

Chapter 13. International Cooperation

As the roles to be played by Japan in the international community have become larger, there have been stronger calls on Japan to dispatch public employees to the governments

of developing countries and international organizations, as well as to cooperate with foreign countries in developing their human resources and improving their public employee systems.

The NPA has been promoting international cooperation in the field of personnel administration through appropriate implementation of the Employee Dispatching Law, cooperation in training for foreign government employees, and partnership with China and the Republic of Korea etc.

Section 1. Dispatching of Personnel

As part of international cooperation based on the Employee Dispatching Law, the Cabinet Office and each Ministry dispatches personnel to international organizations and foreign government agencies, of which Japan is a member or with which Japan has commitments such as treaties, upon request of such organizations with the consent of such personnel.

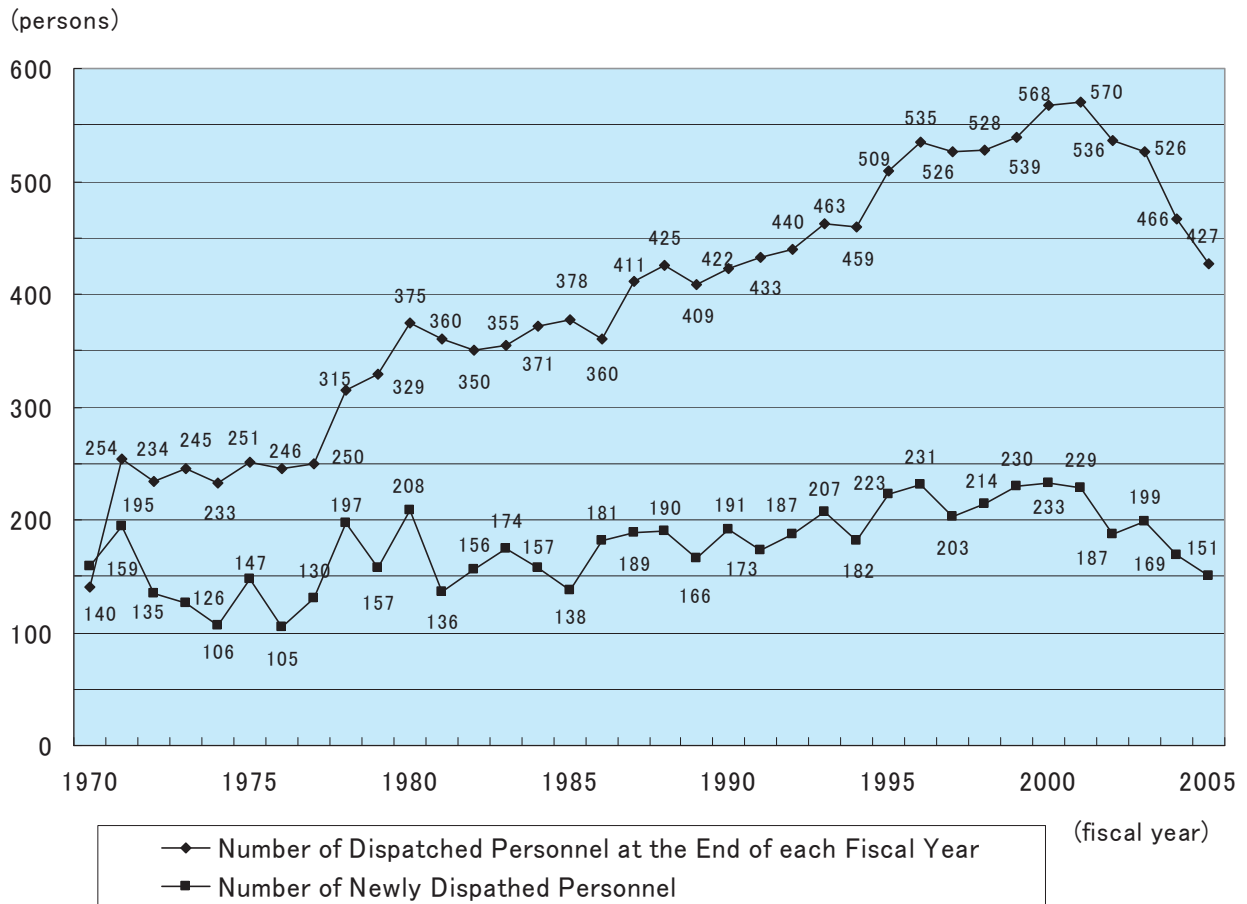
In FY 2005, 151 personnel were newly dispatched to international organizations, etc., which is a decrease of 18 persons from the previous fiscal year.

Meanwhile, 167 personnel returned in FY 2005, a decrease of 26 persons from the previous fiscal year. As many as 23 personnel did not return to work due to death, retirement during the period of dispatch, or retirement upon completion of the dispatch period. As a result, the total number of dispatched personnel was 427 as of the end of FY 2005, a decrease of 39 personnel from the previous fiscal year. (Figure 13-1)

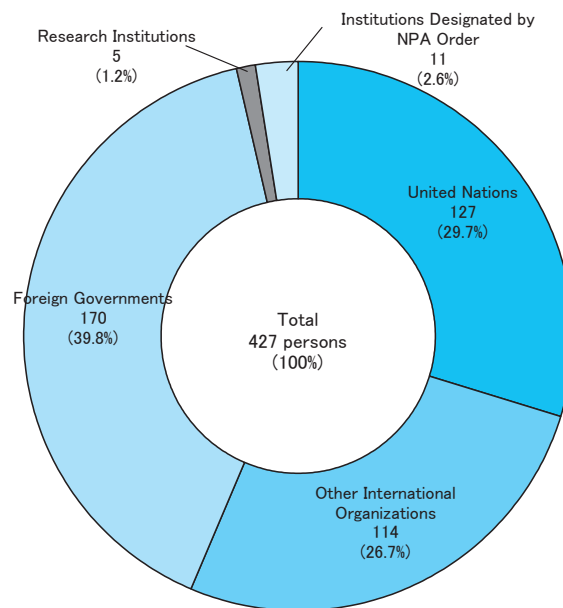
The Cabinet Office and Ministries are supposed to consult with the NPA when they extend the dispatch period over five years. The NPA received such consultation for one personnel in FY 2005.

The numbers of dispatched personnel by organization and by area at the end of FY 2005 are shown in Figures 13-2 and 13-3.

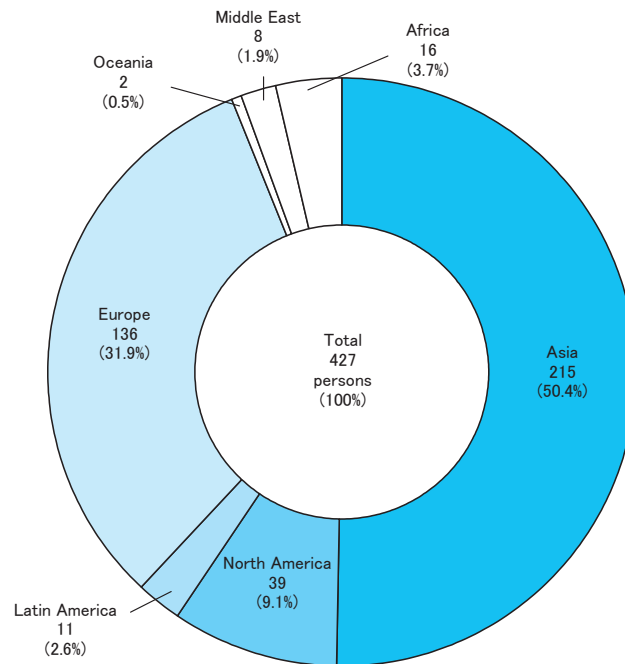
[Figure 13-1] Number of Dispatched Personnel



[Figure 13-2] Breakdown of International Dispatch by Organization



[Figure 13-3] Breakdown of International Dispatch by Region



Section 2. International Cooperation and Exchange

1. Cooperation to Developing Countries

Developing countries, as they work on building their countries, face urgent tasks of establishing public employee systems as the basis of their administration and securing excellent human resources. These countries have requested Japan to share its expertise in these regards and dispatch its public employees. The NPA, in response, cooperates with the Japan International Cooperation Agency (JICA) to accept government employees from developing countries for training in Japan and to dispatch experts on personnel administration to such countries.

(1) Training Course in Human Resource Management

To contribute to improvement of public employee systems and personnel administration of developing countries, the NPA has been providing employees from central personnel administration organizations in these countries with opportunities to consider measures to improve their personnel management systems so that the systems will match the conditions of each country. These opportunities are provided through briefing on Japan's public employee systems and the operation of these systems, as well as comparison with systems of other countries.

There are two types of training courses; courses for a multiple number of

developing countries (group training courses) and special training courses for specific regions or countries. In FY 2006, the NPA held the “Seminar on Governmental Human Resource Management for Senior Officials” and the “Seminar on Public Personnel Administration for Middle Level Officials” as group training courses and the “Seminar on Governmental Human Resource Management for Officials of Vietnam” and the “Seminar on Governmental Human Resource Management for Officials of Iran” as the special training courses.

A. Seminar on Governmental Human Resource Management for Senior Officials

The NPA holds the Seminar on Governmental Human Resource Management for Senior Officials for senior officials at the Director level or above at central personnel administration organizations, etc. The seminar includes lectures on the basic concepts and latest trends in public employee management in Japan, as well as discussions on the roles and functions of personnel management in each participant's various country and measures to improve it.

In FY 2006, six officials from five countries participated in the four-week seminar.

A total of 163 officials from 54 countries (regions) have participated in this seminar as of the end of FY 2006 since the start of the seminar in FY 1991.

B. Seminar on Public Personnel Administration for Middle Level Officials

The NPA holds the Seminar on Public Personnel Administration for Middle Level Officials for middle-ranking officials at the Deputy Director level at central personnel administration organizations, etc. The seminar includes lectures on the system, operations, and purposes of public employee administration in Japan and discussions on measures to improve personnel administration in each participant's countries.

In FY 2006, 11 officials from 10 countries participated in the four-week seminar.

The NPA started this seminar as Personnel Administration Training Program in FY 1999 and has promoted upgrades of discussions, etc., as the Seminar on Public Personnel Administration for Middle Level Officials since FY 2004. A total of 82 officials from 48 countries have participated in this seminar as of the end of FY 2006 since its start in FY 1999.

C. Seminar on Governmental Human Resource Management for Officials of Vietnam

The Vietnamese government is working on various reforms including reforms of the public employee systems. In order to assist such efforts, the NPA provides training on Japan's public employee systems to employees of the Ho Chi Minh National Political Academy, which is a governmental think tank and a training institution for Vietnam's senior public employees.

In FY 2006, the NPA provided the two-week seminar for eight Vietnamese personnel including the Deputy President of the Academy, subsequent to the seminars conducted in FY 2004 and 2005.

D. Seminar on Governmental Human Resource Management for Officials of Iran

In order to assist the efforts of the Iranian government in the improvement of personnel administration, the NPA provides seminars to employees of the Management and Planning Organization, which is Iran's personnel administration organization, through introducing Japan's personnel management systems and their operations.

This seminar was started by the NPA in FY 2004. In FY 2006, eight officials of the Organization participated in the two-week seminar.

(2) Seminar on National Government Administration for Senior Officials

In order to contribute to improvement of national government administration in developing countries which are making efforts for social development and economic growth, the NPA has been providing seminars and opportunities for senior officials from the central government organizations of these countries to consider the roles and functions of government administration for such development and growth in each country. These seminars and opportunities are provided through introducing planning and implementation of social and economic policies in Japan and discussions on various political issues.

In FY 2006, six officials from five countries participated in the six-week seminar.

A total of 238 officials from 59 countries (regions) have participated in this seminar as of the end of FY 2006 since its start in FY 1986.

(3) Dispatching Experts

The NPA, in cooperation with JICA, dispatches experts on personnel administration to developing countries in order to support reforms and improvements of the public employee systems in those countries.

In FY 2006, the NPA dispatched two employees who are experts on national public employee systems to the Ho Chi Minh National Political Academy, Vietnam, and carried out seminars and other programs at the academy, subsequent to seminars provided in FY 2004 and FY 2005.

2. Korean Government Officials Development Program

Concerning the training program for government employees of the Republic of Korea (ROK), which has been conducted since FY 1984 upon request of the ROK government, the NPA continued the program in FY 2006 placing it in the Cooperation Plan for the China-Japan-Korea Personnel Policy Network as part of the program to promote exchanges of administrators between Japan and ROK. In FY 2006, 20 personnel at the Director or Deputy Director level in charge of personnel affairs participated from Ministries and Agencies of the ROK government. The NPA gave lectures on Japan's national public employee systems, at the request of the ROK government, and held a new program to promote exchanges between Japanese and Korean administrators at the National Institute of Public Administration.

A total of 555 Korean personnel have participated in the training program as of the end of FY 2006 since its start in FY 1984.

3. Training Program to Develop Russian Public Employees

The NPA conducted a two-week training program under the theme of "National Public Services and Personnel Management" for 10 Russian government employees involved in planning and revision of the Russian personnel administration policies, upon request of the Russian Federation government. This program is designed to support reforms of personnel administration systems promoted by the Russian Federation over the past years. In the program, the NPA held lectures and discussion on Japan's personnel administration systems and their actual operations.

4. Mike Mansfield Fellowship Program

The Mike Mansfield Fellowship Program was established based on the Mike Mansfield Fellowship Act (April 1994) as a US Federal Law. The main objective of the

program is to foster U.S. federal government officials of the next generation who have a deep understanding of Japan in order to further facilitate mutual understanding and good relations between Japan and the U.S.

Fellows undertake programs in Washington, DC for a year on the Japanese language and Japan's politics, economy and culture. They are then sent to Japan for the second year and receive training programs while being involved in daily duties at the Cabinet Office and each Ministry in Japan.

The NPA makes arrangements to accept fellows in the Cabinet Office and each Ministry, plans and implements common programs such as orientations, survey tours, and administrative training conducted by the National Institute of Public Administration, and cooperates with the Ministry of Foreign Affairs, the Cabinet Office and other government Ministries to make the program effective.

In FY 2006, five fellows were accepted for the 11th one-year program starting in September.

U.S. organizations which have sent fellows are shown in Table 13-1.

[Table 13-1] Organizations and Number of Mansfield Fellows (1st – 11th Programs)

Organization	Number of fellows	Organization	Number of fellows
Department of Agriculture	2	Department of State	1
Department of Commerce	4	Department of the Treasury	6
Department of Defense	8	Environmental Protection Agency	7
Department of Education	2	Export-Import Bank of the United States	2
Department of Energy	1	Federal Communications Commission	3
Food and Drug Administration	7	National Aeronautics and Space Administration	1
National Institutes of Health	1	Small Business Administration	1
Department of Justice	3	United States Agency for International Development	2
Federal Bureau of Investigation	6	Federal Emergency Management Agency of the United States	1
Department of Transportation	3	U.S. Congress	5
Federal Aviation Administration	3	Federal Reserve Bank	1
		Total	70

5. Invitation Program for Foreign Government Officials

The NPA invites employees from personnel administration organizations and other experts in foreign countries to exchange opinions on the circumstances surrounding personnel administration. The objective is to promote cooperation in the field of personnel administration through cooperative relationships with personnel administration organizations in foreign countries, as well as to facilitate study of public employee systems of these countries, in order to respond to the globalization in the field of personnel administration.

In FY 2006, the NPA invited an official from the Bureau of Educational and Cultural Affairs of the U.S. Department of State (ECA), held a lecture under the theme of personnel exchange programs conducted by ECA, and exchanged opinions on mutual exchange of administrators of the Japanese and the U.S. governments. The NPA also invited Dr. Fritz van der Meer, Associate Professor of Leiden University. The professor gave a lecture entitled “Public and civil service reform and the rise of the enabling state in Europe.” The NPA exchanged opinions with the professor on the trend of personnel administration in Europe.

6. Cooperation with International Organizations

The NPA dispatched its employees to the following international conferences hosted by international organizations, regional organizations, etc., in FY 2006 to fulfill its role as a member of the international community in the field of personnel administration, as well as to improve Japan’s public employee management and strengthen ties with other nations.

(1) 31st International Personnel Management Association (IPMA) international symposium held in Barcelona, Spain, between May 13 and 20, 2006; an NPA employee participated in the symposium and exchanged opinions with personnel from central personnel administration organizations of participating countries.

(2) 95th International Labour Organization (ILO) International Labour conference held in Geneva, Switzerland, between June 4 and 11, 2006; an NPA employee participated in relevant meetings, chiefly meetings of the Committee on the Application of Standards.

(3) 34th Organisation for Economic Co-operation and Development (OECD) Public Governance Committee plenary session held in Paris, France, from October 29 to November 2, 2006

7. Research Group from Abroad

In FY 2006, 270 government employees from nine countries (regions) visited the NPA for research and study of personnel management and human resources development in Japan's public services. (Table 13-2)

The NPA explained Japan's public employee systems, actual personnel management, background, etc., to the visitors, supported their research, and exchanged opinions on actual conditions and issues related to personnel administration.

[Table 13-2] Breakdown of Visitors from Abroad in FY 2006

Country	Number of visits	Number of visitors
Malaysia	4	79
China	6	70
Vietnam	2	32
Bangladesh	2	30
Republic of Korea	5	26
Thailand	1	25
Cambodia	2	6
New Zealand	1	1
France	1	1
Total	24	270