

**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，13:40-15:10**

**地點：臺北市議會 9 樓**

**A4 場次：各國地方議會運作最佳實務**

**主持人：**

卓伯源 前彰化縣縣長

**主講人：**

九位與會國家會長、代表及議長

**與談人：**

**王振軒**

中國文化大學推廣教育部教授

**陳立剛**

東吳大學政治學系教授兼主任

**陳牧民**

國立中興大學國際政治研究所教授

**黃盈智**

嘉義市議會議員

**厲耿桂芳**

台北市議會議員

**林晉章：**

我們現在就開始下午 A4 場的論壇，今天下午也有三場的分組論壇，我們九樓的這一場，就由我們彰化縣的前縣長，也是我們前立法委員卓伯源卓縣長，來為我們擔任 A4 場的主持，我們以熱烈的掌聲來歡迎卓縣長。

**卓伯源：**

首先，我們要共同感謝林晉章林理事長，能夠為大家建立這樣一個平台，讓亞洲地區，各個政府的地方議會派出代表，大家來互相交流集思廣義，共同為擔任地方民意的喉舌，能夠在這邊有一個廣泛交換意見機會。

接下來，我們 A4 場題目是各國地方議會運作最佳實務，對於議會運作實務，

我們今天早上，已經有了第一階段的意見發表，大家有一個初步的了解，我們原則上就是延續今天早上的議題，由各國議會代表及各團的代表，今天下午又加入我們台灣的學界菁英前輩，還有我們台灣地方議會的代表，大家共同來集思廣益。

當然我們題目跟早上是類似，但是又不是完全一樣，我們今天下午的題目是，地方議會運作的最佳實務，這個題目應該是比早上的範圍更大一點，也可以說，我們在下午有更大的發揮的空間，舉凡我們議會的運作，包括我們議會的議事規則，我們議會的開會秩序，還有基本民主運作的原則，或者是我們議會民意機關跟行政機關之間，必須合作中有監督，監督中有合作這樣的尺度怎麼樣來拿捏？還有我們議會運作，如何來展現真正的民意？滿足民意的需求，我想這是我們大家有興趣也希望了解的，在不同的國家不同的制度，不同的風土民情，不同的習慣宗教，大家運作的實況如何，我們希望各國的代表，能夠提出寶貴的經驗，請多多指教。



接下來，就依照我們的發言順序，由八個國家的代表及議長來進行發表，延續我們早上的議題，如果說各國的代表議長，早上已經發表過了，下午也可以請該國的團員來進行發表，依照發言的順序，第一位我們請蒙古烏蘭巴托市議會的議長代表來發言。

**B.Tsolmon：**

大家午安，蒙古的人口大概有 300 萬左右，烏蘭巴托就有 160 萬人，烏蘭巴托裡面有 9 個區，在首都的話我們就有 45 個議員，謝謝！

**卓伯源：**

蒙古的代表就這樣簡單的發言，有沒有要補充的？我們原則上每一位發言是五分鐘，我們蒙古的議長代表就發言到這邊。接下來，為各位來與談的是馬來西亞檳州立法議會的劉子健議長，劉議長請。

**劉子健：**

謝謝主持人，我這邊想跟各位分享立法議會的一些資訊，其實檳城是馬來西亞的一州，我們人口大概也是 160 萬左右。在檳城裡面，我們有 40 名的州立法議員，每一個議員代表的是一個區，在這 40 名議員裡面，有 30 名是執政黨，有 10 名是反對黨。



這邊要跟各位分享一個比較特別的議會規則，160 萬左右的人口，選出 40 位的議員，代表 40 個選區，在檳城的議會現在 40 位的議員當中，30 位隸屬於執政黨，實為屬於反對黨的議員，因為馬來西亞的政治情況是聯盟的情況，所以在 30 位議員當中，也分別隸屬於不同的政黨，其他 10 位議員也屬於另外一個政治聯盟，其實在馬來西亞是一個多種族、多宗教、多元語言文化的社會背景，所以蠻特別也蠻複雜的。我們在處理立法會內部事務的時候，因為每一個議員都代表不同的種族，不同的宗教信仰，這也使我們的立法會更有趣，也更複雜，但也因為我們已經是這麼複雜的情況，所以我們也需要一些特別的議會規範。

我這邊跟各位分享我們的一些做法，我們的議會因為有多元宗教的背景，不同的議員在議會裡面，其實有時候是非常令人頭疼的，不過也有有趣的地方，這些議員有時候搞笑的時候，個人的口味也有所不同，我跟各位舉一兩個例子，在我們議事規則裡面，賦予議長有怎麼樣的權力，來處理一些看起來非常敏感煽動，足以讓族群之間產生緊張不安定，或是一些語言，足以煽動個別的支持者進行仇恨的這些言論，要怎麼樣來處理。在我們馬來西亞國會裡面，我們的議事規則，

非常清楚規定一些可能引發剛剛講的這些不安，或是煽動的這些語句，其實是不准在議會裡面來使用的。

所以當議員提出這樣的言論的時候，議長會馬上制止，或是議長沒有意識到他的言論有這樣的成分，而議員發現也可以要求議長處理，要求馬上制止，甚至要求那位議員收回剛剛的言論，所以以這個例子來講，就是在處理像馬來西亞這種族群之間張力很緊，我們過去有不愉快的事件之後，累積的一些經驗，不得已一定要把他寫在議事規則裡，不容許這些迫害社會秩序的言論在議會裡面來發表，所以這可能跟單一民族的國家不一樣的地方，也是我認為比較好的，能讓議事能順利進行的一個明文規定的條文。

所以在這樣子的背景之下，議長也可以適時來阻止，議員不論是資深或資淺的，他們也都知道這樣的言論是不被允許的，如果議員不願意收回自己的不當言論，也不願意道歉的話，我們也有自己隸屬於議會的特別委員會，針對議員在議事廳發表違反議事規則言論，可以透過議會的表決，移送去到所謂的特別委員會，來重新檢視你的言論，然後做一個處理，再送回議會來表決，最後決定如何處分，這個處分可能是一個會期不准再踏進議會，最重的可以終止議員資格半年，依此類推，我想在這裡跟各位分享，我們跟其他國家可能比較不同的規定，提供各位做參考，謝謝大家。

**卓伯源：**

我們謝謝馬來西亞的劉議長，能夠針對馬來西亞他特殊的多元文化，而有他們特殊的作法跟議事規則，我們謝謝劉議長給大家的分享。接下來，我們請韓國議會聯合會的秘書長，也是全州市議會的議長金議長發言。

**金明志：**

大家好，我是大韓民國全州市議會議長金明志，相信大家剛吃飽都很累，謝謝大家熱心的參與。今天參與這個活動的最主要成員是市議員，因此如果能夠提高市議員的力量，那就可以讓市議會更發展，我上午的時候，已經稍微跟大家分享過了全州市市議員研究團體的例子，這也是我下午想講的內容，就是這些研究團體，他們如何去提高地方議員的力量。

全州市市議會在 2008 年，通過相關法令之後，一共有六個研究團體成立，以前有的 4 個研究團體繼續留下來營運，這些研究團體包含把各地的熱門話題政策化，及協助法案以及發言等等，這些研究團體也持續的跟其他的地方議會交流，在 2009 年也有跟台北市議會，合作舉辦了一個預算政策相關國際學術交流活動，每一次的交流活動都有民眾以及各個領域的專家參與。

換句話來說，舉辦的活動具備有民主性跟專業性，全州市研究團體的這個案例，引導了很多方向的進步，同時也打好了未來發展的基礎，不只在提高一些力



量上，或者是一些計畫上進步，其實也有全方位的進步，未來的議會研究團體最主要的方向，有以下三點，第一點，提高議員的專業性，第二點，持續發展以及強化議會的力量，第三點，要強化以及支援對外的溝通管道為目標往前進，我相信未來會有更大的發展機會，謝謝大家聆聽。



**卓伯源：**

謝謝韓國的金議長，提供了一個很特別的韓國議員研究團體，也把他的功能性，跟大家做了一個非常詳細的介紹，我們謝謝金議長的分享。接下來，我請下一位吐瓦魯國的首都府富納富提市的酋長，來跟大家分享。

**Siliga Atiake Kofe：**

謝謝主席，吐瓦魯以前叫做埃里斯，一個島群的殖民地，那是 70 年代的事情了，我們在 1915 年到 1976 年之間，是殖民地的地位，之後我們跟其他的島群分離，獨立成立了吐瓦魯，所以吐瓦魯可以說是從 1976 年開始立國，我們之所以跟另外一個島群分開，是因為我們有一些差異，有不同的種族，他們是克羅埃西亞的族群，而我們是波麗尼西亞人，總之我們在 1976 年脫離另一個島群，到 1978 年正式宣告獨立，我們人口大概是 1 萬人，這當中有超過 5000 人已經移民到澳洲、紐西蘭、斐濟等國，或是到美國的夏威夷。

我們的 GDP 大概是五千萬美金，這個是 3 到 5 年前的數字，而我們的 GNP 超過 1 億，也就是說我們得到相當多的援助，我們透過這些的援助，可以去支應在吐瓦魯所需要的各項服務，當我們成為一個獨立的殖民地之後，我們的地方條例地方法律，就是一切做事情的基礎，也就是我們的地方自治是根據我們地方自治條例的法律來執行。



基本上這個條例跟英國的法律是一樣的，基本上就英國的地方自治法，英國相關的地方自治法，也在我們很多的地方適用。在 1999 年的時候，我們通過了宗族領袖的法律，這個法案的目的，是讓權力可以從中央下放到島的地方層次，而各島就由宗族的領袖來領導，而我就是其中一位宗族的領袖。我的島是富納富提，也是吐瓦魯國的首都，這樣的權力下放的地方自治，讓我們宗族代表，可以制定自己宗族的法律還有政策，除此之外，也可以自己編列通過預算。在這邊，我想跟大家談一下我們制定預算的部分，藉此來更加說明我們有非常好的問責制度，在編預算的時候，問責的制度做得非常的好，大家知道編預算是先從行政層級開始，以島為等級的行政單位要預估收支大概是多少，未來這一年的收支各有多少，這是由行政單位來進行，也就是各島的行政單位來進行，這也是我們宗族領袖的行政單位，當行政單位編好預算以後，就交給我們的宗族代表議會，代表議會會去看預算，要嘛通過，要嘛駁回，這個是我們做事的方法。

在我們的法律裡面，提到所有宗族審查預算的場合，是 18 歲以上的人都可以參加，只要他們有登記成為選民的話，他們都必須要出席，要參與審議預算的過程，他們也有權利投票。從民主的角度來說，這一點非常的好，做到了促進參與，也就是大家都可以做到參與式預算，不過也造成一些問題，會影響到我們宗族領袖的運作的穩定性，因為很多人他們只來參加審預算的場次，剛剛有說到這些審預算的場次，大家都可以來，年輕人也可以，他們可以投票反對，如果他們投下了反對票，就表示他們對這些宗族領袖的不信任，當然到目前為止，還沒有發生這樣子的情況，可能是因為這 52 名的宗族領袖代表，都是各個家族的酋長，他們的宗族開枝散葉以後，由最年長的女性或男性來做宗族的領袖。

所以這就是為什麼到目前為止，沒有人投下不信任票的原因。這些酋長在跟宗族內解釋這些政府的政策重要性的時候，他們會很清楚地去溝通，希望我們不

去投下反對票，我想這樣子的運作方式，對於吐瓦魯的民主制度，是一種還不錯的做法，但當然從管理的方式來看的話，或是從治理的方式來看，我反而覺得這不是一個很好的發展，謝謝！

**卓伯源：**

非常感謝吐瓦魯的首長，來為我們分享吐瓦魯一個特殊的制度，接下來，我們邀請斯里蘭卡地方當局政務聯合會的會長，來為我們大家分享。

**Syed Ali Zaheer Moulan：**



謝謝主持人，大家午安，我是斯里蘭卡政務聯合會會長，我們有 165 個地方政府，之前我也曾當過市長，我也獲選當局政務聯合會的會長，我現在也進入了議會，我們在管理上有三層的議會立法會，我們有 9 個省，對地方政府而言，地方治理當然是一項最重要的議題，另外政府的去中央化，也充分的授權給地方政府去執政和做管理，地方政府就是在各個方面，滿足人民生活的需求，我現在是一個議員，我代表我的選區，但是我曾經做市長的時候，我曾經幫草根基層的人民，去照顧他們，我感到很榮幸。

因為我們是能夠直接影響到別人的生活需求，所以我覺得去中央化非常的重要。昨天我來台北之前，我還要去議會投票，其中的一項法案，就是授權地方政府的一項法案，在這邊我想分享的，就是我們處理的事情很多，比如說市民的健康，我們有乾淨的水，還有足夠的能源，確保每一個人有平等的權利，我們每天處理如此多的地方市政事務，所以我才會說我們要確保完全的地方自治，我們不能只是仰賴省政府或是中央政府。因為每一個市長或是市議員若能獲得更多的賦權的話，他們就能夠更貼近人民的需求來服務市民。

今天早上，我提到了要永續發展的目標，其實在全國 32 項的工作中，有 17 項是地方政府要負責的。但總的來說，這也是一個藍圖。每個城市有很多要做的工作，保護地球世界和平等當然很重要，但是國家對於市民的生活需求也要很重視，因為我的市民會告訴我們，哪一個排水系統應該修，哪一個馬路要鋪設，或者是哪一個地方沒有乾淨的水源，這些都是每天的生活需求，市民會跟市長跟市議員去反映，所以我們的市長市議員要有一定的權力，所以所謂的治理的去中央化，讓在地地方政府有自治的能力，這就是我今天一再重申，而且認為很重要的想法。

今天我們不只在全球地方議員論壇和亞洲地方議員論壇這樣講，不管在哪裡，我們斯里蘭卡代表，都會講說我們必須賦權給地方政府，所以在座的各位我們市長們市議員們才能夠更貼近人民的需求，去服務他們。

我們也要確保我們的工作的透明度非常的高，來屏除可能的貪腐情況發生，另外地方政府在服務人民的時候，要屏除有可能造成腐敗的情況發生，這樣才能確保有好的管理，我就分享到這裡，有任何的問題可以問我，我們一起來討論，謝謝聆聽我的分享，謝謝大家！

**卓伯源：**

謝謝斯里蘭卡的會長，他提供了一個大家很重要的共識，就是地方政府的權力要多一點，我想我們在座的人沒有人會反對，但是不曉得我們這個會長，將來到中央去了以後，會不會堅持你的理想，因為依照我們台灣實踐的經驗，我們很多的大城市市長，當他在地方當市長的時候，他要求中央給他更多的權力，要求給他更多的預算，但是有一天他到中央去了，不見得會記得他過去要求的事項，這是台灣實踐的經驗，跟您分享一下，台灣有一句俗話說，換了位子會換了腦袋，謝謝斯里蘭卡，接下來，我們邀請菲律賓議員聯盟的全國主席，Danilo 主席。

**Danilo Dayanghirang：**

謝謝主持人，今天早上我有提到一些募資的作法，需要私部門的參與，需要他來做出建議，比如說他們需要稅務上的優惠。下午我想跟各位分享一些基本預算的規則。我想錢對任何的政府都非常的重要，當我們談到需要錢的時候，總是沒有錢，所以我們才要把一些預算，聰明的花在刀口上，所以如果是從中央政府拿到的預算，比如說是一些反毒的和經濟發展的計畫，這些都是讓地方政府去運作，但是這些計畫如果沒有預算是不能執行的。

另外比如說，我們地方政府的一些法案，有充分的賦權由地方政府來做運作，這整個預算的安排，都是掌握在市長市政府手上，我們菲律賓政府，分為三個層級，第一個，就是執行面的市長，第二個是監督的市議會，如果這兩者有衝突的時候，我們還有第三個司法系統，所以是有司法立法行政三大體系。



最後審查結果會送到市長那邊，我們可以將送到市長哪邊的案子撤回來，我們可以撤案，但是我們不能增加案子的內容，所以預算案審查通過，送到市長那邊以後，市長有 15 天的時間可以否決市議會的案子，如果 15 天市長沒有否決，那就表示全案確定。至於 15 天內經市長否決的案子，市長必須要附上他的意見，將案子退回市議會。經市長核定的案子，我們就會公告周知。



之後，核定的案子送到全國性的部門審查，然後開始執行。接下來預算通過了，就可以撥款給執行單位，如果在預算執行的時候，有任何的問題，譬如說發生了貪污的問題，我們有一個憲法層次獨立的稽核會的單位來檢查，對這個單位的稽核，是總統都不能干預的，如果有發現貪污的情事，稽核單位可以移送司法機構來調查，也可以把這個案子呈交給監察人，他們會去調查政府官員的作為。

在此同時我們還有其他的機制，剛剛為大家介紹的就是菲律賓政府預算的編撰的過程，希望大家都能弄清楚，就是從市長那邊先提出預算，然後送到市議會去審查，再送回給市長，市長可以同意或否決，同意後預算就會公告，預算公告之後就會撥款給各個執行單位，之後還有稽核委員會進行稽核，並提出報告，希望以上的資訊對大家有幫助，謝謝！

**卓伯源：**

謝謝菲律賓全國的主席 Danilo 主席，為我們分享詳細的制度，下一位我們邀請日本的代表加地邦雄(Kunio Kaji)，他是來自福岡縣的議員，請日本的代表。

**加地邦雄 (Kunio Kaji)：**

我是福岡縣議員，我叫加地邦雄，請各位多多指教。今天有這樣的機會，能夠參加這樣的盛會非常的榮幸，對 ACF 的林晉章理事長，以及各位的先進，個人

表示由衷的感謝之意。

現在我就福岡縣議會的國際交流現況，跟各位來做一個簡報，我們福岡縣人口有 511 萬，我的選區是福岡市的南區，大概有 150 萬的人口，可以選出 4 個縣議會議員，我們議會有 160 席。議員國際交流部分，我們和國際其他地區的議會都有進行合作，其中也和包含韓國、中國、美國及泰國、台灣等等國家的議會聯盟。



我自己是擔任了 2 年的台灣議員友好聯盟會長，包括故宮博物院兩年前去日本九州的展出，和捐獻給台北市青年公園 100 株櫻花樹，這些都是台日最近友好的交流事項。

70 年前，台灣是日本的殖民地，日本戰後已經逐漸被遺忘的武士道精神，我覺得在台灣還找得到，做為一個日本人對台灣還保有古老的日本精神，感到非常的驕傲，我每一次來台灣，我都覺得我們日本人應該和台灣人，學習過往的日本精神，我也一直抱持著感謝的心情來跟台灣人學習。

有關我們國際交流事項，各位可以看手邊我們分發的資料，由我來為各位進一步的介紹，第一是由福岡縣負責的亞太青少年會議，今年已經是第 29 年了，這是民間交流事項之一，1998 年平成元年，剛好是福岡市改制 100 周年的時候，日本召開一個全國大會，我擔任理事，創辦了亞太青少年會議作為改制 100 周年的紀念，各位手上的資料中有詳細的介紹。

第一次的會議，大概有 45 個國家參加，總共有超過 111 名的青少年與會，我也擔任過兩屆的理事長，今年是第 29 屆的大會，迄今有超過 12900 名的青少年，到日本福岡參加過這個會議活動，日本也有超過 3000 名青少年到亞洲其他

的國家做交流，這是我們所推動的國際交流工作中很重要的一項，這個活動有 15 天兩個禮拜的時間，讓各國的青少年可以到日本去，其中有兩三天的露營等活動，讓各國的青少年了解日本的文化歷史，傳統慶典，其他 10 天的時間，外國青少年可以到寄宿家庭去訪問，整個活動的行程大概是如此。

除此之外，我們還有設計很多，包括到日本小學去進行交流等等的活動，關於整個會議的組織架構，在資料中也有詳細的介紹，包括邀請的團體預算等等，整個活動每年大概需要 1 億 6000 多萬的資金來因應活動所需。

而且我們已經有 29 年的時間了。今年來到第二屆亞洲議會論壇，我們也認為這是一個非常重要的交流平台。我相信透過這些交流，我們可以更好地相互理解。我們可以在地方層面解決問題，從根本上改變國家和全球。我相信市議會確實發揮了重要的作用。講到這一點，我要感謝林主席主辦第二屆亞洲地方議員論壇，因為這確實起到非常重要的作用。

我們在市議會，我們可以為世界和平做出貢獻。早些時候，我跟你談過亞太青年大會，這只是地方一級交流的另一個例子。再次，這是一個來自不同國家的青少年，可以更好地學習日本的事件。從長遠來看，這可以為世界和平做出貢獻。29 年前，剛開始的時候，我們認為二戰期間，日本真的給鄰居造成了很大的痛苦。二戰之後，我們發誓我們永遠不會再發生這種事情。所以我們舉辦這樣的活動來表明我們對世界和平的承諾。這是我們主辦亞太青年大會的原因之一。就像我說的，我們明年要舉辦第 30 屆會議。

在日本，有些人正在修改我們的憲法。他們認為，日本已經向世界顯示了我們對和平的決心。我們地方政府、地方議會和國家政府一起工作，即使有憲法修正案，日本也絕不會再發動戰爭。這是我想傳達給這裡所有代表的一個重要信息。我們正在為其他原因修改我們的憲法，絕對不會發動另一場戰爭。這是我想要傳達的重要信息。我希望你能幫助我們得到這個信息。非常感謝你。

**卓伯源：**

我們謝謝日本代表加地邦雄議員的分享，他其實很重視國際交流，地方議會可以促進世界和平。修憲不等於要發動戰爭，這是他發言的重點，我們的主講人，8 個與會國家的代表都發言完畢，接下輪到與談人，我依照表定的順序，第一位我們邀請王振軒教授，他是中國文化大學推廣教育部的主任，我們請王教授。

**王振軒：**

我們敬愛的，台灣最大縣的彰化縣縣長卓縣長，林理事長，來自亞洲各國的議員先進，各位女士各位先生，大家午安，剛剛聆聽了 8 位各國議員的高見之後，我也願意簡單的，把我個人在台北縣也就是現在的新北市，擔任研考會主委兩年半的時間，和議員的互動經驗，和大家做一個分享。

我想在台灣的議會，有一個非常特殊的現象，就是他的多元，他代表各種不同的利益跟弱勢團體，這是來自於他的投票制度，現在我們議會的投票制度，是單記不可讓渡，複數選區的制度，在這種制度之下，我們就可以產生各種代表，弱勢團體代表，各種利益團體的代表到我們的議會中來。

在議會中還有一個非常特殊的現象，就是共識決。任何的議案，如果有一個議員反對的話，幾乎就可以把這個議案擋下來，至少共識決成為我們所有議會運作的方式，在我的經驗裡面，我們的議會很少動用表決權。



我記得曾經表決過的一件事情，是淡水河疏濬的一個預算，他只有 3000 萬，很小的一個預算，可是這個預算，在我們的新北市的議會裡面，辯論了七天，最後不得已才動用表決，用投票的方式，這是在台灣地方議會運作裡面很少的方式，大部分採取共識決，所以每一個議員的意見，都在議會裡面獲得高度的重視，這是台灣地方議會運作，基本的一個很大的特色，我覺得我們的議會，在整個政府的體制裏面，如果套用美國政治學者 David Easton 的系統論來說明的話，政府的施政政府的運作，他要得到很多民意的支持，跟民意的需求，透過政府的機制，產生了預算，產生了政策，生生不息的在做運作。

在這個過程當中，如果我們的民意跟最後這個政策與預算的距離越小，會產生的民怨也會越小，也能夠對國家的福祉做最大的提升，但在這個過程當中，我們看到一個很特別的現象，我個人的經驗是，議會對於整個政治發展的一個貢獻，是在他的一個協調，促進了整個地方政治的合作。

我們知道整個政府的機制，公務員的行政上，通常都是很保守，稍微與法律有所不合的時候，很多具有興利特質的一些案件，在地方上通通不能通過，而在地的議員，恰恰就扮演這種協調溝通的能力。



最近碰到幾位政界的前輩，他說目前台灣政治發展的一個現象，就是任何一個案子，牽涉到兩個部會後，幾乎就很難推動，所以我們看到很多在台灣的案子裡，牽涉到不同機關，不同部會，不同局處的案子，最後幾乎都是透過議員召開跨部會跨局處的協調，透過這種機制，使得很多地方應該興革的事項得到推動，我覺得這是議會最大的貢獻之一。

議員由於非常貼近民意的執行，在很多的施政作為裡面，他最能了解整個民間的需求是甚麼，我記得我們在新北市，曾經推動過智慧城市，全民免費學電腦的案子，在資訊化的時代裏面，還有一些年齡比較長的公民，他沒有電腦執行的經驗，所以我們大規模的推動免費學電腦的一個案子，普遍的在地方基層開班，這個班推動的過程當中，我們得到最大的支持，是來自各個議員的辦公室，各個議員的辦公室，他最貼近民意，所以他也知道這種班次的推動，能夠符合整個地方發的需求，所以在我們的一個行政的經驗裡面，得到很多議員的支持。

今天還有一個研討的重點，就是社會創新，在一個新興資訊快速發展的時代裡，公務體系能夠掌握資源的反應的時間，跟新的創意的產生，遠遠落後於民間，所以很多的施政，要靠民間的創意，使得我們各種的預算，跟各種的政策，能夠在最低的成本之下，得到民間的支持，能夠快速的來推動，所以民間資源的挹注，社會資源的產生，都是未來施政的一個重點，而在這兩個面向方面，地方議會也扮演更多更重要的角色，我想今天參加這個會議，聆聽各個國家議員，對整個議會運作的實例，讓我們收穫非常的豐盛，再一次感謝大會，我的發言在這裡告一段落，謝謝！

**卓伯源：**

我們非常感謝王教授的發言，他兼具理論與實務還有寶貴的地方行政經驗，接下來，我們邀請陳立剛教授，他是東吳大學政治系的系主任，請陳教授。

**陳立剛：**

因為這裡有很多國際來的朋友，我就用英文來發表好了，我很榮幸能夠來參加今天的亞洲地方議員論壇，還有台灣地方民代公益論壇年會，我們謝謝林理事長讓我可以有這樣的機會來分享，再一次歡迎從日本來的朋友們，從菲律賓來的朋友們，我記得去年在馬里拉的時候，我們相處得非常的融洽，也謝謝各位給我的招待，我也歡迎你們來台灣。

身為政治學者，我並沒有一些從政的經驗，但是因為我是研究地方治理，還有地方議會的一些趨勢，在這裡我發現兩個比較特別的趨勢。第一個就是所謂的開放政府，就是公民參與的開放政府，第二個趨勢是地方議會的公民參與，我想就來談談這兩個趨勢。

第一個趨勢，在開放政府部分，主要概念就是希望讓政府更透明、更健康，

沒有腐敗貪腐的情況。從我個人觀察的角度研究來講，我覺得開放政府有一些特色，第一，所有的地方政府，都有地方議會還有議員，大家都會有開放政府網頁網站，這樣就可以讓所有的地方公民獲取這些相關的資訊。第二就是線上的資訊必須要有人去蒐集，這些資訊必須是數位化的資訊，就是所有政府的文獻等等，都可以用數位化的方式呈現在政府的網站上。



所有的電子通訊的部分，還有地方政府跟地方議會溝通的一些資料，都必須認為是公共文獻，如果是所謂的公共文獻的話，就必須把它保存下來。

另外像議員，還有官員，都必須把他們的行程表公布出來，如果他們有一些社群媒體的話，也必須是開放式的，來確保執政透明度。

另外關於政府的相關會議，也都必需要公開，比如說議程等等都要先公開。整個開放政府的目的，就是要讓所有的在地居民，都能獲取到這些資訊，有開放政府的話，我們的居民才能夠獲取相關的資訊，同時促進他們參與在地的決策。

第二個趨勢，就是透過開放政府，我們讓公民可以參與在地的議題，所以接下來第二個，就是在地議題的公民參與的趨勢。在過去的 5 到 10 年之間，我們有很多不同型態的公民參與，在 2015 年，TCF 論壇上一次在這邊(台北市議會)舉辦論壇的時候，我們就有談論到 i-voting 這樣的平台，還有這種參與式預算，這兩個其實都是很重要的一種形式，也就是公民參與的形式。

就 i-voting 而言，現在已經有越來越多的地方政府，或地方議會，他們會有公開的對話，來討論市政議題，然後請在地的居民來投票或者是來發聲，表達他們的意見，透過這些在地議題的討論跟意見的反應，就可以讓這些地方議會，能夠去聆聽更多在地的聲音。另外參與式預算的情況，也是讓我們的公民，有更大

的話語權，就我們的預算審核跟預算編排等等，能夠有更多的意見反映，所以即便是在地預算的編審，我們的公民都可以參與，這種所謂地方參與式預算，我認為對未來地方議會來講，是一個非常重要的概念跟做法，因為它讓我們這些地方議會，可以聽到更多人民的聲音，當我們在做決策及預算編審的時候，更能夠去回應到居民的需求，我覺得這兩者是非常重要的，一些實務的做法。就一個政治學的學者來講，我想再一次的謝謝各位讓我來參與，也歡迎所有的朋友來到台北，謝謝！

**卓伯源：**

我們謝謝陳立剛系主任，陳立剛教授針對開放性政府，提出很多實際的案例跟具體的實踐，謝謝陳教授的分享。接下來邀請陳牧民教授，來自國立中興大學國際政治研究所。

**陳牧民：**

謝謝主席！我是來自台中中興大學，我叫陳牧民，接下來我用中文發言，今天我到這個地方，來參加這個會議，我的角色是與談人。

我剛剛有聽了幾位議員國際貴賓的談話，我大概有幾點觀察，還有幾點可能算是問題，提出來也許等一下有機會，可以跟各位討論一下。

關於地方政治地方議會的運作，剛剛各位提出來的許多經驗，我想跟台灣都很類似，我雖然沒有在議會或政治界服務過，但是在台灣這樣一個開放的社會下，以及在透過各種媒體的報導，跟加上我自己也有學生在政府單位工作，大概都比較了解。

我覺得這幾年一個比較新的趨勢，至少我剛剛在聽各位的報告中，沒有完全提到的一點是網路媒體，這些社群媒體，他對於現在我們政治生活，會產生的影響，在台灣這是一個很新的主題，包含很多的年輕人，他們都使用網路，使用 FaceBook，在台灣我們都用 LINE，在國外都使用 Twitter，像這樣一個新的網路傳播的方式，他對於地方議會的運作，他產生甚麼樣的影響，其實我非常的好奇，特別是在台灣，我們未來的政治發展，包含選舉等等，越來越多需要仰賴這種新的媒體跟資訊的宣傳方式。在各位來自的國家，你們自己有沒有感受到這樣子的衝擊，這是我心中一直有的一個疑問，也許等一下各位貴賓可以給我們解惑。

第二點，我從剛剛的一些發言裡面，發現比如說來自斯里蘭卡的朋友，就談到有關中央跟地方，你所面臨擁有資源不同的問題，在台灣我們都知道，地方政府他所擁有的財政預算，遠遠不如中央政府。

所以在進行重大的公共基礎建設上面，地方政府往往要想辦法跟中央政府要更多的預算，這在台灣是一個沒有辦法完全解決的問題，我也想知道在其他國家，在地方跟中央的財政分配上，是不是也有類似這種，必須要用更多的方法，去爭

取更多的財政預算補助的策略，也許有機會的話，也可以聽聽各位的想法。



另外剛剛日本的朋友加地邦雄議員說，台灣跟日本因為過去歷史的聯繫等等，現在台灣跟日本都是成熟的民主國家，雙方的民間的人員交流很密切，因為我是從台中來的，所以我知道台中也跟日本做很多的交流，包含台中跟名古屋開通直飛航班，另外雙方高中也辦了很多的青年交流團。

我認為在未來要談到亞洲城市的交流，這種透過城市與城市之間的聯繫建立的交流，是一個很好的模式，現在我們做得最好的是跟日本，未來也許可以跟其他的國家，建立相類似的交流模式，以上是我一點小小的心得，在這邊提出來給各位參考，謝謝！

**卓伯源：**

謝謝陳教授寶貴的意見，包括現在包括社群網路，還有預算的問題，以及城市交流等等很多寶貴的意見，現在接下來專家學者的部分，已經發表完畢，接下來，我們邀請地方議會的代表，依表訂名單，先邀請嘉義市議員黃盈智黃議員。

**黃盈智：**

卓前縣長，理事長，還有各位亞洲地區的議員，大家好，我是嘉義市的市議員。我今天要講的內容，和剛剛王教授講的有一點相關，就是在議會中我們議員的職權到底有多大有多深。大家都知道，議員的職權有監督市政，監督預算，但是，目前的法律並沒有明確的規定，議員的權力有多大？跟政府的牽涉能有多深？像剛剛教授講的，目前議會是採共識決，以大家的意見為主，並不是以投票來表決。



我遇到就是說在監督市政跟預算上，市府要推行一個政策，就要有預算，但是議員要知道的，就是預算要花在哪裡？市政建設要做哪些東西？議員才會讓你過，不是說市政府提出一個計劃出來，議員就給他過。在這樣的情況下，如果議員大家都有不同的意見，結果政策或是預算就會討論很久也不會過，因為每一個議員的觀點都不一樣，都要市府提出很明確的施行細項。



比如說一個公園的改造，就要說明改造的詳細內容，做到甚麼程度？一直要到大家都滿意了才會過關，這樣就會產生一個問題，就是一項市政建設會拖很久，甚至到好幾年才能定案，不同的議員或者是不同的黨派有不同的意見，造成施政不能有效率的執行，這是和預算有關的。

就算是和預算沒有關係的，比如說現在市府組織要改造，要成立新的局處，有些部門要合併，有些部門要消滅，就算不涉及預算編列，每一個議員也還是有意見，有議員會問市府新的部門要用多少人？要做甚麼事？舊的部門人員如何安排等等，都要市府提出說明，才有可能通過，結果就因為共識決的緣故，像這樣一個案子討論了很久，還是不會通過，所以造成市府有很多的施政就無法進行。

因此我就想和各位討論，議員的權力到底在哪裡？議員的監督權可以干涉到市府的行政權嗎？我的意思是，議員的權限到哪裡？應該有一個明確的劃分，不然會造成議會中，因黨派不同而有不同的意見，市府施政也因此而停滯，以上是我的意見跟看法，謝謝大家！

**卓伯源：**

謝謝黃盈智議員給我們的寶貴意見，他提到一個很有趣的問題，就是地方議會在議案有爭議的時候，會不會影響到政府的效率？在議會對不同的意見無法整

合時，政府的政策如何來推動，這是黃議員給我們提出的很重要的議題，接下來，我們邀請台北市議員厲耿桂芳議員來發言，請厲耿議員。

**厲耿桂芳：**

第一例子，是關於環保，大家知道市政府比如說為了要興建道路工程的時候，會修剪樹木，甚至是砍樹來進行工程，當我看到這樣的狀況的時候，我覺得這是不對的，所以我會提出相關的提案，比如說保護樹木的提案，這是一個跨黨派的議題，所以對我來說，比較能夠得到大家的共識，當然我也知道有一些市議員，因為不同的黨派，有不同的立場，而且個別的議員，也有他們個別的意見，但是說到環保的議題，我相信大家都可取得共識，這邊我要說凝聚共識這一點，非常的重要。

在凝聚共識方面，我們要看的是議題，比如說保護樹木，這是大家都不願意反對的，像我提出的一個法案就很容易的就通過了，這已經是十年前的事情了。

第二個例子和大家分享，大家知道我們有很多的眷村，對於眷村文化的保存，我要求市府以及中央政府要保護眷村，不只要保護歷史，而且從文化的角度來看，眷村也相當的值得保存，這些眷村也許有 60 年的歷史了，我是相對保守的人，我希望舊眷村可以保留下來，這個議案我也成功地推動了。

第三個例子要和大家分享的是，在 6 月我們議會也通過了一個議案，這跟我們的經濟息息相關，最近我們的景氣不太好，很多建商有兩三百個單位的建物，都賣不出去，而市政府的角色就是跟他們收稅，我們有房屋稅或是屯房稅，是百分之 3.6，如果建商不把這些房子賣出去的話，就要抽這樣子的稅，但因為現在經濟不景氣，房子賣不出去，所以那時候我就提案，希望能把這個屯房稅，從百分之 3.6 降到百分之 1.2，這是一個蠻大的一個幅度。

提出了這一個提案我也面臨了一些困難情況，當然不同黨派的議員，不見得會同意我的提案，我必須要盡更多的一些努力，來跟他們溝通協調，然後讓他們了解現在的情況有多糟，讓他們感受到這些投資人，他們對於希望能夠止血的迫切，甚至很多時候都想要跳樓的這種感覺，如果他們都了解到這個情況，真的有這麼糟的時候，議員們才同意來討論這個提案，經過蠻多次的辯論，花了一個半月的時間，才終於能獲得大家的共識。

所以身為一名市議員，我覺得應該有更細膩的心思，來了解到市民的需求，以上是我個人的親身體驗，和各位分享。

我覺得身為地方議員，應該提供在地市民的服務，服務是我們第一大的重要責任，我也完全同意剛剛檳城的劉議長說的，一些不乾淨的字眼，是不應該出現在議會中的，這應該是我們要去形塑的議會文化，我蠻羨慕他們，因為在台北市議會，常常會有話就直說的人，有時候我可能不太同意他們的用字遣詞。



我個人一直認為，我是一個好的文化的保存者，我希望教導年輕人有好的修養，所以我希望用這樣的軟實力，來教育我們的下一代，我覺得我們除了一些其他的技能之外，還要有好的本性，好的人格，然後成為一個好的公民，所以我也很強調教育這一塊，今天因為時間的關係，我跟各位分享到這裡，再一次歡迎大家遠道而來，我也很高興看到 9 個不同國家的旗幟在我們大會飄揚，真的是一個很好的機會，讓我們能聚在一起，我們聚在一起，努力讓世界變得更好，謝謝各位！

**卓伯源：**

非常感謝厲耿桂芳議員的精彩發言，厲耿議員是台北市議會，非常資深優秀的議員，他也同時是我們中國國民黨的中央常務委員，謝謝厲耿桂芳議員。我們 8 位主講人，還有 5 位與談人，都已經發言完畢，本來希望能有更多的討論，但是因為時間的關係，剛剛跟理事長請示，這場的會議就進行到這裡為止，謝謝大家的參與，謝謝大家！

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

**August 26, 2017, 13:40pm - 15:10pm**

**Taipei City Council (International Hall, 9 Floor)**

**Session A4: Best Practice in Your Local Council**

**Chair: Chair: Cho Po-yuan (卓伯源)**

Former Magistrate of Changhua County

**Speaker :**

All Invited Foreign Chairpersons or Representatives

**Discussants:**

**Wang Chen-shiuen 王振軒**

Chair and Professor, School of Continuing Education, Chinese Culture University, Taiwan

**Chen Li-kanz 陳立剛**

Chairperson and Associated Professor, Dept. of Political Sciences, Soochow University,  
Taiwan

**Chen Mu-min 陳牧民**

Professor, Graduate Institute of International Politics, National Chung Hsing University,  
Taiwan

**Huang Ying-chih 黃盈智**

Chiayi City Councilor

**Li-Keng Kuei-fong 厲耿桂芳**

Taipei City Councilor

**Lin Chin-chang (林晉章):**

We're about to start the A4 session discussion. There are another three sessions on the third floor. If you want to, you may go down to third floor to attend those discussions. In this place, A4 will be moderated by former magistrate Cho Po-yuan of Changhua County, who was also a former legislator. Let's welcome him with a round of applause.

**Cho Po-yuan (卓伯源):**

First of all, I would like to thank Chairman Lin for building this platform for the local



councils in Asia, where we can exchange and brainstorm together on how to better reflect the opinions and voices of our citizens. And it's a great opportunity for us to exchange our views and experiences.

Our topic in this session is the Best Practices in Your Local Council. This morning, we already shared on Best Practice of Collaboration between Local Councils and Civil Society Organizations. So, to follow up on our discussion in the morning, we will invite representatives from the different local councils, as well as some experts and scholars from Taiwan and representatives from local councils in Taiwan to share with us our different experiences.

Obviously, the A4 topic is a little bit similar to the one we had this morning in the Global Councils Forum, but it's not exactly the same. In this session, we are focusing on the operation of local councils. Comparing to the one we had this morning, the scope of the A4 session is broader. We can share a little bit more accordingly, and we can share on the operation of local council's perceiving rules and regulations and our democratic models and how we can cooperate with government administration and how we reflect the opinions of our people. I believe we are all interested in these issues, and we want to learn the different experiences in different countries, where we have different institutions and we have different cultural backgrounds. We are going to invite the representatives from different countries to speak up. Please share with us your valuable experiences and knowledge.

This afternoon session, we're going to reverse the order of our speakers. The first one in this session is Mr. Tsolmon from Ulaanbaatar City Council.

**Mr. Tsolmon:**

Hello. Good afternoon ladies and gentlemen. Mongolia has populations over 3 million and in Ulaanbaatar City there's 1.6 million there population from populations. And we have 9 districts and from the 9 districts we have capital city. In capital city we have 45 councilors. That's my supplementary information.

**Cho Po-yuan (卓伯源) :**

Thank you Councilor Tsolmon. Do you have anything else to share? Basically, you have 5 minutes to share with us how the councils operate. Okay,...that's Mr. Tsolmon from Ulaanbaatar. The next will be Penang State Legislative Assembly representative Mr. Law Choo-kiang. Let's welcome Speaker Law.

**Law Choo-Kiang:**

Chairman, I would like to say some of the information regarding Penang State

Assembly for everybody. Penang is one of the states, one of the 13 states in the Malaysia, and we have 1.6 million in population. In Penang state, we have 40 state assembly men which represent the 40 districts. Out of the 40 assembly men, 30 members are government's state assembly men, and 10 members are organization state assembly men.

I would like to tell you something regarding some unique standing order in my state assembly. Penang State is one of the 13 states in Malaysia and we have 1.6 million in population. And basically, we have 40 legislators representing 40 different districts. Right now, out of the 40 legislators, 30 are so-called government legislators, and 10 are the opposing party. In Malaysia, we have political alliances. The 30 so-called government legislators come from different political parties. As for the opposing party, the opposing legislators also come from a political alliance. They come from different parties. Multi-races, multi-religious, multi-cultures background, such unique we have. Under such complicated situation, we handle a state assembly with different background, races, religions, it makes the state assembly more complicated, but somehow it is more interesting. To deal with such a complicated situation, our standing order must have some special rules of procedure to maintain the order in assembly.

With such diverse cultural backgrounds, though it's complicated, sometimes it is very interesting when we are at the legislative assembly. I would like to raise one or two examples on the proceeding rules. The speaker is authorized to deal with the more sensitive subject matters during the meeting. In order to prevent friction between races or ethnic groups, we want to steer clear of some of the more violent languages. In Malaysia, in our national assembly, it's clearly stated in the rules that some words or terms that will trigger racial friction are strictly forbidden to be used in the assembly. When the legislators are using or citing such terms or ideas, the speaker must stop them right away. If the speaker overlooks such action, fellow legislators have the rights to remind the speaker to stop the legislator, and take back what he or she has said. So this is a good example on how we deal with the high tensions among different races in Malaysia. We have accumulated some experiences over the years after painful experiences, so we have these rules clearly stated in our proceeding regulations. All of these words and speeches that will harm the harmony of our society are strictly forbidden. Comparing to other countries, I think this is one of the more unique practices that we have in Malaysia. We agree this is a better tool for the speakers to ensure smooth proceeding of our national assembly. Fortunately, we have these rules clearly states, and with these articles in the rules, the speaker can stop the legislator's talk right away if what he/she says is not appropriate.

When a legislator is newly elected, they learn quickly that these actions are forbidden. So whether we are engaging in discussions or debates, these people will refrain from speaking such words. If the legislator refuses to apologize, we have the special committee in the assembly that will review the actions and conducts of our legislators, and they may be penalized. Basically, the actions and conducts of the councilors will be reviewed by a special committee, and the proposed penalty will then be voted in the Legislature Assembly. The legislator may be forbidden to join later sessions. If the case is more serious, the privileges of the legislator will be taken away for 6 months. So, here is just an example from Malaysia.

**Cho Po-yuan (卓伯源):**

Thank you, speaker Law from Malaysia. He talked to us about some rules of engagements that they have in Malaysia to accommodate the multi-racial setup there. Next, we would like to invite Mr. Kim Myung-gi, Secretary of National Association of Local Council Chairmen (NACC) in Korea.

**Kim Myung-gi:**

Hello, my name is Kim Myung-gi. I am the speaker of Jeonju City Council. Thank you for participating in this discussion, especially after a hearty lunch. Local council is of course composed of local councilors. We need to empower local councilors so that they can in turn help with the development of the city. This morning, I briefed you about our Jeonju City Council. I talked about some projects. This afternoon, I would like to talk about how we empower city councilors.

After some final amendments, in 2008 the Jeonju City Council established some working committees. Now, we have six such working committees or working groups still working. These working groups help us with policy drafting, and have exchanges with other City Councils. For example, in 2009 we had exchange activities with Taipei City Council.

These exchange activities are participated by councilors, as well as residents. In other words, our activities are both democratic and professional. The project that we mentioned about this morning laid a very good foundation for us. We have not only empowered councilors and residents. We also got a lot of progress across different spectrums. Going forward, we are going to focus on three key points. First, to increase the professionalism of our councilors, second, to enhance the resources of our council, and number three we want to establish better links with outside groups. Today, we're at the Asian Council Forum and we expect there will be more progress and more events like this. Thank you very much for your attention.

**Cho Po-yuan (卓伯源):**

Thank you very much Speaker Kim. You talked about your working groups or research groups affiliated with the Korean JeonJu City Council. Thank you very much for your sharing. Next, we'd like to hear from Mr. Siliga Atiake Kofe from the House of Clan, Funafuti Tuvalu.

**Siliga Atiake Kofe:**

Thank you, chairperson. Tuvalu used to be part of the Gilbert and Ellice Islands colony way back in the 70s. Since we became a colony in 1915, up to 1976, when the Ellice part of the Gilbert and Ellice islands separated and became Tuvalu. Tuvalu really started in 1976. The reason we separated was because we were different racially, ethnically from the Gilbert Islands. Gilbertis people who are Micronesians and we are Polynesians. And there is another Melanesian group in the Pacific. So, we became separated colony in 1976, and became independent in 1978. Our population is about 10000 in residents, but there are about 5000 or more Tuvaluans living or have migrated to Australia, New Zealand or Fiji and other countries in Hawaii at the west.

Our Gross Domestic Product (GDP) was around 50 million in the 3-5 years ago. Our Gross of National Product (GNP) is over 100 million, which indicates that we receive a lot of aids to pay for a lot of our services and things which we do in Tuvalu. Since we became a colony, our Local Government Ordinance has been the law that governed everything on the island level, which is like the state.

The Local Government Ordinance was basically the same as the laws applied in U.K., which were adopted en masse. That's how we've been governed. In 1999, we passed what we call a FALEKAUPULE Act. This translates like a House of Leaders Act. The purpose of that act was to devolve the power from the nation level government down to the island level. The island levels are governed by the FALEKAUPULE or House of Leaders, of which I am a chief in the island of Funafuti, the capital island. This devolution basically gives the House of Leaders the power to make its own by laws, make its own rules and policy and approve its own budget of the year. Today, I would like to illustrate we have very strong conductivity requirement in the budget making process. As we know, budgets start at the executive level of the island. Each administrative sector will make estimate of what the expenditure and income would be in the upcoming year. Each budget will be passed to the House of Leaders for discussion, and then the House of Leaders will either reject it or approve it. This is how we do regarding the budget.



In the Act, it requires that in every budget session of the House of Leaders, all those who are 18 years old and above and are registered in the registered voters can participate in the budget reviewing and have the rights to vote. It might be very good from the point of view of democracy, participation and the budget allocation for the island. However, it's a bit problematic for stability in the House of Leaders, because people coming for this budget session could vote against the regular members of the House of Leaders, which means that people have no confidence in the House of Leaders. Fortunately, it has not yet actually happened, possibly because all the 52 chief members of the normal members of the FALEKAUPULE are from their own family. The oldest male or female of the family are usually chosen as the chief.

Vote of no confidence has not happened in the government, because the chiefs have been very strong in explaining to their families why it's important not to turn down or vote against the government. That's a practice which I consider is worth looking at. It's good for democracy, but beyond that, it could be a problem from the point of view of managing and administering, the island and the affairs of the island. I think that's it. Thank you.

**Cho Po-yuan:**

Thank you Mr. Kofe for sharing with us your unique system in Tuvalu. Next, we would like to welcome Mr. Seyed Ali Zaheer Moulana from Federation of Sri Lanka Local Government Authorities.

**Seyed Ali Zaheer Moulana:**

Good afternoon to you all. I am representing here as Chairman of the Federation of Sri Lanka Local Government Authorities. We have 365 local governments. When I was mayor of one of the city, I was elected as a president representing this organization. But right now, I am part of the parliament, the legislator. We have three levels in governness. One is national parliament. In order to devolve power, we have 9 provinces. These local governments are one of the devolved subjects. The centralization from the center has been given to local government. As I said in the morning, local government is dealing with people's need in every aspect. And you know, although right now I am a legislator, member of parliament, representing in parliament for the entire district, I enjoy my serve as a mayor of a city, doing so many things for the grass root level, people in the grass root, people's day to day life.

Most of the councilors will agree you're directly involved for the need of the people. That is why the decentralization is very important. The day before yesterday, before I left for Taipei, I had to work in parliament for one of this act in empowering the local

governance for sometimes. Now what I am trying to say here is now there are so many things we are handling, ensuring the health of our city people, ensuring people are getting water, people are getting energy, and people are getting quality health situation, equality, gender, everything, day by day, we are handling in the local level. There are so many matters when you are handling it. So, this is what I say, when you ensure total autonomy to be given to the local government, you can depend on the center of province. Every councilor and every mayor of the city, if they have more power, they can then and there resolve so many matters of their people's need.

In the morning, I mentioned sustainable developmental goals. There are 32 items given to all the countries, but only 17 items are coming directly under local government. But overall, this is a blueprint. We are talking about sustainable developmental goals, very important things: people, planet, peace, prosperity, partnership. Everybody, including us, have to be ensured. Even identifying a development, if you are asking your citizen, every citizen will come to you, "Sir, this road has to be done, this drainage has to be done, there is some kind of shortage and we are getting water." So, when these matters are there by you, day by day, every day, by new councilors and mayors, you have to have certain powers. This is why we are always emphasizing the decentralization to the local government. Autonomy has to be given to the local government. This is my main point we are advocating.

Now, we are so happy our Asian Council Forum and Global Council Forum are here. Even also, I am participating in Commonwealth Local Government Forum. Every forum, wherever we go, we emphasize that decentralization of local government has to be strengthened and empowered, so you councilors and you mayors can deliver more for your own people. That's all.

In that practice, transparency and proper accountability must be maintained. Transparency and proper accountability can avoid corruption. That is, the local government, when they are dealing with people every day, in consultation with people, there are no chance for them to do any kind of corruption. Good governance means proper accountability, and then the transparency. With these words, if there are any questions I can always answer. And thank you so much. Thank you very much for giving me this opportunity. Thank you. Thank you.

**Cho Po-yuan (卓伯源):**

Thank you. You mentioned one very important point, in which you said that we need more autonomy of the local governments. I think we all agree with that. My question is, if you take over a position in the central government, will you still insist on autonomy for the local governments? Based on our experience in Taiwan, if we have

a local magistrate, they always demand for more empowerment. Once they take a position in the central government, they change their stance. So that's our experience. So, we have a saying that when you change a position you change the way you think. Next, we would like to invite Chairman Danilo Dayanghirang from Philippines.

**Danilo Dayanghirang:**

Thank you very much, sir. This morning I discussed about how to raise funds. It's about the participation of the private sector to recommend to the government. Some concern particularly on tax incentives. This afternoon, I would discuss some of the fundamental rules in budgeting as far as the local government is concerned. Money is fundamental and basic for the government to operate. However, when we talk about money, it is always lacking. We have to use it based on priorities on the government program. The local government you need to operate funds based on the national program of the government. We have the policy direction of the president of the republic on peace and order, on anti-drugs, economic development. This will cascade down to the local government unit. But this program cannot put into action if we don't have budget. Now, as far as the delegation, devolution, the Philippines is already advanced from this.

We have the local government code of which to empower the local government enough laws, including operation. The process of budgeting in the local government unit, we start from the office of the city mayor. In the Philippines we have three branches of government: the legislative, the one who will enact laws, the mayor, the one who will implement laws and who has executive power. If these two parties or branches have some conflicts, we have this judiciary. So, we have executive, legislative and judiciary branches of government. The only source of budgeting in local government unit is coming from the executive department, because it's the implementer of the project. The budgeting process will start from the mayor, and from the mayor this budget will be sent to the legislative department. In my case, in the City of Davao, I am the chairman of Committee on Finance and Ways and Means. The mayor will send a document to the legislative department, and I will conduct committee hearing. We have to consult and come up with a consensus with the department head included with the people concerned about this project. Once all these hearing were conducted, the committee will make a committee report. This committee report will be passed upon by the city council in general assembly. I will be the one who will response the same. In my case, usually I would make the committee report, and then defend the committee report in the city council assembly in session. I will be asked questions coming from my colleagues on how this

thing has been operated.

The power of the legislative is limited. We have the right to delete or to remove the items needed by the mayor, but we cannot introduce a new budget, a new item in the same budget. I want to repeat, we can remove any item submitted by the mayor, but we cannot introduce a new one. However, we have the right to reduce the budget of the mayor, but we cannot increase. That is the general rule. As far as local government is concerned, we have the right to reduce but we cannot increase. Once this budget is approved, this would be sent to the mayor for signature. In my case, it is the mayor of the city who will sign the documents. And after signing the documents, the mayor has the power to veto or disapprove the budget approved by the city council, and he has 15 days to act on it. If no action from the mayor within 15 days, the budget is considered approved by the mayor. However, if he wants to disapprove it, he has to veto and sign it and return it back to the city council within 15 days with the reason why he disapproves the project. However, once the budget is approved by the mayor, this would be published in the local newspaper. These are the samples of the publication.

After the publication, this budget will be sent to the Department of Budget and Management. It is a national government agency that will more or less review. Based on the autonomy of the budget of local government unit, this kind of budget is generally considered proved by the Department of Budget Management and once it has been approved, it will be put into action. As such, the head of officers can start dispersing the funds out of the budget. Now, if there is problem in budget implementation or project implementation, like corruption, this will be caught by the commissionable audit. The commissionable audit is an independent party, a constitution party. They cannot be removed by the President. It is only through impeachment and they can recommend prosecution, either in the court or some recommendation for disciplinary action in the Office of the Ombudsman. We have a special court, the Tandokkisis Office of the government officials. On the other hand, administration officials, this is under my department of interior local government of which all the LGUs and the Philippines is under the same.

This is the process of budgeting in the Philippines, as far as the local government unit is concerned. I hope it is clear that the budget is coming from the mayor, to be submitted to the legislative, and then it will be returned back to the mayor, and the mayor has the option of approving or disapproving. In terms of the Department of Budget Management, this will be published and thereafter the head of offices can start dispersing the same, through the budget office, the city treasurer, and, of course, the post audit report of the commission audit. That's all. Thank you very



much. I hope that this information will help us a lot. Thank you.

**Cho Po-yuan (卓伯源):**

Thank you very much. We thank Mr. Danilo Dayanghirang for the remarks. Next, we would like to invite the councilor Kunio Kaji from Fukushima to give us his comments.

**Kunio Kaji (加地邦雄):**

I am the city councilor from Fukushima. Good afternoon ladies and gentlemen, it is my distinct honor to be here. I would like to give my special thanks to Mr. Lin, Chairman Lin of TCF.

I am in charge of international exchange activities of Fukushima City Council. In Fukushima, we have 5.11 million people. We have 2 major cities. And this is my district. In my district, the population is about 1.5 million and we have 160 city councilors altogether for Fukushima. I am responsible for international exchange activities. For example, we have exchange activities with city councilors from the US, South Korea, Vietnam, Taiwan, etc..

I am personally responsible for establishing the alliance with Taiwan city councils. I've been doing this job for 2 year. 2 years ago, there was the national palace museum exhibition in Japan. The exhibition was in my city. We prepared for 2 years for that exhibition. Also, we gave 100 cherry trees to a park in Taipei.

70 years ago, Taiwan was a colony of Japan. We were of the same country. In Japan, the spirit of the samurai is lost. However, in Taiwan you can still find examples of the spirit of the samurai. I am impressed with that every time when I come to Taiwan. I often feel that we have a lot to learn from the Taiwanese, especially the spirit of the olden times. When it comes to internal exchanges, well you have the information sheets that we are distributing right now.

Please refer to that information. I am talking about APCC that's taking place in Fukuoka. And this year we are celebrating the 29<sup>th</sup> year of this event. This is one of the exchange activities that we conduct. In 1989, the city of Fukuoka established a pacific exhibition. At the time I was also involved. I was the chairperson of the youth council, and I participated in the Asia Pacific Youth Conference. Please refer to the information package that you have.

For the first conference, we got representatives from 45 countries and we had 111 teenagers participating in the conference. I served as the chairperson for this conference. This year we are hosting the 29<sup>th</sup> Asia Pacific Youth Conference, and we have more than 12000 people since the beginning of the event. They enjoyed home

stays in Japan. We have about 3000 teenagers from Japan going to other countries in Asia. This is an example of the international exchange activities that we conduct. For about 2 weeks, these activities take place. We welcome many teenagers to Fukuoka. They can spend 2 nights with host families. They can also enjoy camping. Through these activities, they gain better understanding of Japan, our tradition, culture and our festivals. They have about 10 days where they spend time with their host families.

They can learn more about Japanese households. We also design a lot of cultural activities for them. For example, our visitors can go to elementary schools in Japan and have exchanges with their counterparts in Japan. When teenagers spend 10 days with host families, they truly learn a lot from their peers, as well as their host families. Here you can refer to our organization chart. It's in the information package disseminated. Here you see our different departments and you can also see a very clear list of our budget. You can also look at the budget of the 29<sup>th</sup> conference. We have a fund about 70 million Japanese yen. We also recruit volunteers and we gather donations. Every year, we need about 160 million Japanese yen to conduct these activities.

We've had such activities for 29 years. This year, coming to the second Asian Councils Forum, we also believe this is a very important platform in which we can conduct exchanges. I believe through these exchanges we can better understand one another. We can solve problems at the local level and in term change the nations and the global. I believe city councils do play a very important role in making this happen. With that in mind, I would like to thank Chairman Lin for hosting the second Asian Councils Forum. Because this really serves a very important role. At city council, we can contribute to world peace. Earlier, I talked to you about the Asia Pacific Youth Conference. This is just another example of how exchanges can happen at a local level. Once again, this is an event where teenagers from different countries and can learn better about Japan. And in term, this can contribute to world peace. 29 years ago, when we first started this, well at the time, we recognized that during World War II, Japan really caused a lot of suffering to our neighbors. After WWII, we vowed that we would never make that happen again. We host such activities to show our commitment to world peace. That's one of the reasons we've been hosting the Asia Pacific Youth Conference. Like I said, we are going to host the 30<sup>th</sup> conference next year. In Japan, some people are taking about amending our constitution. They believe Japan has significantly showed our commitment to the world that we are peace makers. We, local government local councils, work together with the national government. Even if we do have constitutional amendments, Japan will definitely not

start another war. This is an important message that I would like to get across to all the representatives there. We are amending our constitutions for other reasons, definitely not to start another war. This is an important message that I'd like to get across. I hope you can help us get this message across. Thank you very much.

**Cho Po-yuan (卓伯源):**

Thank you very much, the representative from Fukushima. Yes, at the local level we can also contribute to world peace. Now, we've heard from 8 different countries. Now I would like to call on our panelists. The first one is Professor Wang from Chinese Culture University.

**Wang Chen-shiuen (王振軒):**

Former Magistrate Cho of Changhua County, Chairman Lin, dear speakers and councilors from various countries in Asia. Earlier, I listened to the insightful comments of different countries. I would like to share with you some of my experiences working at New Taipei City.

Specifically, I'd like to talk about my experiences interacting with the city councilors. In Taiwan, city councils can be very representatives of the diverse composition of our constituents. Due to our election system, representatives are elected to represent different interest groups. Our councilors have very diverse backgrounds.

In Taiwan's city councils, everything is based on consensus. If a resolution is opposed by one counselor, that proposition will not be passed. As such, everything comes down to consensus.

In New Taipei City, we really voted. The only thing that we voted on was the budget on the restoration of the Tamsui River. It was about 30 million dollars NT. It's a small budget, but in our city assembly, we debated for 7 days, and then we finally resolved to a voting to make a decision. It rarely happens. We usually try to forge consensus, so every councilor's opinions are highly valued in our local councils. I think that's one of the unique traits of the local councils in Taiwan. Think within the government system, if we use the system theory to explain the local councils, the government, the input end, the overall operation of the government needs support from the citizens. These demands of the citizens are reflected by the councils, at which develops budgeting proposals and project proposals.

Basically, if our final decision does not deviate from what the people want, then our implementation will be met with minimum resistance. However, in our experience, we realize that the local council's greatest contribution to the democratic

development is that the legislators or the councilors are able to negotiate among themselves and facilitate cooperation between government agencies.

As we know that the public employees tend to be more conservative. If there's any doubt in terms of legal concerns or more innovative projects, they tend to be rejected at the local level. The local councilors play the role of a negotiator and the coordinator.

I've recently met with some senior politicians in Taiwan. They reflected that it seems that most of the proposals are being delayed, if it involves more than one agency. We understand that interagency proposals most of the times need councilors to conduct a meeting across different agencies, and negotiate and coordinate in order to implement these projects. I think that's one of the greatest contributions of the local councils.

Because the local councilors are closer to the citizens, they understand the needs of the citizens. In New Taipei City, we try to launch the smart city free computer classes for all citizens. In this digitalized age, there are still some older citizens who are illiterate in terms of using a computer. That's why we launched a free learning program and trying to educate all these senior citizens. We have all these classes. Over this program, we gain support from all the councilors, because the councilors and their offices understand the needs of the people and they understand that this projects meets the needs of local development. We gained lots of support and assistance from our local councilors in this project accordingly.

I know today the theme in this forum is about social innovation, and in this era of rapid development of new technology and digitalization, I think public employees sometimes are a step or two behind what's really happening in the society. So that's why we need to rely on some innovations and creative ideas from the private sector so that we can minimize our cost, but gain support from our society and implement our projects. And that's why we need private resources and support. Local councils have a greater role to play in the future. Today, we listen to the different experiences from different countries, and the best practices on the operations of different local councils. I believe we've all learned a lot. I am very thankful for your presentations and sharing. Thank you for listening.

**Cho Po-yuan (卓伯源):**

Thank you Professor Wang. Thank you for sharing with us your experience as well as some of your knowledge. Next, we have Professor Chen Li-kanz. He is from the Department of Political Science of Soochow University.



**Chen Li-kanz (陳立剛):**

Friends all over the world. I'd like to speak in English. Hopefully it can help you in communications. It is my greatest honor to participate in this ACF and TCF forums. Thank you Mr. Chairman Lin Chin-chang for the invitation to this specific session. I also like to express my warm welcome to all my friends from Japan, particular my friends from Philippines. We had very good time last year in Manila. Thank you so much for your hospitality. Thank you so much.

As a scholar, I don't have the political experiences as the local city councils. But since I am scholar of local governess, I have observed some of the trends in local governments or local councils. At least, personally, I have observed two special trends. First trend is so-called open government to all the local citizens. The second one is the promotion of public participation in local council. I would like to address these two major issues in this forum.

For open government, the main idea for open government is for more transparent and healthier, non-corrupted local council. From the way I have seen or from my studies, I have observed some trends in this open government characteristics. First, all local governments produce concerts, and concerts dedicate open government website, which may allow our local citizens, public access of our local council information and easily access those information from local council. Second, online information needs to be correct, and hopefully will be maintained in the digital format to make available on the open government website in a timely manner.

All the council electronic communication met with the local councils should be considered it is a public record, and should be well kept in local council.

Also, the elected official and senior administrator should be posted on schedule publicly. Maintain the open setting on social network side and commit to us culture of transparency.

And number three is that government bodies should make all the public meeting as open as possible, by posting agendas of the meetings in advance. The whole purpose of this open government is to make the information open to all the local citizens. Through this open government, local citizens could be more informed and also facilitate his participation in local decision making.

And then I would like to address my second issue. Through the open government we are enable local citizens to participate in local issues. The local issues will be community or public participation in local events. For the past 5 or 10 years, there are so many different forms in the public local participations. As a matter of fact in

2015, and here in our forums, we talked about the issues on i-voting and participatory budgeting. These are the very important or very popular formats for local participations.

In terms of i-voting, more and more local governments, as well as local councils open the dialogue or the issue for local citizens to vote or voice out about local issues. With those local issues and voices, it may allow the local council to adopt more opinions for local citizens. In the case of participatory budgetary, it allows our citizen to have more say in budgeting participation, even with local budget allocation. These important so-called local participatory involvements are very important in the future of local councils. It allows our local city council to hear more from the citizens in terms of local public policy making and local budget allocations. I think at least these are two major local council practices in the future. And again, as a scholar I would like to express my gratitude to join these important forums. Thank you all my friends for being in Taipei. Welcome to Taiwan, Taipei. Thank you.

**Cho Po-yuan (卓伯源):**

Thank you Professor Chen. Thank you for sharing with us on open government and the engagement of citizens. Next, we have Professor Chen Mu-min. He is from the Graduate Institute of International Politics of National Chung Hsing University.

**Chen Mu-Min (陳牧民):**

I am from Chung-Hsing University in Taichung. Now, allow me to speak in Mandarin. Thank you for the invitation. My role here today is the panelist.

Earlier, I listened to the comments of our representatives. Here I have some observations, and I would also like to pose a few questions to spark some discussions.

First, regarding the operation of local councils, earlier we heard many examples from different countries and those examples are quite similar to those we see here in Taiwan. I, myself, am not a politician. I am not involved in council activities. Taiwan is an open society, and we have open media. I also have some students who work for politicians. So I can get some information.

In recent years, I've observed some trends and something that is not mentioned earlier is about the influence of social media, especially the social media's influence on the political sphere. These days, young people use social media, Facebook in particular, in Taiwan. In Taiwan, we use LINE and the instant messaging app. In other countries, maybe Twitter is more popular. With these new ways of disseminating

information, do they have an impact on how local councils conduct their activities? This is something I'm very curious about. For example, with these social media effects, how are the election campaigns run? In your countries, have you felt the impact of social media? This is a question I would like to pose. Maybe later if we have time I would like to hear from the representatives.

Second, from earlier comments, for example, our representative from Sri Lanka, he talked about different issues faced by the local government and the central government due to the different resources. We understand in Taiwan, local governments do not have enough financial resources. Their financial resources cannot compare to that of the central government.

And that is why the local governments always have to ask the central government for more money. In Taiwan, this is a problem that we have not solved entirely. And that is why I would like to ask our representatives, how in your country do you address this problem? How do you find more financial resources for local governments? If we have time, I would very much like to hear your comments on this.

Another point, our friend from Japan, the councilor from Fukushima, he talked about the historical link between Taiwan and Japan. Now, both Taiwan and Japan are matured democracies; our people have very frequent exchanges and we do believe we can still deepen our bonds. I am from Taichung City. This reminds me that Taichung City is actually actively engaging with cities in Japan. For example, there are now direct flights between Taichung and Nagoya. Taichung City also hosts a lot of exchange activities with Japanese high schools.

Going forward, I think exchanges at this city level can be very meaningful. Right now, I think we have the best bonds with Japanese cities. IN the future, we would like to establish similar bonds with other cities from other countries. These are my two stands. Thank you very much.

**Cho Po-yuan (卓伯源):**

Thank you very much Professor Chen for your valuable feedback. You talked about social media, and you talked about budgeting and also exchanges at the city level. These are very valid points. We've heard from the scholars and the panelists. Now, we would like to ask the representatives to respond. We want to hear from the local councilors. First one is the councilor Hunag from Chiayi County.

**Huang Ying-chih (黃盈智):**

Magistrate Cho, Chairperson Lin, dear councilors from Asia, good afternoon. My

name is Huang Ying-chih, from Chiayi County. I would like to talk about something that was mentioned earlier. How much can city councilors do? Yes, we city councilors monitor the budget, and we also monitor the activities of the city government. However, in Taiwan, the laws do not clearly spell out the laws of councilors. For example, as one of the professors mentioned earlier, we also use consensus when we decide on things. We do not vote very often, and regarding budgeting, of course you need budget to make things happen at the city level.

However, we, as city councilors, want to know how the city governments spend each dime. We do not just blindly approve all the budgets proposed by the city governments. Given that's the case, if city councilors, each of them, have their opinions and ideas, you could have all the debates all day and does not reach consensus.

Each of the city councilor desires to have a very clear implementation rules of a project, such as, say you want to renovate a park, what kind of renovation are you talking about? What is the scale of your renovation? You have to really spell everything out, and there's a problem with that: the projects may be delayed for years, because different parties have different ideas. It's very difficult to move things forward. The foregoing issue I am talking about is budget.

Next issue I want to bring up is not about budget. It is about the organization reform of the city government. If the city government wants to create a new department, or combine some departments together, or eliminate some departments, the city councilors will have their own ideas about implementation, like the matters of personnel, allocation of old and new staffs and so on. The city government must give a very detailed explanation. It is obvious that repeating meetings will be held, and the councilors cannot reach a consensus because of all kind of different ideas. You will hear a lot of talk and we can never reach consensus. Things simply cannot move forward at the city level. We cannot implement policies.

Another issue I would like to talk about is the powers of city councilors. When we monitor and oversee the actions of a city government, do we have unlimited powers to stop city government to implement projects? Or perhaps we can have better division of labor. Otherwise, the city government has too many questions to answer. If the mayor and the majority of the city councilors are from the same party, things maybe go smoothly. However, if they belong to different parties, things become difficult and cannot move forward. These are my comments. Thank you very much.

**Cho Po-yuan (卓伯源):**

Thank you very much, Councilor Huang Ying-chih. He mentioned something very interesting between the councilors and the city government: if there are different opinions from the city councilors, will that have an impact on the efficiency of city government? If we cannot reach a consensus, how can we make sure that does not become an impediment to city government's actions? Next, we would like to invite Madam Li-keng Kuei-fong, Taipei City Councilor to share with us her comments.

Li-keng Kuei-fong (厲耿桂芳):

Mr. Chairman, all delegates good afternoon. Once again, I would like to welcome you all to Taipei. I hope that you feel comfortable and pleasant here in Taiwan.

As local councilors, you know that one of our major tasks and our responsibility is to serve our people. So, that would be very important to feel and to understand the need of the people, so that you can respond accordingly and effectively. I think that is very important. That's why I would like to bring up three examples of mine for your reference.

The first one, it is about the environmental protection. As you know, when city government wants to build a road, or they want to build a building, they have a construction, and they sometimes cut down the trees and clear out the land for the construction work. When I saw such situations, I don't think it was right to do so. As a result, I made a proposal regarding the tree protection bill. Because this is a trans-parties issue, so that's why it's easier for me to reach a consensus. Even though I know different parties had different stands and individual councilors had their own opinion, regarding the environmental protection, all the councilors had the same opinions. We easily reached the consensus. I want to point out that reaching consensus is very important, and I think that because the issue is regarding protecting trees, no one will be against it. This is the first bill which I proposed and had it completely successful ten years ago.

The second example, as you know that in Taiwan we have many soldier villages. The topic I want to share is regarding the culture preservation. I asked the city government and even my country, the national level, to protect the soldier villages, not only from the historical perspective, but also from the cultural perspective. Although the villages we wanted to protect were over 60 years old, they wrote down the history. I am relatively a conservative, so, I want to have some old soldier villages to be reserved, and eventually I made it successfully.

The third example is that in June a bill was just passed in Taipei City Council. Due to the bad economy, recent months the housing market was not quite good for the



builders. There were probably 200 or even 300 more units in the market, and the builders could not sell them out. To avoid the housing speculation, the city government intended to tax the builders by 3.6 percent if they did not sell out the house units. I thought the time was not good, because the economy was not good. Thus, I made a proposal decreasing the tax rate from 3.6% to 1.2%. It's a very large cut down.

I brought up this proposal. Of course, I have to go through a lot of difficulties because sometimes different party members did not agree with my proposal. I made extra efforts, communicating hard with them and bringing out the bad situation the builders faced. The businessmen lose money, feeling frustrated in the bad housing market. I want the government to feel the heart of the investors. I brought this out to the council, and finally my colleagues agreed to discuss this issue. After several discussions and debates, through almost one and a half month, this proposal eventually reached consensus among the councilors.

So that's why I want to say, as a counselor, you should have a heart, a sensitive heart to sense the need of the people. The foregoing examples are what I have done and I want to share with you.

Once again, I would like to say that, as a councilor, we always have to work to provide our services to people. Service is our responsibility and is top priority for us. I quite agree with the speaker Law from Malaysia. He said dirty words are not quite right words. Disgraceful words never speak it out in the council. I totally agree with him and envy them the culture in the council. But in my country, even the city mayor, he said something unbearable.

I am a very cultural preserver, and I want to cultivate the students with good manners. It is soft power, and soft competitiveness built by the students. Students should be good, not only with the ability of competitiveness, but also with a good virtue, good character, good person and a good citizen. Education is far more important than anything. Today, because of the time constraint, I cannot say too much, but once again, I would like to welcome you all. I enjoy so much, and I am so happy because I have seen 9 different Asian countries' flags showing on the screen. How nice! It is a great event and a meaningful occasion that we meet and get together to make the world a better world. That's good. Thank you very much.

**Cho Po-yuan (卓伯源):**

Once again thank you Councilor Li-keng Kuei-fong. She is a very experienced councilor in Taipei City, and she is also one of the directors of the KMT. To this point,

all the panelists and speakers have shared their thoughts and experiences. Originally, we hope to have more time at the end for Q&A and discussion, but I think since we are already behind schedule, we'll save the discussion for our tea break. And I announce the closing of A4 Session. Thank you.

