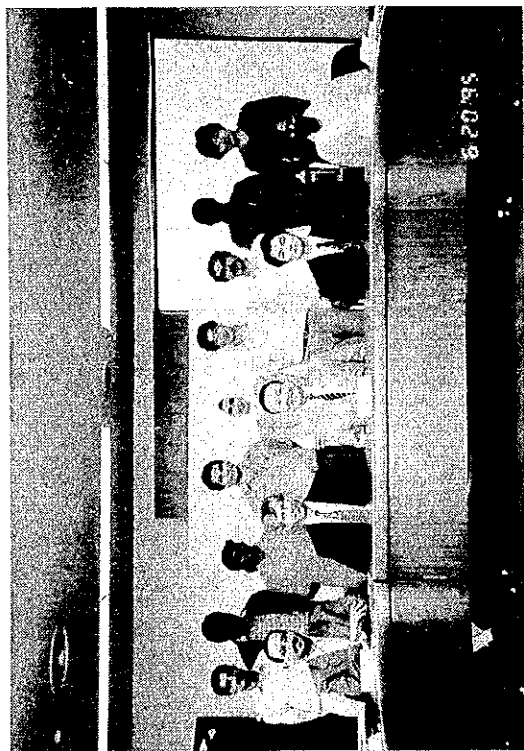


18. Keynote Address by Prof. Ito & Hashimoto



20.

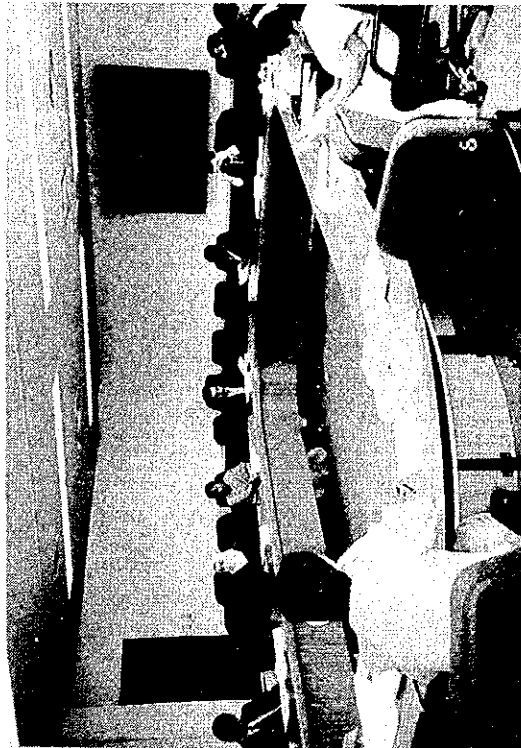
17-22. Discussion



17. Lecture by Prof. O'uchi



19.



22.



21.

