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Accumulation of the “Relational Skills” in Japan for Promoting Civil Society Mobilization into the Public Provision System of General Interest Services

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Sustainability of Social Economy Enterprises from international comparative aspects



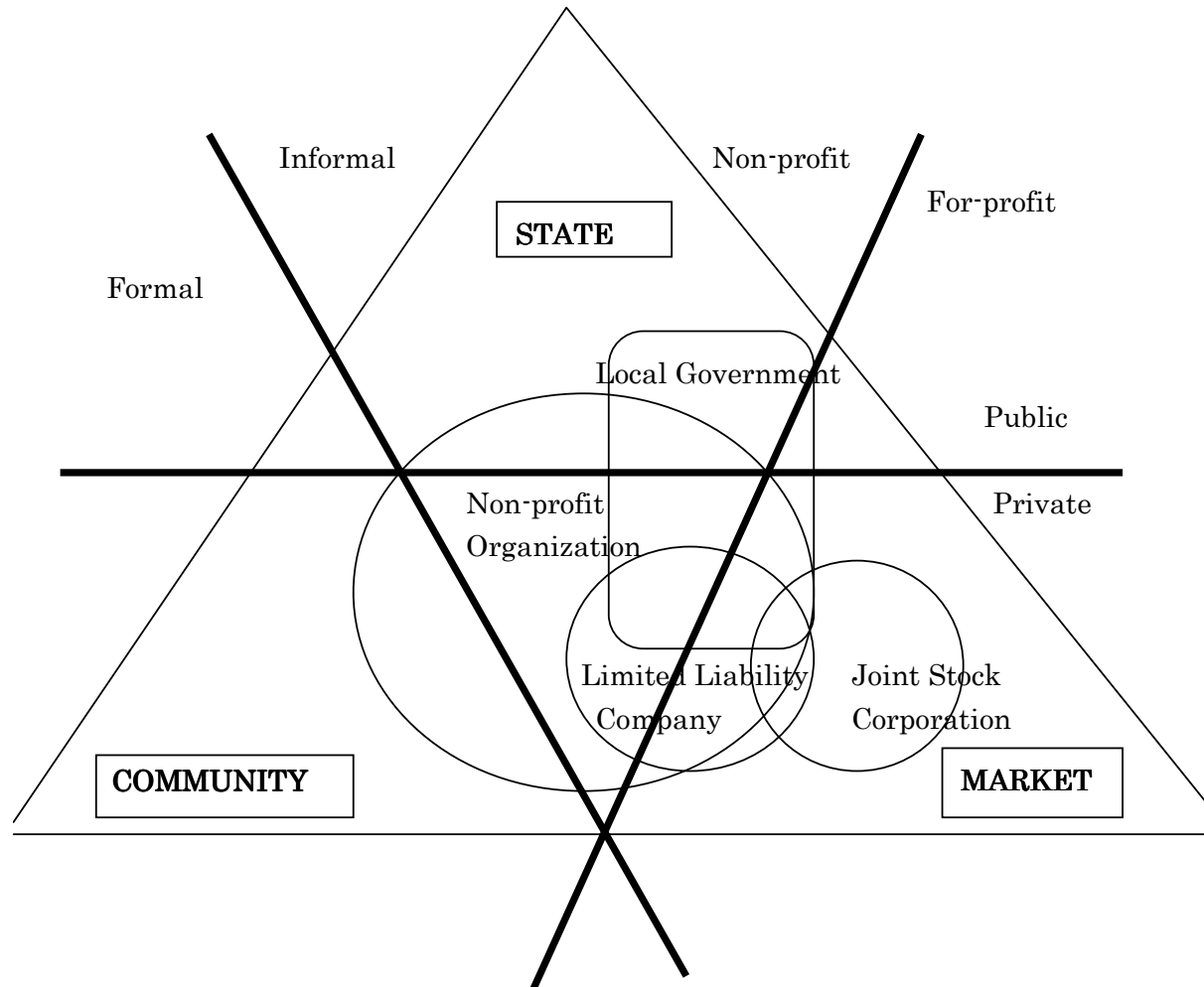
- International comparative structure from Japanese point of view
 - Sharing and exchanging the knowledge and experience of each countries
 - What can be generalized and what can not be generalized, that is to say what can be commonly shared and what can not be.
- Legitimacy by maintaining the democratic architecture of SEE organization
 - Multi stakeholder problem
 - Grass roots democracy, not designed from external authorities
- Relational skills to sustain the Social Capital aspect
 - Strong back ground of citizenship education including non-formal educations in the public sphere
 - In comparing Social Economy internationally this human skills and organization characteristic aspect in the background of Social Economy is necessary, accordingly accumulation of research effort should be enhanced

View of this presentation



- Autonomously and independently promote grass roots civil society organizations in Japan
- Abundant training and educational opportunity from the social economy enterprises is necessary for the younger generations who are not get used to the traditional Japanese life time employment system
- But, in Japan, it is not possible to achieve the aim, because of low level of recognition and insufficient management power of Social Economy Enterprises
- Failure of Japanese civil society? But, they exists
- Solution is the organization and management, and also the effective linkage to the public policy
- Traditional civil society has not completely evaded as Japanese people are still get used to follow the traditional idea of mutual help
- But, problem is that they are not trained to organize the individual initiatives to achieve certain goals of social services, but only some sort of common community initiatives

Maps of providers of long-term care insurance in Japan after the scheme of Pestoff's welfare triangle



Source: Suda(2007)

Japanese social welfare system still closely connected with lifetime employment opportunity



- As for the “Life Security” of Japanese labor force, the contribution of “Employment Opportunity” is still high. Therefore, our “Life Security” level goes down seriously after losing the “Regular Employment”
- We are incapable of changing the system of enterprise based human capital accumulation mechanism, which has been caused serious damage on Japanese family life and local community.
- More seriously, social participation for most of the Japanese male labor force has been mainly through their workplace, so they lose their social ties after the retirement from their “Regular Employment Opportunity”
- Labor unions are based on individual enterprise base, and limited opportunity for individuals to communicate outside

Failure of coordination of governmental policy and local community initiatives



- Design ability is needed by local public authority for coordinating and synchronizing the supply of locally needed services
- Human capital or human network (Social capital) required to each organization are different among each sector
- The role of public authority is not to monopolize the supply or compete seriously with private for-profit enterprises
- To enhance the level of human capital for networking the factors to provide services required for local development
- The complex of supply mechanism will never be realized without accumulation of human capital acquired from different disciplined organization, such as local government and non-profit organization

Associative Democracy for Social Service Provision by Civil Society



- Paul Hirst, *Associative Democracy* (1994)
 - Associationalism makes accountable representative democracy possible again by limiting the scope of state administration, without diminishing social provision. It enables market-based societies to deliver the substantive goals desired by citizens, by embedding the market system in a social network of coordinative and regulatory institutions.
 - Associative democracy is deceptively simple in its most basic political claims. These can be stated briefly as follows. Associationalism makes a central normative claim, that individual liberty and human welfare are both best served when as many of the affairs of society as possible are managed by voluntary and democratically self-governing associations.

Development of the human resources overcrossing the border of organizations



- Japanese human capital accumulation until now
 - Accumulation of organizational specific human capital through the process of sharing the management and governance within the organization
 - There should not be big difference between mechanism of intra-organizational enhancement of organizational specific human capital in the for-profit enterprises and in the non-profit organizations
 - Problem is the mutually exclusive mechanism of accumulation of intra-organizational social capital and inter-organizational social capital, because of the long lasting idea of life time employment system
- Flexible circulation of those human and social capital among the different sectors makes it sustainable for creating the new platform of human capital and social capital development in Japan

Relational Skills enabling the cooperation overcrossing the border of the sectors (ex.)



- Skills required for people in “Public”
 - Grasping the resource mapping having a possibility of mobilization for providing social services
 - Ability of “co-production” and “co-0construction” with other sectors, opening up their professional ability in the cooperative structure
 - Ability to grasp the reality, ability to communicate, and system improvement ability
- Skills required for people in private for-profit
 - Social participation, not through the workplace, but individual participation thorough regional and civil organizations
 - Ability to change the work ways through the negotiation and collaboration with enterprises without concern over past institutions and traditions
 - Introduction of policy designing process of CSR thorough flexible collaboration with third sector organizations
- Skills required for people in private non-profit
 - Strengthen their professional abilities and management ability
 - Sharing the skill and information network without depending their charismatic leader

What is the sustainability for Japanese society after “3.11”



- Independent grass roots democratic body of civil society organization especially in the cooperative and NPO sector
- Sharing the revival process by over crossing sector organizations
- Needs paradigm shift from the life time and organization oriented decision making system to more individual but grassroots democratic architecture of decision making system
 - Life time employment inertia have effect on decision making inclining to intra organizational consistency and homogeneity of membership
 - Low flexibility to organize the heterogeneous initiatives and cultures into positive power

Tentative and prospective conclusions



- More democratic structure in the Japanese traditional social economy organizations to absorb new members and participants from more broader population
- More “Relational Skills” to coordinate more sustainable welfare service provision, especially strongly necessary in public authority organizations
- Non-formal education opportunities by Social Economy organizations to ordinary citizens for more grass roots and democratic contributions to social services in Aged and declining population

Thank you for your attention !