

Theme-specific meetings

〈First meeting〉 **8/28** (Tue.) – **8/29** (Wed.)

〈Second meeting〉 **9/10** (Mon.) – **9/11** (Tue.)

2012 The 3rd East Asia Local and Regional Government Congress

People's Republic of China

Name	Organization
Jiangsu Province	
HUANG, Xiqiang	Deputy Director General, Foreign Affairs Office

Republic of the Philippines

Name	Organization
Aurora Province	
SONIEL, Joseph C	OIC-Provincial Treasurer, Province of Aurora

Republic of Korea

Name	Organization
Jeollanam-do Province	
SONG, Kyung Yi	Director, Division of Economy and Trade

Japan

Name	Organization
Yamagata Prefecture	
FUKAZAWA, Yoshimitsu	Director General, Commerce, Industry, Labor, and Tourism Department
Fukui Prefecture	
TANIGUCHI, Fumihiro	Assistant Director, Tax Division
Kyoto Prefecture	
WATANABE, Takashi	Senior Director, Department of General Affairs
Tokushima Prefecture	
HABA, Michinori	Department Head, General Policy Formation Department
Kagawa Prefecture	
ARAI, Yoichi	Director General, General Affairs Department
Kumamoto Prefecture	
NISHIKORI, Norimasa	Director General, Planning & Development Department
Nara Prefecture	
ENAMI, Seiji	Director General, Health and Welfare Department
TSUJIMOTO, Hiroshi	Deputy Director General, General Affairs Department
Niigata City	
SUZUKI, Toru	Department Director, Welfare Department
Dazaifu City	
KIMURA, Jinji	General Manager, General Affairs Department
Tenri City	
KAWAKITA, Shoji	Director, Health and Welfare Department
Kashihara City	
FURUTSU, Tomikazu	Tax Officer, Taxation Division, General Affairs Department
Gose City	
SAKAKURA, Toshiyuki	Director General, General Affairs Department
Ikaruga Town	
INUI, Yoshitaka	Manager, Residents Affairs Bureau
Asuka Village	
YOSHIKAWA, Koji	Director, Residential Affairs Division
Shimoichi Town	
TANIGAWA, Yosiaki	Vice Mayor of Shimoichi Town
Nara Prefectural Assembly	
OZAKI, Mitsunori	Chairperson, Nara Prefectural Assembly's Committee on Public Welfare
OKUNI, Masahiro	Vice Chairperson, Nara Prefectural Assembly's Committee on General Affairs and Police
KOIZUMI, Yonezo	Vice Chairperson, Nara Prefectural Assembly's Committee on Public Welfare
FUJIMOTO, Akihiro	Member, Nara Prefectural Assembly's Committee on General Affairs and Police

Group discussions for the first theme-specific meeting

Theme 1: "Social Security in terms of Aging Population and Decreasing Birth Rate"

Participating local and regional governments	People's Republic of China: Jiangsu Province Republic of Korea: Jeollanam-do Province Japan: Yamagata Prefecture, Tokushima Prefecture, Nara Prefecture, Niigata City in Niigata Prefecture, Dazaifu City in Fukuoka Prefecture, Tenri City in Nara Prefecture, Ikaruga Town in Nara Prefecture, Shimoichi Town in Nara Prefecture
Lecturers · Moderators	MIYAMOTO, Taro Professor, Hokkaido University Graduate School of Law AHN, Sang-Hoon Professor in the College of Social Sciences, Department of Social Welfare, Seoul National University, Republic of Korea

Keynote speeches



MIYAMOTO, Taro
Professor, Hokkaido University Graduate School of Law

"Local Governments and Overhauling Japanese-style Livelihood Security"

The countries of East Asia prioritized economic growth and improving employment, and as a result their start as welfare nations was delayed and they are now facing the common task of dealing with drastic social changes.

In Japan, a stable society was formed with small disparities between generations due to the Japanese economy symbolized by a lifetime employment system and regional employment created through public works. On the other hand, social security, which has thus far relied on long-term employment by male breadwinners, has become mismatched with modern Japanese society because of changes in companies' business environments and the aging of society.

From now on, changes should be made to a form of employment in which both the working-age generation and the elderly generation can continue to work together, and a change should also be made from "shell security," in which social security has elderly people stop contributing to pensions, to "wing security," which supports young mothers and other young people so that they can continue to work.

For that reason, it is necessary for mainly local and regional governments to search for a new social security system unique to East Asia that "supports child-rearing and employment by the working-age generation," "forms new relationships of mutual support," "changes from the side being supported to the side providing support," and "maintains a system of universal insurance and universal pensions."



AHN, Sang-Hoon
Professor in the College of Social Sciences, Department of Social Welfare, Seoul National University, Republic of Korea

"South Korea's Low Birthrate and Aging Population - Prospects for the future, and the direction of the welfare nation"

East Asian countries such as Japan, South Korea, and China have made efforts using the European welfare nations as a model, but the European model has started to show extremely difficult aspects amid the financial crisis faced by European countries, and if we can create a welfare nation strategy for East Asia we will be able to become new leading welfare nations for the 21st century.

South Korea is currently facing the three problems of "child nurturing with too much power (a low birth rate due to factors such as unequal hours of child-care between men and women)," "too-long old age (increase in the elderly population)," and "a vulnerable class that has been left behind (expansion of various disparities)." In order to solve these problems, it is necessary to make new sustainable welfare policies.

I think that we should learn from Swedish-style welfare policies, which are successful through "welfare through provision of social services," in which citizens pay things such as pension and insurance premiums and "fair welfare" and social services are provided that create a system in which social security that matches those payments can be received. We should build a unique "South Korean-style welfare nation strategy" that matches South Korea's circumstances, such as issues of its economic environment, the speed of its population aging, and unification of North and South Korea.

Provision of topics



Jeollanam-do Province, Republic of Korea

Jeollanam-do Province is leaning toward an aged society, with more than 20% of its population aged 65 or older. It also has some areas with a population aging rate of more than 30%.

South Korea is promoting measures for aging in order to make elderly life more full. These measures include provision of employment, creation of employment, volunteer activities, expansion of care services and improvement of longevity benefits intended for elderly people who live alone, and provision of housekeeping services. Jeollanam-do Province is working to create social spaces so that elderly people will not become isolated, through things such as provision of a basic elderly pension, operation of senior citizen clubs, distribution of free food to low-income elderly people, and operating welfare centers and health enhancement centers.

From now on it will be necessary to reform the national pension system, create employment for elderly people, invigorate exercise projects, and promote planning programs for old age, and cleverly deal with an era of aging.

Presentation of case examples



Jiangsu Province, People's Republic of China

Jiangsu Province is the area of China that has the fastest economic growth, but its increase of elderly people is an extremely significant task and we are working on the following five points in relation to policies for elderly people.

1) We would like to become able to cover the entire region with at-home elderly care centers by developing home care services. 2) Supporting the private sector and building up a care service structure 3) Working quickly to build a publicly-operated care service structure, and increasing the number of beds in elderly homes in each city and prefecture by the year 2015 4) Raising the level of information services, and increasing the pitch of building a network of care services 5) Planning to develop many care staff members by building a care service human resource team

We would like to learn about the elderly support policies of other East Asia local and regional governments and promote policies that value elderly people.



Nara Prefecture, Japan

In Nara Prefecture it is necessary to respond to a long-life society and rapidly build a system in which people can continue to live in the homes they are used to, even when they come to need care (a regional comprehensive care system). Since there are already various facilities and systems for care, we are emphasizing informal aspects such as mutual support and watching out for each other amid daily life support and creation of overall adjustment functions.

The short-term objectives for the regional comprehensive care system are making the ratio of elderly people who can receive care in their own homes 80% or higher, and making the proportion of elderly people aged 75 or older who need care less than 30%.

Because the southern part of the prefecture is situated between mountains and has a high population aging rate, it is necessary to sufficiently consider regional characteristics, etc. when promoting a regional comprehensive care system, and we would like to develop model projects in mountain and city areas, etc. and then expand them throughout the prefecture based on their results.



Shimoichi Town, Japan

Shimoichi Town has a high elderly population rate of 37.2%, and the ratio of households consisting of only elderly people is also high. In addition, due to an increase in awareness of disaster prevention due to the Great East Japan Earthquake that occurred last year, we built a support system as a means of responding in times of emergency.

This system involves getting people's consent in advance and writing information such as their address, name, date of birth, and emergency contact information in emergency medical information kits that have things such as medical information such as their regular doctor and provision of information about medicine, health insurance card, etc., and distributing the kits, linking that information to government information such as ledgers of people who need assistance and a residence map information system, planning creation of a database of detailed personal information, and making it possible to rapidly provide assistance in times of emergency or disaster.

From now on we would like to reduce the number of people who need assistance by things such as moving forward with project development that promotes improvement of informal care by local residents, local children's committees, elderly associations, etc. and strengthening collaboration between health projects for measures against lifestyle diseases and projects to prevent the need for care.



Dazaifu City, Japan

In Dazaifu City, aging is rapidly progressing in housing developments built in hilly areas. Amid this situation, elderly people and young people are coming together to think about what direction they should aim for in building a community, and one of their efforts is a community bus.

Because the city has few forms of public transportation, a community bus has been operated since 1998, and we have been responding to citizens' needs by deploying a bus with a lift and maintaining "Mahoroba," which runs in housing developments where many elderly people live (this bus is operated by a shopping center, its first and last stops are at a shopping center, and it stops at places such as City Hall).

In addition, this year we started to aid support, which is conducted by an NPO started by local young people, for shopping for residents who had been left out of the community bus route, and social services involved with reduction of trash and community development.



Yamagata Prefecture, Japan

In Yamagata Prefecture, in order to work to secure doctors and nurses who can respond to the aging population and diversification of medical needs, etc. among an increasingly serious shortage of doctors and nurses in medical practice in the region, we are developing a "Yamagata-method doctor lifetime support program" and a "Yamagata-method nurse lifetime support program." Under the programs, a letter of agreement about doctors is concluded between the prefecture and Yamagata University Faculty of Medicine, which is the only training organization within the prefecture, and both the prefecture and Yamagata University Faculty of Medicine support doctors in improving their skills throughout their lifetime. Through this, we are working to secure doctors and have them stay in the prefecture (the same for nurses).

Specifically, we are working to make this a means in which after the doctors have gone to a secluded area for approximately 2 to 3 years, they can undergo training at Yamagata University Faculty of Medicine and obtain specialist qualifications, improve their skills, and then go back to medical practice, and nurses who have temporarily left their jobs to give birth or raise children can undergo training at Yamagata University Faculty of Medicine and then return to medical practice.



Tokushima Prefecture, Japan

Tokushima Prefecture has had Japan's worst ratio of deaths due to diabetes for 14 consecutive years, and the prefecture is taking on the task of overcoming diabetes. We are making efforts not only in the fields of medical treatment and care, but also working to utilize peripheral industry aspects.

We have created a "health and medical care cluster concept," which is one of the Ministry of Education, Culture, Sports, Science and Technology's regional innovation strategy support programs, and we are inviting researchers on diabetes, mainly from the University of Tokushima, and promoting projects that accumulate trials and research and utilize them in clinical practice.

Since we have improved diagnostic services for lifestyle-related diseases, using diabetes as a base, in order to promote internationalization of medical services, etc. we first made business out of inbound medical tourism for diabetes. Now we are working on an outbound aspect by targeting the prefecture's Shanghai office and China's Hunan Province, with which we concluded a friendship tie-up last year, with overseas development of diagnostic services and medical devices, etc. in East Asia, and we are moving forward together with the national government (Ministry of Economy, Trade and Industry).



Niigata City, Japan

Niigata City has long had a high women's employment ratio, and there is a solid structure of household finances being supported by women's employment. We are aiming to improve the birthrate as a measure against the shrinking and aging population, and we are working to create various environments, with the objective of becoming "the city in Japan where people can give birth and raise children with the most peace of mind." In fiscal 2006 we brought to zero the number of children forced to wait to be admitted to daycare centers. We are also striving to improve services such as early morning and extended hour daycare. Currently, there are no children forced to wait to join afterschool children's clubs, etc. intended for young elementary school students. In addition, in order to reduce the economic burden of families raising children, we are doing things such as reducing daycare fees, and from among 100 major cities, we have been appraised as Japan's #1 town for making it easy to raise children.

From now on, we would like to tackle the issue of time allotment between men and women and the issue of gender equality.



Tenri City, Japan

In Tenri City, we are aiming to create an environment in which people can give birth to and raise children with peace of mind and the children can develop healthily, and we are implementing support measures for the young people who will hold up the social security system in the future.

As projects for the health of mothers and children, we provide aid for infertility treatment expenses, pregnant women's health checkups, and projects for visits by midwives, and we are also conducting a "Hello baby home visitation project" in which members of local children's committees visit the homes of infants. As support for child-rearing, we are also conducting child-rearing support projects such as "Tsudoi no Hiroba," where a children's nurse is always present and people can make consultations about child-rearing, and we publish the child-rearing support newsletter "Nobinobi Tsushin" 3 times a year and distribute it to all of the homes in the city.

As for assistance for medical expenses, until now it was provided for hospitalization and hospital visits for young children until elementary school age, but since fiscal 2012 it has been expanded to cover children until graduation from elementary school only for medical expenses related to hospitalization, and we believe that the degree of satisfaction with preparation of an environment for child-rearing and economic support will improve.



Ikaruga Town, Japan

In Ikaruga Town, we have a basic objective of "creating a town where people can live healthily and lively," and in order to provide support for children's healthy growth and for child-rearing we are moving forward with creation of a good environment in which people can give birth to and raise children with peace of mind.

Specifically, as projects that are unique to the town, we are making efforts such as providing aid for regular infertility treatment expenses and expenses for treatment for recurrent pregnancy losses, expanding the number of times of aid for pregnant women's checkups, making medical expenses for children free until they have completed junior high school, establishing and operating local child-rearing support centers, and conducting region-wide projects to support child-rearing. The effects of these various policies have been increases in the total fertility rate and the number of births.

From now on, tasks will be how to handle the shortages of child-rearing facilities such as daycare centers, etc. and children's nurses that will become necessary due to the increase in the number of children and how to secure financial resources in order to continue the various projects.

Lecturers' summaries



MIYAMOTO, Taro Professor, Hokkaido University Graduate School of Law

We have just heard about some outstanding experiences and practical examples. I was impressed by how regions are making intense efforts to tackle the two problems of the falling birthrate and the aging population. I hope that this kind of opinion exchange will lead to interactions among the countries of East Asia and become well established. In order for that to happen, it is necessary to persistently tell the national government that, "It is possible to do all these things to revive local areas. This amount of money is necessary in order to do so." If that is done, the social security systems that have taken root in regions will evolve, and by moving forward with exchanges of experiences among various countries based on that evolution East Asia as a whole will surely become invigorated.



AHN, Sang-Hoon Professor in the College of Social Sciences, Department of Social Welfare, Seoul National University, Republic of Korea

I felt that it is necessary to change the emphasis of social security measures from the low birthrate and aging society to the issues of expanding women's employment and creation of employment.

Even though more women's rate of going on to advanced education has surpassed that of men in South Korea, women's rate of employment has not increased very much. In order to achieve new economic growth, it is necessary to promote women's participation in economic activities.

Also, rather than lumping all elderly people together, I think it is necessary to think about different measures for different people, such as healthy people and those who are not healthy, rich people and those who are not rich, etc., tie together welfare and employment, and turn our attention to tie-ups between technology such as IT in particular and welfare.

If gatherings of East Asia's local and regional governments continue for the next 5 or 10 years, I think that we will truly become able to see a path for solving the major problems.

Theme 2: “Methods for Efficient Collection of Local Tax and Developing Tax Resources”

Participating local and regional governments	Republic of the Philippines: Aurora Province Japan: Fukui Prefecture, Kyoto Prefecture, Kagawa Prefecture, Kumamoto Prefecture, Nara Prefecture, Kashihara City in Nara Prefecture, Gose City in Nara Prefecture, Asuka Village in Nara Prefecture
Lecturer	SATO, Motohiro Professor, School of International and Public Policy, Hitotsubashi University
Moderator	HYAKUSHIMA, Hakaru Commissioner, Nagoya Regional Taxation Bureau

Keynote speech



SATO, Motohiro

Professor, School of
International and Public Policy,
Hitotsubashi University

“Local Government Finances and Regional Tax”

A new era has arrived in which regions are the main constituents rather than the national government, and it can be said that local and regional governments working to tackle various local tasks for the local residents (decentralization reform) is something that is based on the true intention of local self-government as stipulated in the constitution.

Since the 1990s, even though the national government and local governments are strange bedfellows bound together by fate, they have had a tendency to steal limited financial resources from each other from beginning to end.

The current local tax system has the following problems: 1) there are many tax items, 2) there is heavy reliance on corporate taxation, 3) tax revenue is unstable, 4) there are large regional disparities between big cities and outlying regions, and 5) taxation autonomy slants toward corporate tax. Consequently, there is an urgent task of reconsidering the national and local tax systems so that they conform to the new (aging and globalizing) economic environment.

Specifically, the following things are conceivable: 1) reducing local government's reliance on corporate tax and raising local consumption tax as a substitute financial resource, 2) fostering awareness that residents themselves will bear costs that correspond to benefits and expanding a taxation base for individual resident tax (per-income levy), and 3) reducing the effective tax rate for corporate taxation.

In order to realize the above, a change should be made from quantitative decentralization to qualitative decentralization, and in terms of finances the responsibility of local governments and their right to make decisions should be established.



Provision of topics



Aurora Province, Republic of the Philippines

In the Philippines, revenue is classified by whether it is income or allocation from the national government. Aurora Province is a third-level province, it has a 93% degree of reliance on internal revenue allotment (IRA) received from the central government, and one of its tasks is to increase the amount of local revenue.

Real estate tax is the main tax source, and if it can be collected efficiently, the degree of reliance on IRA will be reduced. Because Aurora Province was not very developed, residents' awareness about paying taxes was low. However, we are promoting efforts to change residents from a position of being delinquent in paying taxes to becoming residents who regularly pay taxes.

We are currently making efforts to increase tax revenue, such as formulating a bill to increase the province's taxes, regularly revising appraisal amounts for real estate, broadly conveying information, starting a project to "eliminate people who are delinquent in paying real estate tax in Aurora Province," and giving awards to employees who make dedicated efforts to collect taxes.



Fukui Prefecture, Japan

Through the "Hometown governor's network for changing Japan through independence and decentralization" (established in January 2010, 13 member prefectures), of which Fukui Prefecture is a member, a committee to investigate a new tax system for building the nation was established, and in May 2012 it made a proposal that summarized 3 themes and 16 tax systems concerning tasks that the nation should tackle from a mid- to long-term perspective.

The main proposals and tax system ideas are as follows, and we will work toward further improvements and renewals. 1) Preventing hollowing out of industries and solving the problems of the low birthrate and aging population (tax system proposal: creation of a preferential tax system to encourage domestic dispersion of corporations and multigenerational households, etc.), 2) Rejuvenating local tax resources and solving Japan's environmental and energy problems (tax system proposal: making forest and environment taxes statutory taxes, etc.), and 3) Creating mechanisms for realizing policies that have regional characteristics (tax system proposal: revising settlement criteria for local consumption tax, etc.).

Presentation of case examples



Kumamoto Prefecture, Japan

In Kumamoto Prefecture, in relation to adjustment of delinquent tax payment we are working to improve measures for collection for the previous fiscal year that compress the delinquent balance amount and collection techniques and management abilities so that the delinquent balance amount does not increase. Specifically, we are promoting early seizures of savings and income, etc. and public auctions through the Internet, and moving forward with measures to promote voluntary payment, such as requesting attachment of a certificate of tax payment to various applications.

As for individual prefecture resident tax, which has a low collection rate, the prefecture and cities, towns, and villages are working together for collection, through such things as holding meetings about Kumamoto Prefecture's measures for securing local tax revenue, and having prefectural employees also hold positions as local government employees and make collections with local government employees. We have also formulated an action plan for a special tax collection system (a system for withholding from salary), and are working toward full implementation of the plan. In addition, by exchanging appointments of employees among different cities, villages, and towns, we are promoting creation of a practical structure for local adjustment of delinquent tax payments that will handle adjustment of delinquent payments across a broad area.



Kashihara City, Japan

Kashihara City is asking the national government, etc. for improvement and strengthening of tax resources through the Japan Association of City Mayors and the nation's six local lobbies.

We think that early resolution of delinquency by starting delinquency adjustment early will lead to securing tax revenue. Therefore, using as a base things such as efficient and effective execution of duties, sincere and polite tax collection consultations, strict delinquency punishment such as seizures for people who are maliciously delinquent in payment, training for collection employees, collaboration among employees, and building a cooperative system, we are utilizing a delinquency management system that went into full operation in 2004, and making efforts to promote prompt, efficient, and effective delinquency adjustment.

A task from now on is training collection employees, and from now on we think that it will be necessary to receive cooperation from the prefecture, etc. and conduct wide-ranging collaboration with surrounding municipalities.



Kyoto Prefecture, Japan

In Kyoto Prefecture, as part of efforts to secure tax revenue we are promoting combination of tax duties among municipalities within the prefecture. With awareness that creating an effective and efficient tax duty execution system has become an extremely important task in order to improve convenience for taxpayers and aim to establish fair and just tax administration, we are promoting this combination.

The Kyoto Regional Tax Organization, which is a broad-area association, was established in August 2009, collection duties for cases of delinquency have been combined since January 2010, and tax duties for taxes related to corporations have been combined since April 2012.

We hope that from now on the combination of tax duties will have effects of improving the collection rate and also improving the rate of acquiring things that are subject to tax. Since there are significant disparities in terms of operations and systems for current duties among the various affiliated bodies, there are tasks of standardizing and unifying those things and training tax employees, but we would like to continue with our efforts from now on.



Nara Prefecture, Japan

A problem in Nara Prefecture is that there is a large amount of uncollected tax. As a measure against that, we are dispatching prefectural employees to municipalities, and tax collection in the municipalities is increasing and employees related to tax duties are becoming more motivated. For automobile tax, we introduced tax payment at convenience stores and tax payment using multiple payments, and the rate of payment by the deadline has improved.

Nara Prefecture has the least amount of corporate-related tax in Japan. The cause of this is that during the period of rapid economic growth the prefecture had a policy of not attracting polluting companies and it followed a path as a bedroom town for the Kyoto-Osaka-Kobe area. However, since Yamanashi Prefecture, which is in the same position as Nara Prefecture, has tax revenue related to corporations that is currently the sixth highest in Japan, we think that Nara Prefecture can also change its tax revenue structure, depending on the direction of its government and policies.



Kagawa Prefecture, Japan

The biggest task for collection measures in Kagawa Prefecture is measures for individual prefecture residence tax, which made up 76.7% of the amount of uncollected revenue in fiscal 2011. Prefectural employees are holding additional positions as municipal employees and working to shrink the amount of delinquent individual prefecture resident tax by collaborating with municipal employees and utilizing the Kagawa delinquency adjustment promotion organization (voluntary group). In addition, since fiscal 2007 there has been an obligation to submit special written confirmation of tax collection for screening to obtain qualifications to participating in bidding for construction, purchase of goods, etc. in the prefecture and all of the prefecture's municipalities.

The second measure for tax collection is expansion of places where payment can be made (diversification of payment methods), and for automobile tax in particular in fiscal 2007 we introduced payment through convenience stores and in fiscal 2008 we introduced payment by credit card through the Internet, etc.

A task is improving the collection abilities of prefectural and municipal tax employees, and beginning this fiscal year we have been stationing expert employees as a personnel policy measure.



Gose City, Japan

As of the account settlements of fiscal 2008, Gose City had lapsed into a "body to be quickly restored to health." In March 2010 a "plan to restore financial health" was formulated, and employees worked together to "secure revenue" and "reduce expenditures," and as of the account settlements of fiscal 2011 it moved into the black for the first time in 41 years and managed to break away from being a "body to be quickly restored to health."

The city set "securing tax revenue" as an important pillar for "securing revenue," set target collection rates for each tax item, and worked to improve collection rates. As specific measures, it created a "city tax mobile collection section" that specializes in duties for people who are maliciously delinquent or delinquent for high amounts, formulated a "basic policy for collection and delinquency adjustment" (emphasizing voluntary payment, seizures for people who are willfully delinquent, etc.), and conducted dispatches, etc. of the prefectural employees who specialize in delinquency adjustment. As a result, the collection rate for carried-over delinquency amounts in fiscal 2010 was the highest among 12 cities in the prefecture. We also made city residents thoroughly aware of "residents' obligation to pay taxes," and we were able to restore trust for many outstanding taxpayers and at the same time restore trust for the city government overall.



Asuka Village, Japan

In Asuka Village, a “special measures law related to preservation of historical scenery and maintenance, etc. of a daily life environment in Asuka Village” has been stipulated, land prices are low because there are strict regulations on use of land, there are reduction and exemption measures under the regulations of the law, and the amount of fixed asset tax is extremely low. In addition, conditions for establishing companies are also poor due to the regulations of that law, the working-age population is small, and the amount of tax related to income is in a very austere condition.

Meanwhile, although we are moving forward with efforts to maintain the tax collection rate, such as conducting special nighttime visits to households to collect taxes and making phone calls to urge people to pay, the collection rate is gradually declining. For that reason, we are moving forward with efforts to punish delinquency, etc., further strengthening a cooperative collection system with the prefectural tax office’s local tax delinquency adjustment section, etc., and working to improve the collection rate and shrink the amount of uncollected tax.



Lecturers’ summaries



SATO, Motohiro Professor, School of International and Public Policy, Hitotsubashi University

The issue of how to raise awareness about paying taxes is an important task, and without the cooperation of taxpayers taxes cannot be gathered. It will be easier to raise willingness to pay taxes if we can get taxpayers to have awareness that taxes are a “contract fee” rather than an “annual tribute.”

The keys to making taxation efficient are using IT and developing human resources, and the reports from South Korea will serve as references for using IT. In order to include IT in taxation systems, it is necessary to use IT throughout government services and to share information. In addition, development of human resources must be done amid downsizing by local governments, and therefore establishment of collaborative structures to pool tax duty experts is also conceivable. From now on there will also be major tasks of how, amid an aging population, we will be able to get elderly people with no incomes to pay fixed asset taxes and social security fees, etc.

Taxation is the most difficult field, and both local and national governments must fulfill their responsibilities to make explanations to taxpayers, and taxpayers must change their awareness about taxes.



HYAKUSHIMA, Hakaru Commissioner, Nagoya Regional Taxation Bureau

Just like Japan, the Philippines now think that it is important for both the national and local governments to fulfill their responsibilities to make explanations about how taxes are used, and they are making efforts to do so.

In addition, as a cooperative measure that surpasses national borders, the National Tax Agency is conducting training for tax employees in Asian countries and developing countries. If the employees who undergo training take the tax knowledge that they gained through the training back to their own countries and share that knowledge with the national and local tax agencies in their countries, this can also contribute to tax administration by the local governments in each country.

I felt anew that today’s topics of human resource development, diversification of tax collection methods, demands for payment, handling cases of malignant delinquency in large amounts, raising awareness about tax payment, and the importance of clarifying use of tax money, etc. are tasks that surpass national borders and are common to the members in relation to tax duties.

Participants' comments



In the region where I live, local committee members, etc. pay visits to people who live alone, and energetic members of local governments also go around and look after people who live alone in the region. I think that it is necessary to conduct such systems and regional development to help people on a daily basis.

I felt that we should use our own tax money to protect and develop our own towns and villages that we love. I also felt that it is extremely important to clearly indicate a vision of aiming for that kind of community development and welfare.

Until now, I had thought about the tasks of the declining birthrate and aging population together, but I realized that we must understand them as completely separate and different things.

I thought that what can be said in summary is that we need to think about what we should do for this society with its declining population.

As for tax leakage, when business is conducted we have people join the local chamber of commerce, submit notices to the public health department, and have building confirmation made by the prefectural building section. I think maybe we should strive for collaboration by each section of local government and make sure that notification is made by the tax agency or municipality to people conducting business.

As mentioned in an example report, I thought it will be necessary from now on to rapidly include ideas such as elderly people conducting volunteer activities, and use ingenuity to shorten, if even a little, the period of "too-long old age."

The idea of combining taxation duties into the local tax structure and processing tax payment procedures is extremely appealing. For example, the merits of scale will function whenever system renewal, etc. is conducted. In terms of information for taxpayers, there would probably also be a synergy effect because people with multi-faceted information would gather.

People's Republic of China

Name	Organization
Xi'an City	
QIAN, Wen Xuan	Vice Secretary General, Xi'an People's Congress
Dongying City	
YOU, Lihong	Vice Director, Industry Department
Linyi City	
SHAO, Changlai	Vice Director, Linyi Human Resources and Social Security

Malaysia

Name	Organization
State of Melaka	
HUSSIN, Zainal	Deputy State Secretary, Development Unit

Republic of the Philippines

Name	Organization
Municipality of Baler	
HERNANDEZ, Manuel Querijero	Municipal Planning and Development Coordinator, Planning and Development Division

Japan

Name	Organization
Toyama Prefecture	
KOSHIRO, Shinji	Deputy Director General, Tourism and Regional Promotion Bureau
Ishikawa Prefecture	
OMOTE, Masato	Deputy Director General and Director of Planning Division, Planning and Development Department
Fukui Prefecture	
TAKEUCHI, Naoto	Executive Officer, Department of General Affairs
Yamanashi Prefecture	
HORIUCHI, Hisao	Deputy Director General, Tourism Department
Gifu Prefecture	
MIZUNO, Masaomi	Director, Tourism Division
Shizuoka Prefecture	
OSADA, Masataka	Assistant Director, Administrative Office of Personnel, Management Department
Mie Prefecture	
IWATA, Ken	Deputy Director General, Department of Employment and Economic Affairs
Wakayama Prefecture	
NODA, Hiroyoshi	Director General, Planning Department
Tottori Prefecture	
OKAZAKI, Takashi	Director General, Regional Development Support Bureau
Shimane Prefecture	
NISHIYAMA, Akira	Director General, Department of Commerce, Industry and Labor
Kochi Prefecture	
UJIHARA, Kazuhiko	Director General, Kochi Human Resources Development Extended Association
Nara Prefecture	
OBA, Takayuki	Director General, Civil Engineering Department
NAKAYAMA, Satoru	Director General, Regional Development Department
Nara City	
KOBAYASHI, Hiromasa	Manager, Department of General Affairs
Nara Prefectural Assembly	
OKA, Shiro	Chairperson, Nara Prefectural Assembly's Committee on Economy and Labor
FUJINO, Yoshitsugu	Chairperson, Nara Prefectural Assembly's Committee on Education and Daily Life
IOKU, Misato	Vice Chairperson, Nara Prefectural Assembly's Committee on Economy and Labor
SHINTANI, Koichi	Vice Chairperson, Nara Prefectural Assembly's Committee on Construction
MIYAMOTO, Jiro	Vice Chairperson, Nara Prefectural Assembly's Committee on Education and Daily Life

Group discussions for the second theme-specific meeting

Theme 3: "Regional Development"

Participating local and regional governments	People's Republic of China: Xi'an City in Shaanxi Province Republic of the Philippines: Municipality of Baler in Aurora Province Malaysia: State of Melaka Japan: Niigata Prefecture, Toyama Prefecture, Ishikawa Prefecture, Fukui Prefecture, Yamanashi Prefecture, Gifu Prefecture, Mie Prefecture, Wakayama Prefecture, Shimane Prefecture, Nara Prefecture
Lecturers · Moderators	HANAOKA, Hirofumi Deputy Director General, Ministry of Land, Infrastructure, Transport and Tourism (City Bureau) <hr/> TANAKA, Osamu Executive Vice President, Policy Research Institute, Ministry of Finance

Keynote speeches



TANAKA, Osamu
Executive Vice President,
Policy Research Institute,
Ministry of Finance

"Problems Confronting the finances of Local Governments in China"

Reforms of the tax-sharing system (1994) and adjustment of the tax-sharing system (2002) succeeded in centralizing the national government's financial administration. However, large amounts of financial transfer payments from the central government to local governments did not necessarily lead to equalization of financial capabilities, and problems have arisen such as an inability to respond to an increase in local government financial expenditures caused by reform of state-owned corporations. As a result, local governments that have chronic shortages of financial resources came to rely on income from transfers of land-use rights (land finances), and are inclined toward obtaining funds through "local government financing platforms" that procure funds through third sectors. The NPC Standing Committee is currently working to solve the problems, and in a draft revision of the budget law it stated that, "Financial transfer expenditures must be normatively fair and public, they must be mainly general transfer expenditures, and the main objective must be to work for a balance of basic financial abilities among regions."

An examination of accounts by the auditing commission last year found total local government debts of RMB 10.7 trillion, but the reality of this is not clear, and it is an unstable system in which "local government finance platforms" that local governments use as a source to procure finances are also influenced by politics. In addition, it is expected that local government bonds will continue to be an exceptional system because although some local governments are issuing local government bonds on a trial basis, there is no system for uniformly and normatively managing local government debt. The period from the year of the party conference, which occurs once every 5 years, until March of the following year is the period in which all of the leaders in both the central government and local governments are rotated to other positions, and there is overheated investment initiated by local governments. With the 18th party conference to be held soon, the party central government and the government are facing difficult economic policy choices that will determine whether they can keep investment within a reasonable scope and set it on a course to change the economic development process aimed at the next leadership system.



HANAOKA, Hirofumi
Deputy Director General, Ministry
of Land, Infrastructure, Transport
and Tourism (City Bureau)

"Regional Development and Urban Structure"

Japan's regional development began with the first national development plan in 1962 that aimed for "balanced development among regions." It went through various changes, and in 2008 the current national land formation plan was developed. That announced the end of an era of the nation working together toward development in a single direction, and plans are being created in various regions along angles indicated by the national government.

Regional development requires industrial stimulation, creation of employment, and provision of services, in addition to creation of cultural identity. In Japan, new towns were created in suburbs during the period of rapid growth, but those new towns have problems such as long commutes to work and aging of all of the residents, and communities are being destroyed.

The direction to be aimed for from now on is "compact cities" and realization of a low-carbon society that does not rely on automobiles, "creation of towns where people can walk to conduct their daily activities," which is desirable for an aging population, and concentration of public facilities.

For town development, the most important thing is sharing with residents an overall vision for the future of the town. It is necessary for us to learn from France's "Grenelle," establish an overall direction by having people from various positions such as government, residents, and industry conduct thorough discussions, and work toward regional development.

Provision of topics



Xi'an City, People's Republic of China

Xi'an City is conducting community development with unique history and culture that protects traditional scenery and buildings and unites the six elements of alleys, castle walls, groves, gardens, rivers, and streets, emphasizing natural tourism, sufficiently showing its unique charms, and making efforts for regional development by following an international environment protection model in harmony with nature.

Specifically, we are making the following efforts: 1) Reconsidering the city layout, improving service functions in the central area of the city, and aiming to develop industry while also protecting the environment, 2) Building a railroad network and road network both inside and outside the city that link the entire country, centered on Xi'an Xiang International Airport, and forming a city public transportation system based on city public buses, and 3) Conducting PR both in China and other countries about the city's charms as a tourism site and increasing the power of its brand as a cultural tourism city.



Ishikawa Prefecture, Japan

In Ishikawa Prefecture, there is increasing regional depopulation, with one example being the Okunoto district at the end of the Noto Peninsula, where the population has declined by half in the last 50 years. Amid this situation, we are working to stimulate the Noto region, with regional residents as the protagonists.

Specifically, we are doing things such as the following: 1) Noto rice bowl (development of a rice bowl with Noto's rice as a base and topped with lots of local vegetables, meat, and seafood), 2) National rice bowl summit (holding the first national rice bowl summit in 2010, which brought together local specialty rice bowl dishes from throughout Japan), 3) Noto Airport (establishing a system with airlines to guarantee boarding rates, and making efforts to have local residents use the airport with enthusiasm for "protecting the region's assets themselves," and 4) Association to promote the use of connecting flights (established in August 2012 in order to build a network of regional airports). We would like to continue to make these efforts while using the key phrases of "local people, the protagonists," and "building a regional network."



Municipality of Baler, Republic of the Philippines

The Municipality of Baler's comprehensive development plan (2006) sets, as goals to be especially prioritized, promotion of sustainable tourism operations and encouragement of local residents' participation in such operations. In addition, the city's tourism bureau was established in 2010. It is taking on roles of drawing up tourism plans, conducting city tourism programs, and building an effective tourism investment environment and linking related parties, and it also provides aid for creation of pamphlets, radio and television commercials, and local events and surfing competitions.

The various efforts made by the tourism bureau have resulted in not only a dramatic increase in the number of tourists but also an increase in the number of businesses related to tourism, and this has contributed significantly to creation of employment.

From now on, we will aim to attract a large number of investors by things such as tax reductions and tax exemptions, as well as make efforts to strengthen regulations and supervision in order to establish development that is sustainable in terms of culture, the economy, and the environment.



Gifu Prefecture, Japan

In Gifu Prefecture, regional parties related to tourism and governments, etc. are collaborating to find and polish various regional resources such as nature and culture, and conducting PR both in Japan and other countries, thereby working to increase the number of tourists and expand the amount of tourism consumption revenue, and promoting the branding of Gifu Prefecture and turning the tourism industry into a key industry.

The focus of a main effort is a "project to recognize the treasures of Gifu." From the 1,181 "things of regional pride" that have been submitted thus far, 4 "Gifu treasures" have been recognized as things that are hoped to become tourism resources that will be appreciated throughout Japan. The prefecture is supporting such efforts of regions taking the lead to brush up regional resources that they have found, and the results include stimulation of tourism exchanges that utilize regional resources, increased momentum for town development, an increase in the ratio of tourists from the Kanto and Kansai areas, and an increase in the number of foreign tourists at a pace that exceeds that of Japan as a whole.



State of Melaka, Malaysia

The State of Melaka has made 12 sub-sectors (clusters) in the area of history, culture and recreation in order to attract tourists and on July 7th, 2008, Melaka together with Penang were awarded with the title of a "Historic City" by UNESCO. We have many tourism resources that are usable as a result of cooperation with local communities, and in order to maintain good relationships between the state and the local areas we have adopted a "Local Agenda 21," and we are aiming to provide communities with a safe environment through community activities and take responsibility for maintaining clean and beautiful scenery. As a result, asset protection units have been established in regions, a master plan for city design has been formulated, protection and management plans have been created, and a World Heritage office has been established.

The issues that we currently face is on to utilize World Heritage sites as effectively as possible to attract foreign tourist especially as our target for 2013 will be 15 million visitors. We hope, with increase number of tourists, cooperating with private sectors in terms of financial resources will gradually increase in Melaka.



Shimane Prefecture, Japan

Shimane Prefecture is focusing on tourism stimulation that utilizes its unique history and culture that have been handed down since ancient times, and working on a "Kingdom of the Gods - Shimane Project."

The concept of the project is to spread the image of "Shimane as the place of mythology, kingdom of the gods, and Manyo", to have people become newly aware of the charms of the region by having many prefectural residents participate, to hold the "Japan Myth Expo in Shimane" as a symbolic event, and to collaborate with other prefectures that are related to Kojiki and mythology in order to disseminate information.

Specifically, we are making efforts such as promoting hometown education, maintaining the environment by improving tourism signs, etc., conducting advertising activities through tie-ups with JR and major travel agencies, and creating new travel projects such as walking tours led by local volunteers. We believe that these efforts will lead to not only stimulation of tourism, but also regional development and development of human resources.

Presentation of case examples



Fukui Prefecture, Japan

Fukui Prefecture needs to consider future town development because of the 2014 extension of the Hokuriku shinkansen train line to Tsuruga and the aging, etc. of buildings in the central portion of Fukui City. We decided to work on a prefectural city vision.

We have been considering city development for more than 1 year, with Fukui Prefecture and Fukui City splitting the budget in half, each taking half of the work, and cooperating to hold joint meetings, etc. We are also considering having residents participate in city development by doing things such as having Fukui City recruit people and holding workshops with moderators and resident participants.

In order to stimulate tourism, it is necessary to secure commercial things such as needs and trends, but fundamental aspects such as culture and residents' identities cannot be ignored, and we would like to conduct tourism stimulation and city development while keeping that in mind.



Nara Prefecture, Japan

The keywords for maintaining roads and infrastructure are "choice" and "concentration." In light of the fact that infrastructure has been prepared to a certain extent, we think that from now on it is necessary to analyze what should be done and what the tasks are, and then make concentrated investment of funds in only those things.

In Nara Prefecture, the expressway network is not yet developed, but in combination with maintenance by the national government we have set a goal time for putting its access roads into service, and we have publicly announced a "route of declared goal for service" and "places of declared priority maintenance" that we will concentrate on. We are also using data to analyze which places have lots of traffic jams and which places are dangerous for traffic, and we are focusing measures on those places. Because large-scale, broad projects take a long time when measures are actually implemented, we are combining fast-working measures with measures for soft aspects, such as keeping automobiles out of city center areas, for example.



Toyama Prefecture, Japan

I will introduce a project to develop the town of Inami, which is the base of the Gokayama A-frame that is famous as a World Heritage.

Inami is a temple town with a history of 600 years, and it prospered with ateliers for transom carving, but sales of those transom carvings have not been growing in recent years because of a decline in the number of residential buildings due to the declining population.

Toyama Prefecture thinks that Inami should be a town that residents will feel affection for and want to continue living in, and also a town that many tourists will visit, and we are considering working together with the local area to beautify the cityscape. Since people who conduct business will gain income if the town is cleaned up we are able to gain their cooperation, but it is difficult to gain the cooperation of other people, and we are now holding discussions with people in the local area. There are many local company presidents who love their own town, and therefore we think that they will be key people for leading the town to conduct town development.



Yamanashi Prefecture, Japan

In February 2004 Yamanashi Prefecture declared itself a tourism prefecture as "Yamanashi - Home of Mt. Fuji," and in a vision for stimulating industry (2011) tourism was positioned as a main industry. The three strategies of a "hospitality strategy," a "strategy for utilizing local resources," and a "strategy for inbound tourism" were stipulated in the "Yamanashi Tourism Plan" that we formulated in March 2012, and we are working to invigorate all of the regions of Japan by stimulating tourism.

As each region is working intently to stimulate tourism and competition has become extremely fierce, nearly half of the visitors to Yamanashi Prefecture from foreign countries are from China, with the next largest number coming from Taiwan. Therefore, it is necessary for us to continue to work to dispel influences related to foreign relations and unfounded concerns about radiation.



Wakayama Prefecture, Japan

In Koyasan, Wakayama Prefecture, there are almost no hotels, cafes, or places for amusement, tourists stay in temples and participate in morning and evening temple duties, and the meals are vegetarian. It is particularly popular among people from Europe and North America as a place in which an atmosphere slightly different from other places can be enjoyed. It received a 3-star evaluation from "Michelin Green Guide Japon," and we think this was because that atmosphere was recognized.

Currently, the biggest problem is that tourist buses and tourists' automobiles travel freely through the town and are destroying the town's overall atmosphere. We have begun to make efforts such as creating roads that go around Koyasan so that we can keep tourist buses and tourists' automobiles from freely entering the mountain. In 2004 it was registered as a World Heritage, and under the belief that the atmosphere of the town as a whole is also a form of culture, we are proceeding with town development by slightly inconveniencing residents in order to protect that culture.



Mie Prefecture, Japan

Mie Prefecture is emphasizing stimulation of tourism, but because there is international competition with tourism spots in nearby countries such as China, South Korea, and Taiwan in addition to other tourism spots in Japan, the situation is extremely difficult.

The prefecture's tourism sales points are "ama" pearl divers and "ninja." Specifically, there are "ama" in the southern part of South Korea as well, and we are now collaborating with South Korea to hold forums, etc. in order to have them registered as UNESCO intangible cultural heritages since they are a rare form of fishing. As for "ninja" as well, we are sending them around the world, such as sending them to festivals in Washington D.C. and going together with professional ninja shows to trade shows in Beijing, China. We are also collaborating with Mie University, which has a professor who conducts research about ninja, and are planning to spread awareness of "ninja." In addition, since Toba city and Shima City are famous for "ama" and Iga City and Nabari City are famous for "ninja," the prefecture has established a council and is working to go over the borders between cities and residents and sell these things.

Lecturers' summaries



HANAOKA, Hirofumi

Deputy Director General, Ministry of Land, Infrastructure,
Transport and Tourism (City Bureau)

I felt that a significant theme was how to have all residents, including those who do not make a living through tourism, participate in stimulation of tourism. For that reason, unless there is a base that has the region's identity, affection, and pride, it will be difficult to gain residents' understanding, a hospitality mindset will not develop, and the stimulation will not last long.

Further, even if a compact city is made only in form, the community will not be rejuvenated unless regional culture and identity are restored. In order to bring back regional culture, it is important to teach children about the region's culture and identity.

Administrations have a tendency to think about only things within the scope they are in charge of, both in terms of geography and their duties, but it is necessary to respond to the perspectives and action patterns of tourists and consistently pick up the things that each person is seeking.



TANAKA, Osamu

Executive Vice President, Policy Research Institute, Ministry of Finance

I will introduce my experiences and impressions from when I was working in a regional city.

Even if a region has outstanding tourism resources, it is difficult to stimulate tourism unless the region comes together and a leader works as the center to get everyone to be aware of and passionate about stimulating tourism.

Further, even looking at examples such as the Olympics or the shinkansen train, there is no adrenaline shot that will suddenly improve the region just by coming. It is necessary to make tourism stimulation efforts that match the region's identity and traditional culture.

I hope that this congress will serve as a stimulus for the 13 regions that gathered here to further deepen their exchanges and work to stimulate tourism by win-win methods.



Theme 4: “Human Resource Development”

Participating local and regional governments	People’s Republic of China: Linyi City in Shangdong Province, Dongying City in Shangdong Province Japan: Shizuoka Prefecture, Tottori Prefecture, Kochi Prefecture, Nara Prefecture, Nara City in Nara Prefecture
Lecturer	YOKOMICHI, Kiyotaka Professor and Advisor to the President, National Graduate Institute for Policy Studies
Lecturer · Moderator	MAKI, Shintaro Director of Regional Self support Promotion Division, Local Administration Bureau, Ministry of Internal Affairs and Communications

Keynote speeches



YOKOMICHI, Kiyotaka

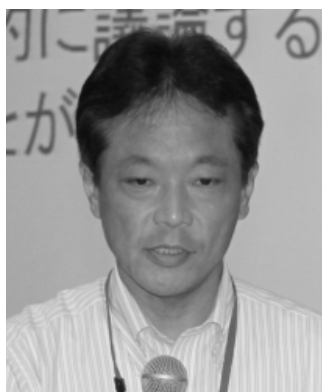
Professor and Advisor to the President, National Graduate Institute for Policy Studies

“Local Government Measures for Developing Human Resources – Tasks for Japan”

Japan’s local governments focus on abilities (competitive tests) for employment, in principle promotions are based on seniority, and with the exception of some specialists most people work as generalists in a large open room and are transferred in cycles of approximately 3 years. Time is taken to conduct human resource development after hiring, and fundamentally bosses and senior employees conduct OJT in a large open room, while Off-JT is conducted voluntarily and as a supplement by level at training centers, etc.

However, as a result of decentralization reforms in 1999, local governments changed from their characteristics as types of national government outposts to managing bodies (handling their duties under law), and the type of human resources sought also changed to human resources who can manage local governments under the head of government, glocal (with a global perspective and the ability to think locally) human resources, and human resources with leadership and coordination abilities.

From now on we must work to raise the lowest level of average human resources, and select and develop human resources who will become future candidates for top positions and who will bear the core of local government as managing bodies. It is also necessary to make the required abilities and conditions for top positions “visible,” and for that purpose we must rethink the way that training is conducted.



MAKI, Shintaro

Director of Regional Self support Promotion Division, Local Administration Bureau, Ministry of Internal Affairs and Communications

“Creating regional power”

The point for increasing regional power for the next era lies in exchanges with human resources. The Ministry of Internal Affairs and Communications is taking measures for regional development in local areas, with the concept of “increasing the appeal and value of regional uniqueness,” and “promoting independent regional cycles.”

In order for residents’ autonomy to increase due to decentralization reforms, and government employees to carry out their role in increasing regional power, it is necessary to go out into regions, interact with the rest of society, take actions from residents’ perspectives, and bring about innovation.

For fully utilizing regional resources and promoting regional management that maximizes residents’ sense of happiness and fulfillment, the most important management resources are human resources, and in the end the creation of regional power is cultivated by human resources.

For that reason, we will introduce efforts that the Ministry of Internal Affairs and Communications is making for regional development, such as a system of “regional development cooperation teams” and “village supporters” and creating textbooks for “regional developers.”

Provision of topics



Dongying City, People's Republic of China

In today's world, the economy is becoming more globalized, science and technology are constantly evolving, and high-level human resources have become the most important resources for development and advancement of the economy and society. In recent years, Dongying City has been putting efforts into a strategy for strengthening human resources and improving its human resources team.

Specifically, in order to secure human resources we are securing science and research funds, taking preferential measures for supporting business start-ups, etc., and doing the following: 1) Establishing a service system to provide human resources, 2) Implementing a "Double Tenth Plan" for projects introducing foreign human resources, 3) Holding international human resource exchanges and project business meetings, 4) Implementing a "Huang He Delta researcher" allocation project, and 5) Forming a human resource information comprehensive service platform.

In addition, in order to continuously introduce human resources over the long term, we are implementing measures such as tax systems and policies that give priority guarantees to promotion of human resource investment, and forming high-end business creation platforms.

From now on we would like to continue to develop human resources under a policy of "developing services, prioritizing human resources, employment standards, reform mechanisms, high-end leading and total development," implement preferential policies, and build a model city.

Presentation of case examples



Nara Prefecture, Japan

Currently in Nara Prefecture we are conducting development of human resources from the two perspectives of regional management and contributing to society. From the viewpoint of regional management, we are promoting development of human resources who have added value that will lead directly to hiring and employment (operated by Nara Prefectural University, vocational high schools, and agricultural colleges). From the perspective of contributing to society, we are promoting development of human resources who will support the region (operated by Nara Medical University, and held by East Asia Summer School and Mahoroba Juku).

Disparities among regions develop due to the over-concentration of things in Tokyo, and a major task is the improvement and strengthening of measures that will lead to employment, which is the core of regional development and regional stability.

Development of human resources through exchanges remains extremely important now, just as it was 1,300 years ago when a Japanese delegation went to China, and through repeated and multi-layered human resource exchanges we hope that each of the East Asian local and regional governments will learn from each other and develop.



Tottori Prefecture, Japan

In Tottori Prefecture, we are promoting a movement to create Tottori power. "Tottori power" is defined as "the power to fully utilize the strengths and potential that are unique to Tottori, by linking a network through which people both inside and outside the prefecture can see Tottori's active human resources and other abundant resources." In order to create a bountiful supply of Tottori power, we are providing subsidies to regions, NPOs, resident organizations, and businesses, etc. We are also making efforts to establish and operate comprehensive volunteer banks and comprehensive volunteer centers, and establish broad-area regional organizations in areas that lie between mountains.

Through these activities, the regions human and other resources are invigorated through exchanges with university students and cities, exchanges with other regions, etc. In addition, there have started to be examples in which the university students and people from cities who served as catalysts do not end with being catalysts, but instead come to live in the region and then themselves become human or other resources for the region.



Linyi City, People's Republic of China

Due to the advent of an era of knowledge-oriented economies, human resources have become the most important force for driving the growth of local economies and the development of society.

Linyi City is implementing a "strategy of creating a city with strong human resources" (a strategy to strengthen the city through human resources), and is making the following efforts: 1) introducing high-level science and technology human resources, 2) forming a high-end platform for reforms and creation of business, 3) optimizing the environment for policies for introducing human resources, and 4) forming various kinds of human resource teams (business operation and management human resource teams, technical human resource teams, rural practical human resource teams).

In the present situation, the quality and quantity of innovative and creative human resources are insufficient, the human resource structure and industry distribution are not appropriate, and there is a shortage of human resources who can work on the front line being active in building the economy. From now on, we would like to move forward with these kinds of human resource policies, improve the environment in terms of both hard and soft aspects, and bring together even more human resources.



Kochi Prefecture, Japan

In 2002, a Kochi broad-area association for developing human resources was established, and it conducts the four activities of training projects, human resource exchange projects, projects to secure human resources, and investigative research projects. Despite the fact that Kochi Prefecture has a very broad land area, things are over-concentrated in the core city Kochi City, and since government environments and government tasks also gather in different municipalities, many aspects of operating a broad-area association are very difficult. To address that, we keep balance in mind as we conduct things such as training led by the broad-area association, such as improving instructor dispatch training, making plans in constituent municipalities, and conducting research that meets the needs of constituent municipalities. We also place a strong emphasis on research on policy formation abilities, create policy research groups that consist of members from various municipalities, and present the results of policies that were formed over a 6-month period to the head of the government.

The biggest advantages of the broad-area association are expansion of the human network among and sharing of information among municipalities. Although there are aspects for which it is difficult to adjust research needs, we think that the things that are required of employees in all municipalities are the ability to form policies and the ability to work together with residents.



Shizuoka Prefecture, Japan

In fiscal 2005, Shizuoka Prefecture introduced a career development program (CDP), based on the belief that the human resources that will be sought in the era of regional autonomy will be human resources who have the ability to manage local governments and think for themselves.

This program consists of career development training (for employees at ages 30, 35, and 40), career development supporter training (for employees who handle human resource management), and a career support system (examples of courses for specialized work, etc.).

Effects of the program have been employees drawing up their own career visions and voluntarily studying, and many employees are taking the initiative to participate in research. From now on, we will work on the tasks of people who cannot find jobs that match their intentions for the future and what kinds of roles to have middle and senior employees who can see extension of their retirement age carry out in their activities in the future.



Nara City, Japan

In Nara City, as part of human resource system reforms we are introducing a personnel evaluation system for different levels that develops human resources by promoting development of employees' abilities. This system consists of the two factors of evaluation of abilities and evaluation of results. The ability evaluation sheet is utilized as guidelines for improving actions and developing abilities, and bosses explain to their subordinates what kinds of actions they would like them to take and provide guidance about things that need improvement. The basis of employees' abilities is their personal development to take initiative themselves, and each individual controls their own learning effects. Therefore, after conclusion of work hours we hold employee training lessons so that they can choose curriculum that they would like to study in addition to the training by level, etc.

In order to develop human resources that will take over local governments' autonomy, we think that it is necessary to make comprehensive efforts that combine personnel systems with training systems.



Lecturers' summaries



YOKOMICHI, Kiyotaka

Professor and Advisor to the President, National Graduate Institute for Policy Studies

Although the situations in which Japan and China are placed and the tasks that they are facing differ, they have in common the fact that they are putting efforts into cultivating human resources. However, specific methods vary according to the various municipalities.

In the case of developing human resources, it is necessary to consider both development of human resources for municipal employees and development of local human resources for companies and NPOs, etc. In Japan, those two things have gradually come to overlap. Although it is important to work hard in the workplace, regions also have expectations of receiving contributions from people as local human resources either while they work or after they retire, and such efforts are being made. I was impressed by these two things.



MAKI, Shintaro

Director of Regional Self support Promotion Division, Local Administration Bureau, Ministry of Internal Affairs and Communications

Government employees are surely a treasure trove of human resources for regions in both Japan and China. Accordingly, the issue of whether municipal employees remain only within their organization or whether they will become human resources who are active from a viewpoint of regional management surely has a significant influence on the development of the region.

Japanese delegates to China risked their lives to go from Nara to China to learn about advanced culture. Human resource development has an element of exchange, and creative human resources emerge from exchanges with other cultures and other types of industry. The fact that people from different positions met together at the East Asia government congress and discussed development of human resources based on a key phrase of regional development was extremely meaningful. Developing human resources requires a wide range of efforts beyond one's narrow realm, and it is extremely important that we continue to hold this congress.



Participants' comments



I think that if we increase the number of participating local and regional public groups and broaden the network in the future, we may be able to further invigorate both tourism and regional promotion. From now on it will be necessary to truly cross national borders and interact with each other.

I learned a lot about how management plans for and promotion of tourism, promotion, and creation of appeal.

The things to aim for are how to make the region shine and how to make each of the people living there shine.

The question is how to share the goals of individual employees throughout the group. I think it might be important to recognize things individually and then evaluate that recognition as an ability.

I thought that education is very important for being aware of the importance of cultural assets and protecting local things. I regret that we didn't teach about the wonders of cultural assets at an earlier stage, particularly at local schools.

I think that a career development system is an extremely effective system for increasing employees' motivation.