

# OUR CURRENT STRATEGIES & ACTIONS ON DECENTRALIZATION



2018

Shizuoka Prefectural Government , Japan



# OUR CURRENT STRATEGIES & ACTIONS ON DECENTRALIZATION

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Decentralization is an essential and crucial theme in many countries necessary to achieve a more advanced or ideal form of local sovereignty.

However, there are few English reports or documents written on this theme by the local governments from their practical down-to-earth perspectives.

We would like to introduce our current strategies and actions on decentralization in Shizuoka Prefecture.

地方分権は世界の多くの国々において、先進的あるいは理想的な地域主権を形成する上で、極めて基本的かつ重要なテーマです。

しかしながら、地域をあずかる地方自治体の視点や立場からこの基本的なテーマについて英語で書かれたものが、まだほとんどありません。

そこで私たち静岡県が、本県における地方分権の戦略や具体の取組について紹介いたします。



# Decentralization in Japan and Local Governments

## 1. Decentralization Reforms in Japan

### First reform (1993~1999)

- ✓ Abolition of the Delegated Functions System
- ✓ Restriction on the National Government's Intervention
- ✓ Augmentation of the Local Government's Authorities

To Create New Relationship  
with Local Governments

### Second reform and Others (2006~)

- ✓ Deregulation
- ✓ Expansion of Local Government's Autonomy
- ✓ Allowing Local Government to Propose for Reform

To encourage Local Gov't  
to Provide Various Service  
According to the Regional  
Status-quo

In Japan, major progress on decentralization was made by the national government around 2000.

The first reform on decentralization was an especially remarkable one.

The national government eliminated a lot of control and intervention systems on the local governance in the Omnibus Decentralization Law (the number of the laws came up to 475, including the `Local Autonomy Law`), which was enacted in July 1999.

Since then, a great amount of authority (rights and functions) has been transferred from the national government to local governments.

These actions were singularly carried out for the local governments to be able to make a wider range of decisions without excessive intervention, involvement and control from the national government.

わが国における地方分権は新たな世紀の到来前後、国の政府によって大きく進みました。

特に、「第一次地方分権改革」には目覚しいものがあり、地方自治法をはじめとした475本にものぼる法律を1999年7月に一括して改正し、国の政府は地方に対する多くの統制や関与のシステムを廃止しました。

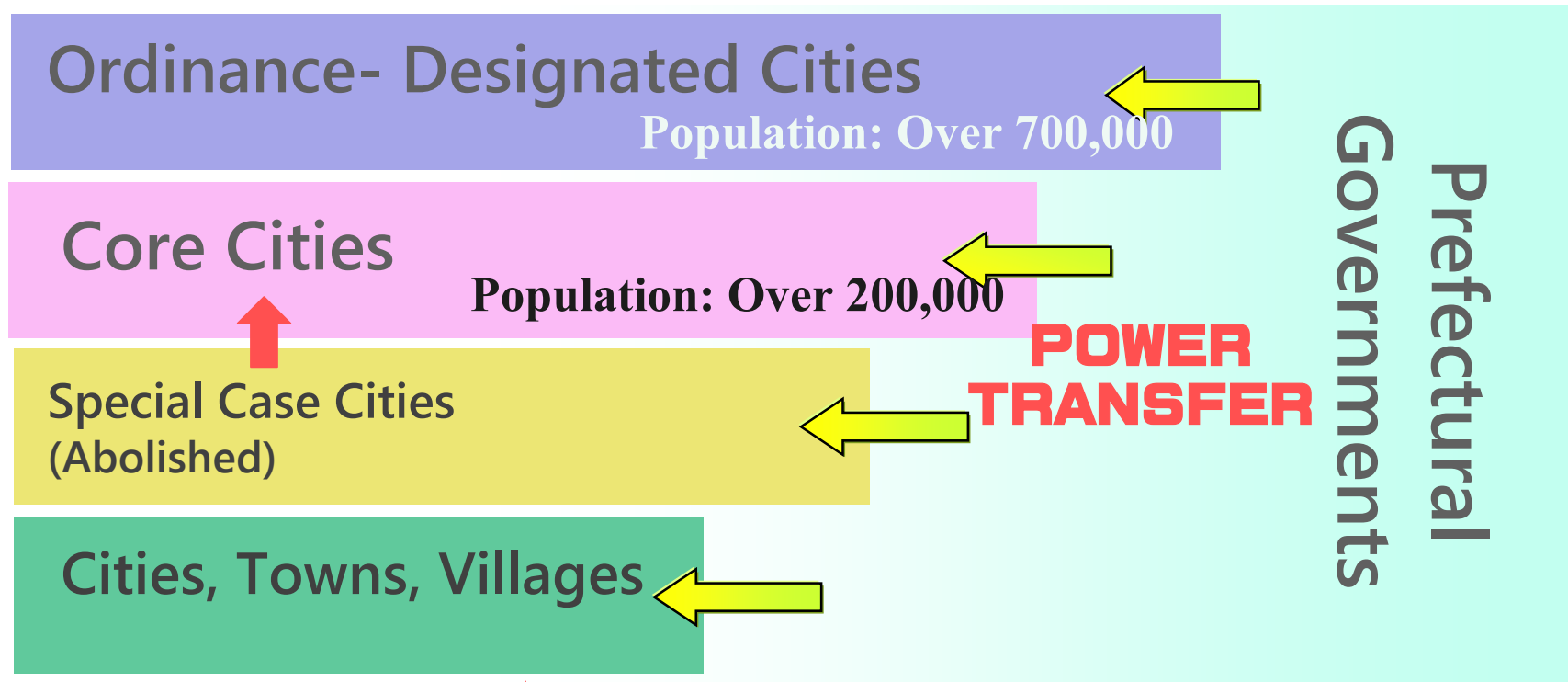
これ以降、多くの事務権限が国から地方に移譲されてきています。

これらの諸施策はまさに地方自治体が国から過度の介入、関与や制御を受けることなく広範な意思決定を行えるよう、実施されたものです。



# Decentralization in Japan and Local Administration

## 2. Roles of Local Governments



Provide  
Basic Public  
Services



Augment the  
Authorities

Coordinate &  
Follow-up

Through this reform, the respective roles of national and local governments were clarified. The reform was enacted with the belief that the municipalities should be independent, equal, and have a co-operative relationship between themselves and the prefecture.

It was also made legally clear that prefectural governments should be engaged in wide, regional public service and that the municipalities are responsible for the basic services directly related to the citizens' daily lives.

この改革により、市町村の自立、都道府県と市町村の対等・協力関係といった基本理念のもと、国と地方それぞれの役割分担が明確化されました。

そして都道府県は広域的な住民サービスを、市町村は住民の日々の暮らしに直結した基本的なサービスを行うべき旨が、立法的に明確にされたのです。



# Promoting a New Local-Local Relationship

## ● New Prefecture-Municipality Relationship

Independence!

Respective Roles!

Equality!

**Strong Emphasis on Independence**

**Ocurring Problem**

**Municipalities**

Need of a variety of services

Where can we go to for help?

**Prefectures**

Lack of communication with the municipalities

Decrease in information received from the districts

**Weak Relationship**

## PAGE 4

As one of our unique strategies, Shizuoka Prefectural Government has transferred a great amount of administrative authority (rights and functions) to the municipalities for the last 30 years. We can proudly say that our prefecture is at the forefront of decentralization across the nation.

But in the course of our various top-notch decentralization activities, an unexpected phenomenon, rather a problem, occurred. Strong emphasis on mutual independence and perfect equality gradually gave rise to the weakening of communication and information-exchange between our government and municipalities.

Lack of consultation or an exchange of opinions has caused a weakened relationship between the prefecture and the municipalities, and that this relationship may have given a negative influence on comprehensive local administration.

静岡県の独自の戦略の一つとして、本県はこの30年間、非常に多くの事務権限(=権限や機能)を市町村に移譲してきました。本県はわが国における地方分権のトップランナーを誇っているところです。

しかし、こうしたトップレベルの様々な地方分権への取組の中、本県として想定していなかった現象(むしろ問題と言っているのです)がいつの間にか起きていました。

自主・自立や完全な対等関係を強調するあまり、県と市町とのコミュニケーションや情報交換が薄らいできたのです。

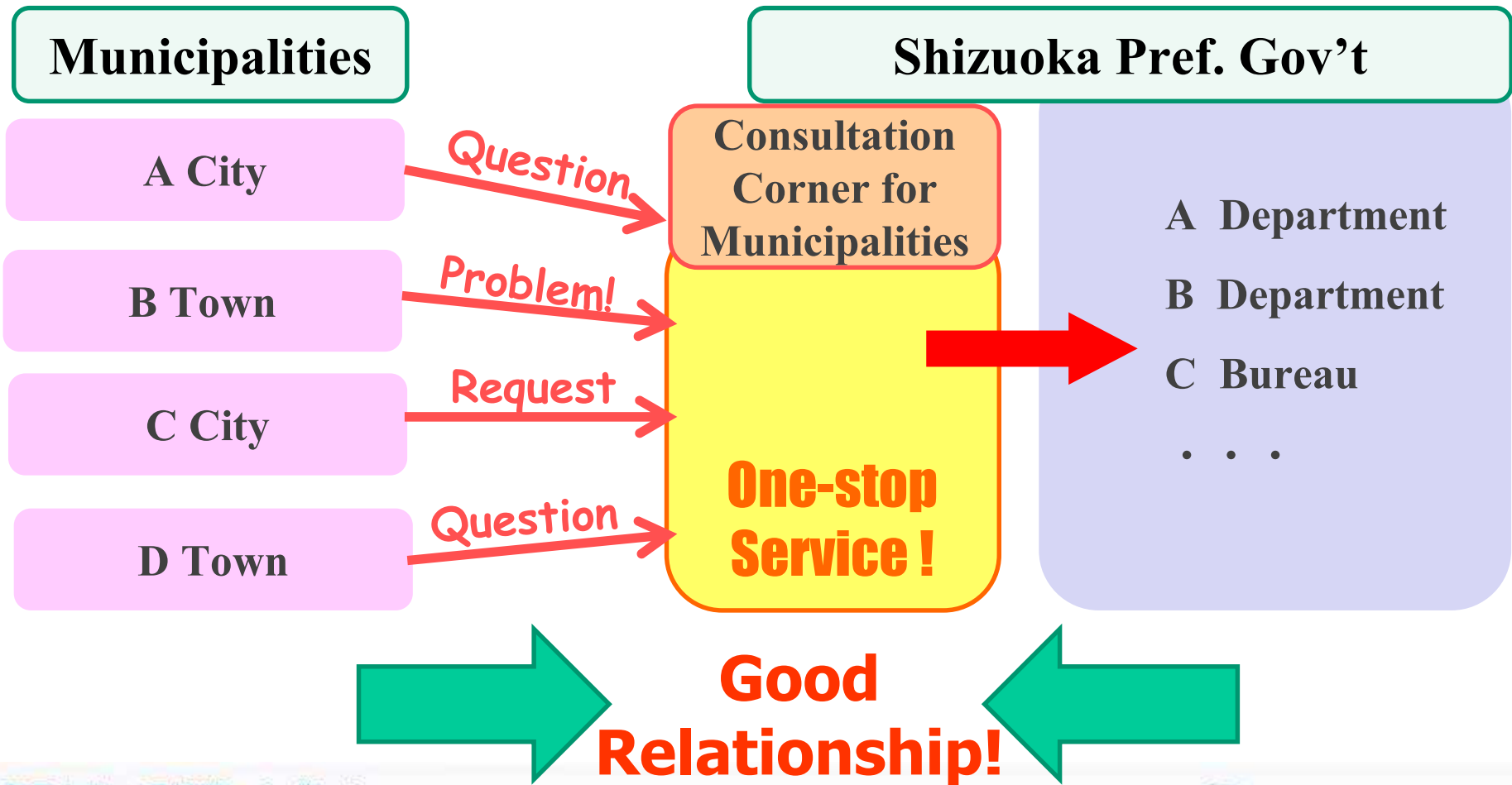
相談や意見交換といった活動が無くなると、県と市町の間仲間意識が希薄になり、こうした地方間の関係は、総合的な地方行政に向けて、ある種のマイナス影響を与えているかも知れないと思われるのです。





# Our Strategies and Actions (Shizuoka Pref.)

## 1 Municipality Consultation System (April. 2017 ~)



Needless to say, prefectures and municipalities should be good partners and must work well together fully to improve people's lives.

Through our variety of decentralization activities, we have come to find that there are still a lot of municipalities that need information or advice from our government. At the same time, our government must grasp the actual needs of the municipalities and gather a lot of information from them in order to formulate our new effective strategies.

Hence, our prefecture set up the 'Municipalities Consultation Corner' in April 2017, which deals with miscellaneous questions from the municipalities concerning unsolved issues or problems occurring in the districts. Here, municipalities can consult us on any kind of matter in any field, or consult with us about problems they may be experiencing. Our government is receiving a lot of questions and requests from the cities and towns every day, and we are doing our best to work out solutions, contacting the related departments and sections of our office.

言うまでもなく、県と市町村は良きパートナーであるべきで、地域住民のより良い暮らしに向けて、力を合わせ、全力で取り組まなければなりません。

様々な地方分権の取り組みを進める中で、本県としても市町が、県からの情報やアドバイスを内心大いに求めている点に気づいています。また、県は県で、自らの効果的な新戦略を構築していくためには、市町における現実的なニーズを把握するとともに、多くの地域情報を収集しなければなりません。

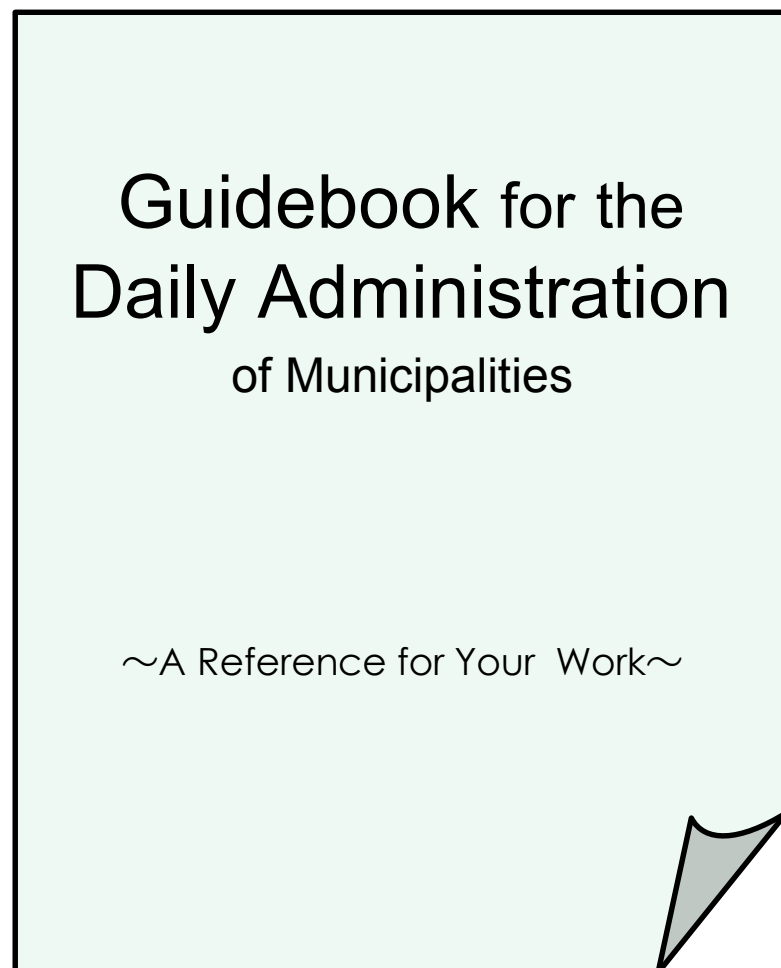
そこで本県は2017年4月から、地域市町で現に発生したあらゆる分野の未解決課題や問題点に関する質問・相談を受けて対応する「市町相談窓口」を設置しています。

この窓口では、市町は文字通りいかなる分野の、どんな種類の課題や問題についても県に相談ができます。本県は日々市町から多くの質問や要望を受け、課題・問題の解決のお手伝いのため、庁内関係部局とも連絡をとりながら最大限の努力をしています。



# Our Strategies and Actions (Shizuoka Pref.)

## 2. Guidebook for Municipalities Administration



<b>Contents</b>	<b>Contains the most typically consulted cases , complete with effective solutions. It is the best reference for the municipalities.</b>
<b>Cases</b>	<b>Currently lists 60 typical cases (To be increased)</b>
<b>1<sup>ST</sup> edition</b>	<b>Jan. 2018</b>
<b>Published on</b>	<b>Homepage of Shizuoka Prefectural Gov't</b>

Among the issues we have dealt with, there are many cases with solutions that are very useful and can be used as a common reference for other municipalities.

We have carefully selected and classified these important cases, along with effective solutions, and opened them to the public with the ‘Guidebook for the Daily Administration of Municipalities’ (1st Edition) in Jan. 2018.

Since this guidebook enjoyed a great reputation among the municipalities, we selected and added new other referential, useful cases with efficient solutions and published the ‘Enlarged Edition’ in April 2018.

こうして市町から寄せられ、本県が扱い検討してきた多くの課題や問題の中には、その解決策が大変有用で多くの市町に共通の参考事例となるものが数多く存在します。

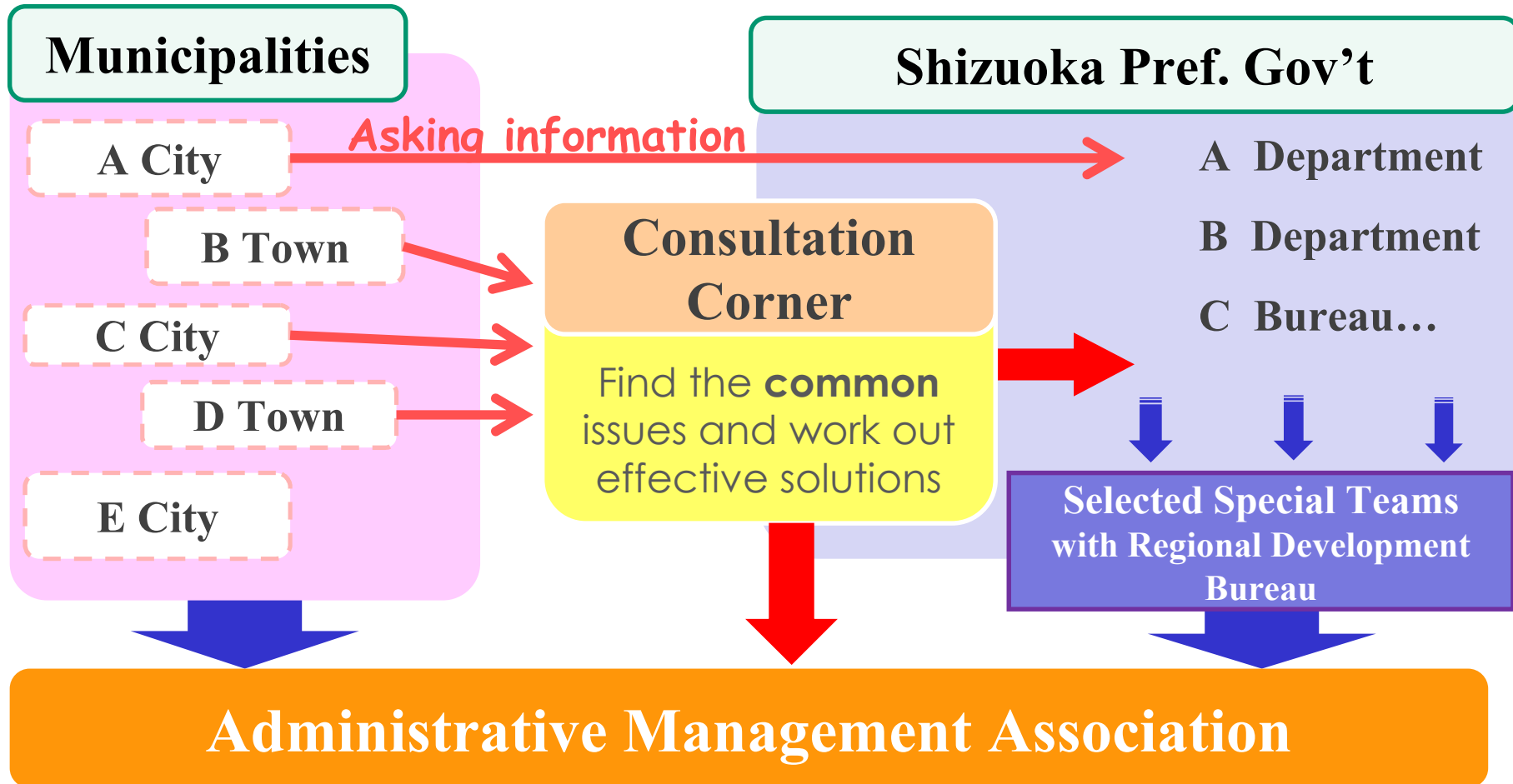
そこで本県は、これらの実務上の重要相談内容に、効果的な解決策を付した事例集を丁寧にとりまとめて分類し、「市町行財政ガイドブック」(初版本)として2018年1月に公開しました。

このガイドブックが市町で大いに好評を博したことから、本県は、新たに参考となる有用事例と効果的な解決方法をさらに選定し、同年4月に「増補版」を出版したところです。



# Our Strategies and Actions (Shizuoka Pref.)

- Let's tackle problems together !



☆ Problem solved!

Additionally, to find solutions to particularly crucial or widely-occurring problems, we are tackling them through the ‘Administrative Management Association’ consisting of all the municipalities in our prefecture and our government through strategic discussions with teams from the local governments.

さらに、相談事例の中で、特に重要な、又は広域の市町間で発生している問題については、県内全ての市町と本県で構成する「行政経営研究会」で取り組み、オール地方による戦略的議論を通じて対処しています。



# Our Strategies and Actions (Shizuoka Pref.)

## 3. Strategic & Systematic Authority Transfer Plan

Updated every 3 years, mainly according to the municipalities' requests



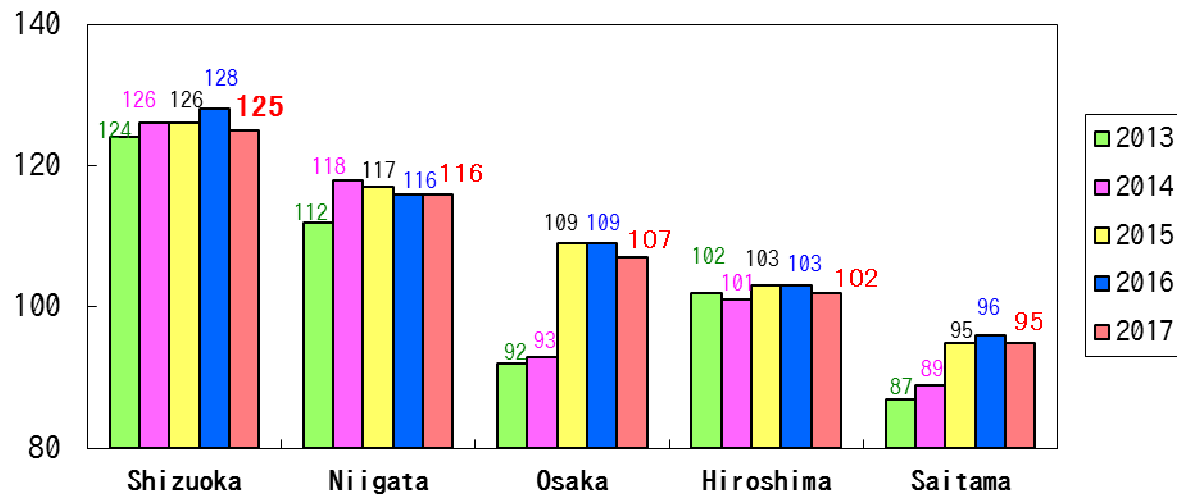
Forefront of Decentralization in Japan for recent 13 years !

### Shizuoka Authority Transfer Plan

The 3<sup>rd</sup> edition

Shizuoka Prefecture

### ● Number of transferred laws



Furthermore, we have made a strategic and systematic ‘Authority Transfer Promotion Plan’ every 3 years through talks and agreements with the municipalities, with the belief that basic public services should be implemented by the government closest to its citizens.

Our government has transferred the most powers and functions in number of laws across Japan to the municipalities. Indeed, we are at the forefront of decentralization in the nation.

加えて本県は、基本的な地域行政は、住民に身近な行政庁が担うべきであるとの考え方から、市町との意見交換と合意のもと、戦略的かつ体系的な県から市町への「権限移譲推進計画」を3年ごとに策定しています。本県は法律数においてわが国で最も多くの事務権限を移譲しており、まさにわが国の地方分権のトップランナーとなっているところです。





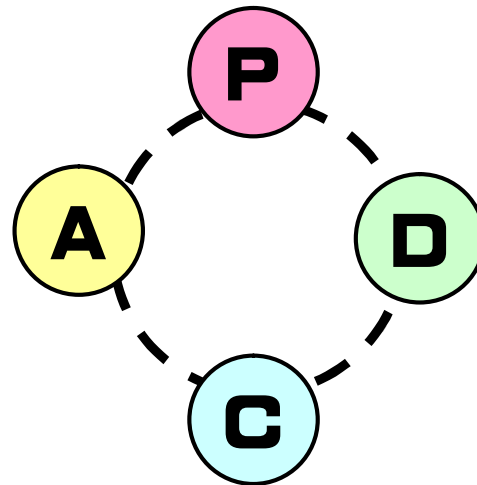
# Our Strategies and Actions (Shizuoka Pref.)

## Strategic & Systematic Authority Transfer with the PDCA cycle !

### Shizuoka Authority Transfer Plan (III) (2017~2019)

#### Action !

Promoting the transfer of certain powers for the improvement of residents' lives



#### Do !

Carrying out the transfer mainly in accordance with the municipalities' requests

#### Check !

Reviewing the effects and finding problematic issues

- Power Transfer Promotion Conference
- Administrative Management Association (working group)

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In our Authority Transfer Promotion Plan, we utilize the PDCA (Plan, Do, Check & Action) cycle. Listening carefully to the opinions, requests and questions from the municipalities engaged in the transferred functions, we clarify and classify the problematic issues, analyze them and then work out the appropriate solutions. We are doing our best to help municipalities carry out the transferred tasks smoothly for the better lives of citizens.

By listening to the opinions and information from the district administrative professionals, we can formulate more effective strategies or transfer plans for the municipalities.

This is the practical utilization of the PDCA cycle in our local administration, which is made possible through effective collaboration with the municipalities.

この本県独自の権限移譲推進計画では、品質管理の手法であるPDCA(=プラン、ドウ、チェック、アクション)サイクルのシステムを採用しています。

私たちは、移譲された事務を処理する市町からの意見や要請、あるいは質問に丁寧に耳を傾け、問題となっている事案を明確にして分類し、分析を行って適切な解決方法を探り出します。本県は人々のより良い暮らしに向け、市町が円滑に移譲事務を処理していけるよう、最大限のお手伝いに励んでいます。

地域市町の行政のプロから様々な意見や情報を得ることで、私たち県は、市町のためにさらに効果的な戦略や権限移譲計画を構築することができる訳です。

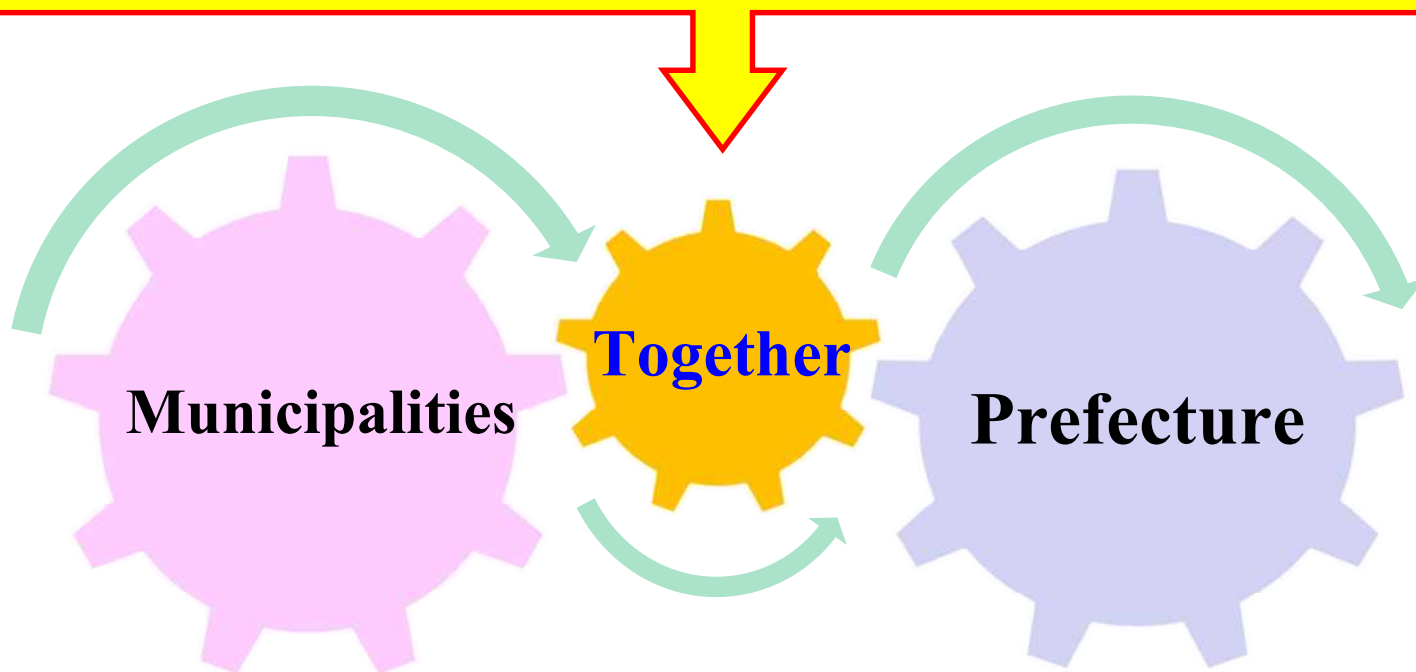
これこそが地方行政における、市町との良き協働を通じた業務品質管理手法の生きた実務的活用と言えるのです。



# Shizuoka-Style Decentralization !

★ Always with the Municipalities! → Partnership, Friendship, and Collaboration

Consultation System, Administrative Management Association, Guidebook  
**DEVELOPING TRUST & A CLOSER RELATIONSHIP**



**We're the allies of local governance**  
**Working hard for people's happiness !**

Without the best partnership and effective cooperation with the municipalities, the prefectural government can never contribute fully to the inhabitants' well-being and happiness.

We believe that we must build trust, reliance and fellowship with the municipalities through a variety of strategies and actions, and everything must be for the benefit of the people living in our prefecture.

This is our way of building up a more advanced decentralized society for a better future. We will think strategically and make great strides forward through effective partnership and collaboration with the municipalities—our precious friends and dear colleagues.

市町との最良のパートナーシップと効果的な連携なくして、私たち県は、人々のより良い暮らしや幸福に完全に寄与していくことはできません。

県は様々な施策、機能や具体の実践活動を通じて、市町との厚い信頼関係と心のつながりを培っていかねばなりません。それらは全て、本県に住まう人々の福利恵沢のためです。

これこそ、より良い未来のため、さらに一歩進んだ分権型社会の構築に向けた本県の道程です。静岡県は、これからも大切な友であり良き仲間である市町との最良のパートナーシップと協働により、戦略的に考え、活動し、そして大いに前進を続けます。

