

Musashino Approach to Urban Governance: Some Lessons for Asian Cities

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CONTENTS

1. Introduction: What are Major Challenges facing us all around the World today !
2. Musashino City and its TAP4E4S
3. Musashino City under the Pressures of Globalization within and across the Country
4. Achievements and Challenges of the Musashino Approach: Major Issues left Unresolved
5. In Pursuit of the Improved Musashino Approach to Promote Sustainable Community Development (SCD)

1. Introduction: What are Major Challenges facing us all around the World today !

Rapid Pace of Ecological Decays and Untold Human Sufferings
Foreseen, if not sufficiently dealt with in a timely manner !

- 1) Climate Change and Increasing Frequency and Intensity of Disasters including Typhoons, Drought, Flooding and Landslides;
- 2) Deforestation, Loss of Biodiversity and Infectious Diseases;
- 3) Shortage of Fresh Water and Pollution of Rivers, Lakes and Oceans;
- 4) Increasing Volume and Diversity of Solid Wastes;
- 5) Nuclear Disasters and their Adverse Impact;
- 5) Poverty and Increasing Income and Wealth Disparities;
- 6) Human Rights Violation, Corruption and Political Prisoners/Refugees;
- 7) Racial, Religious and Social Discrimination and Gender Inequity;
- 8) Domestic Violence and Armed Conflicts:

1A Poverty and Income Disparities in Asia and around the World

- Growing Inequality In East Asia & Pacific, 1990 & 2005

Gini Coefficient	1990	2005	
Cambodia	.42	.49	↑
China	.36	.47	↑
Indonesia	.29	.36	↑
Lao PDR	.33	.37	↑
Malaysia	.46	.49	↑
Papua New Guinea	.48	.48	↔
Philippines	.41	.46	↑
Republic of Korea	.30	.30	↔
Thailand	.44	.41	↓
Viet Nam	.35	.38	↑

Income/Consumption of the Poorest Quintile, Latest (%)

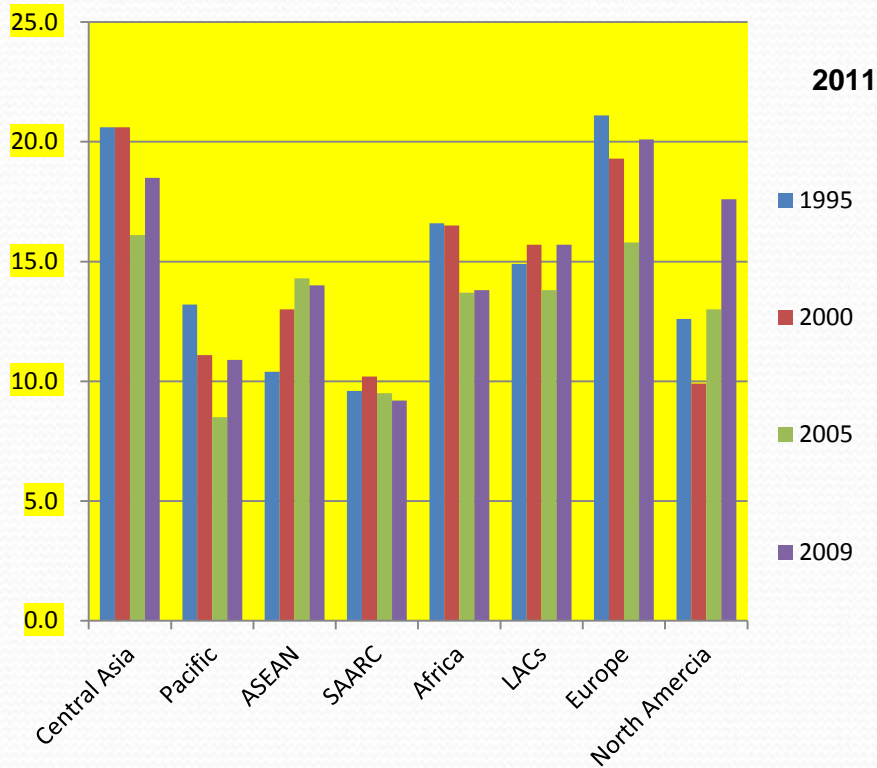
Afghanistan	9.0	Angola	2.0
Australia	5.9	Austria	8.5
Bangladesh	9.4	Belarus	9.2
Burundi	9.0	Cambodia	6.5
Cameroon	5.6	Canada	7.2
China	5.7	Czech Rep.	10.2
Ghana	5.7	Japan	10.6
India	8.1	Indonesia	7.4
Lao, PDR	8.5	Malaysia	4.5
Micronesia	1.6	Nepal	6.0
New Zealand	6.4	Pakistan	9.0
Philippines	5.6	PNG	4.5
ROK	7.9	Singapore	5.0
Sri Lanka	6.8	Thailand	6.1
Timor-Leste	8.9	U.K.	6.1
Vietnam	7.1	U.S.	5.4

Source: UNICEF/EAPRO, Presentation at NC meeting on 24-25 September, 2012

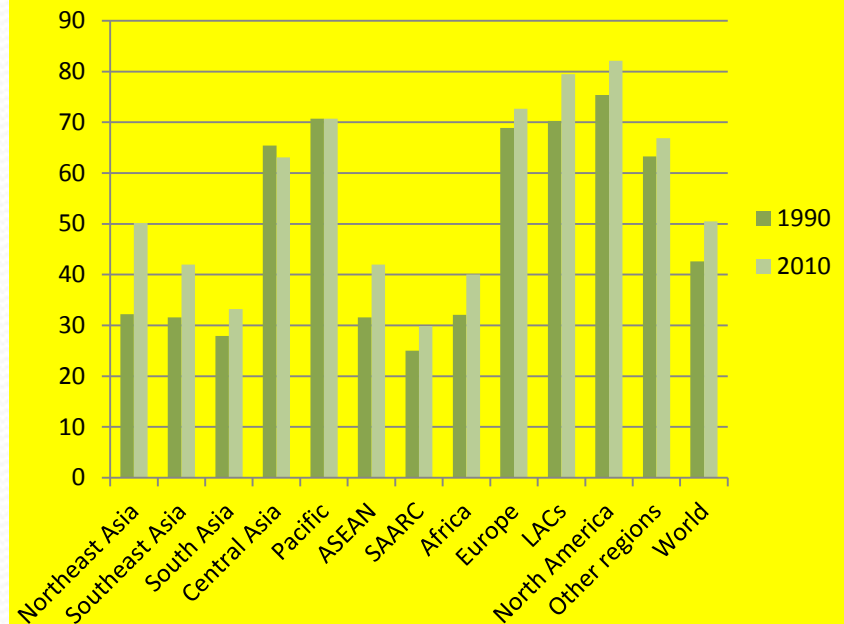
Source: UNESCAP, Statistical Yearbook for Asia and the Pacific 2011; World Bank, WDR 2012.

1B High Youth Unemployment and Rapid Pace of Urbanization around the World

High Youth Unemployment around the world, 2012



Urbanization and Slum Dwellers, 1990 & 2010



Source: UNESCAP, Statistical Yearbook for Asia and the Pacific, 2013

1C Gender Inequalities, 1995-2012

	Adult literacy	Female Rate as percent of Male Rate* Youth literacy	LFPR(Female/Male)	Seat in parliament**
East Asia & Pacific	99	99	79 (62.8/79.3)	20.2(18.7)
China	91	99	84 (63.8/73.1)	21.3 (23.4)
Malaysia	93	100	(44.3/75.3)	14.0 (18.8)
South Asia	66	81	44 (30.7/80.7)	12.5 (17.8)
India	65	80	41 (10.7
Nepal	56	75	63	33.2
LACs	98	101	64 (51.7/79.6)	18.7
Brazil	100	102	70	9.6
Chile	100	100	51	13.9
Arab States	74	88	34 (26.0/77.1)	12.0
CCE & CA	99	100	79 (49.7/67.8)	13.4
Moldova	99	100	(109)	18.8
Ukraine	99	100	(97)	8.0
SSA	76	84	73 (62.9/81.2)	19.8
Mozambique	n.a.	n.a.	102	39.2
Zambia	78	91	73	14.0
Developing	84	91	64 (51.1/80.0)	17.3.
Japan	100	100	(98)	13.6
U.S.A.	100	100	(103)	16.8
World	86	92	67 (51.5/78.0)	17.7

Notes: *) All figures are for 2009, except those in seats in parliament which are for 2011 and brackets which are for 2012;

***) Female seats as percent of total in 2008.

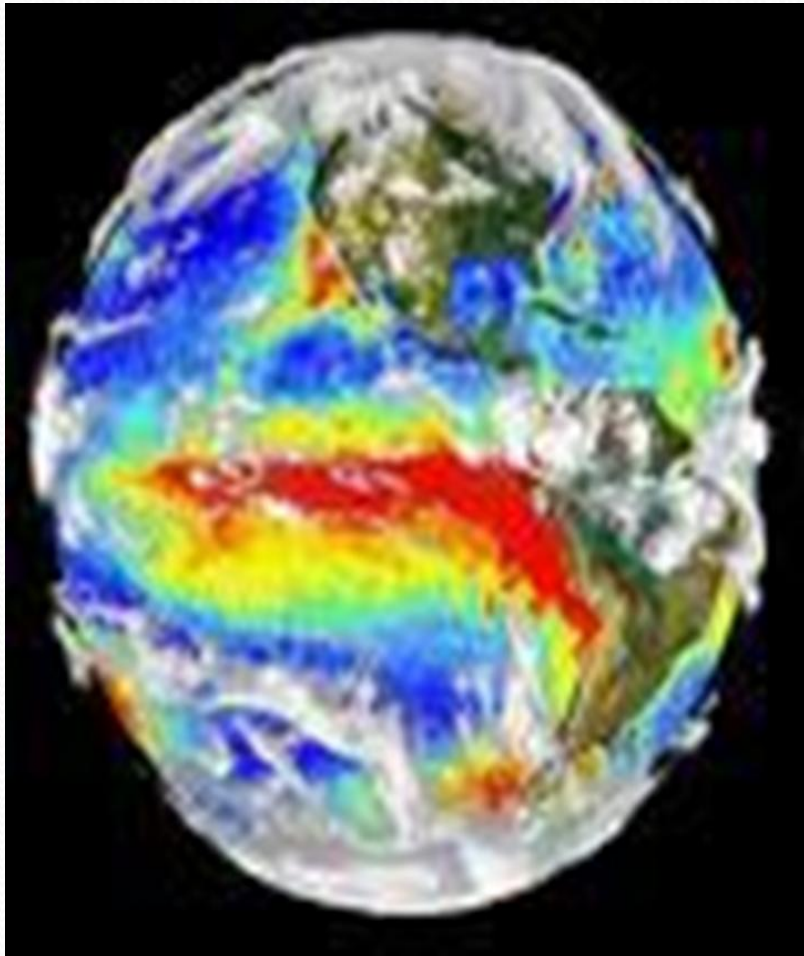
Source: UNDP, H D R 2013, Tables 4, pp.172-175.

“Man has lost the capacity to foresee and to forestall. He will end by destroying the earth.”

A quote from Albert Schweitzer
(1875-1965)

I hope NOT !

How Many Earth's do we need if to continue our "American Lifestyle" around the world ?



And More Seriously,
How Many More
Decades could we
survive on this
planet before its
tipping point ?

2.1 What Musashino City means to its citizens in 2012-14

1. Population density: 13,097 persons per km², as of 01012014
2. Number of persons per household: 1.9 persons, as of 01012014
3. Residential floor space per person: 37.5 m², as of 01012013
4. Garden park space per person: 1.6 m², as of 01042013
5. Medical facilities: 1 for 376 persons, as of 31032013
6. Medical doctors and dentists: 1 for 210 persons, as of 01102010
6. Solid wastes: 864 grams per day per person, as of 2012
7. Library books: 6 copies per person, as of 31032013;
 8. School floor space per pupil, as of 01052013: 15.5 m² at primary schools and 24.0 m² at lower secondary schools;
 9. School ground space per pupil, as of 01052013: 28.9 m² at primary schools and 53.4 m² at lower secondary schools;

10. Number of city office employees: 1 for 173 persons, as of 01042013;
11. Daily activities in the city, as of 2013
 - 1) Newly moved in: 38.0 persons;
 - 2) Newly moved out: 29.6 persons;
 - 3) Baby birth: 3.2 persons;
 - 4) Deceased: 3.2 persons;
 - 5) Marriage: 4.4 couples;
 - 6) Divorce: 1.0 couple;
 - 7) Passengers using JR Kichijoji station: 276,966 persons;
 - 8) Passengers using JR Mitaka station: 180,506 persons;
 - 9) Passengers using JR Musashi-Sakai station: 125,412 persons;
 - 10) Passengers using Keio RR Kichijoji station: 141,475 persons;
 - 11) Passengers using Seibu RR Musashi-Sakai station: 28,281 persons;
 - 12) Solid wastes: 119.8 tons, as of fiscal 2012;
 - 13) Criminal cases: 7.3 as of fiscal 2012;
 - 14) Traffic accidents: 1.1 case (0.1 involving children), as of fiscal 2012;
 - 15) Fire hazards: 0.1 cases, as of fiscal 2012

2.2 What is the Musashino Approach to Urban Governance ?

- 1) **Shared vision and long-term development planning** since 1961: residents' representative council and neighborhood meetings at an increasing number of community centers around town;
- 2) **Active people's participation in decision-making and implementation process** in every aspect that affects their daily lives and speedy response on the part of the Mayor and Municipality to all citizen's claims and expectations;
- 3) **Mutual sharing of the cost and benefits** of all programmes and projects under municipal administration and achieving balanced budgets;
- 4) **Priority to the use of local people's ideas, materials, products/services**, including tasty groundwater;
- 4) **Constant upgrading** of formal and community education, health and sanitation programmes;

5) Commitment to the Principle of Self-Governing, with policy priority to:

- i) **Low energy intensity** and greener town development;
- ii) **Equity in income distribution** and the provision of housing and other social services to low-income people;
- iii) **Empowerment and protection** of the human rights of every citizen, in particular community-based care for children, senior citizens, the sick and other disadvantaged people;
- iv) **Protection of Nature and the safety** of environmentally sustainable neighborhood;
- v) **Preservation of traditional values** and community culture;
- vi) **Efficient and effective delivery** of all public services, and
- vii) **International cooperation** for a non-nuclear, peaceful and sustainable world: Center for Global Citizenship established in 1989.

3.

Musashino City under the
Pressures of Globalization
within and across
the Country

3.1 Growing Pressures of Globalization Impacting on Musashino City

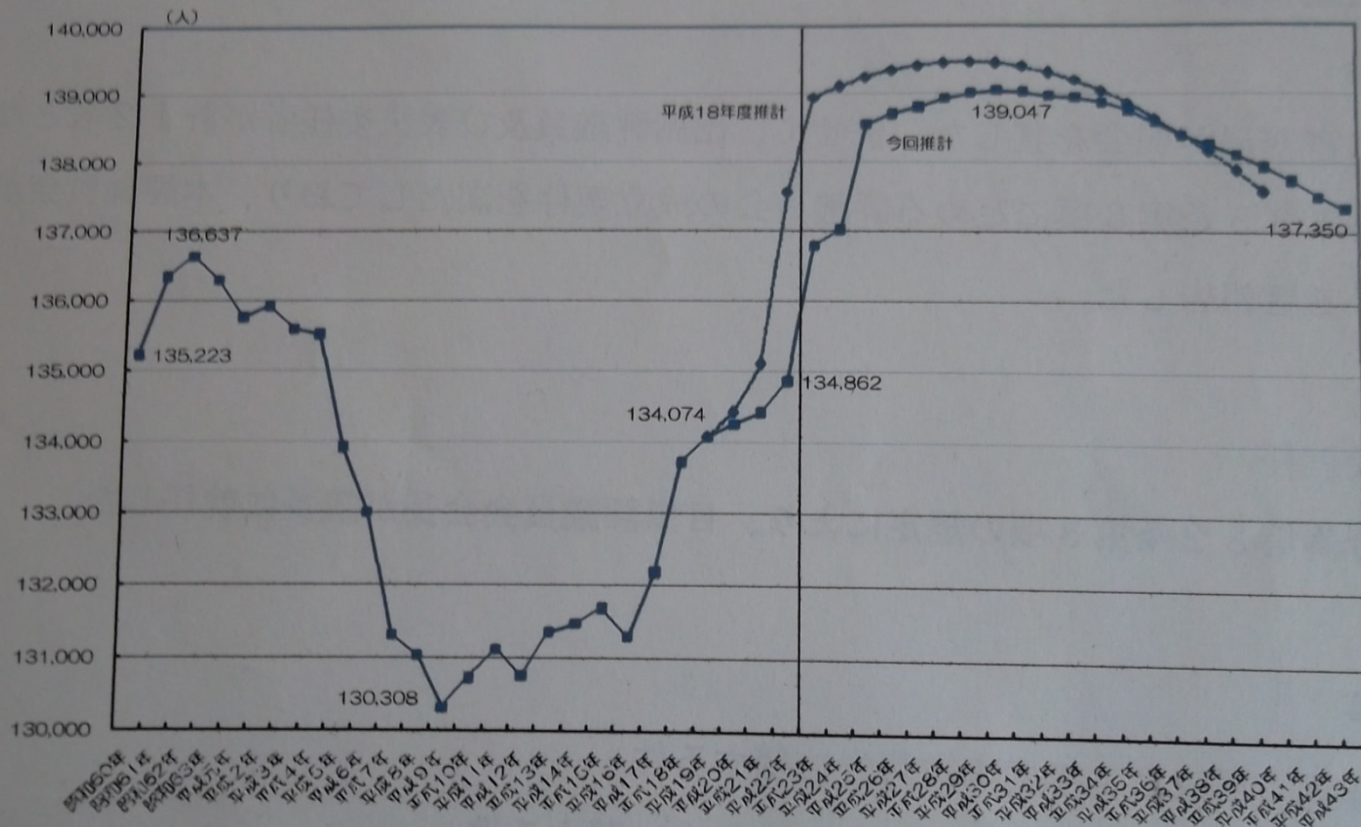
1) Economic vulnerability, among others

- i) Rapid economic growth of the country during the 1950s-80s, resulting in the rapid expansion and movement of the city population;
- ii) Greater exposure of the city's economy to pressures of economic globalization and to sudden fluctuations of international trade and financial markets in the 1990s;
- iii) Rising income and changing lifestyles of the city population, resulting in the 2000s-10s in the restructuring of the city economy and employment, reverting to a steady population and economic growth, but with a growing concern among citizens with social and environmental sustainability in the face of increasing income disparities and the rising cost of keeping groundwater clean, housing, electricity, gas, water and solid waste disposal at the household and municipal levels;

3.1A Population Change of Musashino City, 1985-2030

の、はは同様の変動を示している。

図表 2-2-1 武蔵野市の人口推移

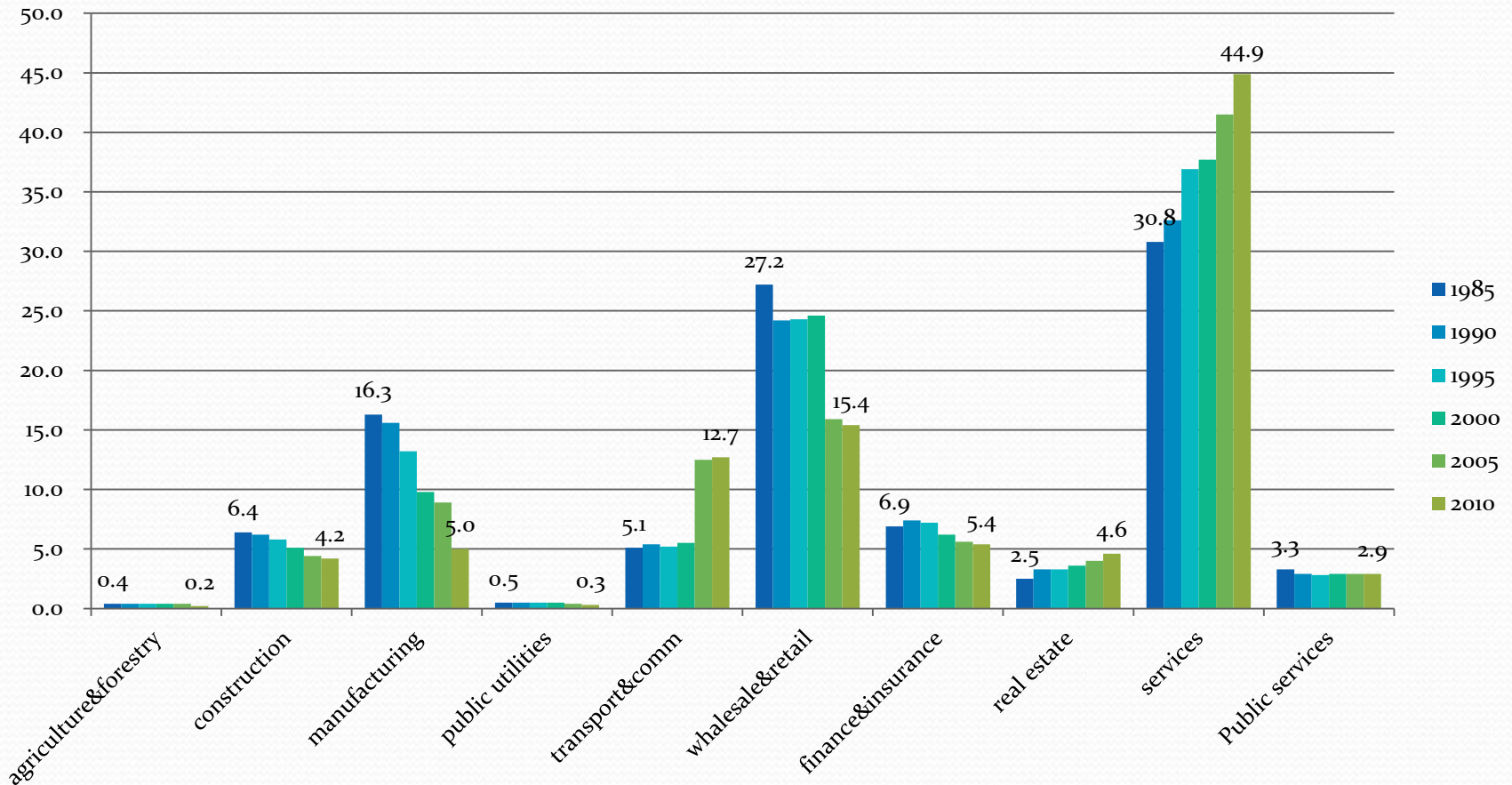


3.1B Bubble Burst and Long-Term Recession: Annual Growth Rates of GDP by Country/Region, 1980-2010

	1980-90	1990-00	2000	2002	2000-08	2009	2010	2012	2014
Japan	1.5	1.7	1.3	1.0	-1.3	1.7	-5.2	1.3	2.2
U.S.A.	4.2	3.4	4.1	1.3	2.7	-2.6	2.9	2.0	1.7
Euro Area	2.5	1.7	1.7	0.9	0.8	-4.1	1.0	-0.9	0.2
Majors	2.9	2.3	3.4	0.8	2.0	-2.3	4.2	0.9	2.3
East Asia	7.7	7.2	7.3	3.3	8.9	8.2	7.3	5.5	5.6

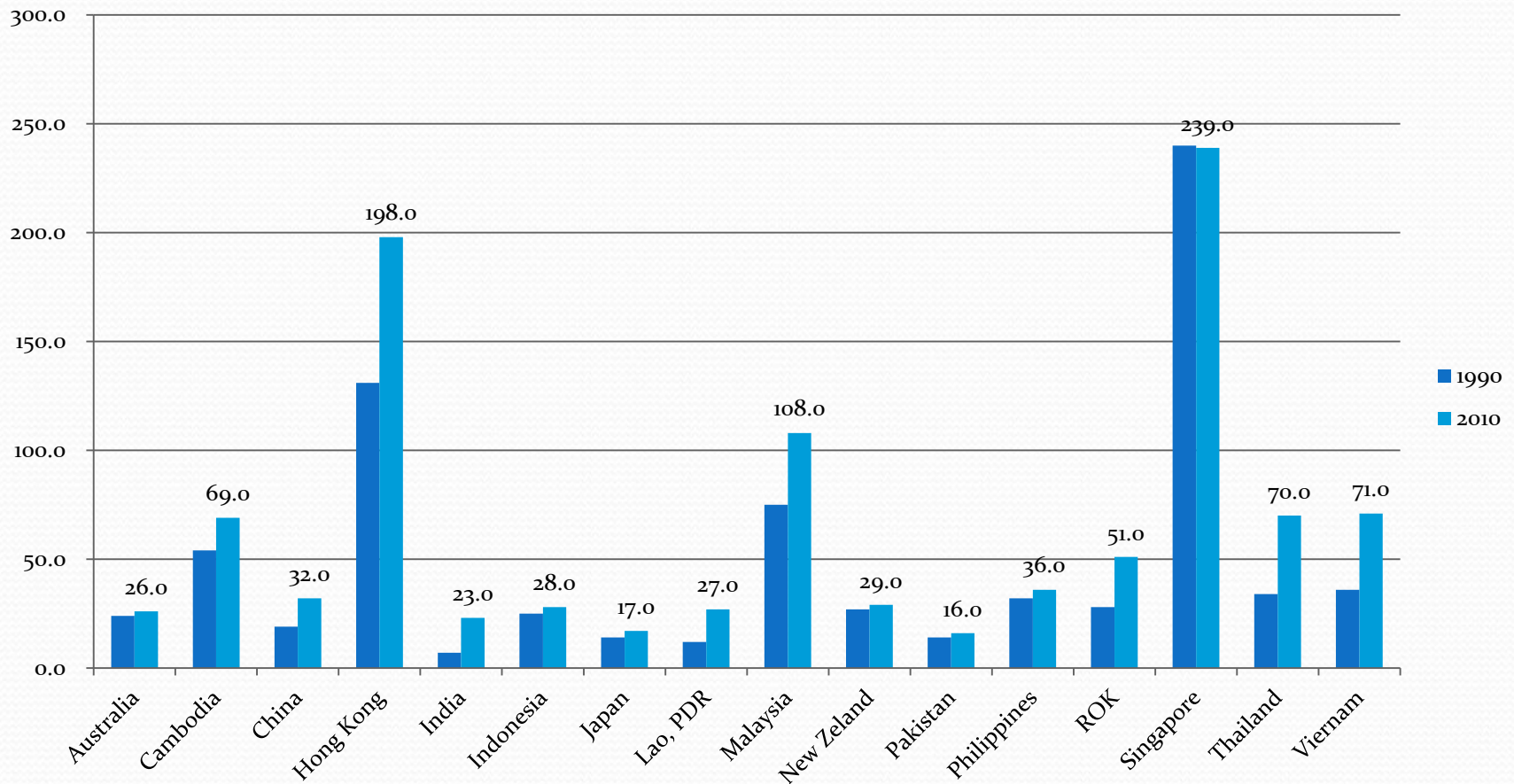
Sources: World Bank, WDR 1997, 2002, 2004 & 2010; UN, WESS 2010; and IMF, World Economic Outlook, October 2013.

3.1C Changing Employment in Musashino City, 1985-2010



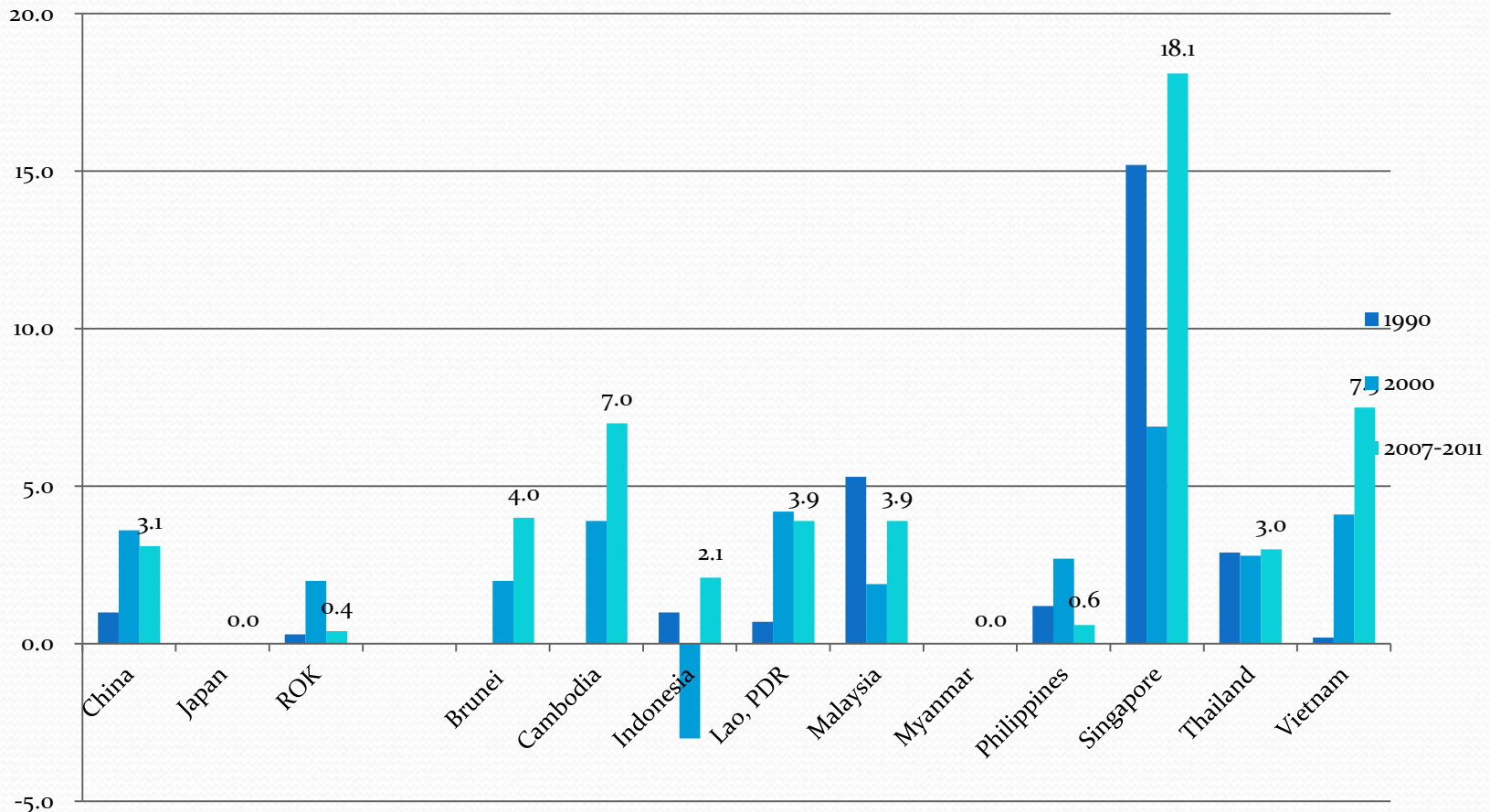
Source: Computed from Musashino City Office, Municipal Statistics, 2010

3.1D Export as % of GDP in Asian Countries, 1990 & 2010



Sources: UNDP, HDR 1992 & 2013.

3.1E FDI as % of GDP in Asian Countries, 1990-2012



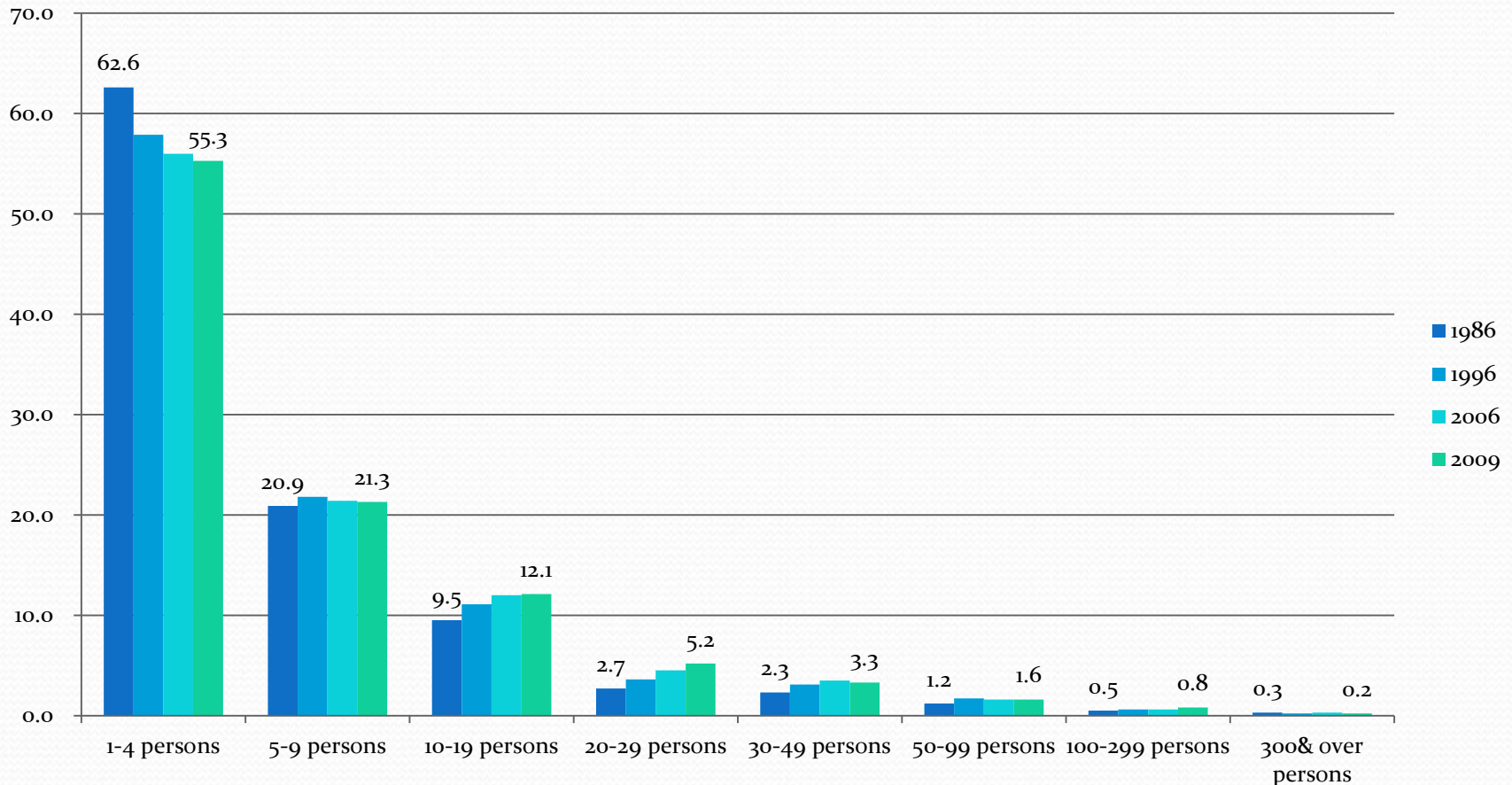
Sources: World Bank, WDR 1972, 1992, 2002 & 2012.

3.1F Kichijoji town center, 2014



Source: By courtesy of RKH Associates. 29042014

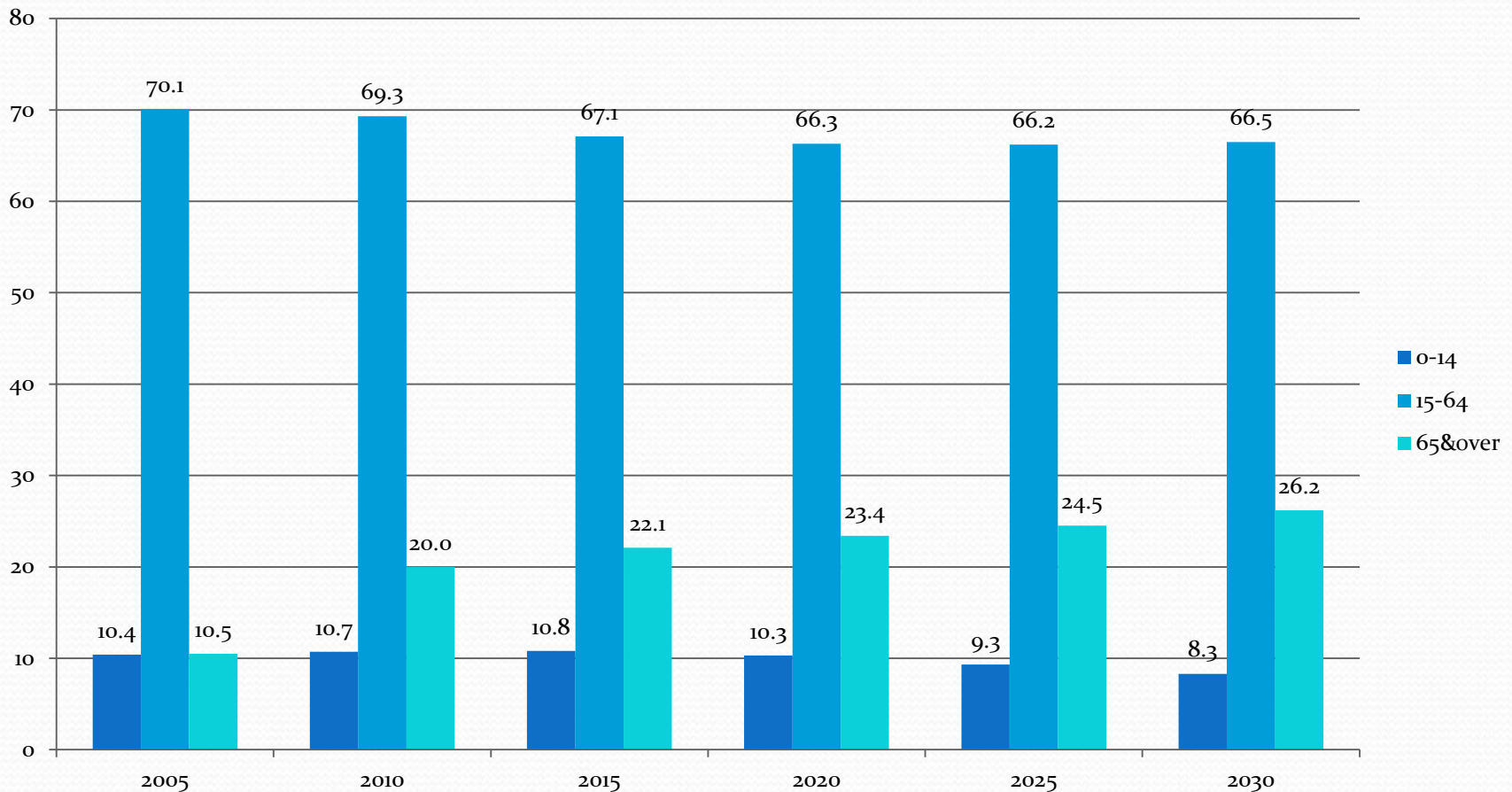
3.1G Business Establishment by Size of Employment in Musashino City, 1986-2009



Source: Computed from Musashino City Office, Municipal Statistics, 2010

- 2) Rising social concern, among others
 - i) Aging of the population in the city;
 - ii) Increasing income and wealth disparities among city population;
 - iii) Rapid urbanization, resulting in traffic and urban congestion, noise and some crimes; and
 - iv) Greater shortage of nurseries and kindergardens and senior citizen's care centers;
- 3) Environmental deterioration
 - i) Rising emission of CO₂ and other greenhouse gases (GHGs) by households and industry;
 - ii) Increased exposure of city population to air, water and soil pollution;
 - iii) Loss of forest and greenery areas and biodiversity in the city and its suburbs; and
 - iv) Rapid increase of solid wastes in terms of volumes and variety;
- 4) Cultural threats
 - i) Loss of traditional local arts and lifestyles;

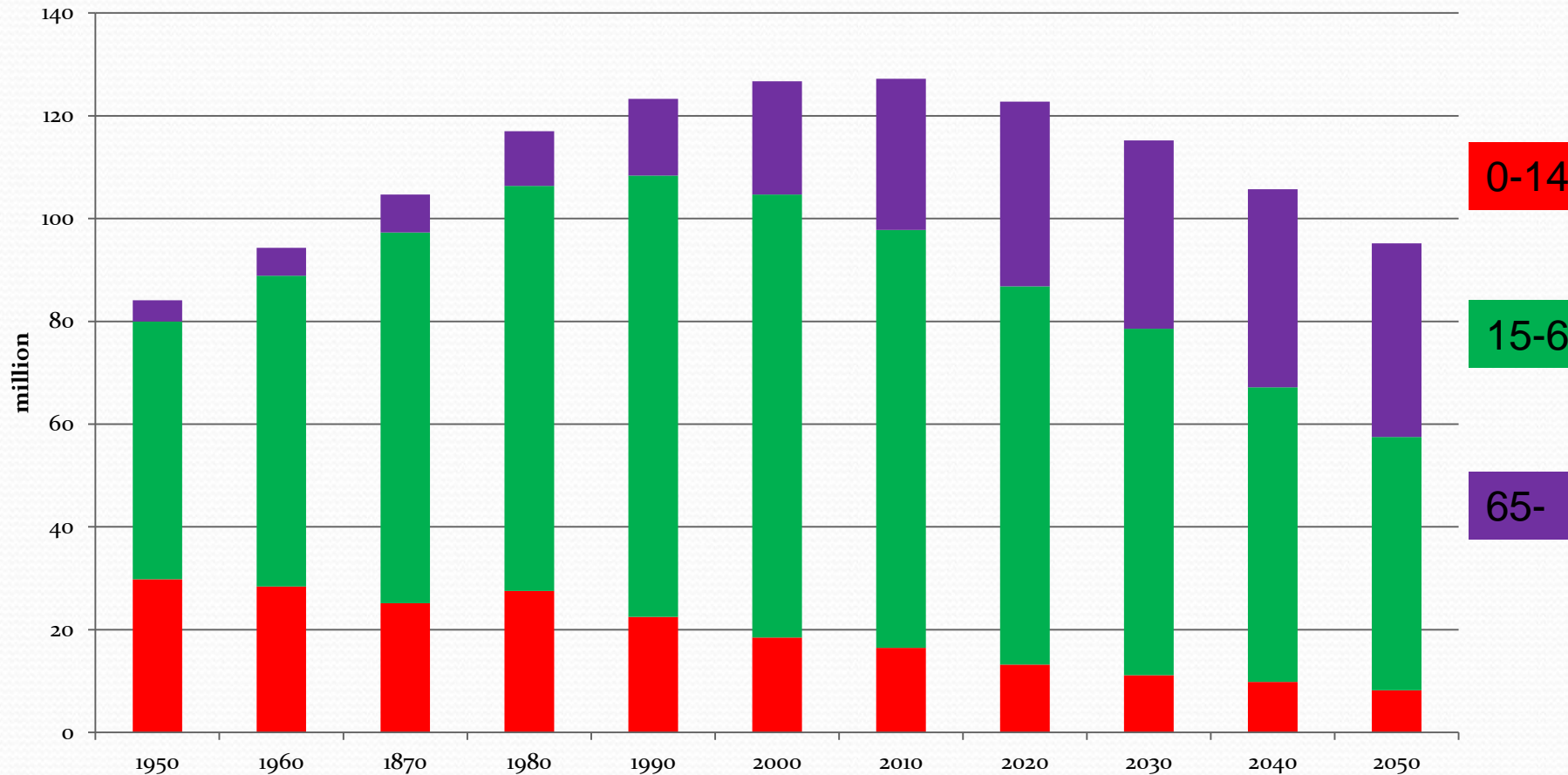
3.1H Changing Population Composition in Musashino City, 2005-2030



Source: Computed from Musashino City Office, Musashino Statistics

3.11

Aging of Japan's Population, 1950-2050



Source: GoJ. Population Census. relevant years.

3.2 What is Critical is that:

We know more or less

- 1) What are expected to arise in terms of Major National and Global Issues that we all have to face in the medium- and long-term future; and
- 2) What we should be doing to deal with such Major Issues, but

We do not dare to take decisive actions on those Major Issues, because

- 1) Such actions would be detrimental to our own vested interests, and
- 2) We take a wait-and-see attitude, until those Major Issues begin to haunt us in our daily living.

3.2A Perceived Risks to Economic Growth in Asia

Very Serious	Low		Moderate	Serious
High energy prices	12 (12)	28 (24)	42 (38)	18 (22)
Water pollution & shortage	28 (17)	35 (27)	30 (37)	6 (15)
Global warming	35 (22)	29 (25)	26 (28)	10 (22)
Failure of the Doha Round	28 (22)	33 (35)	24 (25)	12 (13)
Protectionism	26 (24)	38 (31)	29 (34)	6 (8)
Terrorists	21 (27)	33 (31)	26 (26)	8 (11)
Sharp decline in asset markets	31 (22)	37 (39)	23 (24)	6 (8)
Natural disaster	34 (30)	34 (32)	24 (24)	5 (9)
Current account imbalance	30 (22)	38 (40)	21 (22)	6 (7)
Avian flu and other pandemics	33 (30)	32 (27)	17 (20)	6 (7)
Proliferation of preferential TAs	40 (22)	36 (39)	18 (20)	4 (5)

Source: PECC, State of the Region, 2007-08, Table 2, pp.45-46.

Notes: Respondents to the above survey taken in 2007 were: 107 businessmen, 68 government officials, 166 academics and researchers, 14 media persons, 5 civil society representatives and 22 others. Of these 382 respondents, 228 are from Asia.

Figures are for the next 1-2 years, whereas those in brackets for 3-5 years or longer.

4.

Achievements and
Challenges of the Musashino
Approach

4A Meeting Consumer Demand for Sustainability Products

Solar Panel Manufacturing

Top Runner Electrical and Electronic Products , Automobiles and Individual Houses Eco-Point Programme, 2009-2013



Eco-Points (10% of the purchase prices) can be applied to:

- * Purchase of all products, products and services sold in the EJGET area;
- Exchange into community currencies and notes issued by chambers of commerce and industry in the EJGET area;
- Gifts to environmental NGOs;
- Purchase of Top Runner ecologically friendly products and services produced in any part of Japan;
- Building of and/or remodeling into ecologically friendly residences

4.1 Achievements: Intra-city programmes

- 1) **Lots have been achieved** in Musashino City for SCD, e.g., income and employment growth, energy conservation and efficiency, health and education, environmental and social protection, housing and good governance, etc.;
- 2) There is a growing **sense of Ownership and Pride by citizens** of Musashino City of being the citizens of one of the most liveable cities in Tokyo and, for that matter, in Japan as a whole;
- 3) **Many of the initiatives taken by Musashino citizens** for urban governance have been replicated by other cities in Japan and by the National Government; e.g., external

evaluation system, timelines for municipal response to citizen's claims and expectations, child allowance, voluntary services to the needy elderly, community schools, community centers, community buses, active participation of senior citizens in learning programmes, gainful employment and community servicers, center of global citizenship programmes, financial assistance to self-financing foreign students etc.

4) In collaboration with various CSOs and CBOs active in the city, Municipal Government has been organizing **a number of civic education programmes on various issues facing the citizens**, especially children, young Mothers and senior citizens, e.g., Nature study camping, prenatal healthcare, environmental counseling, dementia awareness campaigns and classes, etc.;

5) **Financial and technical assistance** to CSOs, NGOs and CBOs active in civic engagements, such as children's and youth education, provision of welfare services to the needy, etc.

4.1A External Policy and Programme Evaluation Committee reviewing Musashino's 10-year Development Plan Implementation



Source: By courtesy of RKH Associates, 22062014

4.1B Lessons Learnt on SCD through Exchange of Experiences and Views among Different Stakeholders



Source: By courtesy of RKH Associates, 16052014

4.1C A series of symposia and Seminars organized by Five University Consortia in Musashino City to focus on Global Crises

持続可能な地球と私のために

持続可能な社会の創造と人口問題

プログラム

- 13:30 挨拶 柳井 圭子 (文部科学省国際統括官付 国際戦略企画官)
- 13:35 挨拶 飯吉 厚夫 (学校法人中部大学 理事長・中部大学 総長)
- 13:45 祝辞 松浦 晃一郎 (元ユネスコ事務局長)
- 14:00 趣旨説明 稲崎 一郎 (中部大学中部高等学術研究所 所長)
- 14:10 講演 「70億人の地球～持続的開発はできるか～」石 弘之 (元東京大学大学院教授)
- 15:30 休憩
- 15:50 講演 「少子高齢化社会のゆくえ」阿藤 誠 (国立社会保障人口問題研究所 名誉所長)
- 16:10 講演 「宇宙で暮らす」野田 篤司 (宇宙航空研究開発機構チーフエンジニア室ミッションデザイン支援グループ グループ長)
- 16:30 講演 「人口の増大がもたらす地球的課題：将来へのパラダイムシフト」廣野 良吉 (成蹊大学 名誉教授)
- 16:50 質疑応答
- 17:00 終了

主催：文部科学省（平成25年度 日本/ユネスコパートナーシップ事業）
企画・実施：中部大学



70億人の地球 ～持続的開発はできるか～

東京大学大学院
元教授 石 弘之

東京大学卒業後、朝日新聞社に入社、ニューヨーク特派員、編集委員などを経て退社。国連環境計画 (UNEP)本部ナイロビ) 上級顧問、96年から東京大学大学院教授、サンビア特命全權大使、北海道大学大学院教授、東京農業大学教授を歴任。国連「ゲーム」国連グローバル500賞、毎日出版文化賞をそれぞれ受賞。主な著書に「地球環境報告」『キリマンジャロの雪が消えていく』(いずれも岩波新書) など。



世界人口は国連推計によれば、2011年10月31日に70億人を突破した。毎年8600万人、つまりドイツ1ヶ国分が増加して、現在はほぼ71億7000万人前後と推定される。このままでは、2025年には80億人、2045年には90億人を超える。増加分の98%までが発展途上地域に集中する。この40年間「人口爆発」が論議されてきたが、ついにくるべきところまで来た。地球は、資源やスペースなど、この巨大な人口を支えられるのだろうか。すでに、慢性的な食料不安が広がっており、国連はトイレのない人びとが26億人を超え、900万人の医師が不足しているとみる。その一方で、自動車は10人に1台の割合で普及し、携帯電話は50億台を超えた。工業製品に必要なさまざまな資源の枯渇や高騰もはじまっている。

世界人口は数多くの問題を抱えている。その第1は国際間のギャップだった。人口増加の頭打ち・減少がはじまっている先進地域と、人口急増が続いている発展途上地域との格差がさらに拡大している。先進地域を中心に16か国で増加率がマイナスになった。他方、途上地域の10か国で3%を超える高い増加率がつづいている。第2は各国内の地域間の格差。2010年ごろに史上はじめて都市人口が農村人口を上まわった。途上地域では都市への流入でスラム人口が激増している。第3は年齢間の不均衡だ。「少子高齢化」は、アジアを中心に急激に進行して深刻な社会問題になりつつある。

とくに、日本は総人口に占める14歳以下の若年人口比は世界最低、65歳以上は世界最高という極端にいびつな構成だ。国立社会保障・人口問題研究所の推計によると、総人口は2048年には1億人を割り込み、2060年には8600万人にまで減少する。また、生産年齢人口(15～64歳の人口)は2010年の総人口の64%から減りつつ、2060年には51%となるのに対し、65歳以上の高齢人口は、2010年の2948万人から、2042年に3878万人とピークを迎える。まさに人口の危機が迫っている。

少子高齢化社会のゆくえ

国立社会保障人口問題研究所
名誉所長 阿藤 誠

東京大学大学院を経て米ミシガン大学に留学。社会学博士。1971年に厚生省人口問題研究所に入所後、国立社会保障・人口問題研究所副所長、所長、早稲田大学特任教授を歴任。2001年の国連人口開発委員会議長。著書に「現代人口学—少子高齢化社会の基礎知識」(日本評論社) など。



前世紀末までの人口問題は、途上地域を中心とする世界の人口爆発であった。だが途上国における出生力転換の進行によって、世界人口の増加は今世紀中に終息に向かうことがほぼ確実にようになってきた。それに替って登場してきた新たな人口問題は人口高齢化と人口減少、それを加速する少子化である。いかなる国も出生力転換に成功すれば高齢化が進行するが、近年の少子化は高齢化を一層促進し、人口減少にもつながりうる。とりわけ日本を含む一部先進国・アジアNIESで起こっている超少子化は、超高齢化・人口急減をひき起こし、社会の持続可能性を脅かす。少子化の主要な原因はジェンダー革命であり、超少子化国では、男女平等理念が確立され、「仕事と子育ての両立」を容易にする社会的・政策的対応が早急に進められることが望まれる。

宇宙で暮らす

宇宙航空研究開発機構
チーフエンジニア室
宇宙デザイン支援グループ
グループ長 野田 篤司

1985年に早稲田大学大学院博士前期課程理工学研究科を修了。同年に宇宙開発事業団へ入社。2003年宇宙開発事業団と宇宙科学研究所と航空宇宙技術研究所が宇宙航空研究開発機構(JAXA)に統合。現在は、JAXA チーフエンジニア室 ミッションデザイン支援グループ・グループ長。



地球の資源は有限である。人類が繁栄し続け続ける限り、地球の資源を使い尽くす日が来る。如何に資源の有効活用をしても、それを先延ばしするだけで、いずれは、その日が来る。そして、残された時間は思いのほか短い。一方、宇宙に目を向ければ、無限とも言える資源がある。太陽系内に限っても、地球上に存在する資源よりも遥かに多い。しかし、宇宙にある資源を地球に持つためには、ロケットの燃料やエネルギーが必要であり、これが地球の資源を使うのでは、収支はマイナスになりかねない。いっそう、人類が宇宙に進出し、宇宙の資源を使い、人類が繁栄する方が可能性が高いかもしれない。現在では、夢物語かもしれないが、将来的に人類が宇宙に進出し、繁栄することはできるのかを、科学的・技術的な側面から説明する。

人口の増大がもたらす地球的課題： 将来へのパラダイムシフト

成蹊大学
名誉教授 廣野 良吉

シカゴ大学大学院卒業。成蹊大学経済学部教授、国連アジア太平洋経済社会委員会開発計画部長を経て、国連「合開発政策委員会議長、外務省援助評価委員会委員、国際開発学会会長、国際開発高等教育機構評議員、日本評価学会副会長などを歴任。2009年環境大臣賞「環境保全功労者表彰」受賞



現在地球社会が直面している主要課題は、その大半が人間社会がもたらした課題である。大別して、地球生態系課題と人間社会系課題がある。前者は、人間が地球生態系へ与えた気候変動、生物多様性の消滅、森林破壊、土壌劣化、砂漠化、水質汚濁、酸性雨、海洋汚染、水・鉱物資源の枯渇等であり、物質的豊かさを追求し続ける消費生活とそれを担保する持続不可能な生産システムに起因している。後者は、人間が自分たちの社会・地域で直接、間接的に生みだしてきた飢餓、貧困、失業、雇用不安、所得・富・社会格差、財政赤字、差別、人権蹂躪、国内外紛争、殺傷、核の脅威、感染症、家庭内暴力、家族崩壊等であり、ゲームインシャフトを軽視・否定した市場経済至上主義的発想・政策・制度に起因している。これら二つの主要課題は相互に連関しており、発想の転換なくして根本的解決はない。いま、皆さんは日常どう行動すべきでしょうか？

4.2 Achievements: Inter-city and international Programmes

- 1) In collaboration with various CSOs and CBOs active in the city, Municipal Assembly has taken initiatives of passing a number of Resolutions appealing to and inviting the rest of the cities in Japan and the world to join Asian Mayors' Forum for Environmentally Friendly Municipalities and Climate Change Mitigation and Adaptation, as well as Global Mayors' Forum for Anti-Nuclear Peace Municipalities;
- 2) Sponsoring of various inter-city and international cooperation activities engaged by CSOs in the city through Musashino Centre For Global Citizenship, e.g. volunteer programmes for those towns affected by the Kobe and the East Japan Great Earthquakes,

Japanese language and culture lessons for foreign residents, foreign language and cultural lessons conducted by foreign residents and youth exchange programmes with their counterparts in China, ROK, ASEAN countries, Russia and North America;

3) Establishment of sister cities in Nagano and Iwate prefectures far away in the countryside whereby primary school children are sent to field work and studies to learn farming and various ways of nature conservation and disaster prevention;

4) Sponsoring in collaboration with various NGOs actively engaged in international exchange programmes of an International Friendship Day once a year to encourage citizens' participation in joint activities with foreign students studying at colleges and universities in Musashino City and its suburbs for international understanding and cooperation;

4.2A Field Studies organized by NGOs for Farming and Nature Conservation



Source: By courtesy of NGO, Environmental Relations, 2013

4.2B International Seminars and Workshops on various dimensions of SCD organized by MCGC in collaboration with JICA, 1990-2014



4.2C U.N. Classic Live Group presentation of “Our Blue Planet” in Tokyo and other major cities in Japan and overseas, 2001-13



4.2D SWM Gathering organized by JES and NES in Sankhu City, Nepal



Source: by courtesy of RKH Associates, 29032014

4.3 Challenges to the Musashino Approach

- 1) In respect of gender equality, disaster preparedness, administrative efficiency and long-term municipal fiscal stability as well as lifestyle changes of citizens, there is much room for further improvement;
- 2) There is also a need for improving political education of citizens, especially youth for improving the application of TAP4E4S in all dimensions of municipal affairs including the election of city assemblymen; and
- 3) More Action and Less Talks are urgently needed, especially in intensifying closer collaboration and partnerships among all stakeholders in the city in pursuit of Happiness for All;

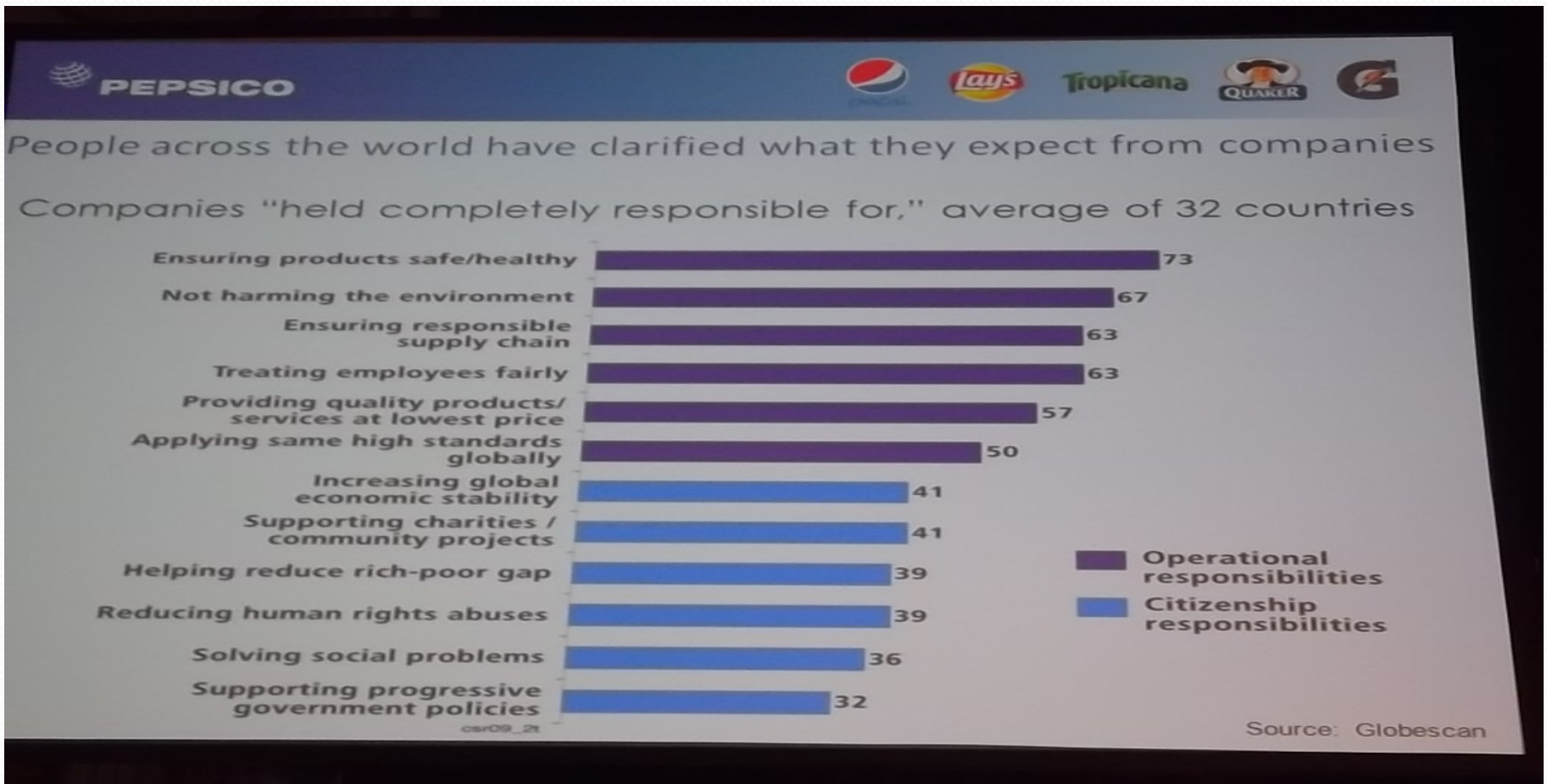
- 4) In spite of some meritorious achievements in terms of the rising concern among stakeholders in the City with SCD, their observed effects have been less conspicuous in individual households, as compared with institutions such as schools, universities, professional bodies, chamber of commerce and industry and CSOs active in the city;
- 5) Also, there have been observed insufficient levels of collaboration and partnerships among major actors and proponents for SCD in the city; in this respect, the leadership of the Mayor will be essential to move forward;
- 6) Reasons for these shortcomings are many and different among stakeholder groups, but most important of all could be:

- i) People, particularly the two extremes of the poor and the rich are preoccupied respectively with from-hand-to-mouth daily living and clinging to their lifestyles, and consider SCD as something on the other side of the river, so to speak;
- ii) Not enough efforts are being made by SCD actors and school teachers to relate common people's concern in daily living as an integral part of the long-term issues of SCD, survival of all forms of life on the Mother Earth;
- iii) Politicians in the local assembly elected by people, being concerned with immediate issues at local and national levels, have not installed, unless spearheaded by the Mayor and NGOs, institutional mechanisms to provide sufficient budget for implementing SCD programmes as agreed among different stakeholders active in SCD activities;

iv) NGOs and other activists for SCD, concerned often with implementing projects under financial and time constraints, are not paying sufficient attention to the outcome of their project activities, thus leaving their supposed-to-be-beneficiaries little aware and at time even doubtful of the long-term benefits of SCD activities and programmes;

v) There are insufficient efforts on the part of those SCD actors in the city in communications, collaborations and partnerships with their counterparts at national and international levels which, if done, could evolve a number of excellent national and global initiatives for promoting SCD beyond what they have done, as referred to under 3.2.

4.3A Rising Expectations of CSOs toward Business Corporations



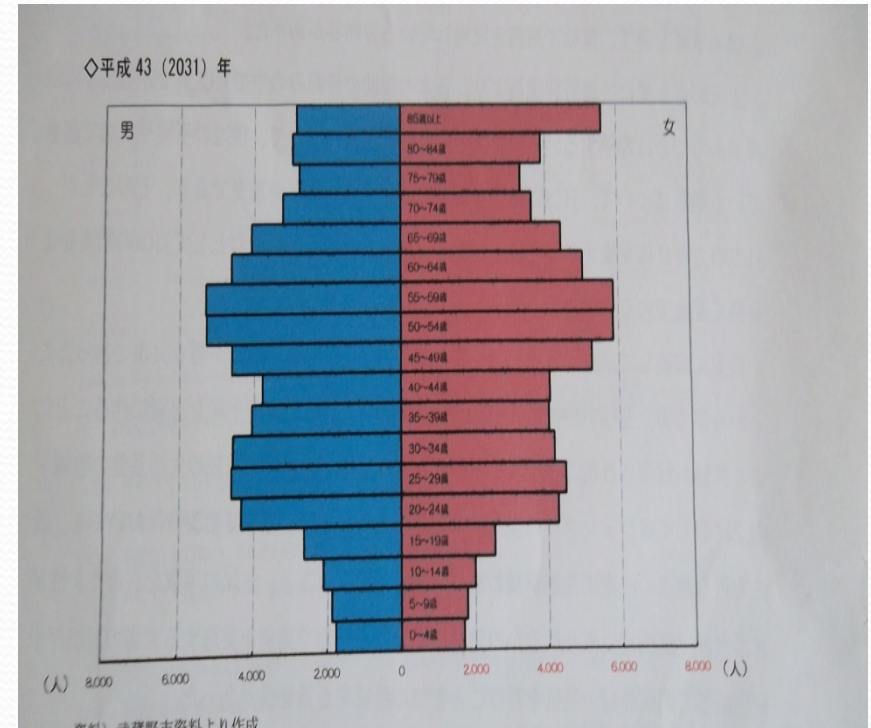
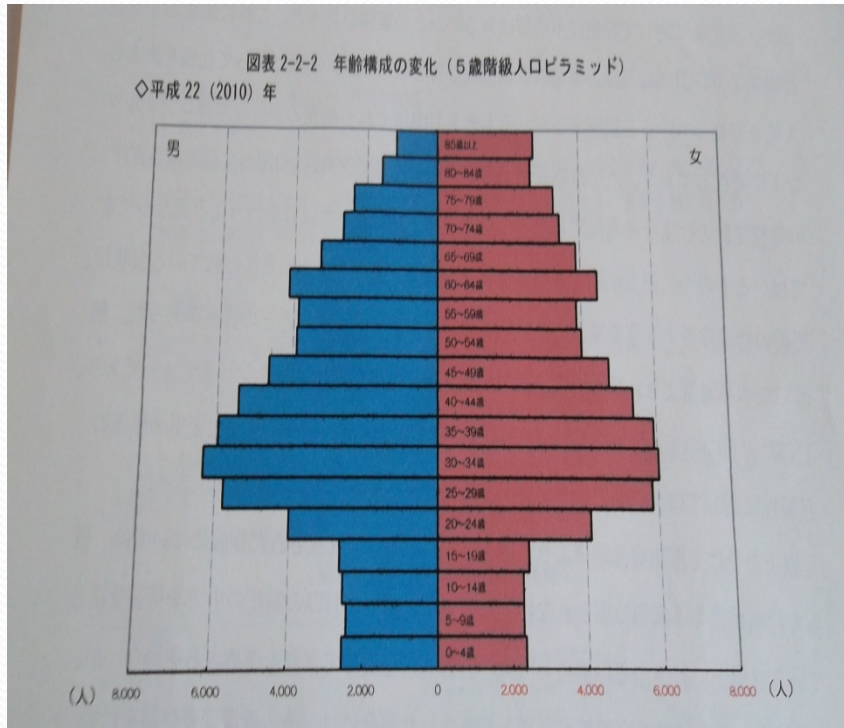
5.

In Pursuit of the Improved
Musashino Approach to
Promote SCD

5A Aging of the Population in Musashino City, 2010-2030

2010

2030



Source: Produced from Musashino City Office, Municipal Statistics, 2010

5.1 Toward Overcoming the Barriers to Economic and Social Sustainability in Japan

- 1) Given a large number of barriers in Japan to economic growth and social equity, Musashino City could, as in the past, take initiatives in pressuring the GoJ to eradicate well-known barriers against fair competition at the earliest possible time;
 - i) **Protectionist legal and administrative framework against consumer interests**, such as high tariff and non-tariff barriers imposed on imports of essential goods and services, weak enforcement of anti-monopoly laws and regulations and fair trade practices and fiscal and financial preferences given to those vested interest groups (VIGs) including agricultural and fishermen's cooperatives;

ii) **Corporate culture against fair market competition** and open bidding practices, including special preferences given to their subsidiaries and sub-contractors, as observed in low-interest loans and transfer pricing policies;

iii) **Inward-looking and unfair practices reinforced by enterprise-based trade unions** in favour of their own membership at the expense of those in the open labour market;

2) Given the dominance in Musashino City of small and medium-sized enterprises (SMEs) that provide employment and earnings to citizens, tax revenues to the municipal authorities and social stability of the local community, Musashino City is encouraged to provide as **much financial and administrative assistance to those SMEs with high potentials** for managerial innovations, environmentally friendly technologies as well as productivity gains;

5.2 Toward Enhanced TAP4E4S

- 1) While the principle of TAP4E4S has been found most effective in meeting the changing needs and requirements of municipal citizens, **the ways and means by which to strengthen the participatory approach to decision-making processes in the formulation of its long-term development plan** could be further explored especially in respect to diversifying the members of resident representative council (people's assembly) sitting on its drafting committee with a view to building a just, peaceful, inclusive, sharing, caring, sustainable and ethical community.
- 2) Equally, **further diversification and increasing of the number of citizens' representatives sitting on the external evaluation committee** attached to the Mayor will be appropriate, as the city is endowed with a large number of able professionals willing to serve on such committee from broader, diverse perspectives;

3) Those **policy and programme recommendations made by the municipal external evaluation committee, including budgetary allocations, should be monitored regularly** if the municipal office has incorporated them accordingly in the forthcoming annual development plan or in the long-term development plan under consideration, and, if found inadequate, should be requested to explain why not and, if necessary, take remedial actions;

4) In pursuit of the Separation of Power under democratic urban governance, **the functions of an oversight committee in the city assembly should be strengthened**, including its secretariat and budget, to examine in detail the output and outcome of a variety of policies and programmes implemented by the Mayor and his municipal administration for reporting to the plenary session of the city assembly and directly to the citizens on air, through monthly newsletter and at 17 community centers.

“The two great challenges of the 21st Century are the battle against poverty and the management of climate change.

On both

we must act strongly now and expect to continue that action over the coming decades.

Our response to climate change and poverty reduction will define our generation. If we fail on either one of them, we will fail on the

other.” A quote from Nicholas Stern, World Development Report 2010

5D A State of Planet Declaration, 29 March 2012

“The defining challenge of our age is to safeguard Earth’s natural processes to ensure the well-being of civilization while eradicating poverty, reducing conflict over resources, and supporting human and ecosystem health.”

5E We all love to continue to enjoy the beauty and bounty of Nature Forever !

**Annapurna Mountain Range in
Nepal on 06/12/2012**



Source; By courtesy of RKH Associates

**Sunset over Izu Peninsula,
02/01/2014**



Source: By courtesy of K. Miyoshi



THANK YOU FOR YOUR
KIND ATTENTION !

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