

第二屆「亞洲地方議員論壇」(ACF)、
2017年「全球地方議員論壇」(GCF)暨
「台灣地方民代公益論壇」(TCF)年會
時間：2017年8月26日，17:10-17:50
地點：臺北市議會國際會議廳(9樓)

圓桌論壇

主持人：

趙永茂 國立台灣大學社科院政治學系名譽教授

發表人：

丘昌泰

B1場：友善的監督

江明修

B2場：建設性衝突

趙永茂

B3場：問題導向的溝通

卓伯源

A4場次：各國地方議會運作最佳實務

B4場次：跨區域合作

趙永茂：

謝謝各位，我們剛剛有4個場次，現在把大家的討論做一個結論，讓大家來了解一下。第一場友善的監督，請丘教授來跟我們說明。

丘昌泰：

主席，各位朋友，我們這一組的結論，給大家做一個簡單的報告。如何進行友善的監督，第1點，首先要確定監督的正確觀念，監督要有憑有據，要就事論事，同時議員最好配置公費的立法助理，這是第1點。第2點，要改變傳統牽拖政治文化，裡面包括現在的議事過程，很多的黑箱作業，利益共生的結構體，議員專謀私利，這些政治化都必須改變。第三點，我們在台灣的問政，太強調對於選民的服務，要參加選民的活動，專業問政不是一般選民的喜好，已構成了議員不專業問政。第2點在台北市沒有出現，但是在其他縣市就有出現，就是小型的配合款，也就是小紅包，就是讓議員拿到地方作公關之用，這種制度也要改變。

同時，有一個在台灣最不一樣的地方，藍與綠對立很嚴重，常常用顏色來決定問政的取向，這種改變是有必要的。第3點我們必須要強調社群媒體的監督，

特別很多青年人，過去對政治很冷感，現在他透過社群媒體(WeChat、Line)，加強了對政治的監督，使得很多對政治不關心的人，慢慢有了公共意識，對公共議題感到有興趣。特別在台北市，可以看到他們很多透過社群媒體，去監督議員的所作所為，我們的委員，也有提到台灣特有的名嘴文化，尤其有一些名嘴，捕風捉影自編故事，破壞議會形象，這個我們也覺得應該要改變。

最後一點是，有些政治文化要去改變，也不是那麼容易，所以只有去接受他，融入他，可是又不自失立場，你跟他合流可是不下流，融入的過程中支持他，協助他，支持他，慢慢導引他這種錯誤觀念，這種友善監督的模式，或許就可以建立起來，謝謝！



分組議題主持人兼報告人：卓伯源(左)、丘昌泰(中立者)、江明修(右)

趙永茂：

非常感謝丘院長，丘院長是元智大學的社科院院長，他是針對友善的監督這個題目，以上是他們這一場次(B1)討論的結果。其次，我們要邀請第二場次主持人江明修教授，江教授是國立政治大學社會科學院院長，有請江院長。

江明修：

謝謝主席，我們這一組的結論得之不易，我本來以為很容易達到建設性的結論，在場的學者專家及許多的政治領域工作者，看法非常分歧，但是最後我們勉強達到幾個結論。

第1點，在整個政治的領域裡面，利益的分配固然是很重要，但是如何形成一個合作的賽局也很重要，也就是說不只利益要衝突，利益也要合作，衝突和合作當中，彼此達到一個最大的優勢。有趣的是，我們有人談到卓縣長的案例，就

卓縣長任內和議長之間的衝突是有目共睹的，但是他府會之間預算被刪減，根據學者研究，卻是彰化有史以來最少的。而下任縣長跟議會之間關係有很多共同利益，照理說應該預算上比較不會有問題，但結果是光社福就被刪減了百分之二十三。

有人分析這個案例發現，個人利益或政治立場的衝突固然是一回事，如果能用巧妙的，也就是我接下來要講的第2點，解決衝突的工具，如果有方法的話，是有機會達到建設性衝突的，讓建設性衝突本身達到更優勢、更美好的均衡狀態，比如說權力的交換，甚至說有很多隱晦的知識，譬如哪些可以公開講的，哪些不能公開講的，哪些是檯面上可以講的，哪些是檯面下不可以講的，工具本身很複雜，但說穿了就是權力跟經濟的交換。從制度面的角度來看，衝突背後的原因是更重要的，要去分析，所有賽局者，要去研究為什麼會衝突，衝突的化解點在哪裡？雙方是象徵性的知識，還是實際上最後的決戰，所以解決衝突工具都要分析清楚。

在台灣有一種委員會的設計，有人批評沒有效率，但是委員會有時候是解決衝突，形成建設性衝突很好的一個制度。

另外一個叫協商機制，這協商機制是甚麼呢？比如說最常見的就是府會連絡人，府會連絡人這個角色本身有很多隱藏的知識，很多的衝突是靠府會聯絡人的溝通，先期的預見，甚至在過程中的化解。當然這些溝通只是一個開始而已，最終還有其他的背後，還有老闆，比如說我們有一位專家說，府會首長，尤其是市長的機要群更是關鍵，機要群如果說不管是在府內，或是在跟議會之間的互動，如果機要群有足夠的授權，代表這個市長去跟各局處長，或跟議員之間做談判的時候，這個流程會比較順暢。

第3個制度是流程有沒有公開？流程公開的程度在哪裡？有一種想法是引述馬基維里和邱吉爾首相的名言，就是說很多法律看起來很好看，但是製作的過程是臭不可聞，所以最好是不要問過程是怎麼來的，你只要知道，它看起來很好看就好了。

流程要公開到甚麼程度？我們的結論是甚麼呢？就是談到說到底所有的這些賽局的參與者本身，你是一個聖戰士？還是一個利益的堅持者？在所謂的道德的最高的一個境界，你實際利益的停損點上，你要如何的選擇？所以說有一個學者專家就提到說，很多建設性的衝突是創新的來源，他是從很多的學理來分析，建設性衝突本身，是一種打破舊思維舊制度的最好方法。

而這個部分，還有一些是涉及到政治責任的部分，整個結論是什麼呢？結論就是說，尤其是很多的首長，要負政治責任的時候，他會用一種比較衝突的姿態展現，然後他訴求的時候，會越過這些他對應的議員，他直接訴諸第一線的人民，這個時候，就是所謂的民粹主義，這個民粹主義的力量也是不可忽視，最後與會所有的人做了一個呼籲說，我們需要更多的公民教育，我們需要做更多的民主教

育，雖然說像邱吉爾首相講的，民主不是最好的手段，但是它是目前世界上發展算是比較好的手段之一，這是我們這一場所有的結論，謝謝！

趙永茂：

現在輪到我來就我主持的那一場，有關問題導向的溝通，跟各位作一個報告。

第1點，貼近選民解決選民需求的，才是最好的溝通。基本上，地方議員變成是非常重要的溝通角色，人民的需求及政府政策與政策執行之間，如何能夠表達更完善，還有一些建議性、批判性、協商性的，這些都是屬於溝通的職能。

議會的審查，剛才第2組提到有關府會之間關係的增進以及一些討論及審查等等，這些都是溝通的。也有些人寫書，或者抗議，來對公共的議題及公共的作為，表示他們不同的意見，希望能夠改變這些政策及政策的執行。當然有很多在形式上，包括直接參加預算的審查及政策的審議等等，這些都是一種溝通的形式，包括在一些政府計畫，外包或是執行，包括很多焦點座談及直話訪問，如何把民間的實際問題溝通反映到這些公共政策，或者是預算及相關審查過程裡面，這些都算是廣義的溝通內涵。



趙永茂教授(站立者)

第2點就是我們要如何把這些溝通的問題能夠展現出來，包括 Open Data 的建立及一些審議過程的機制及技術如何來改善，讓溝通形成一個壓力，可以長期讓大家參考的，可能是 Data，也可能是議員在質詢政府的作為所留下這些資料跟技術，包括政府跟人民的 gap 以及訊息的傳達，他的質跟量的問題，如何適當的來做一些審查，做一些保留，溝通的內涵及問題可以保留跟發展。

第3點，基本上我們(議員)很重視議會跟行政機關的溝通，但是我們(議員)也有來自區域選民的壓力，就是我們(議員)如何來表達們選民的需求。可是選民需求又有一些問題，就是說他要求你，你沒有做到，他可能不投票給你，他是基於比較選區的利益。可是你的議員有的時候要擔任一個大選區，包括考慮整個城市的利益，如何讓區域的選民能夠了解，這個公共性私有性之間，也就是公的利益跟私的利益之間如何有效的討論。有的時候不是行政跟立法可以解決，有時候要一些社會的，包括市民團體跟公民專業團體，一些意見要能夠進來，他們本身從一個專業的，更開放的角度，而不要讓議員跟選民，如同剛剛第一組提到的被選票綁架。未來地方的發展，有哪些政策討論的空間，也就是在行政、議會跟社會之間，如何保持一個開放的、互動的溝通關係，這個也是很重要的。

第4點，在溝通的時候，要有一些政策價值的觀念。公平正義的概念，分配的正義性，在哪一些公共議題上要拿出來討論。還要有公開性，而不是私了的，還有一個協力性，就是說他本身是處在一個協商狀態的溝通，另外除了私立性及公平正義之外，他可能還有發展性的問題，公平正義可能是分配性比較高，或者在某些發展政策也有，發展性的問題，就是在經濟其他的發展，也跟社會的分配同時要重視。

還有一個很重要，就是我們在溝通的時候，議會在討論的時候，政府政策的討論很重視證據取向(Evidence)，要有一些證據，要有一些數據，具體的來游說大家，因此溝通的工具，有關溝通的價值及方法也很重要。

第5點，我們有一些溝通，是隔代溝通的，德州的就有一些他的服務單一系統的，有一些政策他不是直接向公共的溝通，而是他透過中小學的教育，讓小孩子去告訴他的父親，或者是祖父母，這個也是很有意思的，有時候要接受一個新觀念，他有的時候不聽政治人物，他聽他的小孩的，所以有些溝通的方式，要透過學校教育來改變，這個部分是非常重要的。像台灣南部，以前在屏東我們會吃那個伯勞鳥，過去吃伯勞鳥，現在是保護伯勞鳥，主要是透過學校的教育，下一代的教育，改變他的行為，從吃伯勞鳥到保護伯勞鳥。所以有一些政策溝通，要隔代溝通，教育形式的溝通非常的重要。

最後，溝通還要有一個重要機制，要對政府有更多的公開及多元的監督，政府有預算權及決策權，不是純粹的靠議會監督，因為有一些地方市長的力量在政黨裡面是很有壟斷性的，議會也是他那個政黨在執政的，不敢挑戰市長。如何透過社會的力量，多元監督的力量，才能夠達成對那個政策的意見，讓人民的意見能夠表現出來，所以，要建立多元監督的管道。以上我們這一組的看法。最後，由前卓伯源卓縣長來跟大家報告。

卓伯源：

謝謝趙教授，還有我們林理事長，各位與會的代表，我們這一組有兩個議題，一個是各國地方議會運作的最佳實務，另外一個議題就是剛剛趙教授所說的跨區

域的合作，我們這一組比較特殊就是有各國的代表，看到我們各國代表的發言，我覺得非常的珍貴，非常的難得，非常的有價值，所以我想利用這個機會把各國代表發言的內容作一個簡單的整理來跟大家分享。



在各國地方議會運作最佳實務方面，蒙古代表提到一個非常有趣的事情，因為我們一直在關心中央政府跟地方政府的關係，蒙古國很特別，它的烏蘭巴托有 160 萬的人口，整個蒙古國只有 300 萬的人口，所以一個城市就有一個國家相當一半的人口，所以它是一個特殊的中央與地方的關係。

第 2 個發言的是，馬來西亞的劉議長，劉議長提到馬來西亞與其他國家不同的就是多元文化，多元種族，多種宗教的衝突。在這樣一個多元化的社會，它有一個比較特別是我們台灣難以想像的，就是他身為議長，議會定的議事規則，議員針對敏感引發衝突破壞社會次序的發言，議長可以制止，如果有這樣的發言，他們會把它送到特別委員會去處理，可能會給予懲戒，禁止其下一次的出席，或者是更嚴厲的處置，我想這也是馬來西亞比較特別的狀況，可以跟大家來分享。

韓國在議會運作實務，也有很特別的事情，因為韓國的代表，他提到他們最重的是提高議員問政的力量，力量如何來提升？針對 3 個方面，一是提升議員的專業能力，二是加強議會的力量，三就是暢通與民眾溝通的管道，我想這就是寶貴的韓國的經驗。

吐瓦魯的代表，他也一個很有趣的跟其他國家不一樣的經驗，吐瓦魯是在 1978 年才建國的，他們國際援助是很多的，他們原本都是適用英國地方自治的法律，一直到 1999 年，吐瓦魯通過了一個很有趣的法，叫做宗族領袖法，宗族領袖法就是中央的權力，要下放給地方吐瓦魯各島的領導，由宗族領袖來領導，就是地方有絕對權力的立法政策，他們實施直接的民主，吐瓦魯他們在 18 歲以上，有權在他們宗族議會，來參與法案的審核和投票，這是吐瓦魯很特別的一個

狀況，來跟大家分享。

斯里蘭卡的代表，他非常的激烈表達，應該要去中央化，就是中央不要干涉地方太多，要充分授權給地方政府，來自由發揮的空間，這是我們斯里蘭卡的代表，提到只要去中央，充分授權地方就可以反貪腐，我不曉得是否他們的中央政府貪腐很嚴重？我不曉得。

另外，我們菲律賓的代表，提到菲律賓府會的衝突，是可以司法來解決，所以他是一個典型三權分立的國家，當然在委員會通過的預算法案，議長會來審核。議長審核以後，他會來力挺委員會，這是菲律賓的特別的內容。

另外，在日本加地邦雄議員，他是福岡縣的議員，他提到他們很重視跟美國、泰國，還有很多周邊國家的國際交流，他特別提到我們故宮的國寶，到九州的國家博物館展出，他認為這是好的交流。

他特別提到日本的議會，很重視日本的青少年的會議，就是能夠邀到其他國家的青少年，到日本交流來進行 Home Stay。日本國的代表提到一點很重要，就是地方的交流，地方能夠改變國家，地方的議會大家能夠和樂融融，可以促進世界的和平，日本代表強調，他的這句話我一定要在這裡跟各位講，他說日本的修憲，引起世界各國的疑慮，他站在地方議會的立場，認為修憲並不同於發動戰爭，日本是一個愛好和平的國家，愛好和平的民族。

另外我們的學者專家部分，我們王振軒教授，他在地方政府服務過，所以他提到議會協調的功能，就是共識決的制度。陳立剛教授提到公民參與的開放政府，他認為要公布首長的行程，公布整個政府機關開會的內容要公開。陳牧民教授也提到很有趣的議題，提到社群媒體，網路對於地方議會的影響，這是我們在討論上比較缺乏的。

還有地方向中央政府爭取預算，會不會影響到地方的自主？還有是不是會造成甚麼樣的困擾？參與的議員黃盈智議員，厲耿桂芳議員都提到，意見的爭議會不會影響到政府行政的效率？厲耿桂芳議員提到，之前他努力的包括，環保議題眷村文化的議題，還有他屯屋稅的議題，還有他重視教育品德，這個是我們第一個議題(A4)，大家討論的內容，我跟大家作分享。

還有我們另一個議題(B4)就是跨區域合作，日本神奈川縣的小島議員，他提到了神奈川縣，是日本的第2大縣，該縣有900萬的人口，他們與各友好城市來進行交流，而且神奈川縣他的國際投資非常的多，他們有350家企業在中國，62家在台灣，還有很多的國外投資，這是他們企業投資的跨區域合作。

另外菲律賓的代表認為，地方議會要透過這個平台，加強互訪，而且整個國家政策的形成，要由下而上的形成，他也建議我們秘書處功能要加強。

斯里蘭卡也是強調，地方合作要加強，特別提到我們ACF，這是一個難能可貴的交流平台。

吐瓦魯也提到，中央政府距離人民很遠，我們地方議會是站在為民服務的第一線，應該要更受到重視，馬來西亞的劉議長，提到跨區域合作，應該要是多元化的，多面向跨區域合作，不應僅見於地方的議會，包括我們的商業文化教育，還有各方面，都可以來進行合作。

林晉章理事長也提到，我們的跨區域合作，應該要擴大邀請我們企業家來參與，我們王教授特別提到路竹會，到各國義診的成就。邱榮舉教授也呼應林晉章的看法，他希望不僅企業家來參與，我們的產、官、學、研，應該可以共同組團來，加入我們這個 ACF 平台。

陳立剛教授他提到地方上一直很困擾的問題，就是垃圾掩埋埋廠，和焚化爐問題，他說這個可以透過小規模的跨區域合作，來達成一個區域共同分享的目標，來解決這樣的爭議。

陳牧民教授他提到 UCLG 是政府參與，民代沒有參與，建議我們 ACF 可以擴大平台的功能。陳老師除了提到產、官、學組團的事以外，他也提到一個很好的意見，認為要擴大青年的參與面，青年也可以加入我們這個平台。

另外，我們有兩位議員，高閔琳議員提到高雄跨區域合作，因為高議員擔任議員之前，在高雄市政府擔任市長秘書，所以她有很好的經驗，她把這些經驗跟大家分享。

另外，黃盈智議員，提到了全球在地化的問題，還有區域治理挑戰議題，都是非常的珍貴。

以上是我把我主持的兩個場次，大家發表的寶貴意見以及各國不同的有趣經驗跟大家分享，敬請指教，謝謝！

趙永茂：

非常感謝我們卓縣長，第四組在整合下做了一個蠻完整的報告，特別是有關跨域問題，非常感謝我們四個組同仁的辛苦，我們這場的討論就在此結束，謝謝大家，接下來我們要交給理事長來進行閉幕的節目，謝謝大家！

第二屆「亞洲地方議員論壇」(ACF)、
2017年「全球地方議員論壇」(GCF)暨
「台灣地方民代公益論壇」(TCF)年會
時間：2017年8月26日，17:50-18:00
地點：臺北市議會國際會議廳(9樓)
閉幕典禮

主席：林晉章 台灣地方民代公益論壇理事長



TCF 林晉章理事長

林晉章：

各國首席代表，各位議員女士先生，各位教授學者，各位貴賓，大家辛苦了！我們一整天忙碌的會議，即將告一個段落。今天早上邀請李鴻源前內政部長做的專題演講，很多的貴賓都跟我講，他說的內容真的講得非常好。

今天早上，在趙教授的主持下，各國也發表他們精彩的言論。今天下午，我們有4場的分組討論，因為我們都只能參加一場，其他3場我們都不曉得內容，但是透過剛剛4位分組的主持人精彩完整的報告，讓我們雖然沒有參加其他3組，也能我們了解全貌，讓我們再一次以熱烈的掌聲，感謝他們。

今天內容非常精采，很多朋友告訴我：林理事長，這個活動舉辦得很成功，內容很精彩。我跟各位報告，我們TCF、ACF的特點，不管你今天參加與否，我們都會把會議的內容，以完整的中英文，用紙本記錄下來，同時我們會在我們的

網站上來公布。

目前你從網站上，就可以看到我們 2014 及 2015 兩年的全部會議內容。我們希望今天大家的發言，都能夠透過網站上的全記錄傳播給全亞洲、全世界所有各位議員女士先生們。

最後我也要感謝日本的松田會長，在今天下午，他已經正式宣布，明年第 3 屆亞洲地方議員論壇，將在明年的 5 月 27 日、28 日、29 日，¹在日本東京舉行，我們用熱烈的掌聲表示支持，明年大家日本見，再謝謝各位，我宣布第 2 屆亞洲地方議員論壇，到此圓滿結束，謝謝大家！

¹ 2018 第三屆亞洲地方議員論壇(ACF)的舉辦日期由於與主辦單位日本會議預定的一些行程衝突，原定 5 月底的時間，已經更改為 8 月 19-21 日，為期三天。

**2nd Asian Councils Forum (ACF)
2017 Global Councils Forum (GCF) &
Annual Meeting of Taiwan Local Councils Representatives Community
Forum (TCF)**

August 26, 2017, 17:10pm - 17:50pm

Taipei City Council (International Hall, 9 Floor)

Panel Discussion and Conclusion

Chair: Chao Yung-mau 趙永茂

Presented by:

Chiou Chang-tay 丘昌泰

Report on Session B1: Positive & Effective Check

Chiang Min-hsiu 江明修

Report on Session B2: Constructively Conflict

Chao Yung-mau 趙永茂

Report on Session B3: Problem-oriented Communication

Cho Po-yuan 卓伯源

Report on Session A4: Best Practice in Your Local Council
B4: Cross-region Cooperation

Chao Yung-mau (趙永茂):

Thank you. Since we did not set up the simultaneous interpretation for the panel sessions on the 3rd floor, it wasn't as convenient as the venue in this hall. We have 4 different sessions in this afternoon, and now we will take this opportunity to share with you the conclusions of our discussions. The first panel discussion is about Positive and Effective Check. Let's welcome the first report, Professor Chiou.

Chiou Chang-tay (丘昌泰):

We want to share with you some of the result of our discussion. How do we carry positive and effective check? First of all, we need the right mindset. We need to have valid evidence and we need to be topic interest oriented. And councilors should have an assistant on the government's payroll as well. Also, we need to clean up our political culture. We need to get rid of some of the existing cooperative structures between the business and politicians. We need to focus more on serving our citizens. We need to remain professional. We also need to educate our citizens on what's the

professional conduct of councilors. In Taipei, I think we have this allowance for the councilors to give such as a red envelop. But that's not a good idea.

In Taiwan we have the ideological differences. The two political parties sometimes do not look at the subject matter. They simply object everything the other party proposes. We need to focus on the monitoring the social network. A lot of young people are now more interested in politics through social network and online media, like weChat and Line. More and more, young people are now more interested in public issues. Especially in Taipei, our citizens are monitoring the city councils through social network. In Taiwan, we also have all these political critics and political pundits, and sometimes they influence the views of the public.

Sometimes we face the difficulties and we need to accept these difficulties. We need to deal with these difficulties. If we never stop something illegal and this action will have negative influence. Thank you.

Chao Yung-mau (趙永茂):

Thank you Professor Chiou. He's shared the ideas of positive and effective check. Next, we will have Professor Chiang Ming Shu from National Chengchi University School of Social Sciences.

Chiang Min-hsiu (江明修):

Thank you, Chairperson. Good afternoon. Our topic is constructive conflict. In our session, we have a lot experts and scholars and politicians. We have different opinions, but we eventually reach some consensus.

First, in political field, it's important to distribute benefits, but how do we have cooperate with each other? Sometimes we have difference in opinions. We also have conflict in interest, but we should still learn to work together to maximize our benefits. One of the discussants in our session took Magistrate Cho as an example when he was the magistrate of Changhua County. During Cho's term, he had the conflict with the Speaker of the Council. But based on the scholar's studies, Magistrate Cho's budgets was the lowest cut ever in Changhua County. In another case, there were a lot of interest in common between the next magistrate and the council. Theoretically speaking, there won't be any cuts in the budget, but the council cut 23 percent of the social welfare budget.

Second, I want to talk about the tool of solving conflicts. From the above-mentioned example, we understand that if we are able to utilize tools to solve conflicts, we'll be able to achieve constructive conflicts, and we'll be able to reach a better balance, for

example, exchange of power or ambiguous knowledge. Some things we can share, yet some things are not meant to be clearly communicated. Basically, it is all about power and economy exchange. There are different means to solve the conflicts. We need to learn the cause behind these conflicts. And all the stake holders need to look into the reason for all the conflicts and how we can solve the conflicts in the short term, mid- term and long term period.

For example, in Taiwan there are many committees. Some people would say committees are not effective or efficient. However, I have to say that committees can be a good platform on which we can resolve conflicts.

In addition, we have the mediation mechanism. in Taiwan, we have a liaison officer that liaises between the city government and the city council. Often times, it's up to the liaison officer to negotiate the conflicts between the city government and the city council. Communication is just a beginning. One of the discussants mentioned mayors play very important roles, and the advisors to the mayor also play important roles. If the advisors or the top-level staffs of the mayor get enough power delegated from the mayor, then these aids or top level staffs can negotiate with the city council on behalf of the mayor. Then the process can go more smoothly.

Third, we need to have transparent processes. Some people quoted Churchill: Laws are like sausages, it is better not to see them being made.

It's debatable how transparent a process you want, especially the legislation process. We talked about the game theory, and analyzed the roles of different players in the game. Are you fighting a crusade or you have different agenda? You have to think about your stop loss points in the negotiation of the game. One of the scholars mentioned that constructive conflicts can be sources of innovation. Constructive conflicts can get people thinking outside of the box.

Of course, we talked about the political responsibility or accountability. To conclude, we need to hold political leaders accountable. Sometimes, leaders choose to confront conflicts, or they try to circumvent councilors who do not share their opinions. Sometimes, mayors go over councilors to appeal to the masses that can be one example of populism. Democracy is not the best means, but it's one of the better ways of running a society. That is the conclusion from our session. Thank you very much.

Chao Yung-mau (趙永茂):

Thank you very much Professor Chiang. Next, it's up to me to report back to you on our discussion on the topic Problem Oriented Communication.

Many of you here are local councilors. Point one, you know your constituencies, and you solve the problems of your citizens. You solve problems for them.

Communication is very important for local councilors. Councilors need to understand people's needs and make sure those needs are met. Sometimes, councilors need to provide critical feedback to the city government. These are all different ways of communication.

Regarding the relationship between the council and the city government, we talked about how that relationship can be enhanced, and how the city council better oversee the activities of the city government. Some people also mention that some people resort to protests to make their voices heard.

These days, we have the participatory budgeting. We also have participatory decision making. These are all different forms of communication. We can have focus groups, and we can have qualified interviews. What really matters is to listen to the voices of people and have them reflected in our policies and implementations.

Point number two, how do we clearly make available the information that occurs during the communication? We need to make that information available to the masses, so that people who want to look at the data or information can get their hands on data and see how the government is doing, or they can see the performance of specific councilor. Everything needs to leave a trail, through that we can shorten the information gap between the government and the public. Of course, we need to check the different questions. We need to retain all the relevant information.

Point number three, we of course value the communication between the city council and the city government. At the same time, we also, as city councilors, face the pressure from our constituents. So, we need to reflect those opinions. Of course, you need to serve your constituencies. However, as a city councilor, you not only have to serve your own constituencies, you also have to think about the big picture. And how do you communicate that with your constituency? How do you strike a balance between the greater good and the smaller goods? Sometimes, this is not an issue that can be solved between the executive arm of the government and the legislative arm of the government. Sometimes, this is where NGOs come in. As Session B1's discussion (Positive and Effective Check), when you bring NGOs in, you can avoid a problem where councilors are only answering to their constituencies. These are all different ways to maintain open, effective communication.

Point number four, we need to think about the values we believe in when we communicate. For example, the values of fairness as well as distribution of the

resources. These values need to be implemented in the communication process. We need to think about fairness, and we need to think about equitable distribution of resources. We also need think about developments. How we can strike a balance between economic development and social justice. These are all different factors that we need to take into consideration. Most importantly, when we communicate and when we have policy debates, we need to have evidence based. That is very important. Everything needs to be grounded. You need to persuade the other party based on the facts. Thus, it's important to have relevant communication tools.

Point number 5, sometimes communication can be across generations. Some policies are not communicated directly to the public. Instead, some polices are communicated through school children. School children then in turn inform their parents or grandparents. This is very interesting. Sometimes people do not listen to politicians, but they would rather listen to their children or grandchildren. So we can also, through school's education, change people's thinking. In Southern Taiwan, we have a county called Pintung (屏東). The residents used to catch migratory birds and eat them, but now residents there no longer catch those migratory birds. They now protect them. School children made the change. So, sometimes communication can be done through the younger generation.

Last, we need to have public and transparent information. We need to provide checks through different ways. The city government has the power to make budgets, and in some municipalities, the mayor is a very powerful figure in their party. So, city councilors in those situations may not be able to challenge the mayor directly. That's reason you need to leverage public opinion so that you can really reflect the opinions of the people. We need to utilize a variety of ways. The foregoing points are the conclusions covered in our sessions. Finally, we would like to invite former Magistrate of Changhua County, Mr. Cho Po-yuan, to report the conclusion from Session B4. Please.

Cho Po-yuan (卓伯源):

Thank you Professor Chao. Thank you President Lin. Dear participants. In our session we talked about two issues. The first session is the best practices of local councils, and the second issue is cross-region cooperation. In our sessions, we have representatives from different countries and their remarks are very valuable and insightful. Please allow me to take this opportunity to summarize some of the valuable feedback for all of you.

First, best practices of local councils. Our Mongolian representative mentioned something very interesting related to the relationship between the central

government and local government. In Ulaanbaatar, they have a population of 1.6 million whereas the total population in Mongolia is 3 million. The relationship between the Ulaanbaatar and Mongolia's national government is a very interesting one.

We heard from Speaker Law of Malaysia. He talked about the multi-ethnic, multi-religion background of this diversity society in Malaysia. In their rules of engagement in the Penang Legislative Assembly, there is a rule that stipulates councilors cannot have incendiary remarks in the council. If councilors violate this law, they are penalized based on the decision of a committee. I think this is a unique situation in Malaysia.

In South Korea, there's also something interesting. The South Korean representative, Mr. Kim, mentioned that they want to empower and enhance the capacity of the councilors. So they have three approaches: one is to enhance their professional abilities, and two is to enhance the power of the councils. The third one is to have great communication channels with the citizens. These are great Korean experiences that we can learn from.

Our representative from Tuvalu said they have a rather unique experience, because Tuvalu officially became independent in 1978. They have a different racial background with the other islands in the same area. It wasn't until 1999 that they adopted their own laws, rather than the autonomous law of the British Empire or the United Kingdom. In 1999, they adopted a new law that empowers the leaders of the different clans or the different families. They have adopted the democratic system. For all the citizens age 18 or above, they can vote on the different bills.

Our friend from Sri Lanka stressed the idea of decentralization and that the central governments should empower the local government's autonomy. That's what our friend from Sri Lanka believes that the central government with the decentralization can avoid corruption.

The Philippine representative mentioned they have the third pillar-jurisdiction. So when there's conflict between the mayor and the legislative body, the judicial power can intervene and resolve the issue.

From Japan, we have a councilor from Fukuoka. He mentioned that they value international exchange with neighboring countries, as well as the United States. And he mentioned that the National Palace Museum has loan some artifacts to the Kyushu Museum. Also, in Fukuoka, they value the Asia Pacific Youth Conference. They value these exchange opportunities and they invite young people from other

countries to stay in Japan for two weeks. He stressed local interaction between cities and local councils. He considered harmony among local councils will bring harmony in the world. He also mentioned that even though Japan is now amending its constitution, but from the perspective of the local councils, it does not mean that Japan is going to make war. Again, Japan vows to keep peace.

From our scholars and experts, Professor Wang Chen-shiuen (王振軒), served in a local government before, mentioned that it's important to forge consensus. Professor Chen Li-kanz (陳立剛) mentioned that we need an open government, and we need to encourage transparency of government meeting, official agenda, and engage the citizens. Professor Chen Mu-min (陳牧民) talked about the influences of social media on local councils.

How will local government's autonomy be affected by proposing budget proposals to the central government? We have fellow councilors, Huang Ying-chih (黃盈智) from Chia-yi County (嘉義縣) and Li-Keng Kuei-fong (厲耿桂芳) from Taipei City, discussing on whether the conflict among councilors will affect the efficiency of the government. Councilor Li-Keng Kuei-fong (厲耿桂芳) also mentioned some of her experiences on the issues like environmental recycling and education cultural preservation.

The second topic we talked about is cross-region cooperation. Kanagawa Prefecture (日本神奈川縣) Councilor Kenichi Kojima (小島健一) mentioned the Kanagawa Prefecture is the second largest prefecture in Japan, and they have 9 million people living there, and they welcome everyone to visit them. They have 350 companies investing in China and 62 companies in Taiwan and so on. And through these enterprises, they are able to carry out interregional cooperation and interaction.

The Philippine colleague mentioned that we need to visit each other more, and it should a bottom up direction of diplomatic relationship, and we should strengthen our secretariat.

The representative from Sri Lanka mentioned that we have more than 200 councilors coming to our meeting today, and it's a great opportunity for us to exchange.

Tuvalu representative mentioned that the central government is far away from the people. Local council is at the forefront of serving the people and should be given more attention.

Speaker Law from Malaysia said the cross-region cooperation should be multi-dimensional. We shouldn't just focus on the local councils, we should also involve different sectors such as the business sector, commercial, education, and

culture.

Chairman Lin mentioned the cross-region cooperation should expand to invite entrepreneurs, businessmen and the industry.

Professor Wang (王振軒) mentioned interregional cooperation of NGO's. He shared with us some of the overseas achievements of the Luzhu Medical Association (路竹會). Professor Chiu Rong-jeo (邱榮舉) mentioned that all sectors should get together and form a delegation. Hopefully, eventually we can build the ACF platform further. Professor Chen Li-kanz (陳立剛) mentioned the incinerator and landfill, and hopefully we can carry out small-scale cross-regional cooperation to achieve the goal of regional sharing and solve local issues. Professor Chen Mu-min (陳牧民) mentioned UCLG and Citynet, all of which only involve the city governments and officials, but it does not involve city councilors. He suggested we expand the scope of Asia Council Forum to not only involve the different sectors, but also engage young people, so that the young people can utilize this collaborative platform.

Go forward; we have Councilor Kao Min-lin. She mentioned the cross-region cooperation carried out by Kaohsiung government. Before she was elected as city councilor, she was a secretary in the city government. That's why she has lots of experiences in this area. We have Councilor Huang Ying-chih from Chia-yi County. He addressed the issues of cross-region cooperation and local governance.

These are some of the ideas that we shared in our panel discussion, as well as some of the unique experiences from different countries.

Chao Yung-mau (趙永茂):

Thank you Magistrate Cho. Thank you for your report and conclusion. Thank you for four moderators from four panels and your hard work. This marks the end of our round table discussion. Now, I am going to hand the microphone over to President Lin Chin-chang to close our forum. Thank you for your participation.

Please welcome the President of the Asian Councils Forum, Lin Chin-chang, to deliver the closing remarks.

**2nd Asian Councils Forum (ACF)
2017 Global Councils Forum (GCF) &
Annual Meeting of Taiwan Local Councils Representatives Community
Forum (TCF)**

August 26, 2017, 17:50pm - 18:00pm

Taipei City Council (International Hall, 9 Floor)

Closing Ceremony

Chair: TCF President Lin Chin-chang

Lin Chin-chang (林晉章):

Dear representatives, councilors, ladies and gentlemen, professors, scholars, and distinguished guests, thank you for your participation the 2nd Asian Councils Forum. The forum is coming to an end. From early this morning, we invited former Minister of Interiors, Lee Hong Yuan, to give us the keynote speech. A lot of the guests told me that it was a very excited presentation.

With Professor Chao moderating our panel this morning, we have all the representatives share with us their unique experiences. In the afternoon, we have different panels because we could only be at one session at a time. But we have wonderful moderators sharing with us the conclusions of their discussion. Even though we could not be there, but we could still learn the different opinions and ideas. So once again, let's give a loud round of applause to our 4 moderators. Thank you for your hard work.

We have wonderful and exciting discussions in four panels. Many people share with me that, "Chairman Lin, this is a great event. We enjoyed the great contents of the forum." You can have my word that you won't miss any panel discussion whether or not you are here today. We are going to publish the meeting report online in English and Chinese. If you visit our website now, you can see the Forum meeting reports of 2014 and 2015. In the near future, you will see the meeting report of today on our website. All the people from all around the world could see what took place today.

This morning, President Matsuda has mentioned that the third Asian Councils Forum will be held in May 27-29, 2018 in Tokyo.² He's officially sent us his invitations. Let's once again thank Japan for being the host next year, and we will see you next year. Now, I announce the closing of the 2nd Asian Council Forum. Thank you for your

² Due to a schedule conflict problem, the Japan Local Councilors Alliance (JLCA) announces that the date for the 3rd Asian Councils Forum (ACF) has been changed from May 27-28 to August 19-21, 2018. The meeting place (Tokyo) remains the same.

participation.