What can Asian Cities Learn from the Musashino Approach to Urban Governance

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1. Introduction: What are Major Challenges facing us all around the World today!
2. What Musashino City means to its Citizens
3. Musashino City under the Pressures of Globalization within and across the Country
4. Deepening of the Musashino Approach to Urban Governance
5. Achievements and Challenges of the Musashino Approach: Major Issues left Unresolved
6. 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:
“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. 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
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 950s-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;
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;
3.2 What was Critical were:

1) We knew more or less
   a) 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
   b) What we should be doing to deal with such Major Issues, but

2) We did not dare to take decisive actions on those Major Issues, because
   a) Such actions would be detrimental to our own vested interests, and
   b) We take a wait-and-see attitude, until those Major Issues begin to haunt us in our daily living.
3.2A UNESCAP meeting on SCD at its Headquarter in Bangkok, 2009

Source: UNESCAP, 60th Anniversary Celebration, Bangkok, 2009
### 3.2B Perceived Risks to Economic Growth in Asia

<table>
<thead>
<tr>
<th>Risk</th>
<th>Very Serious</th>
<th>Low (2 years)</th>
<th>Moderate (3-5 years)</th>
<th>Serious (longer)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>High energy prices</strong></td>
<td>12 (12)</td>
<td>28 (24)</td>
<td>42 (38)</td>
<td>18 (22)</td>
</tr>
<tr>
<td><strong>Water pollution &amp; shortage</strong></td>
<td>28 (17)</td>
<td>35 (27)</td>
<td>30 (37)</td>
<td>6 (15)</td>
</tr>
<tr>
<td><strong>Global warming</strong></td>
<td>35 (22)</td>
<td>29 (25)</td>
<td>26 (28)</td>
<td>10 (22)</td>
</tr>
<tr>
<td><strong>Failure of the Doha Round</strong></td>
<td>28 (22)</td>
<td>33 (35)</td>
<td>24 (25)</td>
<td>12 (13)</td>
</tr>
<tr>
<td><strong>Protectionism</strong></td>
<td>26 (24)</td>
<td>38 (31)</td>
<td>29 (34)</td>
<td>6 (8)</td>
</tr>
<tr>
<td><strong>Terrorists</strong></td>
<td>21 (27)</td>
<td>33 (31)</td>
<td>26 (26)</td>
<td>8 (11)</td>
</tr>
<tr>
<td><strong>Sharp decline in asset markets</strong></td>
<td>31 (22)</td>
<td>37 (39)</td>
<td>23 (24)</td>
<td>6 (8)</td>
</tr>
<tr>
<td><strong>Natural disaster</strong></td>
<td>34 (30)</td>
<td>34 (32)</td>
<td>24 (24)</td>
<td>5 (9)</td>
</tr>
<tr>
<td><strong>Current account imbalance</strong></td>
<td>30 (22)</td>
<td>38 (40)</td>
<td>21 (22)</td>
<td>6 (7)</td>
</tr>
<tr>
<td><strong>Avian flu and other pandemics</strong></td>
<td>33 (30)</td>
<td>32 (27)</td>
<td>17 (20)</td>
<td>6 (7)</td>
</tr>
<tr>
<td><strong>Proliferation of preferential TAs</strong></td>
<td>40 (22)</td>
<td>36 (39)</td>
<td>18 (20)</td>
<td>4 (5)</td>
</tr>
</tbody>
</table>

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. Deepening of the Musashino Approach to Urban Governance?

1) Shared vision and long-term development planning since 1976: 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.
4A Population Change of Musashino City, 1985-2030

Source: Produced from Musashino City Office, Municipal Statistics, 2010
4B  Changing Population Composition in Musashino City, 2005-2030

Source: Computed from Musashino City Office, Musashino Statistics
Aging of Japan’s Population, 1950-2050

Source: GoJ, Population Census, relevant years.
4D  Changing Employment in Musashino City, 1985-2010

Source: Computed from Musashino City Office, Municipal Statistics, 2010
Business Establishment by Size of Employment in Musashino City, 1986-2009

Source: Computed from Musashino City Office, Municipal Statistics, 2010
4F Kichijoji town center, 2014

Source: By courtesy of RKH Associates, 29042014
5. Achievements and Challenges of the Musashino Approach
5.1 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.
5.1A External Policy and Programme Evaluation Committee reviewing Musashino’s 10-year Development Plan Implementation
5.1B Lessons Learnt on SCD through Exchange of Experiences and Views among Different Stakeholders

Source: By courtesy of RKH Associates, 16052014
A series of symposia and Seminars organized by Five University Consortia in Musashino City to focus on Global Crises

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少子高齢化社会のゆくえ

宇宙で暮らす

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5.2 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 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, financial support to private-funded foreign students studying and
residing in Musashino City, 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;
5.2A  Field Studies organized by NGOs for Farming and Nature Conservation

Source: By courtesy of NGO, Environmental Relations, 2013
International Seminars and Workshops on various dimensions of SCD organized by MCGC in collaboration with JICA, 1990-2014
5.2C U.N. Classic Live Group presentation of “Our Blue Planet” in Tokyo and other major cities in Japan and overseas, 2001-13

Source: Ny courtesy of RKH Associates, 14062014
5.2D  SWM Gathering organized by JES and NES in Sankhu City, Nepal

Source: by courtesy of RKH Associates, 29032014
5.3 Challenges to the Musashino Approach

1) In respect of gender equality, disaster preparedness, administrative efficiency and long-term municipal fiscal stability as well as changes in the social values and lifestyles 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;
5.3A International Comparison on Prevailing Social Values, 2005

Yes, I can take care of my own life

Source: Japan Research Center, 60 Country Survey on Social Values, 2005
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 could have been a higher level 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 common ones could be: generation and gender gaps among different groupings.
### 5.3B Rising Expectations of CSOs toward Business Corporations

People across the world have clarified what they expect from companies:

Companies “held completely responsible for,” average of 32 countries:

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Ensuring products safe/healthy</td>
<td>73%</td>
</tr>
<tr>
<td>Not harming the environment</td>
<td>67%</td>
</tr>
<tr>
<td>Ensuring responsible supply chain</td>
<td>63%</td>
</tr>
<tr>
<td>Treating employees fairly</td>
<td>63%</td>
</tr>
<tr>
<td>Providing quality products/services at lowest price</td>
<td>57%</td>
</tr>
<tr>
<td>Applying same high standards globally</td>
<td>50%</td>
</tr>
<tr>
<td>Increasing global economic stability</td>
<td>41%</td>
</tr>
<tr>
<td>Supporting charities / community projects</td>
<td>41%</td>
</tr>
<tr>
<td>Helping reduce rich-poor gap</td>
<td>39%</td>
</tr>
<tr>
<td>Reducing human rights abuses</td>
<td>39%</td>
</tr>
<tr>
<td>Solving social problems</td>
<td>36%</td>
</tr>
<tr>
<td>Supporting progressive government policies</td>
<td>32%</td>
</tr>
</tbody>
</table>

Source: Globescan
6.
In Pursuit of the Improved Musashino Approach to Promote SCD
6A Aging of the Population in Musashino City, 2010-2030

Source: Produced from Musashino City Office, Municipal Statistics, 2010
6.1 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;
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
“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

Sunset over Izu Peninsula, 02/01/2014

Source: By courtesy of RKH Associates
Source: By courtesy of K. Miyoshi
THANK YOU FOR YOUR KIND ATTENTION!

For any inquiry, please email to:
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Appendix Tables and Pictures