

## LORC events UPDATE

### 2006 LORC International Symposium "From Government to Multi-Partnerships: Realizing Local Human Resource Development System Responding to New Publicness in the Era of Decentralization"

The annual international symposium was held on 20 and 21 January, 2006 in Kyoto. It received participation of about 100 people each day, who were from wide variety of local stakeholders such as the NPO staff, local government officers, university students, the general public, and researchers.



Dr. Rainer Pitschas, Chair and University-Professor for Public Administration, Development Policy and Public Law, German University of Administrative Sciences Speyer, Germany, and Dr. Stephen Syrett, Professor in Local Economic Development, Middlesex University, England, were invited as the keynote speakers and they made presentations on the current states and facing problems regarding local governance in their own countries.

In the keynote speeches, it was acknowledged that the discussion about and the movement towards local gov-

ernance in Germany was relatively slow because of the stable local political system in the 1980s~1990s. On the other hand, in the UK, they experienced rather dramatic, sometimes even drastic, political reforms since the Thatcher Administration. Despite such difference in the approach to local governance, social inclusion was regarded as one of the key themes in achieving sustainable community in both countries.

At the Education and Training Workshop on Day 2, 10 speakers from wide range of groups such as NPOs, business sector, universities, and local governments, presented their experiences in education and training issues in their own fields.

Although it was not easy to sum up the discussion because of the variety of presentations, there was a common understanding that partnership building in local governance should address the historical and cultural background of the local area and the problems arisen from such local uniqueness. It is therefore important to ensure the diversity and practicality in discussing local partnership. They also pointed out the importance of considering the new roles of local governments in such a new form of local governance.

In Japan the concepts of partnership has gradually been spreading but, many of

them are small-scale, project based partnerships with little inter-sectoral communication. In this event, "Multi-partnership" was set as the keyword, which implied the recognition of the need for a holistic participation of local



stakeholders and their strategic partnership for governing local areas. The presentations at the event were about rather advanced cases in their own countries and they did not necessarily represent what have been happening on the ground. It was yet hoped that this event provided the participants of opportunities to discuss about "multi-partnership" with some ideal models. It then hopefully helped them to extract the local problems they were facing and to form shared vision for future challenges.

The handouts, PowerPoint data, and papers for the 2 day event can be accessed through LORC website.

## Visit to Germany and Northumbria University

Six research members of the LORC visited ICLEI Europe (International Council for Local Environmental Initiative) and Northumbria University in Newcastle, England from 28 June to 6 July, 2006. The main objectives of the visit were to make intensive discus-

sions on the concept of sustainable development and its connection to the concept of "multi-partnership", which LORC has developed, and to see practical approaches and activities to achieve sustainable development in Europe.

ICLEI Europe, whose Headquarter is situated in Freiburg, Germany, was established in 1991. It is a council for local governments in Europe that seek to achieve sustainable development in their areas. Currently more than 200 local governments, including almost all

the capitals of the EU nations, are joined as members. ICLEI has particular focus on environmental aspects of sustainability, and have been undertaking various kinds of projects, such as Local Agenda (Action) 21 and EcoBudget.

At ICLEI Europe, the group was welcomed by Mr. Gino Van Begin, Regional Director and his team. We also had opportunity to meet Ms. Maria Berrini, Ambiente Italia, who has been involved in LA21 programme in Italy, and Mr. Limberger, Freiburg City Council, who has good knowledge about LA21 process and urban development in Freiburg.



**Mr. Gino Van Begin,  
Regional Director, ICLEI Europe**

One of the most interesting findings in Freiburg was that many European countries and local governments set achieving sustainable development as their essential goals, and partnership building between local stakeholders is seen as the key to achieve it. In Japan the situation was considerably different that the concept was limitedly interpreted as the conservation of natural environment by the Government when first promoted at the Earth Summit in 1992. It was not seen as a cross-sectoral, international issue by the Government and was not adopted as a mainstream policy in public administration. As a result, the concept has almost died out at policy development at least in public sector and tools for achieving sustainable development, such as LA21 and sustainable development indicators are not regarded as priority in local government policies. In terms of LA21, Italian Government has taken a strong leadership including funding support to encourage local governments to adopt and implement LA21s, and in fact the

number of local governments that take LA21 processes met a sharp increase. Given the fact that it has been more than 10 years since LA21 concept was



**Town planning in Vauban, Freiburg**

first developed, and that LA21 is not a statutory programme, the situation in Italy was very impressive.

The active work of ICLEI Europe has undoubtedly contributed to sustaining the momentum of the sustainable development movement in Europe. International Training Centre, which is situated within ICLEI Europe, provides a wide range of training courses for local government staff. Local AGENDA 21 has now been replaced by Local ACTION 21, which shows the strong will of ICLEI Europe and its member municipalities to move on from agenda to action in achieving sustainable development challenge. It is hoped that ICLEI Japan will make the best use of this international network and provide innovative policies and create useful local government networks for Japanese sustainable development challenge.



**Prof. Bob Evans and Dr. Kate Theobald,  
Northumbria University**

In Newcastle we met Prof. Bob Evans of Northumbria University and several

other researchers and staff of a voluntary organisation. Main theme of the discussions in Newcastle was political and administrative systems for achieving sustainable development, especially the movement “from government to governance”.

One of the focal points of the discussions was that seeking “governance” does not necessarily mean considerable reduce of government power. Outcome of Prof. Evans’s research project indicated that strong leaderships of the local governments were crucial in local management, including partnership building and working within the local area, and therefore securing “good government” is important for achieving “good governance”. This strong government model can be seen for instance



**Regeneration at the Quayside  
in Newcastle, England**

in Germany, which hold the line against the LSP type governance which implies the transfer/share of local power between local government and stakeholders. Balancing these two ideas seemed to be the key to the government-governance discussion.

To the end of the LORC project, we are working on linking the LORC’s basic concept of “multi-partnership” with the international discussion on sustainable development, which we believe is crucial for providing practical suggestions to Japanese society, as well as internationally applicable outcomes for international society. In this respect, the active discussion and application of sustainable development in Europe were really encouraging, and the findings of the visit were truly fruitful input to our project.

## New members to LORC research groups

Since the last publication of the LORC Newsletter, several new research members have joined to LORC research groups. We hope to continue to develop our cooperative relationships with other organisations and individuals around the world!

Group 1: Prof. KASHIWAGI  
Prof. NAKABAYASHI

Group 2: Dr. YAMAGUCHI

Group 4: Dr. Frederick Golooba-Mutebi ( Makerere Institute of Social Research, Makerere University, Uganda )  
Dr. K. N. Harilal (Centre for Development Studies, India)  
Prof. Brij Maharaj (Department of Geography, University of KwaZulu-Natal, South Africa)  
Dr. Deddy Tikson (Associate Professor, Department of Public Administration, Hasanuddin University, Indonesia)

## Progress Reports from Research Assistants

LORC consists of 4 research groups, each of which has a Research Assistant (RA). RAs work closely with the Leaders of their Groups and support the organisation of the series of research activities. From April 2005, 3 themed working groups (WGs) were also established to enhance the LORC research activities. Here are the brief reports by RAs on the progress that the Groups have made over the last 12 months.

### Group 1 RA: Ms. Kyoharu Nishihara

The ultimate object of group 1 is to develop an 'alternative' framework for local policy making and implementation. The group members have shared a vision that the key to sustainable development is partnership and citizen participation. And we have confirmed through a series of discussion that the ways in which partnership and participation take place vary depending on the degree of empowerment of local public and social capital. Also we have confirmed that the key has been changed from partnership to multipartnership, which means that a variety of stakeholders participate in the partnership, as is the case in England.

A group of LORC researchers, headed by Professor Siraishi, visited ICLEI EUROPE in Germany and Newcastle, England to research on the current move to sustainable development. And there they met Professor Bob Evans at Northumbria University and discussed what good governance is. The term 'governance' is used to describe a move towards decision making process

which involves various actors in civil society, that is, more collaborative, consensual, and democratic ways of working. But when it comes to practical usage, definition is less clear, because the processes of public decision making are conducted in the context of the social, economic and political relations of the particular society in question. That's why further discussion is needed.

At the first joint meeting among group1, group2, and Local Public Human Resource's working group, held on 15 July, 2006, it was confirmed that we should envisage future image of society in order to discuss what local public human resource ought to be.

Although at every phase so many challenges are there, to achieve the final goal, the concept of multipartnerships need to be theorized and institutionalized, taking into account the discussions around the world, and to be practiced based on the concept of sustainable development.

### Group 2 RA: Ms. Hitomi Tamura

In the academic year 2005, Group 2 has discussed the relation between public interests and "publicness". Based on this discussion, in the academic year 2006, we have been trying to propose a model images of local public human resource for various occupational groups, such as local government officers and NPO staff. Also we have been analyzing curriculums and programs for local human resource development, building upon the basic surveys on the

graduate schools for public policy at home and abroad, in order to develop an effective education and training system which LORC aims to create.

### Group 3 RA: Ms. Hitomi Tamura

Since the academic year 2005, Group 3 has mostly concentrated on two main activities: 1) to make a proposal regarding foundation of a social accreditation agency in Japan; 2) a book about accreditation system of higher education in public policy.

The content of the proposal is as follows.

- a. the necessity to promote the "multi-partnership style" local community;
- b. the necessity for the training of new local public human resources and for the creation of a corresponding personnel system at local government, as regard especially to hiring and promotion;
- c. the necessity to introduce a training system which links up higher educational institutions and training sections at local governments, NPOs, and private companies.
- d. the desirability to develop a system of "social accreditation" which ensures autonomy and uniqueness of local community while being in line with the national system of human resource development.
- e. towards the establishment of the Institute for Local Human Resource Development.

We are planning to hold a press conference to announce the output of the

study, and send the proposal to various organizations concerned.

The book is to explain content of the proposal in more concrete terms, with case studies, and will be published next year as a volume in LORC book series.

**Group 4 RA:  
Mr. Ken Arai**

Since the academic year 2005, Group 4 has mostly concentrated on two main activities: 1) mini-surveys of training programmes/institutions in Asia and Africa; 2) researches towards publication of a book 'Foundations for Local Governance: Decentralization in Comparative Perspective'.

The mini-survey is to identify unique attempts at local human resource development in developing countries, and has been conducted in Ghana, India, Indonesia, South Africa, Sri Lanka, and Uganda. The reports of the finding will be made available soon, and they are expected to be poured into the activities of Group 2 and working groups.

As for the publication, the first, introductory chapter has been drafted earlier this year. The book, which consists of comparative analysis of decentralisation in Ghana, India, Indonesia, South Africa, Sri Lanka and Uganda, is targeted to be published in 2007 as a major academic outcome of Group 4, and the researchers in the respective countries are now working on their chapters.

Group 4 has also organised several seminars, and those include: 'Measuring Empowerment at the Community and Local Levels' (with Prof. Norman Uphoff, Cornell University); 'The Formation and Consolidation of Local Democracy and Institutional Choice' (with Dr. Jesse Ribot, World Resources Institute); 'Local Governance and Local Institutions in Sri Lanka' (with Prof. Laksiri Fernando, University of Colombo, and Prof. Hisashi Nakamura, Ryukoku University); 'The Challenges of Deep-

ening Democracy in Post-Apartheid South Africa' (with Prof. Chris Tapscott, University of the Western Cape).

**Working Group RA:  
Dr. Azusa Awane**

Working Group (WG) is now working on three projects.

< The project in Takashima City >

Takashima City, the union of the six towns into one, was born in 2005. The agreement between three sectors (LORC, Takashima City and Makino Machizukuri Network Center) was concluded on March 31, 2006, and activities started in April.

The objective of this project is to develop a framework for policy making and implementations in cooperation with Takashima City.

We are proposing to make three networks for continued development in Takashima: 1) Resident's network (at community level); 2) Town network (in larger area); 3) Resident's sector and government sector network (partnership).

To realize these, a town meeting and a WG meeting, consisting of local residents, are scheduled once a month until next February. The ultimate objective of these meetings is to discuss the issues of local community and seek possible solutions, and, above all, to share such a process together. LORC participates as a coordinator to facilitate the discussion.

In this year, we are scheduled to submit the proposal towards realization of "multi-partnerships" in Takashima City.

< The project in Tajimi City >

Tajimi City has been undertaking internal reforms such as citizen participation and information disclosure in past ten years.

We are trying to contribute to change

individual staff and the entire organization in ten years through the discussion with Tajimi City.

Towards this goal, WG is planning to consider training programme and evaluation system for local government staff, in order for them to equip with the capacity for dealing with difficult problems for sustainable society in this year.

<The training activity in Kumamoto City and other places>

WG launched a practical activity in order to seek an effective staff training system for NPO staff and local government officer.

We carried out a staff training session in Kumamoto City in the academic year 2005. It was the first trial in Japan to get ordinary citizen, including NPO staff, involved in the training of local government staff, and was intended to deepen participants' understand on "partnership" through workshops.

We are planning to conduct similar trainings in Neyagawa City (Osaka Prefecture) and Shiga Prefecture in the academic year 2006. The sessions will be evaluated through questionnaire and the result will be fed into the research of Group 2.

## Best result for the MEXT mid-term evaluation

LORC is a five year project, funded by the Ministry of Education, Culture, Sports, Science and Technology (MEXT), Japan. As you may recall, in August 2005 LORC submitted a mid-term report to the MEXT in order for its first two years' research progress to be evaluated - we thank you very much for your kind cooperation in compiling the report then. The result came back in the late June this year, with the highest possible grade of 'AA'. One of the commentators went as far as to note that LORC had been a model for large scale research projects of this kind and was expected to remain so in the future. We are very pleased with the result and this surely could not have been achieved if it were not for your generous and continuing cooperation with our research activities. Many thanks once again and we hope we can continue to rely on your support for our research, which is now on its fourth year.

An English summary of the mid-term report is sent to you with this newsletter.

## Forthcoming Events

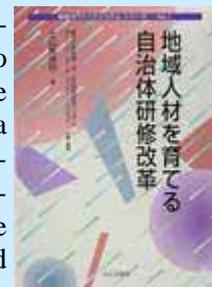
Towards the end of the 5 year LORC project, we are planning at least a couple of international symposium to present our research outcome and further of the topic. We will inform you of those events as soon as more details are set.



## LORC Publications

### Local Governance Booklet Series

This series is designed to contribute to the creation of participatory/partnership style local governance, and published in Japanese by Kojin no Tomo Sha (Tokyo, Japan). Three titles have been published, which include: Tsuchiyama (2005) *Reform of Local Government Staff Training towards the Nurturing of Local Human Resources*. (ISBN: 4-87555-901-1) Several more titles, e.g. on Local Strategic Partnerships and Local Compact are forthcoming.



### LORC Working Paper

No. 1: Charles Ehrhart (2005) "*Touching the Ground: New Directions and Practical Experiences in Participatory Policy Research*"

No. 2: Aili Mari Tripp (2005) "*Rethinking the Public and Private a Time of Transition: Conflict in Jinja District as a Microcosm of Change in Uganda*"

### Books

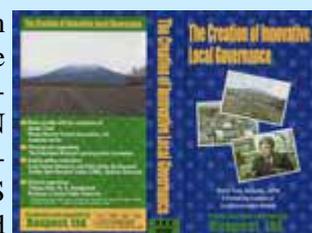
Three books have been planned to be published in Japanese towards the end of the academic year 2007 — the provisional titles are: *System Development for Participatory and Partnership-Style Local Public Policy*; *Human Resource Development for Local Public Policy*; *Social Accreditation System for Local Human Resource Education and Training*. An English book, *Foundations for Local Governance: Decentralization in Comparative Perspective* is also in preparation.

### Reports

Every year LORC has published an annual report in Japanese.

### Video

Tetsuya Endo (ed.) English Translation in cooperation with LORC (2006) 'The Creation of Innovative Local Governance: Niseko Town, Hokkaido, JAPAN - A Pioneering Example of Local Government Reform' Respect Ltd., VHS 45mins. [Available in NTSC, PAL, and SECAM formats].



For a full list of LORC publications and research outcomes, including conference paper etc., please visit our web page at <http://lorc.ryukoku.ac.jp/eng/publication.html>