

# Institutional Limitations and Necessary Changes for Better Governance in Japan

“Challenges, Opportunities, and Surprises: Consensus Building  
and Other Collaborative Efforts for Sustainability Governance in  
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# CB training/educational opportunities in Japan

- Short-term training for mid-career professionals
  - Both public and private, facilitation skills being popular
- Semester-long courses at a few universities
  - “negotiation” and “governance” courses at public policy and law schools.
  - Practicum at engineering schools



# Example: “Negotiation and Consensus Building” Course at the Grad. School of Public Policy/U. of Tokyo

- 80+ students enrolled (increasing from 40 in 2007)
- 5<sup>th</sup> year of offering the course since 2007
- Developing negotiation and process management skills

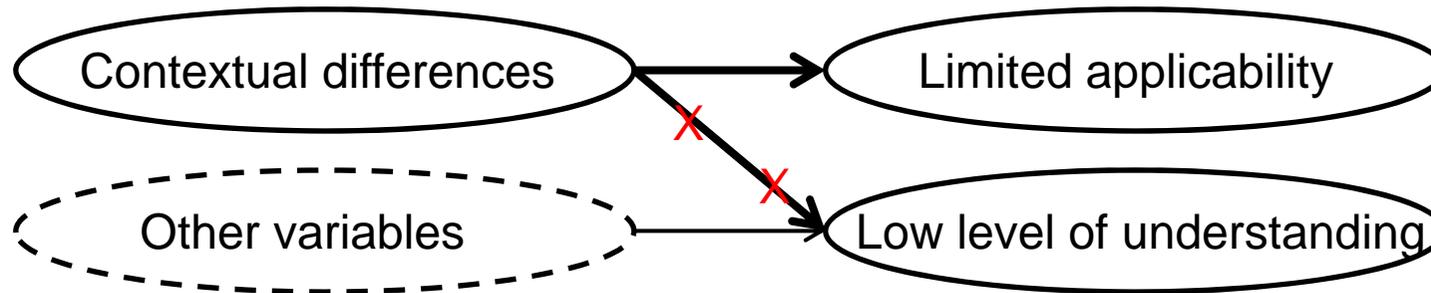


# Challenges to CB training/education in Japan

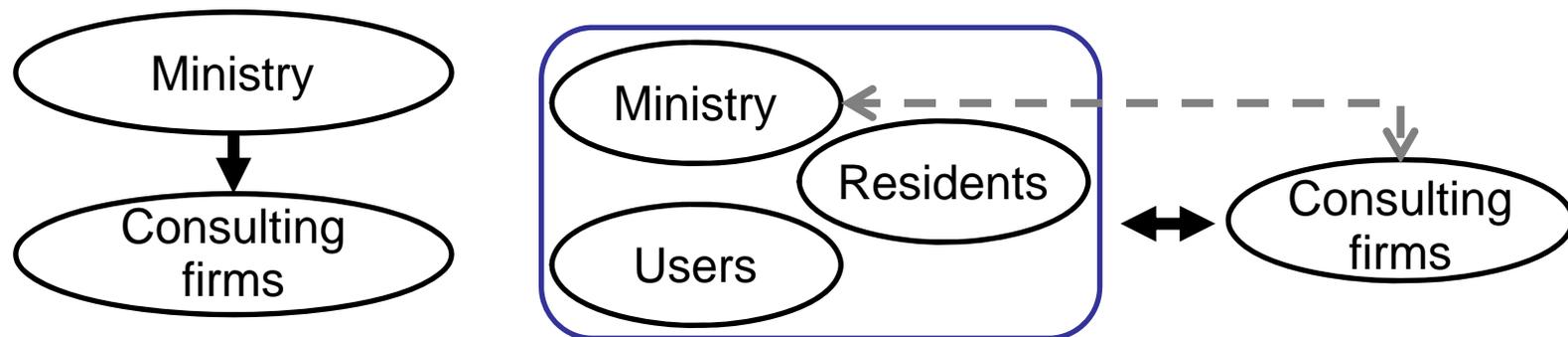
- Different culture? Inconceivable ideas?
  - Not so much!
- Typical reaction (esp. professionals) => Difficulties in applying CB skills and knowledge to policy-making and other processes in Japan
  - Strong institutions: no room for negotiation
  - Hierarchical organization, lack of delegated power
  - Unstable national politics, with more “top-down” decisions by the Diet
  - Interests in establishing “rights” through court decisions
  - Risks and uncertainties: hesitant to try new processes
  - Lack of non-partisan helpers with adequate skills and knowledge

# Examples from my research findings

- 2004 training feed-back focus group survey

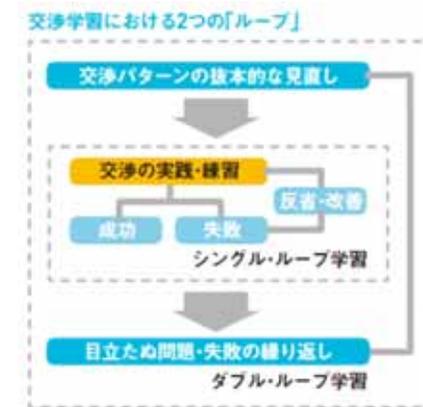


- Institutional change observed in an experimental consensus building effort (2004-6) in Japan



# Improving the educational framework in Japan

- Raising awareness in contextual constraints in applying the lessons.
  - Adapting to the constraints
  - Changing the system
    - ✓ Need for double-loop learning
- Continuing advocacy for “better” governance
  - Pressure for the government to adopt CB and similar approaches
    - ✓ e.g., *stakeholder analysis* and *joint fact-finding* recognized in the recent reform for “evidence-based” science and technology governance.



# Recent CB developments in Japan

- Planning:
  - Participatory workshops are more regularly adopted in the field of city planning, but...
    - ✓ Inadequate attention to governance/institutional issues
    - ✓ Lack of “qualified” facilitators and process managers
    - ✓ Post-3.11 planning challenge/disaster
  - Strategic Environmental Assessment and other upstream public participation requirements



# Recent CB developments in Japan

- Energy and science/technology policy:
  - Major revision in the policy-making processes
    - ✓ After a decade of experience with European-inspired participatory technology assessment
  - Heightened interest in joint fact-finding  $\Leftarrow$  science vs. science
    - ✓ Nano-medicine experiment
    - ✓ Nuclear energy and post-*Fukushima*
  - Post-*Fukushima* energy policy

