

Report

2nd Administrative Management Workshop (September 2008, Tokyo)

The Asian Network of Major Cities (ANMC21) held the 2nd Administrative Management Workshop in September 2008. In addition to deepening understanding of administrative systems such as local government personnel management, administrative planning and budget and fiscal management, seminars on the global environment and presentations on the key challenges facing the member cities were given, accompanied by lively exchange of opinions.

Through Q&A and exchange of ideas, participants deepened their shared recognition of issues directly facing member cities. The training, which took place over a period of four days, will also serve as an opportunity for future exchanges of opinions on issues which participants were particularly interested in.



Date September 9 (Tue)- September 12 (Fri) 2008

Participants Six persons

Ms. Sirintarat Nimcharoen, Foreign relations officer, International Affairs Division, Bangkok Metropolitan Administration

Ms. Sonti Pangaribuan, Head of sub-division, Diplomatic Corps Services, International Organization and Events, Jakarta Provincial Government

Mr. Jackson Dianrus Sitorus, Head of sub-division, International Organization and Events, Jakarta Provincial Government

Mr. Yasunobu Uehara, Coordinating supervisor for International Joint Projects (ANMC21), International Affairs Division, Headquarters of the Governor of Tokyo, Tokyo Metropolitan Government

Mr. Satoshi Chida, Director for International Affairs, Bid Promotion Division, Tokyo 2016 Bid Promotion Office, Tokyo Metropolitan Government

Ms. Sayaka Hayashi, Supervisor for Training Section, In-Service Training Institute, Bureau of General Affairs, Tokyo Metropolitan Government

* Approximately 50 listeners from T.M.G. took part in the seminar presentations, which were open to the public.

Outline

<Day 1> Tuesday, September 9

○ “Initial orientation”

At the opening of the four-day training, the chief of protocol gave a greeting to start the event, and persons in charge of the event gave guidance.

○ Session 1: “Local Government System”

Following a lecture giving an outline of the local government system in Tokyo Metropolitan Government, the participants exchanged opinions. There were great differences among the local government systems of the member cities, and through this exchange of opinions, the participants deepened their understanding of each other’s cities’ administrative organizations, decision-making processes and authority.



- Tokyo Metropolitan Government, Bangkok Metropolitan Administration and Jakarta Provincial Government each are local governments which have responsibility over the administration of a major city, with each possessing local government systems with particular characteristics.
- Tokyo Metropolitan Government has the role of an expanded local government, while the municipalities are responsible for work in which a close relationship with citizens is necessary, such as medical treatment consultations. The Governor of Tokyo and the heads of municipalities are individually selected by public vote. The special ward system is a local government system which has been set up only in Tokyo Metropolitan Government, and there are differences between the wards and other municipal units (cities, towns and villages) in the allocation of work and the allocation of fiscal resources.
- In Bangkok, five departments are set up under the governor. A permanent secretary appointed by the King of Thailand is established as a position independent from that of the governor. The governor is usually unable to give directions to staff directly, and must work through the permanent secretary. The staff is composed of 80,000 people, with non-regular employees in charge of maintenance of roads, planting and maintaining of trees, and cleaning.

○ Session 2: “Personnel Management System”

Following a lecture giving an outline of the personnel management system in Tokyo Metropolitan Government, the participants exchanged opinions to compare the systems of the member cities. The participants from Jakarta submitted the proactive proposal that despite the differences in culture and customs, the issues related to personnel management are extremely interesting and they would like to continue to build on deeper discussions between the participating cities of ANMC21.



- There was a great deal of interest among the overseas participants in certain aspects of the highly characteristic system of Tokyo Metropolitan Government, including the following: (1) the transfer location system, which aims to have personnel build up a variety of knowledge and experience; (2) the remuneration system which reflects work performance; (3) the system of examination-based promotion of personnel; (4) the fact that a system had been set up in which a personnel committee determines remuneration levels after a comparison with private sector remuneration levels.
- A performance fee system has been set up in Jakarta. The level of remuneration for local government personnel is determined by national law, but the local government can determine allowances and performance fees independently. The level of remuneration is kept to a low level. It is prohibited for government workers to have subsidiary occupations. There are many educated women in Indonesia, and 50% of government workers are women.
- In Bangkok, the system for remuneration of personnel is the same for both national and local government. Remuneration is kept at a low level. Sixty-five percent of government workers are women who are earning a second income in their households. Government workers are termed “the servants of the king,” and have much status and authority. To raise the motivation of personnel, a performance evaluation system has been in place since 2008, in which ideas and execution capabilities are directly reflected in remuneration.

○ Social gathering



<Day 2>Wednesday, September 10

○ Session 3: “Administrative Planning”

Following a lecture on methods of formulating administrative planning in Tokyo Metropolitan Government, and on important policy measures based on “Tokyo’s Big Change – The 10-Year Plan,” a comprehensive administrative plan of Tokyo Metropolitan Government announced in 2007, there was an exchange of opinions comparing the administrative planning systems of the member cities.

- Tokyo Metropolitan Government’s administrative planning is composed of (1) the Long Term Plan (2006-2016) and (2) the Action Plan (2008-2010). The Governor determines administrative planning on the prefectural level, while local government ordinances determine the administrative planning for the municipalities. The Long Term Plan of Tokyo Metropolitan Government is a plan which places a strong emphasis on areas in which the governor is interested, such as the field of the environment. The plans are put together by the Planning and Coordination Division in the Headquarters of the Governor.
- In Jakarta, planning consists of: (1) a 20-year long-term plan based on national policy; (2) a five-year mid-term plan which is authorized by the parliament; (3) an annual plan which is planned according to the budget which underpins it. The governor of Jakarta has formulated the mid-term plan based on a vision of “Let’s make this a rich and convenient city.” The plans are put together by the Regional Planning Board.
- In Bangkok, four-year plans are created starting with the tenure of each governor. After the administrative plans have been discussed in five committees, the approval of parliament is obtained. The plans are put together by the Strategic Planning Office.

○ Seminar: “Asian Mega City and Global Sustainability” (open seminar)

(Lecturer: Dr. Kazuhiko Takeuchi, Vice-Rector, United National University, Professor of Laboratory of Landscape Ecology and Planning, Graduate School of Agricultural and Life Sciences, the University of Tokyo)

Discussions were held on the theme of an agronomic approach to global warming and “global sustainability science” at this seminar, which invited Dr. Kazuhiko Takeuchi, vice-rector, United Nations University, and professor of Laboratory of Landscape Ecology and Planning, Graduate School of Agricultural and Life Sciences, University of Tokyo as lecturer. Approximately 40 Tokyo Metropolitan Government employees took part in this seminar, and opinions were exchanged with the trainees.

Contents of lecture:

- In the past, Japan was grateful for the existence of steelworks, a typical cause of pollution, as “a sign of development and progress.” However, as citizens began for the first time to express anger at the worsening pollution, which brought about negative effects on human health and on the agriculture and fishing industries, this forced regional governments, the national government and companies to take action.
- As a result of this effort, Tokyo has been able to realize a cleaner environment than in previous times. Although the 20th century pollution problem has been solved, in the 21st century countermeasures against global warming has become an issue of urgency, and we do not have much time to tackle what is a complex issue. How can we solve global issues from a

regional perspective? It is important to reflect this into cities' plans in a concrete manner, and to promote urban development in which citizens can participate, with a high level of consciousness towards this problem.

• To transform society, it is essential to revolutionize human consciousness, and education is important in order to do this. When people's values change through education, people's lifestyles also change.



Q&A:

Q: There are criticisms of industry as a cause of pollution in Bangkok. How should we get companies to cooperate with us, since companies put their emphasis on profits?

A: As a result of economic growth and failing to bear the environment in mind, it costs money to make environmental improvement. According to what might be called the industrial economy way of thinking, one should think of industry as a part of the ecosystem.

Q: In Bangkok, industrialization has advanced in terms of employment as well. Do you think that education is necessary in order to increase the numbers of those who work in agriculture?

A: It is essential to avoid making a division between cities and villages when thinking about this. As urbanization advances and the rural population decreases, there are also changes in the way the land in the cities is being used. It is essential to think about what to do with villages from a long-term perspective.

Q: In Jakarta, efforts are being made to stop global warming. Traffic congestion is a problem due to the lack of public transport. A Blue Sky movement is being implemented, in which cars are not used on the Saturday of each week. Currently, almost everyone parks their cars in the public parking lots outside the city and uses the mass rapid transport (MRT). In order to urge the importance of environmental education, we would like to know the URL of the on-site training website. (http://www.kita.or.jp/english/e_kensyu_gaiyou_2008.html)

Q: What are the issues of the Tokyo Metropolitan Government's program of countermeasures against global warming?

A: Some have expressed the opinion that, for example, we should reduce the opening hours of convenience stores, which are currently open 24 hours a day, but it is difficult to force changes in lifestyle. As the Tokyo Metropolitan Government, we are urging efforts to be taken at the household level and the individual level. As one way of doing this, we wonder if it might be possible to put the actual volume of CO₂ emission from each household in numerical terms.

Q: To reform the system of mass production and mass disposal, lifestyle transformation is essential, but how do you intend to come to terms with this?

A: Fundamental solutions are essential, such as making sure that right from the start we create things which can be re-used as resources. We need the sections which deal with waste disposal and the sections which manufacture things to work together.

○ Exchange of opinions (1): Opinion Exchange about C40

The C40 Tokyo Conference on Climate Change was held over a three-day period from October 22 in Tokyo. It was the first time an international conference attempted to discuss global warming countermeasures from the perspective of adaptation measures. The persons in charge at Tokyo Metropolitan Government provided information, and there was a candid exchange of opinions. With flooding increasing in Bangkok and Jakarta due to the fact that the rainy seasons is longer than it used to be, some interesting examples were revealed in which people felt global warming to be something which was very close to them.

<Day 3> Thursday, September 11

○ Presentations: “Key Challenges Facing the Member Cities”

The five participants from Bangkok, Jakarta and Tokyo gave presentations on the important issues which face the member cities: waste disposal countermeasures, library service, local government and the Olympic bid. The common keywords were “the environment” and “education.” The participants confirmed that they would cooperate with the other cities of the ANMC21.

(1) “Environmental policy for solid waste management in the U.S. and Japan”

(Mr. Yasunobu Uehara, Tokyo)

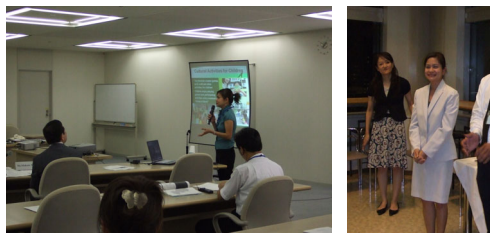
Theme: The current state of waste disposal countermeasures in Japan and the United States, and a comparison of such countermeasures



- Waste is continuously burned at a temperature of over 800 degrees at the waste disposal plants of the Tokyo Metropolitan Government. Dioxins, nitrogen oxide, sulfur oxide etc. are eliminated. The smokestacks are generally more than 100m high. The heat generated by burning the waste is turned into electric power, and used in the heat supply system or sold.

(2) “BMA Educational & Cultural Development” (Ms. Sirintarat Nimcharoen, Bangkok)

Theme: New library services to promote the custom of reading, aiming to raise the lifestyle level of citizens



- The children of Bangkok spend only six hours a month reading.
- The city is involved in efforts such as initiatives on Saturday of each week to encourage reading, and refurbishing libraries, as part of lifelong learning. A particularly distinctive effort from among this is Home of Books, a new community library. This can be opened in an extremely short space of time, because there is no need to acquire land.

(3) “Implementation of Local Autonomy in Jakarta Capital City Government”

(Ms. Sonti Pangaribuan, Jakarta)

Theme: Primary urban issues and the efforts being made in Jakarta



- Jakarta (Indonesia) used to have a structure of centralized authority, but in 1999 the new Decentralization Law was enacted, and the governor was elected in 2004.
- Flooding countermeasures are a high-priority project in the wake of climate change. The city is creating canals and reclaimed land. The rainy season usually starts in October and lasts two months, but last year it was longer, lasting from September to December, and in 2008 it started in August.
- The city is working on the establishment of bus lanes and park-and-ride system, as facilities for public transportation.

- In terms of garbage countermeasures, the city is working on recycling. It has established three differently colored kinds of garbage cans for different kinds of garbage, and is conducting enlightenment activities for citizens on how to dispose of garbage correctly.
- In addition, the government is working on construction of housing for low-income people, and on afforestation etc. for environmental conservation.
- Role-playing is being carried out in schools as environmental education for children. It is believed that by having the children play different roles each day, they will become skilled at the custom of sorting garbage.
- One issue of Tokyo's countermeasures against torrential rain is that the concentration of housing means that it is impossible to prepare flood control reservoirs. The city is carrying out other countermeasures such as digging underground tunnels in which one million tons of water can collect, but this costs a great deal of money. There is a need for measures to ensure that each house is able to have one ton of rainwater collect rather than letting it run off rapidly, but getting the cooperation of citizens takes time.
- Environmental education is being carried out at elementary schools in Tokyo. Through efforts such as carrying out collection work by running a collection machine over the schoolyard, students can learn about the importance of garbage sorting, and how precious resources are.

(4) "The Role of Local Government in Global Governance" (Mr. Jackson Dianrus Sitorus, Jakarta)

Theme: Steady improvement of urban issues through urban planning in Jakarta, and the means of approach



(5) "The Applicant File for Tokyo's bid for the 2016 Summer Olympic and Paralympic Games" (Mr. Satoshi Chida, Tokyo)

Theme: Introduction of Tokyo's plan aiming to host a compact Olympic and Paralympic Games which takes the environment into consideration



○ Session 4: "Budget and Fiscal Management"

Following a lecture giving an outline of the budget and fiscal management system in Tokyo Metropolitan Government, the participants exchanged opinions to compare the systems of the member cities. In particular, a high level of interest was shown in the history of the financial restructuring, personnel reductions, and the use of the private sector. It was confirmed that there was a need for a deeper level of discussion on the process which lead to the current situation of Tokyo Metropolitan Government.



- A ceiling was established as a method for financial reductions at Tokyo Metropolitan Government. A ceiling of 20% was put in place for investment costs. The objective of the ceiling is to reduce unnecessary projects and to prioritize the

allocation of resources to necessary projects, but should this carry on in the long term, there is a risk that this could result in more rigid policies, including reductions across the board for all projects.

- The ideal of the third-party sector method use of the private sector is to make use of the best parts of the public and private sectors, but there are cases in which the worst parts of each sector are on display.
- The Bureau of Waterworks sells water. Some ideas were suggested as to how the Bureau of Waterworks should earn income from water projects, in addition to supplying water as a public company. The Bureau of Waterworks dispatches personnel from Tokyo Metropolitan Government, and is responsible for water supply projects under its own independent budget.
- In Jakarta, a ceiling was set at 10% in 2007, having previously been set at 20%. The introduction of private sector vigor is a good method, but as the unemployment rate is high, reductions in personnel are not easy to undertake. The dispatch of personnel to public-interest corporations is likewise not authorized.

○ Exchange of opinions (2): “Opinion Exchange about International Exchange”

The members of the International Affairs Division, which constitutes the Tokyo Metropolitan Government’s International Exchange Section, joined to this session, in which opinions were exchanged with trainees on everyday uncertainties and opinions related to their work. This opportunity to exchange talk face-to-face with people with whom they could usually only communicate via phone an email, in a relaxed atmosphere, enabled the participants to deepen their understanding of the issues.

<Day 4> Friday, September 12

○ Inspection: “Tokyo Waterfront Area/Tokyo Port”

There was an inspection of the Tokyo Waterfront Area and Tokyo Port, the cutting edge of Tokyo’s urban development, by passenger ferry Shin Tokyo-Maru. This inspection left a deep impression on participants, who were able to observe the “Umi-no-Mori” (Green Island) Park which could be described as a symbol of Tokyo’s environmental measures, and the area which is planned to be the venue of the 2016 Olympic and Paralympic Games.



○ Inspection: “Tokyo Midtown”

There was an inspection of Tokyo Midtown, an example of the latest urban regeneration development in Tokyo, where participants were given an explanation of urban regeneration development which takes the environment into consideration.



○ Lecture: “Tokyo’s Urban Development”

Participants were given an explanation of Tokyo’s urban regeneration, including the background behind the formulation of “New City Planning Vision for Tokyo” and the philosophy and objectives behind such city planning, based on the experiences of Tokyo Metropolitan Government’s urban development.

Tokyo Midtown is introduced as “a case in which the limited land space of Tokyo has been put to effective use through a system which a shift of land use was possible in combination with the establishment of public facilities in the form of a public park run by the ward.”



- Urban planning in Japan is based on the Urban Planning Law established by the national government, but Tokyo Metropolitan Government can determine the application and dimensions of buildings. The increasing of dimensions in order to promote larger-scale development is also determined by Tokyo Metropolitan Government.
- In Bangkok, major public works and road construction are carried out by the public works companies of the national government, and local governments have no control over this. The participants from Thailand felt that the Governor of Tokyo in Tokyo Metropolitan Government has considerable authority compared to Thailand, where authority is more centralized.
- In Jakarta, construction of housing or high-rise buildings can be implemented only after obtaining permission from local governments.
- In Jakarta, the establishment of public transport is an important issue, participants from Jakarta stated they would appreciate a lecture about the Yurikamome line as well.

○ Closing ceremony (granting of completion certificates)

Following the completion of the entire program, which lasted a total of four days, Mr. Toshiyuki Taga, the chief of protocol delivered a message and the trainees were each given a certificate of completion of the training. The trainees expressed their feelings about the program, with comments such as “I felt that there are many common issues among the various cities of Asia,” “I think that if we can learn not only from the successful example of Tokyo but from the process which led to this success, this will enhance the training program even more,” and “I want put the results of this valuable training program to use in my work when I return back home.”

