

# jlgc review

# 2008

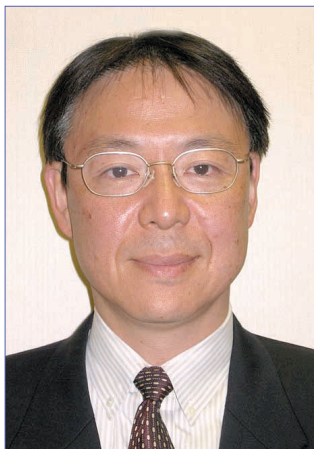


nineteen years in Britain  
building local relations

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I am very happy to be able to tell you about JLGC's activities in 2008. In 2008, the 150th anniversary of the Anglo-Japanese Treaty of Amity and Commerce, by holding the annual Japan Day Seminar in Derbyshire, with additional seminars in the birthplaces of three of Great Britons with links to Japan, I think we have been able to deepen future understanding between Japan and the United Kingdom. We have also started fully publishing the latest trends in European local government, starting with the UK, as well as our office's activities on our website in Japanese. I would like to express my deep gratitude to all those local authorities and related organisations for your help and cooperation in JLGC's activities.

2009 marks the 20th anniversary of opening the JLGC office in London. To mark this we will be holding a celebratory Japan Day Seminar with the Local Government Association to further strengthen the links we have with British local authorities.

In our exchange with local authorities between Britain and Japan from this point forth, on top of deepening mutual understanding, we can develop a much greater and more important role for the relationship between our two countries. With your support we hope to further this important dialogue.

Noboru Fujishima  
Director

# about us

The Japan Local Government Centre is the UK office of CLAIR – the Council of Local Authorities for International Relations. It was founded in 1989 with the support of Japan's Ministry of Home Affairs (*Ministry of Internal Affairs and Communications*). CLAIR is a joint organisation of local authorities working to promote and provide support for localised internationalisation.

With its head office in Tokyo, CLAIR has branch offices in each of Japan's 47 prefectures and 18 designated cities, and also has 7 overseas offices in Beijing, New York, Paris, Singapore, Seoul, Sydney and London. Each overseas office is responsible for a specific area; the London office covers the United Kingdom, Austria, Denmark, Finland, Germany, Ireland, the Netherlands, Norway and Sweden.

The main functions of the JLGC in London are to conduct research on local government and public policy in the UK and northern Europe, and to promote exchanges between individuals, including government officers and local government representatives, in the UK and Japan. We are also involved in implementing the Japan Exchange and Teaching (*JET*) programme, which employs UK graduates in the fields of international exchange and English language education in Japan.

# jlgc London Activities 2008

## MARCH 2009

- Local Links Conference with the Embassy of Japan in London
- JET Programme Alumni Association AGM, Manchester
- Japan Study Tour Feedback and Alumni, Japan Foundation, Russell Square, London

## FEBRUARY 2009

- Research trip to Sweden and Germany, on evaluating public services and city branding
- Opinion Exchange with JETAA Scotland, Edinburgh
- JET Programme Interviews for Coordinator of International Relations and Assistant Language Assistant positions, Embassy of Japan, London
- Visit to North East Derbyshire
- Participation in a joint Audit Commission and Birmingham University "Back to front" seminar on efficiency
- Japan-UK 150 events planning meeting, Edinburgh

## JANUARY 2009

- Research trip to North East Regional Improvement and Efficiency Partnership
- Visit to Peterborough City Council
- Seminar held by Japan Society of Scotland and Consulate General, Edinburgh

## DECEMBER 2008

- Japanese Government related Employment talk at School of East Asian Studies, University of Sheffield

## NOVEMBER 2008

- Japan Day Seminar, Matlock, Derbyshire
- Research Trip to Visit Manchester
- Japan Study Tour, Nagano Japan
- Visit to the "l'Association des Maires de France" national public sector conference, Paris
- Presentation at Kansai Graduate School, Japan
- JET Programme recruitment presentations at UK universities
- NALC Larger Councils Conference, London

## OCTOBER 2008

- JETAA North West Opinion Exchange, Manchester
- Attendance at the SOLACE Conference, Belfast
- JET Programme Recruitment Presentations at UK universities
- Council of European Municipalities and Regions Conference, Copenhagen
- JET Programme Returnee Reception, Dublin
- "Urban Park" regeneration survey, Birmingham
- Work placement at local authority, Spelthorne Borough Council

## SEPTEMBER 2008

- JETAA-International AGM, Paris
- Visit to Gateshead Council
- JETAA Careers Information Day and Welcome Reception for JET Returnees, HMS President, London
- Japan-UK 150th Anniversary Seminar, "North East of England and Japan: Economic Past, Present and Futures" Newcastle
- Japan-UK 150th Anniversary William Adams Seminar, Medway
- Visit to Leeds City Council

## AUGUST 2008

- Start of the Short-Term Trainee Programme
- CLAIR report research trip to Manchester and Glasgow
- Japan-UK 150 planning meeting, Edinburgh

## JULY 2008

- JETAA Wales Opinion Exchange, Cardiff
- Research trip to SEEDA, Guildford
- "Shrinking Regions" seminar presentation, White Rose East Asia Centre/University of Sheffield, Yorkshire Artspace, Sheffield
- JET Programme pre-departure orientation, Edinburgh

## JUNE 2008

- Japan-UK 150th Anniversary Glover Seminar, Aberdeen
- Exhibited at the Local Government Association conference Bournemouth, to provide information on local government in Japan and explain the role of JLGC relating to local government in the UK
- Japan-UK 150 planning meeting, Edinburgh
- Attendance at the honorary city exchange ceremony for the mayor, Newcastle, Gateshead
- Visit to the mayor & parish council, Middlesbrough

## MAY 2008

- Gloucestershire County Partnership Meeting attendance, Gloucester
- 2008 Portsmouth City Mayor Exchange Ceremony, research support, Portsmouth
- CLAIR Overseas Office Directors Meeting, Tokyo
- NALC National Conference, Eastbourne
- Eden Project visit, Aichi Prefecture research trip, Cornwall
- Work Placement Trip, Bradford
- Council of Europe EU Local Authority meeting, Strasbourg
- OECD Expert Meeting on Sub-central Government Finance, Vienna

## APRIL 2008

- Japan-UK 150 events planning meeting, Aberdeen
- Aylesbury Town Council research visit
- EU survey research trip, Oxford University
- Research visit to Argyle and Bute Council and Glasgow City Council, JETAA Scotland Opinion Exchange Meeting

# JLGC Seminars

The Japan Day Seminar is an annual event hosted by the Japan Local Government Centre in partnership with a host UK local authority to raise awareness of Japan and Japanese local government and provide an opportunity for participants to exchange ideas.

## Japan Day Seminar in Derbyshire

The annual Japan Day Seminar was held in Matlock, Derbyshire, in collaboration with Derbyshire County Council on the 18th of November, under the theme of Sustaining Regeneration through Partnerships in the Changing Economic Climate and explored the role of local authorities when working in partnership with private enterprise and other organisations in regenerating the local economy.



Derbyshire where the seminar was held is Toyota UK's base for its European manufacturing facility. With these types of business links, particular attention has been paid to the way in which regional redevelopment involves private enterprise there. Derbyshire at the time leading up to the seminar saw various events marking the tenth anniversary of the area's twinning links with the city of Toyota, with the mayor of Toyota as well as the leader of the city assembly also participating in the seminar.

## Japan-UK Biographic Memorial Seminars

This year is the 150th anniversary of The Anglo-Japan Treaty of Amity and Commerce. To celebrate this, the Japan Local Government Centre in cooperation with other organisations held three seminars on how the relationship between Japan and the UK has changed and developed. Each seminar also focused on the life of a famous Briton whose life and works greatly influenced Japan.

### 1. Thomas Blake Glover,

Robert Gordon University, Aberdeen

On the 10th of June, JLGC and Robert Gordon University held the first of three Japan-UK Memorial Seminars. The seminar, on the life and works of Thomas Blake Glover, featured lively talks by Professor Brian Burke-Gaffney of the Nagasaki Institute of Applied Science and Mr Kazuki Kusano of Mitsubishi Heavy Industries Europe. He arrived in Japan assisting in the arming of the pro-Imperial forces fighting against the feudal lords, but is more well known as being developer of the Takashima coal mine, and pioneering the introduction of the steam locomotive. He was also involved in the fortunes of the Mitsubishi organisation and helped with the foundations of the Kirin Brewing Company.



### 2. William Adams, St Mary Magdalene Church, Gillingham

On the 12th of September, JLGC in cooperation with Medway Council, the Japan Foundation, and All Nippon Airways hosted the William Adams Memorial Seminar at St Mary Magdalene Church, Gillingham, as part of the Japan-UK 150 celebrations. Councillor Susan Haydock, Leader of Medway Council, opened the seminar with a speech. The seminar featured talks by Michio Hemmi, resident priest of the Jodoji Buddhist Temple (Adams' family temple), Yokosuka, Japan, and Wataru Nishigahiro, Envoy Extraordinary and Minister Plenipotentiary at the Embassy of Japan, London. William Adams was the first Briton to visit Japan. Known as Miura Anjin in Japanese, the navigation officer and pilot served as the Shogun Tokugawa Ieyasu's advisor on diplomacy and was involved in developing external trade relations.



### 3. William Armstrong,

Northumbria University, Newcastle

On the 22nd of September 2008, a seminar on the theme of "North East England and Japan, focusing on William Armstrong" was held with an opening address by City of Newcastle Council Leader Councillor John Shipley, at Northumbria University in Newcastle. At the seminar contributors included Professor Marie Conte-Helm, Director of the Daiwa Anglo-Japanese Foundation, Trevor Man from Nissan Motors (GB) and Kenichi Suganuma, Consul General in Edinburgh. An audience of over 100 people from the local area involved in business and local government gathered for lectures on themes of Japan and the Northeast of England's past and future links, revolving around economics and manufacturing with lively discussion after the presentations on the issues raised. As the developer of "Armstrong's Gun" (used by the Shogitai traditionalists in the Battle of Ueno of the Boshin War), Armstrong played a major role in the building up the Imperial Japanese Navy during the Russo-Japanese war, starting with the Battleship Mikasa built by Vickers in Barrow-in-Furness.

# Japan Study Tour & Japan-UK Local Links Conference

The Japan Study Tour is an annual programme which aims principally to promote mutual understanding between Japanese and UK local government. JLGC invites applications from senior level staff of British local authorities and associated bodies, to join this ten-day study tour to study the current condition and issues related to Japanese local government. Each year's study tour focuses on the following:

- Observing Japanese public management systems in action.
- Studying and discussing specific services in small group sessions.
- Experiencing daily family life with a short home stay.

The tour is split into two parts. Firstly the group visits Tokyo to learn about the workings of the Tokyo Metropolitan Government, and other related sites in the area. After this the group travels to a region of Japan to observe local authorities and their work; meeting their Japanese counterparts and visiting facilities relevant to the theme of the tour. This part of the tour also includes a short home stay, offering the opportunity to learn first-hand about Japanese culture through a taste of real family life.

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Twelve representatives from local government related organisations in the UK and Germany spent almost two weeks in November 2008 touring Tokyo and Nagano for the 2008 Japan Study Tour. Some of the many activities and visits included a tour of Tokyo Metropolitan Government's Waste Management Centre, and studies into sustainability and 'green tourism' in rural communities around Nagano prefecture.

## Japan Study Tour Feedback

On January 19th JLGC held the JST Feedback at the Japan Foundation offices in Russell Square.

Of the participants, two were directors of UK local authorities, with others including local authority councillors and managers, a professor from *Robert Gordon University*, director of the *Commission for Rural Communities* and head of research at the *Brandenburg Association of Municipalities (Germany)*, who came together to discuss their research trip to Japan, as well as suggestions on how the study trip could be carried out in the future. Also present were representatives from the Embassy of Japan, Japan External Trade

Organisation, Japan Foundation and Japan Society for the Promotion of Science, who gave presentations to the study tour participants and joined in the discussion after explaining the role of each organisation and how they also could be involved with the programme in the future.

## Japan-UK Local Links Conference

On March 10 2009 representatives from 15 UK local authorities and local government-related organisations, plus a number of representatives from UK-based Japanese organisations convened at the Embassy of Japan in London to discuss issues around local authority links between the UK and Japan.

The conference took place against the backdrop of the on-going year of events to celebrate Japan-UK 150, the 150th anniversary of the first diplomatic ties between the two countries. The meeting was first suggested by a local authority last year as a means to achieve better coordination between UK local authorities with links to Japan, which it was anticipated would result in stronger ties and greater overall benefits. Indeed, different ideas on how such collaborative efforts could be facilitated proved to be one of the most discussed points of the meeting.

The meeting also enabled the local authorities present to share some of the pitfalls in past international relationships not only with Japan, but also other cities and regions around the world. A number of contributions hailed the vibrant economic ties between Japanese companies and localities in the UK, such as that of Toyota, with its plants in Derbyshire and Flintshire, both of whom are also twinned with Japanese local authorities.



Noboru Fujishima, Director of JLGC also encouraged local authorities to make use of the JET Alumni Association, which has a large number of chapters spread throughout the UK.

With regard to funding exchange programs, the point was raised that there is never a "good time" to seek funding, even in more buoyant economic circumstances, but when applying for funds the overall economic benefits of establishing and maintaining the relationship should be emphasised. The role played by UK-based funders of Japan-related projects and activities was highlighted as such.

Overall the meeting was felt by those in attendance to be beneficial insofar as it provided a platform for a new era in Japan-UK local links.

The JET (Japan Exchange and Teaching) Programme was established in 1987 with the purpose of increasing mutual understanding between the people of Japan and the people of other nations. The JET Programme is one of the largest exchange programmes in the world. It aims to promote internationalisation in Japan's local communities by helping to improve foreign language education and developing international exchange at a community level.

JET participants are selected from 38 countries to fill the post of ALT (*Assistant Language Teacher*), SEA (*Sports Exchange Advisor*) or CIR (*Coordinators for International Relations*). The ALT and SEA posts are usually based in local schools; the ALTs provide language instruction (predominantly English) in schools; the SEAs promote international exchange through sport whilst the CIRs are based in town or city halls and work in the community on international exchange activities.

The recruitment of the JET Participants is conducted by the Japanese Embassies and Consulates in each respective country, and each potential applicant (after screening) is interviewed. Once the successful candidates have been announced, a series of seminars is organised to induct the applicants into what is required of them whilst they work in Japan, and ex-participants are invited to give advice based on their experiences. Each contract is valid for one year, although the opportunity to extend may be available. All JET applicants must be graduates, and if they have dual Japanese citizenship, this must be renounced before they can complete the application process. Japanese language skills are not required unless the applicant wishes to apply for a post as a CIR, but participants are given some text books and the local authorities may hold Japanese language classes once the participants arrive in Japan.

Once in Japan, the affiliates meet their host local authorities and are given training in preparation for filling their posts. As a programme for foreigners wishing to work in Japan, it is by far the most comfortable in terms of living, working and benefits when compared with employees who go to Japan and find work in the private sector.

A number of associations exist to help the participants to adjust to the requirements of the country, and AJET (*Association for Japan Exchange and Teaching*) is administered by current participants who hold bi-annual talks with the sponsors to exchange opinions on how the programme might be improved for the participants; whilst the JET Alumni Association (*JETAA*) is made up of ex-JETs who have returned to their own countries.

The programme is jointly administered by the Ministry for Internal Affairs and Communications, the Ministry of Foreign Affairs, the Ministry of

Education, Culture, Sports, Science and Technology and the Council of Local Authorities for International Relations (CLAIR).

### JET Alumni Association

JETAA is an independent organisation for former JETs who have completed their tenure in Japan and assist the embassies and CLAIR in the promotion of the JET Programme in their home countries. The main goal of this organisation is to maintain friendship ties with Japan and communicate with JETAA members in countries under the London office's remit. They are financed by JLGC (CLAIR London) and hold regular events for members. In the UK and Ireland, there are 7 local chapters and two national executives (the UK and Ireland respectively) comprising of almost 4000 members.

Once the JETs return from Japan, JETAA organise a Careers Information Day in London which is an opportunity to meet with prospective employers and obtain advice about what options are open for them now. By and large, JET participants have gone on to very good jobs with organisations such as the Civil Service, NHS, and the BBC as well as banking and financial houses.

In the UK, there are almost 3,500 participants in local JETAA chapters, with London the biggest at over 2,200. Ireland has just 1 chapter with 252 members.

The regional chapters are involved in supporting the JET Programme, by organising pre-departure events such as Q&A sessions outside London about life in Japan for new participants and their families, helping with the main pre-departure event in London, giving presentations at universities, and organising networking events for former participants.

The chapters are involved with Japanese organisations in supporting cultural events. They all organise their own regular get-togethers where they eat or make Japanese food, have talks on Japanese culture, and watch Japanese films. Some chapters organise Japanese language classes, while the Republic of Ireland chapter has a Japanese speech contest every year. JETAA members are well placed to act as a bridge between Japanese regions and local areas throughout the UK.

### Membership of the different chapters (as of July, 2008):

Chapter	Membership	Scotland	295
London	2206	Northern Ireland	69
Midlands	429	Wales	63
North West	161	Ireland	252

### JET Programme Links:

- JETAA-UK** <http://www.jetaa.org.uk/>
- JETAA-Ireland** <http://www.je.emb-japan.go.jp/ijet.htm>
- JETAA-International** <http://jetalumni.org/mos/index.php>

For more information about the JET Programme, visit this website: <http://www.jetprogramme.org/index.html>

### JET Promotion around the UK

JLGC Staff members are active in promoting the JET Programme around the country at universities to undergraduate students. Japanese staff give presentations on life in Japan, while UK staff and former JETs talk about their experiences and explain how the programme works as a joint project between local authorities in the regions and central government ministries in Tokyo. Our main office CLAIR Tokyo is responsible for organising the national orientation for over 2000 new JETs (in 2008), dispatch to their contracting boards of education throughout Japan, and providing counselling and support for participants.



# CLAIR Publications

## Research into UK Local Government for Japan (in Japanese)

JLGC office carries out research within each country on the organisation of local government finances, JLGC has this year started posting our research into each of the countries under our remit on our website.

The CLAIR Tokyo office also presents this information on all kinds of activities carried out by UK organisations, through publications for Japanese local authorities.

### JLGC Website

- UK local authority bulletins (local government structure, planning, regeneration, welfare, health, transport, environment, education, housing, policing, emergency services as well as others)
- European local government bulletins (EU, Ireland, Germany, Austria, Netherlands, Denmark, Norway, Sweden and Finland)
- Regular reports on recent topics, with Weekly Topics are the latest news from the media, and Monthly Topics focusing on the recent big issues as they emerge.
- JLGC Blog – regular updates on public service provision and UK-Japan relations
- Japan-UK Linked Local Authorities Blog – events and activities for UK and Japanese local authorities with twinning arrangements

### Supporting Japanese Local Authorities

After receiving request from Japanese local authorities, advance booking for meetings, support with translations, specialist lectures at JLGC's London offices, working together and supporting local authority research trips from Japan with research activities concerning public service in the UK and Europe. In 2008 there were 36 support requests

### Research Requests from Japan

Local governance and public finance requests for information needed from abroad, but that cannot be carried out by the local authority themselves are carried out by JLGC staff. In 2008 there were 12 research requests.

### CLAIR Report

No. 336 – Greater London Authority Climate Change Policies (2009/02/20)

### Myriad Leaves

*Myriad Leaves*, the journal of JLGC London, is a bi-monthly publication featuring articles on Japanese local government, as well as features on activities and projects by JLGC in the UK promoting internationalisation. Back issues are available from the JLGC website in the publications section.

### Speaker Series

Speaker Series is a programme whereby experts on UK and European local government come to JLGC London to present on a certain topic. Those in attendance may include JLGC staff, government or government-related employees, or academics. The information received in these presentations help with staff development, and is also often passed on to local authorities in Japan.

Speakers for 2008:

- Tokyo University Social Studies Research Centre, Oxford University, Professor Nakamura Tamio, *"EU structure and Local Government Initiatives"*
- Ovum, Principal Analyst Dr Peter Clarke *"The Modernisation of Local Government"*
- CIPFA, Chief Executive, Steve Freer, *"Improving Public Financial Management"*
- Epson Europe Deputy Director Takezawa Takehiko *"Epson corporate strategy in the current European market conditions"*
- Secom PLC, Managing Director Takezawa Minoru, *"Comparing Security throughout Society in Japan and the UK"*
- INLOGOV University of Birmingham, Dr Jane Lutz, *"Regional regeneration through use of sustainable tourism"*
- Jiji Press Ltd, London Office Director Mr Sakurai Wataru, *"How I read British Newspapers"*
- INLOGOV University of Birmingham, Dr.Peter Watt, *"The Drive for Efficiency"*
- Placebrands, Director Mr. Sicco van Gelder, *"Why City Branding is Necessary"*
- Kanagawa University, Professor Kitahara Itoko, *"Disaster Relief and Reconstruction through History"*

# Long & Short Term Trainee Programme, JLGC Staff Work Placements

## Long Term Trainee Programme

The long term trainee programme began in 1998, with a view to encourage Japanese local government officers to spend a year in the UK, studying British public administration at the University of Birmingham's School of Public Policy and INLOGOV. Students receive intensive language tuition at the English International Students Unit, before beginning their studies on UK local government. Over the years, trainees have carried out research in a range of areas including CPA, Tourism, Best Value, Education Reform and Not for Profit Organisations.

## Short Term Trainee Programme

Beginning in 1990, the Short Term Trainee Programme is a three month study programme whose aim is to allow Japanese local government officers to gain hands-on experience in local government in the UK and France.

The first part of the programme offers participants the opportunity to complete a one month intensive English language course whilst staying with a British family. The trainees then embark on a course in Overseas Local Administration at the University of Birmingham. This is followed by two-week work placements in UK authorities, whereby trainees gain first-hand knowledge by shadowing local government officers. The final part of the programme is spent in France, where trainees gain invaluable insight into local government systems on the continent.

## JLGC Staff Work Placements



As part of their training all our Japanese staff spend two weeks on placement in a local authority, learning about the functions of local government and comparing practice here in the UK with the way things

are done in Japan. These two weeks are very important to the staff as they offer a chance to work with British people as well as visit different parts of the country. Upon their return to the JLGC, the staff share their experience and the knowledge gained on the placement with their colleagues.

We are very grateful to those authorities who hosted our members of staff during 2008.

- Spelthorne Borough Council
- Bradford City Council

## Opinion Exchange with Partner Organisations

Council of Europe EU Local Authority meeting in Strasbourg, France	May 2008
The Local Government Association Annual Conference and Exhibition 2008 in Bournemouth	June 2008
Society of Local Authority Chief Executives and Senior Managers Annual Conference in Belfast	October 2008
"l'Association des Maires de France" National Public Sector Conference, Paris	November 2008
The National Association of Local Councils Larger Councils Conference in London	November 2008

## Research Trip

Council of European Municipalities and Regions Seminar in Copenhagen October 2008  
 "Changes in Europe's local and regional government. Balancing democracy, identity and efficiency"  
*JLGC by invitation of CEMR was able to get a lot of information, at this seminar on the above theme relating to modernisation and restructuring efforts throughout local authorities in Western Europe*

Swedish Association of Local Authorities and Regions, Solna City and Tyreso City (Sweden)  
 Munich City (Germany) February 2009  
*This visit was a research trip to the city of Lomma to see its policy on reforms to local finance, the Cities of Solna and Tyreso for initiatives dealing with reforms and efficiency drives, and the City of Munich to study city branding.*

## UK Organisations Cooperating with JLGC Research in 2008

Tandridge District Council	March 2009
Peterborough City Council	February 2009
North East Regional Improvement & Efficiency Partnership	January 2009
Cumbria City Council	September 2008
Manchester City Council	August 2008
Glasgow City Council	August 2008
South East England Development Agency	July 2008



**Japan Local Government Centre**

Council of Local Authorities for International Relations (CLAIR), London  
[www.jlgc.org.uk](http://www.jlgc.org.uk)

# JLGC Staff

**Noboru Fujishima** *Director*

Seconded from the Ministry of Internal Affairs and Communications.

**Shingo Kazama** *Deputy Director*

Seconded from Chiba Prefectural Government.

**Eiji Yamaguchi** *Deputy Director*

Seconded from Aichi Prefectural Government.

**Maki Ishida** *Counsellor*

Seconded from the Tokyo Metropolitan Government, currently following the London 2012 Olympic Games preparation, researching administrative structure and environmental policy in the UK, and government policy in Ireland.

**Ryoko Matsunoshita** *Assistant Director*

Seconded from Tokushima Prefectural Government, researching education, economic development and regeneration in the UK and government policy in Finland.

**Seiki Kimura** *Assistant Director*

Seconded from Tokyo Metropolitan Government, researching the duties and status of local officers, public-private partnerships in the UK, and government policy in the EU.

**Yoko Miyamoto** *Assistant Director*

Seconded from Hiroshima City Government, researching environmental policy in the UK and government policy in Sweden.

**Yoshihisa Ogawa** *Assistant Director*

Seconded from Gunma Prefectural Government, working on the JET Programme in the UK. Also researching rural affairs in the UK, Denmark and the Netherlands.

**Irmelind Kirchner** *Research and Policy Manager*

Conducting and supervising research according to JLGC's remit, with particular regard to the UK and Germany.

**Andrew Stevens** *Research Manager*

Providing analysis of legislative, policy and political developments, internationalising best practice in the public services.

**Keith Kelly** *Research and Public Relations Officer*

Writing and editing publications, assisting with research, translation, and general office administration.

**Jason Buckley** *Communications Officer*

Liaison, Japanese to English translation, web site management, assisting with research, and general office administration.

**Marie Yoshikawa** *Researcher Translator*

Translating reports and assisting with research administration.

**Yukiko Niwa** *Accounts and Administration Assistant*

Administering the office accounts.

**Staff who returned to Japan in March 2008:**

**Toru Murase**

**Eitaro Kawamoto**

**Yuka Kuwabara**

**Toshihiko Takeda**

**Takeya Sato**

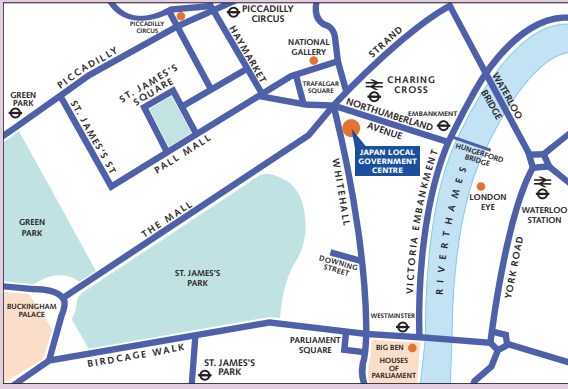


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