

2) HRD Direction to foster Demanded HR

However, leaders who have enough abilities mentioned above are limited in rural areas. The team observed that only Nakhon Si Thammarat Province has such leaders in the case study areas. Even these leaders are young and need further experience to have more social spirit. Then, to fill a gap between HR demand and HR availability, it need: 1) Leadership development, 2) Capacity building of Local Administration, and 3) Capacity development of facilitators to be people-centered way.

On the other hand, the former section 3.1 reviews the current HRD programs to point out the agenda: **“To create improved systems to meet people’s demand at each level, especially local level”** (Refer 3.1.6).

To tackle this agenda, the following arrangement are needed:

- Formal Education under the Transition to be accelerated:
 - Primary and secondary education: curricula are to be developed with local initiatives,
 - Vocation education: to be transformed to decentralized systems to meet the demand of people, and
 - Higher education: involvement in community education to be strengthened.
- To have national strategy of HRD in rural areas,
- To coordinate government agencies and organize national coordinating body to work, and
- To build capacity of local authorities (TAOs and Province).

Now, we have identified the HR demanded, direction of HRD programs to be improved from the said analyses. Then, who is the target of HRD is the next question.

(2) Target of HRD and Its Priority: Leader, especially youth and women

Target of HRD is **local leaders**, especially business leaders to be developed. Local leaders are leaders of group activities such as women group, youth group, agricultural group, business group, and various kinds of occupational groups. Leaders of these group eventually become leaders of community, and if capacitated enough, be leaders of Tambon.

Next targets are **leaders and staff of local administration**, especially TAO, need capacity building to be a leader of community as well as a service providers to the people. These services include HRD services to the people for leadership development. Leaders of Tambon are president of TAO and member of Tambon Councils. Members are elected by villagers, and a president is elected by members.

Then, **facilitators of line government agencies, businesses and NGOs** are also target needs capacity building to provide better facilitation to meet people’s demand. Facilitators are Agricultural Extension Workers and Community Development Workers

1) Target of HRD: Local Leaders

Major targets of the HRD for rural economic development are "villagers" who play main roles in rural economic activities, producing and marketing primary and secondary commodities.

The former section categorizes these villagers in 3 aspects: leader/non-leader, man/woman, and youth/non-youth.

Among these villagers of different categories, a "leader" is considered the most essential for promoting rural economy for the following reason⁴. First, a leader can plan and initiate economic activities to a certain extent, influencing non-leaders to follow the initiated activities, so as to improve village livelihood. Second, it is difficult for outside facilitators such as the central government line and NGO personnel to directly facilitate all villagers to be active in economic activities due to their limited local experience. It is not any outsiders but a village leader as an insider that facilitates economic activities in the village context, understanding and taking into consideration rural circumstances. Third, a leader has larger opportunities than non-leader in expanding HRD activities through maximum utilization of networking and information, knowing the outside world.

Apart from "villagers", "facilitators at the village level" such as TAO members are also part of the target of HRD since a TAO member, though she/he could be a villager as well, plays an important role as a leader in villages under the Tambon where rural activities are not active due to lack of strong village leaders.

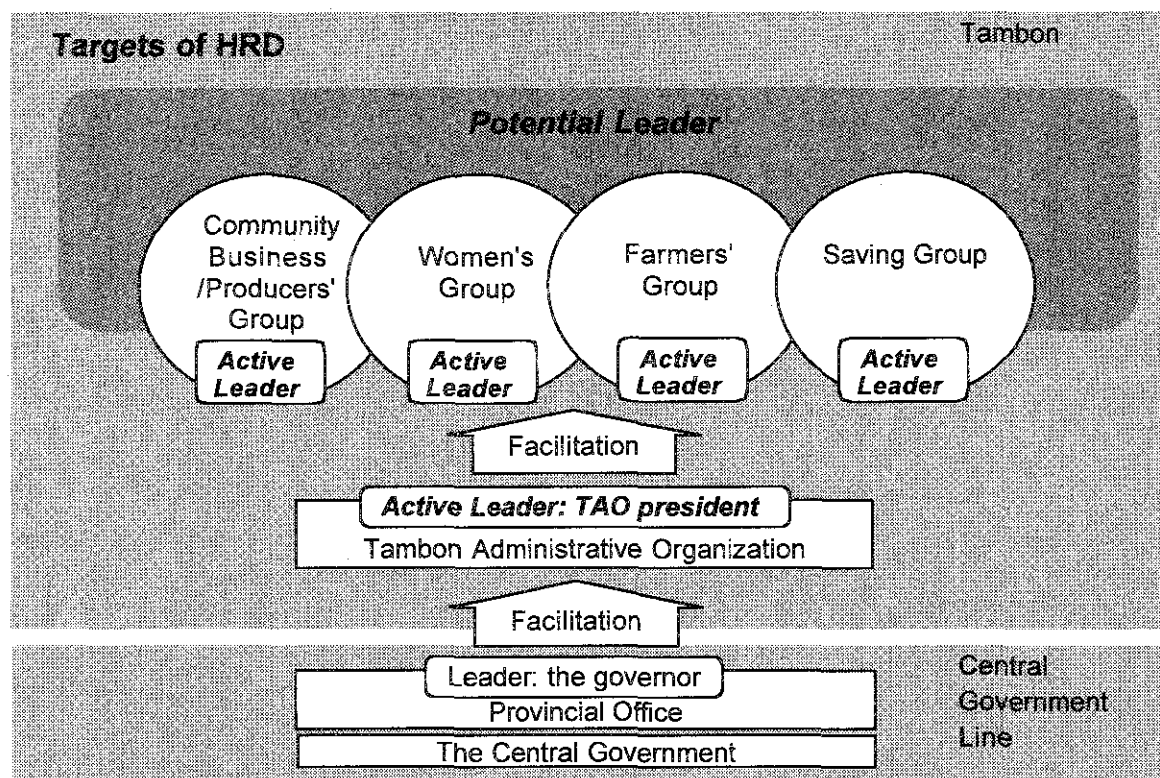
2) **Priority in leaders: the youth as potential leaders and active women leaders**

In promoting leadership, an attention should be given to "potential" and "active" leaders. Potential leader is the one who is not yet a leader but has possibilities to be a leader in the future while an active leader is the one who is already operating group or administrative activities as a leader.

Among the potential leaders, **the youth** is a high priority target for promotion. Past studies reveal that leadership is effectively fostered by the end of the youth period through various experiences in the daily life⁵. In fact, the study team observed during the field study many active leaders with working experiences in urban areas before initiating their activities in their home villages. They mostly give full scope to their leadership in a group based on the past experiences.

⁴ The field of organizational behavior believes that leadership is innate but at the same time acquired disposition. Paul Hersey, Kenneth H. Blanchard, Dewey E. Johnson, Management of Organizational Behavior: Utilizing Human Resources, (Prentice Hall, INC.)1996.

⁵ Melvin Sorcher and James Barnt, Are you Picking the Right Leaders?, Harvard Business Review, May 2002.



1. "Active Leaders" could be the youth or the elder
2. "Potential Leaders" are the youth

Figure 3.2.1 Target of HRD: Active and Potential Leaders

Among the active leaders, **woman leaders for producers' groups** are a high priority targets for promotion. Promotion of the woman leaders leads to increase in opportunities for woman's participation in economic activities. There are many woman producers' groups led by a women leader since a large portion of rural women finds their income generating opportunities in non-farm activities in a group, such as craft work and petty trading. Those non-farm activities are essential for rural economy contributing to rural household incomes to a large extent in villages.

3) Role of government in promoting leadership as facilitators and local authorities

Leadership is not easily promoted through training programs. It should be rather built by active and potential leaders themselves through various rural activities. Roles of government in promoting leadership in this respect are to create environments for active and potential leaders to expand their leadership. Creating environments for instance means:

- Promoting people's access to information and network among them;
- Facilitating activities of active and potential leaders; and
- Assisting active and potential leaders to solve problems they are facing to.

The government first should focus on an active leader, creating the environments for her/him to accumulate various experiences through rural activities, and then the active leader identifies potential leaders from followers to accumulate experiences as leaders.

3.2.3 HRD Needs by Actors

So far, we have identified HR demanded, HRD directions, HR target, then who are responsible for what is another question. The table below shows the issues and implications based on analyses reorganized by issues and actors. This table illustrates the target of HRD to be leaders and actors to be addressed.

Table 3.2.6 Issues and Implications by Actors

Issues	Issues and Implications from Analysis	Actors concerned			
		Leaders	Facilitators	LGAs TAO Province	Formal Education
Leadership	• Leader is a key to success. Capable leader can utilize technical and financial assistance.	x			
	• Fostering leader: self-reliance and moral education from the children	x			x
	• Foster leaders: from the young age: step by step approach	x			x
	• Fostering leaders: Identify and foster potential leaders	x	x		
	• Motivation is a base for leadership to be grown.	x			
	• Motivation is a base and capability is necessary condition for leadership. Leaders have two types: U-turn leaders and home-grown leaders. For growing leaders, it needs:	x			x
	1) Motivation development: Motivation is from loving community; Hometown awareness from the childhood, and	x			x
	2) Capability development: For home-grown leaders, abilities can be grown step by step; For U-turn leaders, abilities can be grown through one's experiences in the outside.	x	x	x	
	• To have leaders, 1) to get U-turners back through hometown education in the childhood, and 2) to foster home-grown leaders through leadership experience according to one's life stages.	x			x
	• Promote grass-root level partnership	x		x	
Business leader	• Group leader network by effective facilitation	x			
	• Leaders need interaction with outside for wider vision.	x	x		
	• Foster local leaders of business activities with market-oriented mind	x			
	• Public sector support, especially in business skill	x	x		
	• Foster core economic activities: get private sector involved	x	x		
TAO/LGAs	• Develop the base of entrepreneurship from the children: 1) Self-reliance awareness from the children to grow a motivation to be entrepreneur, and 2) Self-reliance education in the vocational education to grow a skill for self-support.	x			x
	• Product Development Strategy of OTOP for survival in the future: 1) Product Development Strategy with concept of local specialties with a background of local and indigenous knowledge, culture and history to meet the market demand, and 2) Technology to able to meet these demand of the said concept for keeping quality of the products.	x	x		
	• Capacity building of TAO leaders and staff for strategic planning and administrative works			x	
	• HRD programs given to TAOs to be practical and local demand-oriented.			x	
	• Collaborative works among TAOs			x	
HRD systems	• For TAO needs enhanced capacity, 1) TAO capacity building with utilization of Village Fund, and 2) need facilitation for self-reliant and local initiatives.			x	
	• For capacitated TAO: Two-step approach: 1) Technical advice beyond TAO's knowledge and skills, and 2) Facilitation of Tambon to provide better and wider range of facilitation to the peoples.			x	
	• Secure fairness to avoid corruption				
	• Local level approach in research and development		x		
	• HRD programs to involve local communities in planning		x		
	• Region by region and case by case approach		x		
	• Review successful cases		x		
	• Leadership of CEO provinces for better coordination		x	x	x
	• Let government officials field oriented		x		x
	• Formal Education Under the Transition: to be accelerated				x
	1) Primary and secondary education: curricula are to be developed with local initiatives.				x
	2) Vocation education: to be transformed to decentralized systems to meet the demand of people.				x
	3) Higher education: involvement in community education to be strengthened.				x
	• HRD programs to be demand-oriented	x	x	x	x
	• More people initiative HRD programs: networking	x			
• People to be exposed to Information on HRD programs			x		
• Increased opportunity of HRD		x			
• Inter-ministerial coordination		x			
• National strategy of HRD		x			
• National coordinating body		x			
• Capacity building local authorities (LGAs) for better HRD			x		

Based on the table above, stakeholder analysis according to the agenda and HRD needs by each stakeholder is made, which is shown in the table below.

Table 3.2.7 Stakeholder Analysis: Agenda and HRD Needs by Actors

Priority	Actors	Issues & Agenda	Potential & HRD Needs
People and groups: to be self-reliant.			
XXX	Leaders	Leadership	Build capacity for leadership and strategic thinking
XXX	Business leader/ladies	Leadership and market-oriented mind	Build capacity for leadership, business skill and strategic thinking
Future leader: to be fostered.			
XXX	Children	Lay a foundation of HRD for self-reliance & home consciousness	Development of moral, environmental & hometown consciousness, and self-reliance
	Youth	Foster leadership and self-reliant skill	Development of moral, leadership and self-reliance
Local Administration: to be capacitated to meet increased responsibility for providing better services.			
XX	TAO: Increased responsibility to provide better services with limited resources.		
	TAO Leaders/members	Lead people and manage areas	Build capacity for leadership, strategic thinking, responsiveness to people's demand, fund management.
	TAO Staff	Provide better services	Build capacity to undertake administrative works
XX	Province (Changwat) officials	Increased responsibility to support people & TAOs	Build capacity of provincial officials: strategic planning, technical advice and coordination of activities.
XX	Facilitators	Provide demand-oriented services	Inter-sectoral coordination Build capacity to provide demand-oriented services.
	Administrators at central ministries	Create framework toward a demand-oriented HRD services.	Inter-ministerial coordination.
Educational Institutions: to be transformed			
X	Primary & Secondary school	Decentralize the system to develop own curriculum	Curricula development to give foundation of local leaders: Moral education, hometown and environmental awareness
X	Vocational Institutions	Decentralize to meet local demand	With skill development for self-reliance, provide: -Future Local Leaders -Future Group Leaders -Businesses Leaders
X	Rajabhat	-Provide higher education to Changwat people -Transform from teacher training to meeting local demand	Provide: -Future Local Leaders -Future LGA leaders/ staff
X	University	-Provide higher education -Further involvement in community education	Provide: -Technical advice to rural areas -Educated people to rural areas -Students interested in rural development

Notes: XXX: Top priority, XX: Second priority, X: Third priority.

HRD needs of actors are as follow. **A leader** including business leaders and ladies, needs capacity of leadership, strategic thinking, business skill, and wide vision. **Children and youth** needs moral education, environmental and hometown awareness, self-reliance mind, and wide vision as future leaders.

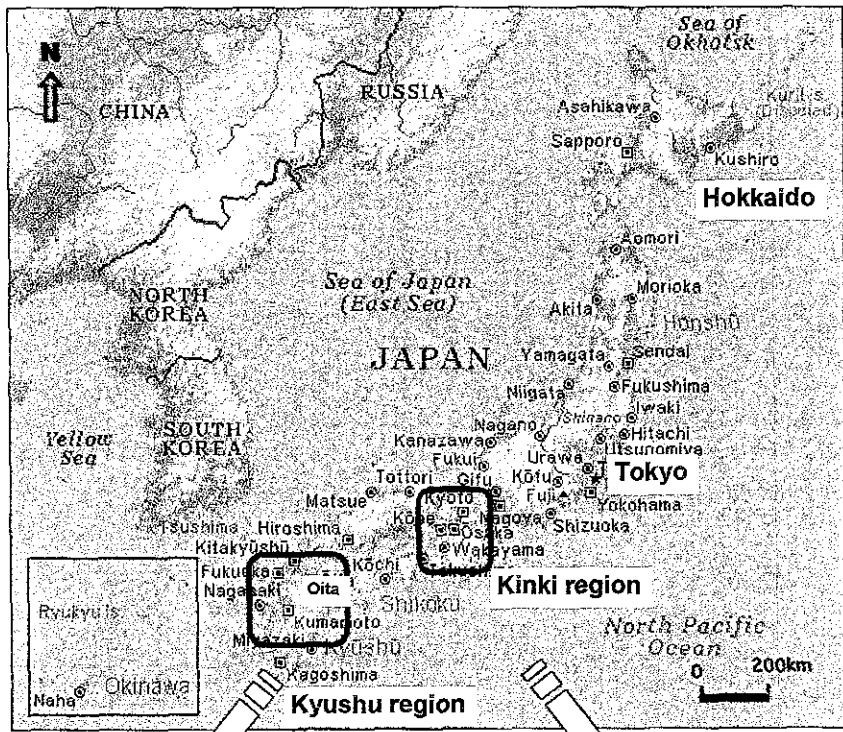
TAO leaders and members need capacity for leadership, strategic planning and responsiveness to people's demand. **TAO staff** needs capacity to undertake administrative works transferred from central ministries to provide better services to the people. **Provincial officials** need capacity building for strategic planning, providing technical advices to TAO, coordination of various activities, and responsiveness to TAO in a people-centered manner.

Formal educational institutions are under the process of transformation to meet the emerging demand, which is to be accelerated. For **primary and secondary education**, curricula are to be developed with local initiatives, in which moral education, environmental and hometown awareness, and self-reliance are to be emphasized. For **vocational institution** is under the transformed into decentralized systems to meet the local demand of people, which is to be accelerated. Vocational education is expected to provide future local leaders of communities and local administration equipped with self-reliance mind, skill and wide vision. **Rajabhat** is transformed from teacher training college to college for provincial people, which is expected to provide future leaders of communities and local administration like TAO and province. **University** is under transformed to be an autonomous body. The involvement in community education is to be strengthened for providing technical advice to rural areas, students interested in rural development, and higher education to community people.

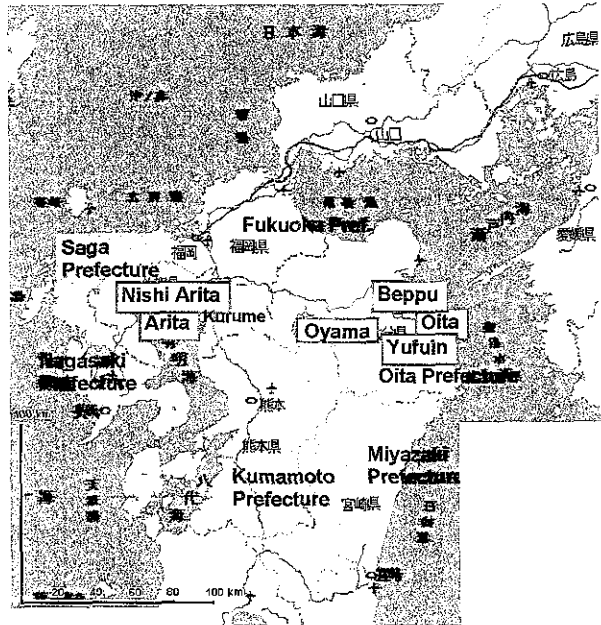
Chapter 4

HRD and Rural Development in Japan:

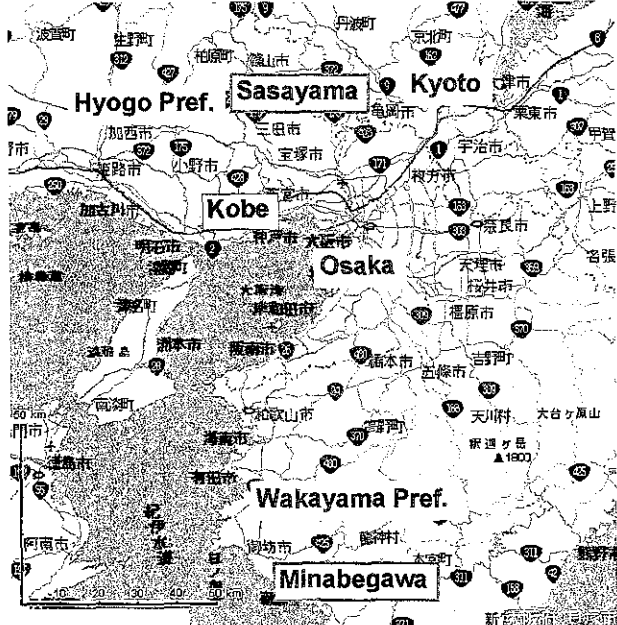
Experience of One Village, One Products



Japan



Kyushu Region



Kinki Region

Location Map of Case Study Sites in Japan

Photograph for Case in Japan

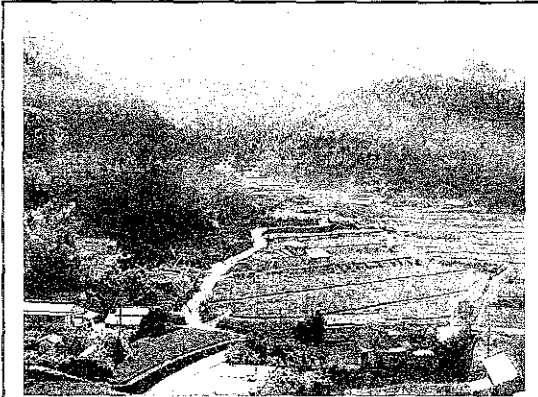


Photo.1 Oita: rural scenery of Oita



Photo.2 Oita: fresh flower company competitive in the world



Photo.2 Oyama town: farmers market operated by Coop. (Case 3)



Photo.3 Oyama town: farmers market operated by Coop. (Case 3)



Photo.4 Oyama town: farmers market operated by Coop. (Case 3)



Photo.5 Yufuin town: grown to a tourist place (Case 4)

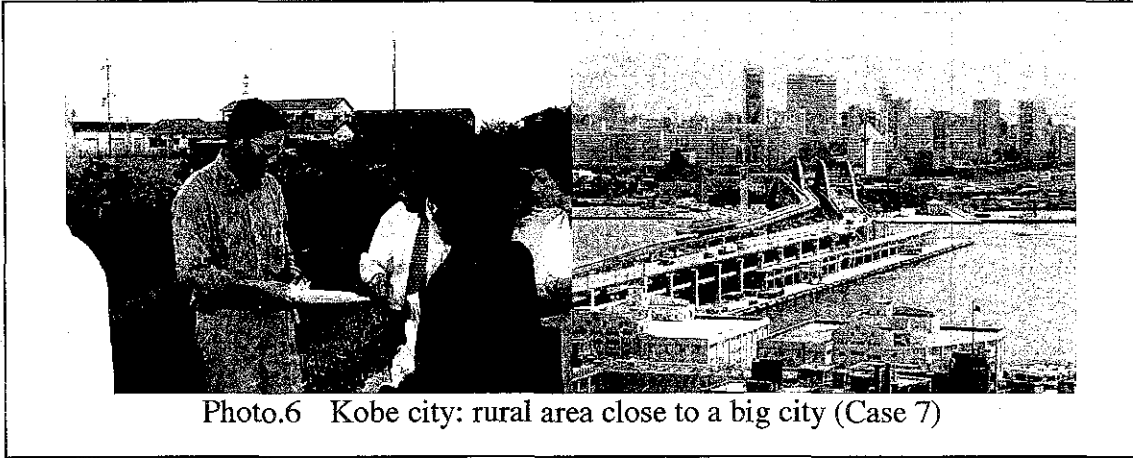


Photo.6 Kobe city: rural area close to a big city (Case 7)



Photo.7 Minabegawa village: plum factory (Case 5)

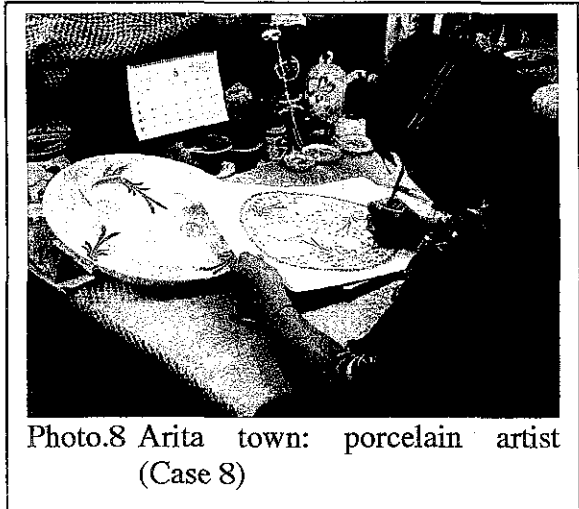


Photo.8 Arita town: porcelain artist (Case 8)

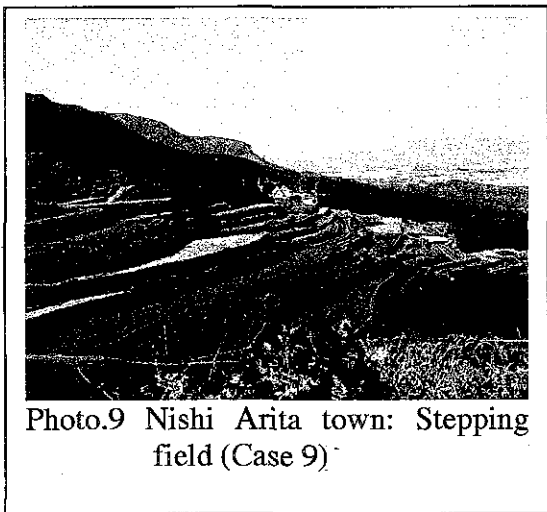


Photo.9 Nishi Arita town: Stepping field (Case 9)



Photo.10 Beppu city: Traditional bamboo industry (Case 10)

Chapter 4 HRD and Rural Development in Japan: Experience of One Village, One Product

This chapter analyzes Japanese cases of human resource development (HRD) in rural development and tries to find out the implication applicable to the HRD in rural Thailand, although there are differences in their importance and roles of agriculture and rural area between Thailand and Japan.

First of all, it overviews the difference between Thailand and Japan, then takes a look at the historical background of Japanese experience of HRD in rural area from a macroscopic viewpoint. Next, it reviews the policies and programs of major actors, then, takes closer look at selected case studies based on the field survey. Finally it suggests the implications to the HRD in rural development in Thailand.

The study is based on the analysis of available information and a field survey. The field survey is conducted through interviewing personnel concerned with HRD and regional development in Wakayama, Hyogo, Oita and Saga prefectures in Japan during July and August in 2002.

4.1 The Differences in Agriculture and Rural Areas between Thailand and Japan

The major points to be noted in Japanese rural area and agriculture in contrast with those of Thailand are that (1) the importance of agriculture in the national economy decreases, rather agriculture become important in the environmental, regional revitalization and way-of-life aspects and (2) agriculture has lost in competitiveness and is heavily subsidized.

Agriculture and rural area is decreasing in their importance in the national economy of Japan after the World War II. Agriculture accounts for 1.4% of GDP, 0.4% of labor forces and 13.2% of export value in 2000, while these were 18.8%, 62.3% and 11.3% in 1940. Rural population decreased from 62% to 21% in the same period.

Table 4.1.1 Thailand and Japan in Comparison (2000)

Indicators	Thailand	Japan
Basic Indicators		
Land area (1000km ²)	513	378
Population (1000)	62,806	127,096
Population density (person/km ²)	122	336
GDP (billion US\$)	122	4,764
GDP per person (US\$)	1,970	37,556
Export per GDP (%)	56%	10%
Agriculture and Rural Sector in National Economy		
Share of Rural population (%)	78.4%	21.2%
Agricultural labor per total Labour (%)	45.0%	4.1%
Agriculture per GDP (%)	9.1%	1.4%
Value of agriculture products per total export (%)	17%	0.4%

Source: FAO STAT, Thailand in Figure, Economic Planning Agency of Japan.

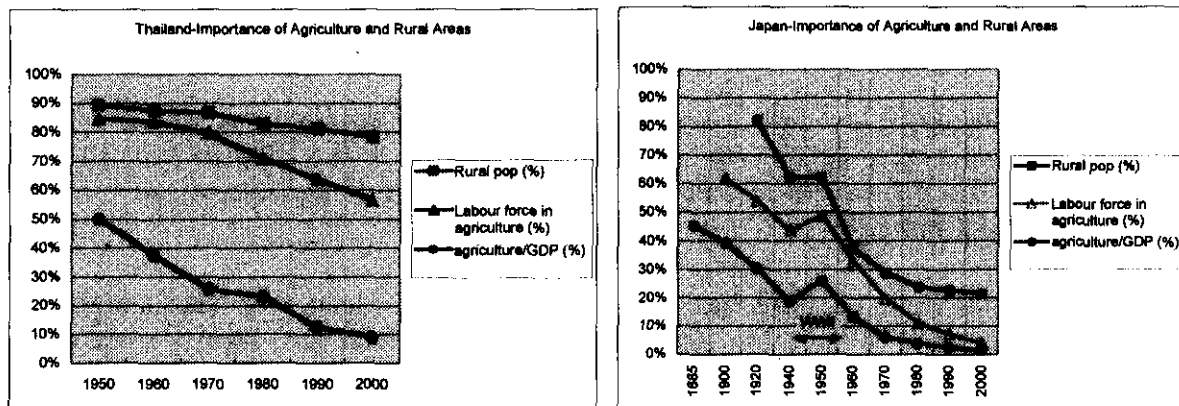


Figure 4.1.1 Comparison of Trends and Importance of Agriculture and Rural Area in the National Economies between Thailand and Japan

Especially, it is noted that people as HUMAN RESOURCES moves from agricultural to non-agricultural sectors, and from rural to urban area. Labor force engaged in agriculture rapidly shifted to other sectors. Rapid urbanization and the introduction of industrial plants to rural areas made it possible for people in rural areas to get job from non-agricultural sectors. Currently even among the agricultural households, two-thirds of them have larger income from non-agriculture sector than from agriculture. After the World War II there were food shortage and poverty problems, the Basic Law of Agriculture of 1961 aimed at improving agricultural productivity and narrowing the income gap between the labor of agriculture and other sectors. The income of agricultural households caught up with those of other sectors in the 1970s by mainly the increase in income from non-agricultural sources, not the improvement of agricultural labor productivity. People started migrate from rural to urban areas. Currently, major problems of rural areas of Japan are depopulation and aging of residents. “Rural/Regional Revitalization”, rather than “Rural Development”, of rural and regional economy comes to the major agenda.

Agriculture is currently heavily subsidized in Japan. The non-agricultural sector, which produces most of the national wealth, is heavily taxed, and money is transferred to agricultural sector as subsidies. Agriculture is now, rather important in the environment, society and rural economy.

4.2 Historical backgrounds of HRD and Rural Development in Japan

This section overviews the historical background of Japanese experience of HRD and rural development. The history of HRD and rural development can be divided into five periods. The trend of rural/regional revitalization in Japan is summarized as Table 4.2.1 and Table 4.2.2.

The first period is from 1935 to 1945, as it is the period when the whole country was included in the war regime. The entire population was forced towards the war effort, which leads the nation to the nationwide poverty. Human resources were channeled into creation of

military force.

The second term is the ten-year period after the World War II. This period carries the theme of rebuilding a new nation and securing a stable food supply. The central government of Japan encouraged rice production in order to solve the nationwide food shortage problem. HRD and rural development programs focuses on the increase of rice production.

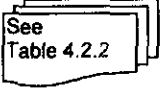
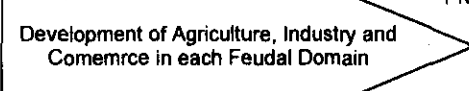
The third term is the period of the rapid economic growth while was ended by the oil crisis. The domestic infrastructure was extended briskly and industrialization progressed rapidly. In the rural areas, employment opportunities ran short and many people flowed into the urban areas. On the other hand, the rural areas invited manufacturing companies to set up their plants in order to revitalize their areas. The HRD efforts are emphasized on providing skilled workers to these companies that require human resources.

The forth term is the period of rapid economic growth. The negative inheritance of the rapid economic growth period was becoming clear. The occurrence of problems, such as environmental pollutions, economic gaps between regions, depopulation, and an aging in society leads people to search for the endogenous solutions to regional development. The **“One Village, One Product Movement”** was implemented at that time, and it became the pre-cursor of the rural/regional revitalization boom. From the period, the word **“Revitalization”** of rural areas and region is frequently used in stead of **“Rural Development”**. Also, the government started to encourage rural areas to produce other crops than rice due to the surplus production of the later. It became necessary to foster people who were able to bear such an endogenous development, and thus efforts were taken to do so.

The fifth term is the period from 1990 until present. People started to think that **“Endogenous Development”** would be impossible if there were no connection with urban areas. This created the tendency for rural/regional revitalization to strengthen its relationship with urban areas. Moreover, Japan’s agriculture is further propelled towards a new way due to market liberallization, which can be increasingly seen with China’s entering the WTO.

Currently, HRD can be carried out in two ways; one is to foster people as farmers. The other is to train the people so that they can produce agricultural products on a commercial basis or to become entrepreneur. Other than such measures for improving skills and technology, the success has also been achieved in trials to nurture people who possess voluntary spirit. Such volunteer people are those who set the profits not for the individual purpose but for their society, and their main motivation for work is self-satisfaction. In rural/regional revitalization, these people create groups and work in many areas. Moreover, it particularly emphasizes women, elderly people, and the handicapped, and thus, HRD has to be carried out with these “socially weak” foremost in mind.

Table 4.2.1 Rural and Regional Development with Time Order

Period	1500	1600	1700	1800	1900	2000
Era	Civil War	Edo		Meiji	Taisho	Showa Heisei
Events	Unified Nation	Isolation from abroad		Relation with the Western Countries	The World War II	Rapid Economic Growth
Rural Development		Central Government and making the culture of each Feudal Domain		From Feudal Domain to Prefecture		
						

Source: Prepared by the Study Team.

Table 4.2.2 History, Background and Aim of Japan's efforts for Rural/Regional Revitalization

Time and Theme	Background	Situation in Rural Areas	Efforts to Rural/Regional Revitalization and Human Resource Management for its
First Period 1935 to 1945 "War regime"	-Depression in rural areas, the Great World Depression, -Shift to wartime economy	-Depression, -The excess of population in rural areas, -Aggravation of farmhouse economy, -Bankrupt of a landed farmer	The people as military power (soldier / the home front)
Second Period 1945 to around 1955 "Nation Rebuilding and Food Security"	-Confusion after the end of the war, -Extreme shortage of food, -Annihilation of companies, -Control of agricultural products	-Overpopulation, -Prosperity, -Wealth is accumulated to a farmers as rescue supply	The people who can provide food supply (Agricultural technical training / Extension service for rural women)
Third Period around 1955 to 1970 "Development by Outsiders"	-Aggravation of the environment in urban areas, -High economic growth, -Increase of the income differential of agriculture and other industries, -The income doubling program	-Shortage of employment opportunities, -Necessity for expansion of agricultural scale	The people who can be a company (which is invited to the rural areas) worker (Training in the Company)

Forth Period around 1970 to 1985 “Endogenous Developments”	-Oil crisis, -End of rapid economic growth, -Depopulation in rural areas and overcrowd in urban areas, -Advance of global-economy	-An economic gap with urban areas, -Advance of depopulation and aging	The people who can make use of endogenous resources (Community Development)
Fifth Period 1985 to today “Co-existence”	-The bubble economy and its collapse, -Increase of the import agricultural products from China, -The problem of the safety of food, -Changing to mental abundance, - Decentralization	-Super-aging, Decrease of the birthrate, -Decrease of the vitality of community	-The people who can make use of endogenous resources with the relation between the urban areas.(farming entrepreneurship) -The people for maintaining the agriculture. (a successor to agriculture)

Source: Prepared by the Study Team based on Page 34 - 37 in Namikawa, Ryouichi. Chapter 2: the limit of Production and Technique of Agriculture. in Kitahara, Atsushi. Asia no Keizaihatten ni Okeru Chusyokigyou no Yakuwari (The Role of SMEs in Asian Economic Development). Nagoya: International Economic Research Center in Nagoya University, 2002.

Based on the overview of the efforts of HRD in the context of rural/regional revitalization above, the following points are to be noted in contrast to those in Thailand.

1) Local industries originated from the feudalism era 400 years ago.

To study the regional development of Japan, it is necessary to start with looking at the Shogunate and domain systems of the Edo period as shown in Table 4.2.1 Each domain pursued the promotion of industry desperately to strive to improve their severe financial situations, as they were heavily burdened by the central government “Shogun”. Many of so-called "local industries" of various places in Japan, even today, have been originated in this period (Nagamine; p.26).

2) The strong sense of rivalry among the regions.

The culture and character of each region has been formed for more than 400 years, which has caused big regional variation in the characters and the strong sense of rivalry up till now. The sense of strong rivalry is the one of the factors to develop “the One Village, One Product” Movement, particularly well known in Oita. Oita prefecture was divided into several small areas at the time of feudalism, and even now they have strong spirits of rivalry among them. The governor of Oita prefecture utilized it in a good manner to motivate people in rural areas to promote the One Village, One Product scheme(Igarashi : p.130-131) .

3) Low level of the food self-sufficiency rate.

The level of food self-sufficiency rate in Japan is very low (40%), and depends on imports from foreign countries such as Thailand. The government therefore tries to increase the food production and the number of farmers for food security. This is the reason why subsidies to

agriculture in Japan are unusually high.

4) Agriculture in the environmental aspect

The environment in rural area is no longer conserved but depleted by rural depopulation and abandoned farmland and forest. The Ministry of Agriculture, Forestry and Fisheries of Japanese takes it seriously and considers that the environmental problem is associated with the problem of rural/regional revitalization. They advocate the agricultural activities to be conserved.

5) Improvement in the status of women to be a factor for revitalization

In recent years, a movement to raise the status of women has gradually been strengthened in Japan where male has been predominant for many years in the society. This is the same also in rural areas, and various efforts to improve the status of women in rural areas have also been taken (for example, "family management agreement"). This is one of the sources of energy to promote rural revitalization.

6) The activity for a better way of life.

Japan has achieved a high degree of modernization and high income of the people. Therefore, the people who are engaged in agriculture for relaxation or as a hobby rather than as a means of living are increasing. Moreover, the phenomenon to which the people with voluntary mind are positively concerned with rural/regional revitalization has also come to be seen in many areas of Japan.

4.3 Overview of Policy and Program for Rural/Regional Revitalization and Human Resource Development

This section overviews policies and programs for rural/regional revitalization and human resource development.

From the historical point of view, it is noted that the central government maintained its leadership. As for the public sector, local governments play an important role in rural/regional development. But financially, local governments, in spite of their nature of autonomous bodies, depend greater on central government; about 70% of their budget is borne by the central government. This is meant for income redistribution, where the higher income area are taxed more for distribution to the lower income ones. The most important thing for them to develop their region is how to get subsidy from the central ministries. As for attracting manufacturing companies, the big companies also take the initiative of rural/regional revitalization. As can be seen, such initiatives were merely "top-down types."

However, these initiatives moved to local governments in 1970s, especially, in taking advantage of the decentralization trends and the "Community Fund" in 1987. Mayors of cities, towns and villages, in particular, take leadership to promote revitalization of rural area. Administrations of municipal and village government, then, guide and advise people to carry out the various activities.

After entering the 1990s, the "bottom-up" movement is more commonly adopted, and "civil participation" is called for. The founding of NPOs has served as a boom. This new sector which is not managed by the government, nor by the profit-oriented private sector, appeared in the society. Such NPOs became involved in rural/regional revitalization. The public sector moved toward supporting them from behind the scenes.

Although bottom-up approach has arisen in the recent year, a bottom-up and a top-down approaches are combined in collaboration among private organization, community, local government, and the central government in many cases. As to the central government, various ministries are involved in rural and regional development for their own objectives. The Ministry of Agriculture, Forestry and Fisheries (MAFF) is working for agricultural and rural development, the Ministry of Public Management, Home Affairs, Posts and Telecommunications (MPHP) for local government development, the Ministry of Land, Infrastructure and Transport (MLIT) for infrastructure development, and the Ministry of Economy, Trade and Industry (METI) for local industries and small and medium scale enterprises (SMEs) development. Here, it highlights the policies and programs of central ministries and those related organization, and local governments, especially those of MAFF for its leading role in HRD such as Extension Programs, those of MPHP for Community Fund Program, MLIT for Road Station Programs, and related organization.

(1) Ministry of Agriculture, Forestry and Fisheries (MAFF) and related Institutions

The Ministry of Agriculture, Forestry and Fisheries has played a leading role in HRD for rural development, mainly, by agricultural extension program and rural life improvement program in the post-war period. The ministries collaborated with the prefectural governments in carrying out these programs. Agricultural cooperatives have also an important role in agricultural marketing activities and agricultural extension services.

The Ministry of Agriculture, Forestry and Fisheries (MAFF) is engaged in both rural and agricultural development. The policy of MAFF has changed from the initial one that is agricultural development and narrowing the income gap between agricultural and other sectors under the Basic Law of Agriculture in 1961. Currently, under the Basic Law on Food, Agriculture and Rural Area of 1999, the policy of MAFF focuses on food security, sustainable development of agriculture and development of rural areas, with emphasizing the multifunctional roles of agriculture.

Recent policies for rural/regional revitalization are highlighted as follows: 1) improvement of conventional human relations, 2) establishment of a social infrastructure, 3) employment opportunities and social welfare service for elderly people, 4) employment opportunities and income generation through direct selling markets of agricultural products, 5) promotion of information technology in rural area, 6) environmental issues, 7) promotion to exchange between urban and rural areas, through the implementation of measures such as "Green tourism", volunteer or part-time job by younger people from urban areas, and 8) support the entrepreneur (MAFF, 2001).

The approach of the Ministry of Agriculture, Forestry, and Fisheries, is based on the following recognition. First, promoting employment and income generation in rural areas has become a big issue nowadays. After the collapse of the bubble economy, the economy of Japan economy has been trough. A large number of factories including textile and electronic plants

have been closed in a process of de-industrialization. It becomes important to revitalize rural areas utilizing local resources.

Secondly, however, it is necessary for such an endogenous development to interact with urban areas. In other words, it is necessary to create a linkage of people, products and money between urban and rural areas. The various activities introduced by the need people, such as morning markets, direct markets of agricultural-products (farmers markets), rural life experience (farm stays, volunteer and part-time jobs), and tourism (green tourism), attract public attention, and show the signs of positive impact. Direct marketing of agricultural-products in particular has grown significantly as seen in the increased number of establishments to more than 11,000 by 1997 (Association of Agriculture and Forestry Statistics: p.274). Also, since 60 percent of agricultural workers are women, the support to women is also mentioned as an important issue (Association of Agriculture and Forestry Statistics: p.146).

Agricultural Extension Services by MAFF and Prefectural Government: Agricultural extension program is jointly conducted by MAFF and the respective prefectural governments. The agricultural Extension Center is an institution established in each prefecture of Japan. It aims at the activation of agriculture and farm villages, and the improvement in farm technology and farmer skill. They have two main activities; financial assistance/loans and the extension service which has direct contact with farmers. The agricultural extension workers go to the farm and provide technical advice and/or guidance on agriculture. The livelihood extension workers, usually women, provide knowledge on livelihood improvement. These extension workers build a close relationship with the farmers for successful extension operation.

The Agricultural Co-operative Association in Japan (JA), with close relation with MAFF, aims at improving agricultural management and the livelihood of agricultural households on the basis of mutual help, and contributing to a better community. Primary societies are organized in almost all areas throughout the country. Some of them play an important role in rural development, especially in the marketing of agricultural products and processing. Agricultural Co-operative provides technical advice and services on collective purchase of agricultural inputs, collective marketing of agricultural products, credit and saving, and insurance. Currently their activities varies greatly among such activities as running a trust enterprise of marketing and processing, constructing farmer's market, providing common facilities to members and welfare to elderly, and some of those contributes to strengthen the relations with community.

The Organization for Urban-Rural Interchange Revitalization, established as a non-profit organization under the support of MAFF, aims at contributing to the well-balanced development of the country. It promotes on active exchange between urban areas and rural areas, develops this joint movement, and revitalizes the rural areas. HRD is provided through Green Tourism, The System of Professional Register, and Internship of students.

(2) The Ministry of Public Management, Home Affairs, Posts and Telecommunications and related Institutions: Community Fund

Community Fund (100 million yen) is a policy for rural regional development, which is advocated by Prime Minister Takeshita in the middle of bubble economy and carried out by the Ministry of Public Management, Home Affairs, Posts and Telecommunications (the then

“Ministry of Home Affairs at that time) between 1987 and 1988. It is generally called the “Community Development by Own Ideas”. The fourth Comprehensive National Development Plan of those days supported the idea of “revitalizing region”. This policy proposes regional development to be led by the people of local areas with their ownership and creativity. One hundred million yen was distributed to cities, towns and villages throughout the country. The cities, towns and villages became the managing actors of their projects.

This program gives rise to much controversy. It is said that the program is political and that giving money alone spoils people. Not many local governments utilized the fund effectively. Some village builds music hall that causes heavy burden for maintenance, and others just buy gold that is stolen in the end.

In spite of the controversy, this program has some effect. The program has two concepts: “The central government does not interfere at all” and “The local government is to put details in their own ideas”. Even for such a local government that heavily depends on the central government, the program gives them a chance to think by themselves and take more responsibility for their regional development.

With this as a turning point, the role of the Ministry of Home Affairs in rural/regional development changes from the controller to a body that provides backs-up support to the local government (Takada p.46). The Ministry of Home Affairs starts improving the supporting systems for autonomous development such as loans. Community Fund as in the form of just giving-money has never been implemented. Other forms of programs are introduced such as providing loans, supporting to issues public bonds, and awarding the best practice.

Japan Center for Regional Development is an organization founded by a local government and a private enterprise in 1985 as a subordinate body of the Ministry of Home Affairs. It aims at greater regional revitalization through supporting the community’s own activities. Specifically, it offers information of regions by means of homepage, pamphlets, consultants, and training. It aims at providing information so that people in the urban areas can interface with those in the rural/district areas easily. Such information is provided by this extension center at the “home country information plaza” in the center in Tokyo.

Moreover, from the viewpoint of HRD in this center, “the national school for community leaders” was established in 1988. This project aims at providing training to potential leaders from the whole nation based on the viewpoint “a leader is indispensable to a community improvement.” The training duration is one year. Its target groups are the personnel of cities, towns and villages (Iwanami: p.15 -24). The objective is to create leaders who can think in a way that is not limited by the current framework. Such training is carried out by scholars and specialists in various fields.

(3) Ministry of Land, Infrastructure and Transport

The Ministry of Land, Infrastructure and Transport has promoted the construction and maintenance of broader-based traffic systems including country preservation, water-resources development, and a high standard highway for rural regional development. In addition to support on physical infrastructure, or hardware, thus on non-physical infrastructure – software are also given. As a result, a greater amount and variety of support is planned with emphasis on individual and original rural regional development. Examples of this are the project of adviser system to regional development, promotion of information exchange, and a study on

rural/regional revitalization.

The ministry has a nationwide "**Road Station**" system project. This is a system that provides a large-scale direct market of agricultural products along the national highways and tourist resorts to attract customers. Often these facilities are built together with the institution for exchange between local people and people from outside. It can be said that it is a facility, which is a unified place for the road users and an institution for regional development. It plays an important role as a market of agricultural products in the rural areas.

(4) Local Government (Prefecture / City, Town or Village)

The local government bodies of Japan are of two levels, (1) prefecture and (2) city, town or village. Japan has 47 prefectures and 3,300 cities, towns or villages. The prefectures play the main role in connecting the country, cities, towns and villages. For the rural/regional revitalization and its HRD, they support them financially with original subsidies or furnishing funds. As the closest governmental agency to the residents, cities, towns and villages arrange citizens' participation. They also tackle the subject of how to revitalize their area with residents.

4.4 Case Study

This section, first, tries to categorize the types of rural/regional revitalization in Japan. The cases studied in this report are also categorized by type and summarized as shown in Table 4.4.1.

Then, it tries to extract factors for success by analyzing the ten successful cases of HRD and the rural/regional revitalization in Japan. Finally, the hints and implications applicable for Thailand are given. The selected cases are the followings.

- Case 1: Oita Prefecture: "One Village One Product Movement"
- Case 2: Oita Prefecture: Support to women
- Case 3: Oyama Town, Oita: Taking agriculture with commercial sense
- Case 4: Yufuin Town, Oita Prefecture: Tourism promotion with people's initiative
- Case 5: Minabegawa Village, Wakayama Prefecture: Income increase by local specialty
- Case 6: Sasayama City, Hyougo Prefecture: agriculture and linkage with urban areas
- Case 7: Kobe City, Hyogo Prefecture: Home Community Plan by people
- Case 8: Arita Town, Saga Prefecture: Successor from educational facilities
- Case 9: Nishi Arita Town, Saga Prefecture: Initiative of town office
- Case 10: Beppu City, Oita Prefecture: Promotion and conservation of the traditional craft

Table 4.4.1 Type of the rural/regional development and its human resource development

	Time	Background	Example in Case study	Leader	Main Contents	Human Resource Development
Type1: Using Local resources	After 1979	Depopulation	Oita Prefecture	Governor	One Village One Product Movement	Mind of self-reliance.
	After 1960	Cold area agriculture	Ikeda town, Hokkaido	Mayor	Making grapes and wines	Technique Training of town officer and townspeople in Europe.
Type2: The added value of agricultural products	After 1961	Poverty in rural areas	Oyama town, Oita Prefecture	Mayor, Agricultural cooperative Head	NPC Movement: higher value product	Training in abroad, marketing of products.
	After around 1970	Bad access to urban areas	Minabegawa village, Wakayama Prefecture	Village office, Agricultural cooperative	Specialize one product	Study for children to love their hometown, connection with the high school, encouragement to the people's group
Type3: Exchange between urban areas	After around 1980	Settlement of the Road Station	Meiho Village, Gifu Prefecture	Female farmers	To sell in the Road Station	The development of life improvement group
Type4: Link with tourism	After around 1963	U-turn (Awareness of the necessity of attractive town like urban cities)	Yufuin Town, Oita Prefecture	Owner of Inn who back from urban areas	Tourism destination	Observation to Europe
Type5: Preservation of Traditional crafts	After around 1600	Traditional crafts and its preservation	Beppu City, Oita Prefecture	Successors	Refinement to national technology	To open the classes for citizens
	After around 1600	Traditional drafts and its preservation	Arita Town, Saga Prefecture	Successors	Refinement to national technology	Connection with the University of Ceramics

Source: Prepared by the Study Team

Case 1: Oita Prefecture: “One Village One Product Movement”

The One Village, One Product Movement (OVOP) is a regional revitalization movement initiated in Oita, the most depopulated prefecture in the whole country. It was advocated by Governor Hiramatsu in 1979, who is still the Governor in 2002.

Governor Hiramatsu thought that there were two methods for regional revitalization. One deals with outside energy sources (resources), such as introducing factories. The other deals with internal energy source of development (resources). Governor Hiramatsu recognized the importance of internal resources and the instability of outside resources because nothing remained behind after the withdrawal of factories during economic depression.

The OVOP Movement is a movement to harness the internal energy for regional development. It aims at “**endogenous development**” that does not depend on supports from the government or big companies. In other words, OVOP is a moral movement against depopulation as well as local industrial promotion.

The OVOP Movement has three principles: (1) “Local but Global”, (2) “Self-reliance and Self-support” and “Innovation”, and (3) Human Resources Development. The goal intended by the Governor is human resource development through OVOP. People have to show their own products to be proud of, which means people show their pride. OVOP fosters people’s

pride in rural areas. People are to be independent and to have identity.

Governor Hiramatsu starts with enlightening people by direct communication with them: talking with people at village/town/city level; talking with mayors and officers of local administrations; and meeting with officers of prefectural government. Gradually, agricultural extension workers and livelihood extension workers work for OVOP.

The Oita prefectural government does not give fund directly to the villages because the governor knows that allowing it spoils local people to depend too much on the government. Instead, the following OVOP supports are directly given to them:

- To carry out projects to disseminate information and educate people about the OVOP movement as well as to award them mostly through “the Oita One Village, One Product 21 Promotion Association”.
- To carry out research and development on OVOP products, and to give advice in processing technology at “the Oita Prefecture Agriculture and Fishery Products Processing Research Center” and other institutions.
- To support marketing activities mostly through “the Oita One Village One Product Corporation”, initiated by the prefectural government.
- To develop human resources to face the tasks of the 21st Century through the “Toyo-no-Kuni School”, where the successful experience are shared among the participants.

A similar One Tambon One Product (OTOP) program is being promoted in Thailand. In comparing the two programs, three points are noted. First, both are initiated during economic recession, which specifically hampers the rural/regional economy, thus calling for the efforts to reduce the income gap between the rural and the urban areas. Second, the movement has been supported fully by the top administration, e.g. a governor in case of Japan and the Prime Minister in case of Thailand. Third, citizens, especially the women are the main actors of the movement.

As to their differences, the Oita Prefecture did not provide any financial support to raise independence nature, while Thailand allocates loan fund to every rural village. Second, the major market of OTOP in Thailand is overseas, while that of the OVOP at the Oita Prefecture is domestic. This is due to the export-oriented structure of the Thai economy and the small size of their domestic market. Third, the purpose of OTOP of Thailand is economical, such as job creation and improvement in income, while that of OVOP of Oita is HRD as a measure against depopulation (Kawamura: p.25).

Case 2: Oita Prefecture: Support to women’s activities

The Oita Prefectural government has several pioneering programs for rural women empowerment. One program is to foster “Women Agricultural Management Consultant (WAMC)”, and the other, to support “Rural Women’s group for Entrepreneurial Activities (RWGEA)”. The two programs are supported by the livelihood extension workers of the Rural Life Improvement program, which is aimed at life improvement.

The “Women Agricultural Management Consultant (WAMC)” program aims at fostering core female community leaders in the future. This is a two-year training program operated at 12 agricultural extension centers in the prefecture for the rural women who have motivation to

improve their society and are expected to be leaders in the future. One who finishes this course is awarded with a WAMC diploma certified by the governor. The curriculum contains courses on development of skills and knowledge in agricultural management (bookkeeping and report writing, etc.), management design and computer training. Besides, a network of female farmers is formed. All these will serve as the base for a strong future leader network.

On the other hand, the "Rural Women's group for Entrepreneurial Activities (RWGEA)" is one, which runs business in the rural areas. The business activities include the morning market, agro-processing, direct sales to the consumers, farmhouse stay for tourists, and restaurant management. Recognizing that women are leading actors of business activities in rural area in Japan, the Oita prefectural government supports these groups. The agricultural extension center provides support to these groups through consultation, information exchange meetings, and conducting surveys. Currently, the number of women's groups in the Oita Prefecture is the second largest to that of the Miyagi Prefecture.

Case 3: Oyama Town, Oita: Taking agriculture with commercial sense

The Oyama Town is the origin of the One Village One Product Movement. It can be said that it was the pioneer in taking agriculture in commercial sense. Surrounded by mountains, its small population of 3,996 resided in a very poor village, where rice cultivation was their main livelihood during the war and the postwar period.

It was an outstanding leader who wanted to somehow improve the painful situation of the village. He, after coming back from the war, had held several positions starting from a postmaster, to the president of an agricultural cooperative, and a mayor. The situation of the extreme poverty of a farmhouse and hard work in agriculture pained him as a resident of the Oyama Town himself.

In his thought, agricultural activities should render income, which is equivalent to that in other sectors. Food shortages in the postwar period urged the government to encourage farmers to produce more rice. Short daylight and small farmland in Oyama, made it impossible for its people to improve their income by rice cultivation alone. In searching for new potential crops, he came to pay attention to plum and chestnut which were traditionally grown in the area. He and the town committee agreed to set aside one third of the annual village budget, originally aimed at reconstructing a school and construction of a nursery and village roads, for three years, for purchasing young plum and chestnut trees (Isomura: p.68). As a result, the town was able to make a profit of 5 to 6 times that of rice production with much smaller effort. The catchphrase "Let's go to Hawaii by planting plum and chestnut trees" was enough for making residents' motivation arise.

Oyama has also paid much attention to HRD, be they for children or the elderly. Their philosophy in education is: "If income increases, spend it on children's education. If educated people come back to the village, they will make the village more prosperous." Actually, many people educated outside of the village U-turned home to Oyama. Currently, the Oyama town conducts several overseas study tours for youth on their own.

Case 4: Yufuin Town, Oita Prefecture: Tourism promotion by people's initiative

Currently, Yufuin is one of the most popular hot spring resorts, specifically among ladies. The

population of Yufuin Town is 11,483. On average, it is visited by about 3,800,000 tourists every year. It ranks second in the entire country for the quantity of its natural hot springs. The town has an architecture code, which has kept its traditional landscape and atmosphere attractive to the tourists. Recently, they have started to limit the number of tourists visiting their village to avoid the overexploitation of its community.

Among others, the village leaders who have opened the town to tourism have been much lauded. The very special feature of community development at Yufuin is said to be its leadership by the “U-turners” and community participation. The owner of a small hot spring inn who came back from working at a film company in Tokyo took initiatives in holding a series of events. Starting by organizing a film festival at the village followed by several other publicity activities, the name of Yufuin has spread all over the country.

It was a forbidden-like village before in contrast with Beppu city where there were a lot of group tourists in those days. Beppu has the advantage in its location. The first mayor of the town emphasized on social education, such as cultural activities and facilities. His philosophy is that human resources development is the foundation for town development. In the town, there are many people who have passion to make their town better. In 1967, several local leaders went to observe the hot spring resorts in Germany. They came back with an idea on how to turn their village into a tourist resort, with better natural surroundings.

Several private groups had their roles in the development of Yufuin. There is little public agency responsible for personnel training there. Logistic supports are in terms of people’s requests for renting of public facilities. Another HRD measure adopted at Yufuin is “the town and human resource fund regulations” by the town assembly in 1985. The “Human Resource Yufuin Foundation” was founded by an endowment of 100 million yen donated by the private sector in 1991. This foundation aims at contributing to further revitalization of the town, through studying about HRD and supporting people’s self learning activities.

Case 5: Minabegawa Village, Wakayama Prefecture: Income increased by concentration

The Minabegawa Village is located in the central part of Wakayama Prefecture. It does not have any big city around.

The leaders of Agricultural Cooperatives and Village government once came up with the idea of promoting plum cultivation as a local specialty. The reason was that traditionally the people there had already been engaged in plum production due to their small farmlands. The result is that the village has been successful in producing the best plums in the country. The annual plum production in the **Minabegawa Village** is about 20,000 ton, sold at about 9 billion yen annually. Their plums have good market and fetch good prices, thus increasing the villagers’ income dramatically. Statistically, it is the village with the highest rate of income increase in the whole country for the last 16 years.

The village’s total population is 6,779 of which that in agriculture is 5,322. About 80% of the population is engaged in plum production of plums. At the village office, “The Plum Section” which is very unique in Japan was established in 1973. The villagers, together with the Plum Section and the Agricultural Cooperatives, have succeeded in developing the specific local (plum) industry, with linkages among the agriculture, the industry (agro-processing), and the commerce sector. Consequently, plum cultivation has vitalized the village. They have a

policy not to invite any outside factories, or golf courses, as often seen in other areas.

In mid 1980s under the administration of Prime minister Takeshita, 100 million yen of community fund was delivered to every village and town, the utilization of which was up to the discretion of the local governments. The Minabegawa village utilized the fund on research and development of the Japanese plum for further development. The researchers were village officers and the villagers themselves. The theme of research and development was based on farmers' demand or field-oriented theme. Any topics related to plum can be taken in close collaboration with the farmers in the village.

Through the activities mentioned above, the village has achieved stopping depopulation and raising the marriage rate which is usually low in rural areas in Japan. In addition, the village could have solved the problem of a lack of successors of farmers, which is the most serious problem in Japanese agriculture.

A "Plum Promotion Hall" was build for use as an exhibition hall to entertain visitors as well as to educate village children. This was part of the efforts to promote pride among the village children on the identity of their home village. A Road Station was also built to serve as a place for interaction with people from other areas. In addition to this, a "Plum Picking Holiday" is held for primary and junior high schools to provide them with knowledge and experience about plum cultivation during its harvest months.

Moreover, the horticulture departments of high schools in the neighboring town are also open for teachers and students to study and practice on plum cultivation there. This village produces plums of the best quality in Japan, which is bred by the teachers of this high school. This school also helps increase the number of plum grower successors in the village.

Case 6: Sasayama City, Hyougo Prefecture: Agriculture and linkage with urban areas

The historical town of the heritage of Sasayama Castle attracts the one-day tourists from the Kansai area, to whom agricultural produce such as black beans and Sasayama beef are sold. Currently, Sasayama has become part of the commuter belt since Sasayama City is located in the middle-east part of the Hyogo Prefecture. It is located 40-50 km from the Kansai economic blocs of Kyoto, Osaka, and Kobe. The city is surrounded by mountains, and 70 percent or more of the city is occupied by forest.

It was mid 1970s when leaders of the Agricultural Cooperatives and Municipal Office discussed day and night for alternative crops in place of rice, which was already over produced. Finally, they decided to grow black bean due to their long years of experience and its comparative advantage. The three-area strategies adopted were: fostering human resources, fostering organization, and making good soils.

Recently, due to the nearness of the location to the urban areas, most young members of the agricultural households commute their families to work in the urban areas. This has resulted in the abandoned farmland. To solve this problem while developing the young generation, Sasayama set up a contract farming company named "The company Green Farm Sasayama LTD" in 2000. An elderly people's farmhouse who is not willing to do hard work pays commision to this company for agricultural work. Its employees, all of them are young, work on pay basis. Its activities are aimed at preventing declines in agricultural activities,

preventing desolation of farmland and building future leaders.

The farm-stay tourism program to exchange experiences of the urban and the rural people is started by agricultural cooperative association in April, 2002. Currently, this farm-stay program attracts visits by a number of urban people. Many people from the urban areas visit and stay in the village housed as their second home and enjoy gardening. One can stay as long as they like, at an annual expense of 420,000 yen. The period is extendable up to three years. The program also aims at accommodating the retired city dwellers as its permanent residence in the future.

Case 7: Kobe City, Hyogo Prefecture: Community plan by people

Kobe City is one of the leading cities in the Kansai area. It also has its rural and agricultural areas. It is possible for a person to work in the non-agricultural sector while residing in an agricultural area. Convenient transportation facilities allow one to commute between the rural areas and the Kobe City in a short period of time. It makes possible to choose agriculture as a second job for them.

The rural area of Kobe comprises 164 rural communities of long histories. This rural area of Kobe is stipulated as the “Co-existence Zone by people and the nature” with the aim at organized utilization of land, conservation of rural scenery, and participation of the people. Kobe city introduces a pioneering program into local communities to promote the area by local initiatives. Under the program, the people of the community themselves work out “the Home Community Promotion Plan” in a participatory manner with “the Home Community Promotion Committee”

By doing this, the rural/regional revitalization accompanied by ownership is possible. Besides the residents, university professors and city officers are involved as advisers. Moreover, the so-called “One Village One Pride” program is initiated with an aim to fostering residents pride in their home community in order to revitalize their areas, by displaying anything that each village is proud of.

The city also supports the capitalization of the Community Promotion Plan as a coordinator such as mobilizing subsidy from the central ministries.

Case 8: Arita Town, Saga Prefecture: Successor from educational facilities

Arita town has a 400-years long history of its local porcelain industry. It has the agenda to sustain the number of successors to this industry. There is almost no agricultural production in Arita, where many of its manpower are engaged only in pottery industry. Most successors have their training from the educational facilities in Arita. In this situation, Arita has invited the Center of Kyushu ceramic culture, a pottery-industry university, a new-ceramics study group, the sister city, Meissen, to participate in an exhibition, and town scenery conservation in Arita. Establishment of a pottery-industry university has attracted people from other areas to be employed in Arita. Thus, in Arita, the people who are trained to become the successors of the porcelain industry are not only those coming from inside Arita, but also the young people from outside of the town.

Case 9: Nishi Arita Town, Saga Prefecture: Initiative of town office

The Nishi Arita Town is a neighboring town of the Arita Town mentioned above. Agriculture and porcelain industry are the main industries in Nishi Arita. This town is about one-hour drive from Sasebo city, a rather big town where many of Nishi Arita residents commute to work. The unique activities of Nishi Arita town are environmental conservation linked with the urban people, international exchange with Asian countries including Thailand, and own support fund program for HRD and entrepreneurs. These activities and programs are innovated by concerned municipal officers in collaboration with its citizens.

Nishi Arita has large plots of stepping paddy fields constructed since the old days. Currently they are threatened to be abandoned due to difficulties in working with the sloping fields, where machinery is not applicable. Stepping paddy field is currently regarded as a cultural heritage to be conserved for its beauty in rural scenery. Nishi Arita has invited a number of volunteers from the urban areas to work in the fields and share experiences with the villagers. It has also organized exchange visits with foreign countries like that of school children to Thailand. The town has an HRD fund and an entrepreneur fund in its own budget.

Case 10: Beppu City, Oita Prefecture: Promotion and conservation of the traditional craft

In Beppu city, the bamboo ware is promoted as smokestack industries. The tradition of the bamboo ware in Beppu is told to be 1,700 years old. It was established as a specific local industry stemming from the Edo period (1603-). A school aiming at artisan training for the modernization of bamboo ware was already founded in 1903 (where the present Oita prefectural industrial high school is now).

The bamboo ware of Beppu is entirely a handmade craft using the high quality bamboo of Oita Prefecture as raw material. This bamboo ware has been highly refined and a living national treasure has also been born out of this craft. The Ministry of International Trade and Industry lauded Beppu as a specification of the "traditional handicraft" in 1979, and the "Beppu Bamboo ware Traditional Industries Hall" was founded for protection and training of these skills.

4.5 Implication for Human Resource Development in Rural Areas in Thailand.

In this section, based on the case studies of rural/regional revitalization and its HRD, the implications for HRD in rural areas of Thailand are summarized as follows.

(1) Prepare for the future: find a path of Thailand

Japan has experienced rapid industrialization since the end of 19th century, especially after the World War II. Although the importance of agriculture and rural areas in the national economy has been lowered, agriculture has the importance in the social and environmental aspects. Consequently, the main problems of rural areas of Japan are depopulation and aging of residents since young people go out of agriculture and rural areas. In addition, a large area of farmlands and forestry is abandoned, which causes the problems in the aspects of the environment and disaster prevention. On the other hand, urban areas have problems of

congestion, exhausted mentality of people, and a living-alone of elderly people.

The main factors of youth migration out of rural areas are the shortage of income opportunity and cultural opportunity. Especially, income opportunity is the most important factor to keep young people staying in the rural areas. As shown in the cases of Oyama town and Minabegawa village, although they have the disadvantage of the access to urban areas, people of those areas have the foresight of coming era in the early period and take an innovative action by their initiative with making full use of their feature and local resources. This action rises a vitality of rural areas without depopulation and aging problems and the creation of cultural opportunity. The most crucial factor is the creation of economic base. With this, one can invest in the education and culture, which attract the young people. It makes it possible to make a good cycle for the socio-economic sustainability.

In Thailand, the urbanization has not been spread over the whole nation, inspite of the decreasing share of agriculture in the economy. It is, now, necessary to take necessary action to vitalize the rural economy for balanced and humanized development in Thailand to avoid having the urban and rural problems caused by unbalanced industrialization experienced in Japan. Above all, a human resource development of local people is the most important factor since an action by local initiative is key to success. The detail is elaborated below.

(2) Work out strategy by local initiatives in the early stages

One of the common factors of successful cases is that people in rural areas think seriously of their future and work out their strategies by their local initiatives from the early days, twenty to forty years ago in spite of strong centralization policy. In most cases, HRD is one of their strategies. It can be said that one of the key to success is that people in the rural community are to think seriously of their future and work out their vision by local initiative. The future of the villages owes greatly to the people in the villages.

In the case of Sasayama city, leaders of the Agricultural Cooperatives and the Municipal Office thought seriously to find out what crops would be good for them to grow instead of rice in the mid 1970s. They decided to grow black bean because they had a long history and the potential of comparative advantage about it. They worked out the strategy focused on three areas: fostering human resources, fostering organization, and making good soils. In the case of Minabegawa, in the mid 1980s, the leaders of the Agricultural Cooperatives and the Village government officers decided to focus on plum growing because of its long history. They jointly tried to promote its marketing in Tokyo. In the case of Oyama, in the 1950s, an outstanding leader showed the strategy and led the villagers in the production of chestnuts and plum instead of rice, which is in contradiction to a policy of the central government (to grow rice). Although they did not receive any support from the government, they succeeded well in raising their income. They created the economic base and invested in HRD.

(3) Leaders/policy maker to be field-oriented: policy derived from local initiatives

Many rural development policies of the government are derived from actual successful cases. The leaders, planners and policy makers at every level of the government are to be field-oriented instead of merely working on a desk, to review the successful experiences, to get some hints for development, and to formulate future policies.

In the case of the One Village One Product policy in the Oita prefecture, Governor Hiramatsu visited many villages and observed the actual situation of rural areas just after being elected as a governor. He also visited Oyama town where the idea of One Village One Product had been originally initiated. He discovered some hints for rural development from the Oyama' case and applied the essence one to developing the prefecture-wide policy presently known as One Village, One Product.

(4) Leadership: fostered through activities

The most important factor of success lies within the local leaders themselves. A good local leader should have his/her own vision, be highly motivating people, and take action to lead their society to prosperity.

How could one grow to be a good leader? One should grow through experiencing actual step-by-step practice in leadership, from young to elder and from local to region, at various levels. As seen in the Oita Prefecture, people gain leadership by experiencing leadership at different ages. The Japan Center for Regional Development reports that those who had experience of a leader in a certain form in the past have become leaders in local activation. The report says that over 80 percent of the leaders have experienced some form of leadership before actually becoming leaders. Examples of these experiences are those of a student council, young people's association, PTA activity, etc.

In Thailand, a leader is to be fostered through stepwise experience in leadership, from young to aged and from local to region, at each level of administration, be they village, Tambon, Amphe, Changwat, or national administration.

(5) Selecting a proper mayor who can lead rural economies stimulated

Village mayors played an important role in stimulating rural economies through leading a local administration. Taking look at the successful cases in Japan, there are many cases where the mayors of cities, towns and villages led stimulating rural economies in the period from 1960s to the 1980s. In these successful cases, proper leaders were elected as mayors by people. On the other hand, in the case after 1990s, a citizen become a leaders for stimulating rural economies in the context of the matured civil society.

However, in Thailand, the power of civil society is less strong than that of public administration. Therefore, local administration plays a important role in stimulating rural economies. It is important that, through fair and uncorrupted election, the people elect a proper person who has a vision and the ability to lead the local administration into the proper direction. Then, local administration can do the area management toward stimulating reonomies. In this process, transfer of power from the central to the local governments is called for.

(6) Local administrative officer: field-oriented

The vision of a mayor is capitalized by the officers at the city, town or village level. One of the factors contributing to the success in local administration is the nature of the administrative officers at the field level. The success cases normally involve such officers as those who are field-oriented, and have the ability to encouragethe people, on-site, who are suffering from difficulties. This special feature of an able officer is his/her on-site principle. They always do their job away from their desks, often found visiting the rural communities,

think with the same viewpoint as that of the people, and do not mind helping other people's work. This on-site quality is the secret of a success with due respect in Japan. On the contrary, government officials have higher status in Thailand at present. Besides, there are not enough personnel to have sufficient on-site principle. All in all, officers of local administration are to be field-oriented to meet the demand of the people in rural areas.

(7) Women are leading casts for rural business

The role of women in rural/regional revitalization is significant in both Japan and Thailand. As especially seen in the Oita Prefecture, the Entrepreneurial Activities of Women of Rural Communities (EAWRC) play an important role in many cases in rural/regional revitalization. The number of women's group in Japan amounts to 6,218 (MAFF) and they are very active. For the Japanese farm village women, it is a joy to exchange views with the urban people, to sell their own products, and to gain their own income. Entrepreneurial activities bring them not only an economical value, but also a mental value.

Also in Thailand, it is women who seriously support the One Tambon One Product (OTOP) drive in most cases (Kawamura p.2). Supporting them can be a shortcut to successful rural development in Thailand where women form a major target group.

(8) Investment in Research and Development for the future

In many cases, people in the rural areas sell their agro-processing products as value added. There are a plenty of similar products in the markets, which lead to their oversupply. Therefore, there is a need to differentiate them in terms of their quality and technology. Research and development on processing technology, quality and marketing is a key to such product differentiation. It is in fact an investment for the future. A person, a group or a village usually cannot afford such investment by oneself. A major role of the public sector, then, is to support people's activities without spoiling them, especially in terms of research and development on local demand, as seen in the Oita and Minabegawa's cases.

The Minabegawa village has come up an idea to invest in research and development on plum in support of private activities by effectively utilizing community fund. The reason they are equipped with the idea of effective utilization implies that they do have a future vision and strategy. Their research and development targets are site-specific or on-site topics rather than an academic one.

In the Oita's case, a prefectural government supports villages through research and development. The Oita Prefecture invests in the activities of many research institutes with their own budget in order to support the villages on the basis of their demand.

(9) Marketing place in village: attractive for urban people

Marketing is cited as the most difficult and crucial task for rural development in an economy through entrepreneurship as in Japan and in Thailand. In addition to the efforts to sell their products to the urban markets, one of the trials on marketing is setting up a marketing place in the rural area to serve as a village showcase that can attract people from the urban and other areas outside of the village.

In many villages in Japan, there are such facilities that attract tourists or people from outside of the village to come to the villages, where products are exhibited and sold, and dinner

served with local foods and drinks. In the Oita Prefecture there are many such so-called Village Stations in many villages. The Oyama village has a successful one named “Konohana Garten” operated by the Agricultural Cooperatives of Oyama. There, fresh agricultural products like vegetables are sold with information on producers’ profile and the farming practices employed, such as organic and less-chemical produce; agro-processing products such as fruit jam and wine; and handicrafts by local artists. They also have a restaurant with relaxing and good atmosphere run by the residents, where local specialties such as organic food and local made wine are served. They also have an art gallery-looking exhibition place of local specialties where local people often enjoy music concert and lectures by prominent persons from outside. This facility familiarizes the people, culture and products of Oyama village for outside people, and also provides villagers with the opportunities to enjoy economic benefit as well as cultural and social attraction.

The Road Station in Japan is another example. The Road Station is constructed along the main roads where market place, dining place, gas station, and tourist information are located. The Road Station is supported by the Ministry of Land, Infrastructure and Transport for the construction in 650 locations all over the country. A threat to the uniformity, uniqueness and the consequent large cost of their maintenance is due to the lack of local initiative. In this case, tourists just stop by and leave, which implies its unattractiveness to the outside people and its inappropriateness to be a destination. The Road Station is being introduced into Thailand through the Japan Bank for International Cooperation (JBIC). The local initiative with outside interaction is a key to the success of the Road Station.

(10) Competition grows better products

Although competition is one of the threats for rural products, competition itself makes products improved in quality. In the case of Oita, Governor Hiramatsu utilize the strong sense of rivalry among villages in Oita to compete each other for making better products of One Village, One Product. While, in Thailand, many people worry about stiff competition from over supply of similar products by OTOP, competition itself grows their products, which also grows competitiveness in the world market in the end.

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