Finding a Dream in Adversity

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Governor of Kumamoto Prefecture
Professor Emeritus, The University of Tokyo
Dreams Come True
From Nebraska
January 1947
- Born the 7th son of a peasant
- Newspaper delivery: every day for 11 years

1965 (18 yrs old)
- Graduated from high school at the bottom of the class
- Dreamed of becoming a rancher, politician, or novelist

1968 (21 yrs old)
- Quit Agricultural Cooperative to become rancher
- Went to Idaho as an agricultural trainee
- 3 months training of the University of Nebraska

1971 (24 yrs old)
- Entered University of Nebraska, Department of Animal Science
- Studied hard while working part-time on the side

1972 (25 yrs old)
- Finished 1st semester with straight A's, got tuition waiver and received scholarship
1975 (28 yrs old)
Entered PhD program in Political Economy and Government at Harvard University

1979 (32 yrs old)
Received PhD  Studied under Sidney Verba, Samuel P. Huntington, Edwin O. Reischauer

1980 (33 yrs old)
Lecturer ⇒ Assistant Prof. ⇒ Professor at Tsukuba University

1997 (50 yrs old)
Professor at the University of Tokyo, Faculty of Law

2002~03 (55 yrs old)
TOYOTA Visiting Professor at the Center for Japanese Studies of Michigan University

2008 (61 yrs old)
Elected Governor of Kumamoto Prefecture (Now in third term)
Lessons From Nebraska
Lessons From Nebraska(1)
Avian Influenza

April, 2014 and December, 2016 Outbreak

① Quick initial response
② Complete containment of the virus
③ Enhancing the monitoring system

⇒ Our measures “Never be afraid of breaking a dish”
turning fast response into a nationwide model
Lessons From Nebraska (2)
Maximization of Return

\[ R = P \times Q - C \]

- **P** … Price
- **Q** … Quantity
- **C** … Cost
Lessons From Nebraska(3)
Branding of Kumamon’s Success
Lessons From Nebraska (4)
Development of smart agriculture

Automatic ventilator
Nutrient solution device
Environmental control device
Circulation fan
Automatic curtain
Milking robot
Suckling robot

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Lessons From Nebraska (5)
International Competitiveness

- Realization of Kumamoto Agriculture that can compete with the world
  - Increasing the profitability of agriculture
  - Strengthening international competitiveness

Recorded the highest export results

MOU with Bali Province

Target $60mil.
From Theory to Practice
Paradigm Shift in Public Policy

Conventional Government

Guidance
Regulation
Control
Continuity

Maximization of Gross Happiness of Kumamoto Residents

Paradigm Shift

Instruction to our staff
- Never be afraid of breaking a dish
My Approach to Governing

My Administration

Be Decisive
Set Clear Goals
Be Responsive
Be Decisive (1) Fiscal Reconstruction:

Reduced debts of the prefecture by $1.5 billion in 7 years
I decided to preserve the Kawabe River (home to the purest stream in Japan), and called off the project.

Debate over the Kawabe River Dam Construction Project had dragged on for 40 years.
Set Clear Goals (1) Kumamon’s case

\[ y = f \left( E, P, S, H \right) \]

\[ y = \text{Gross Happiness} \]

**4 Elements**

- **E = Economy** (Economic Affluence)
- **P = Pride** (Pride and Dignity)
- **S = Security** (Safety and Socialization)
- **H = Hope** (Fulfilling of Dreams)

*Objective elements (E) are important, but so are subjective elements (P, S, H)*
Gross happiness depends on various factors
\[ y = f ( E, P, S, H, K ) \]
Kumamon’s Success (Economy)

Total $5.1bil.

2011 $25mil. (¥2.5bil.) 2012 $293mil. (¥29.3bil.) 2013 $449mil. (¥44.9bil.) 2014 $643mil. (¥64.3bil.) 2015 $1bil. (¥100bil.) 2016 Overseas $1.28bil. (¥128bil.) 2017 Overseas $1.4bil. (¥140bil.)

* $1 ≈ JPY100
Open to anybody
Anybody can participate
Kumamon’s Universe
An ideal space where chains of voluntary participation arise

Decentralized
Free and self-governing, no strict rules or regulations

On a basis of reciprocity
Participants obtain happiness (profit) from the shared space in some form, but their investment does not correspond to their profit
Kumamoto Earthquakes

Finding Dreams in “Building Back Better”

Be Responsive
About the Kumamoto Earthquakes

April 14, 2016  Fore-shock: Magnitude 6.5
April 16, 2016  Main shock: Magnitude 7.3
*The second largest recorded in Japan

○ Over 4,400 times of Aftershock
○ Death toll: 244 (also includes deaths indirectly induced by earthquakes)
○ Dwelling damage: 197,000 houses
○ Total amount of damage: \3,800 bil. ($38 bil.)
Huntington’s Gap Hypothesis

Expectation  \[\Rightarrow\]  Reality  \[\Rightarrow\]  Dissatisfaction  \[\Rightarrow\]  Riot

Announcement at the right timing
Three Principles

1. Minimization of Pain
2. Creative Reconstruction “Build Back Better”
3. Contribute to the further development of Kumamoto
Minimization of Pain

Support measures

- 60 years old and over
  \(10,000 \text{ ($100) / mo}

- under 60 years old
  \(20,000 \text{ ($200) / mo}

Interest is paid by the Prefecture

Number of people currently in temp. housing: 30,000
Mt. Aso

One of the largest calderas in the world

Strategic and intensive action to increase the number of foreign tourists

Forging a world-class national park

Creative Reconstruction (1)
Creative Reconstruction (2)

Kumamoto Castle

Symbol of Kumamoto

Rebuilding the main keep by 2019
~ Rebuilding process will be open to public ~
Contribute to the further development of Kumamoto (1)

Quake-proof quay

Cruise Ships

Symbolizing Kumamoto’s restoration

Port Calls (2017)
Over 60 times

2013 2015 2017
Rugby World Cup 2019

Games in Kumamoto next year

FUKUOKA
KUMAMOTO
OITA
In conclusion...

3 things we felt:
① Appreciation for normal way of life, understanding of how difficult it is to return to normal
② Feelings of unity with other residents
③ Gratitude to rest of Japan and the world

8 months later
Thank you!