

# ERINA Medium-Term Plan

2009–2013

**ERINA**

The **E**conomic **R**esearch **I**nstitute for **N**ortheast **A**sia  
(Juridical Foundation)

Northeast Asia's New Era:  
ERINA and the Northeast Asia Economic Subregion which has reached a  
qualitative turning point

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ERINA came into being in October 1993 when the ushering in of a new era in Northeast Asia was being presaged with the demise of the Cold War architecture. Its aims were the gathering of information regarding the economies of Northeast Asia, research, and the promotion of economic exchange, thereby contributing to the formation and development of the Northeast Asia Economic Subregion and to international society as a whole.

Fifteen years have already passed since its establishment, and in that time ERINA has continued on a steady path underpinned by a great number of persons who have given their understanding and support, and has consolidated its core basis as a research center concerned with Northeast Asia. In particular, the human network—built up via research, seminars and international conferences, and personnel exchanges—has spread out widely overseas from its domestic beginnings, and through these people ERINA is evaluated today as being one of the leaders in Northeast Asian research in each country of Northeast Asia, in addition to within Japan.

In 2004 we embarked upon the ERINA Medium-Term Plan 2004–2008 in order to advance our activities within a framework of specific objectives. ERINA has acted upon this, with its roles structured as "[information center](#)", "[research center](#)" and "[economic-exchange support center](#)", and with the setting out of the three basic directions of "the promotion of multinational and multiregional projects", "research policy proposals" and "interregional exchange and regional economic promotion".

Five years on, the Northeast Asian economy has greatly changed. Most conspicuous is that the economies of China and Russia have grown rapidly in this period, and that the roles for the economies of Japan and the ROK have been continuing to change in relation thereto. Regarding the relationships of the mid 1980s, when China's labor force, Russia's resources, and Japan and the ROK's capital and technology were able to provide a mutual complementarity without the countries competing with one another, today the aspect of curbing competition with one another has also come to be highlighted. Furthermore at

that time, while the viewpoint could be seen that the concept of an economic community, to be concluded within the region, couldn't be effected in Northeast Asia—a region made up of parts of countries, such as the northeastern part of China and the Far Eastern region of Russia—today debate has become possible aimed at economic integration.

Seen from the global viewpoint, the impact on the global economy of the production of energy and food, the destruction and protection of the environment, and the movement and exchange of goods and people taking place in every part of Northeast Asia, is growing rapidly. It seems that the significance has gradually heightened of the fact that each country and territory of Northeast Asia is furthering close cooperation on multiple fronts.

Turning to the movements within the region, the state-led regional development strategies in the northeastern part of China and the Far Eastern region of Russia are continuing to evolve, and are attracting attention domestically and internationally. At the same time, in all the local areas of Northeast Asia, including Niigata, the initiatives on economic exchange and international cooperation, which individual companies, local governments, and research organs have promoted proactively, have come to life. These “grassroots” initiatives not only contribute to the expansion in volume of economic exchange in Northeast Asia but are also attempting to bring about a change in quality—the formation of multifaceted and multilayered relationships. Therefore it is necessary to keep one's gaze firmly on such initiatives and their progression.

Moreover, the expansion in the area of the social burdens which the conspicuous income and regional disparities in China and Russia and the prominent aging of the population in Japan and the ROK bring on, and the influence on the Northeast Asian economy in the global financial crisis, cannot be overlooked. How stably the socio-economy of the Northeast Asian region will continue developing has come to be questioned.

In this Medium-Term Plan we have applied the name “Northeast Asia's New Era” to Northeast Asia, which in this fashion has reached a qualitative turning point. For ERINA's activities too, new developments will be demanded in the future, including research concerning socioeconomic development and economic exchange which forges mutually-beneficial ties.

Using the above standpoints we have set out the Medium-Term Plan to point the direction for ERINA's basic activities from fiscal year 2009 to fiscal year 2013. Toward "Northeast Asia's New Era", we have made our objectives the heightening of ERINA's central position in Northeast Asian research and the strengthening of its role of bridge-building with regional societies and Northeast Asia.

**NB: Northeast Asia**

Although composed of the six nations of the People's Republic of China, the Democratic People's Republic of Korea (DPRK), Japan, Mongolia, the Republic of Korea (ROK) and the Russian Federation, ERINA in the main undertakes activities with a coverage of the northeastern region in the case of China, and the Far East and Eastern Siberia in the case of Russia.

ERINA's Objectives:

The Formation and Sustainable Development of the Northeast Asian Economic Subregion  
Regional Economic Promotion

ERINA's Roles:

Information Center

Research Center

Economic-Exchange Support Center



Time-Period of the Medium-Term Plan

April 2009 – March 2014

Setting of Targets

Heightening the Central Position in Northeast Asian Research

Strengthening the Role of Bridge-Building with Regional Societies and Northeast Asia

Basic Directions of the Medium-Term Plan 2009–2013

1. Growth toward a Northeast Asian Research Hub
  - ( 1 ) From an Information Center toward a Research Hub
  - ( 2 ) The Promotion of Multilateral Cooperation
  - ( 3 ) The Enhancement of the Nurturing of Human Resources and the Knowledge Base
2. The Deepening of Research and Policy Proposals
  - ( 1 ) The Pursuit of Originality and the Lead in Sectoral and Regional Research
  - ( 2 ) Disseminating Regional Research and Proposals to the Rest of the World
3. The Advancing of Economic Exchange and Regional Economic Promotion
  - ( 1 ) Support for Practical Economic Exchange Rooted in Regional Economies
  - ( 2 ) Support for Economic Exchange via Trainees and Exchange Students
4. The Realization of Organizations and Management Regimes that are Highly Efficient and Beneficial to the Public
  - ( 1 ) Moving toward a Public Interest Incorporated Foundation Approved by the Prime Minister
  - ( 2 ) The Effectuation of Scrupulous Oversight and Management
  - ( 3 ) The Introduction of a Project-Evaluation System

## The Basic Directions and the Methods for Achieving Them

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### 1. Growth toward a Northeast Asian Research Hub

#### (1) From an Information Center toward a Research Hub

ERINA is aiming at becoming the hub for a Northeast Asian economic research network at home and abroad, adding the function of research exchanges to the function of “information center”. To this end:

We shall, along with deepening the links with research organizations of all levels, such as central and regional research bodies and universities at home and abroad, promote research exchanges and collaborative research.

We shall meet the expectations at home and abroad toward ERINA, becoming a contact point for intellectual exchange in the dual directions of the academic world and working society, including the relevant departments of central government ministries and agencies and local governments, and the private sector.

We shall deepen the understanding of the citizenry toward Northeast Asia’s New Era, through publicity work utilizing the mass and electronic media, and through, in addition to the “Northeast Asia International Conference for Economic Development”, the staging of seminars of every kind.

#### (2) The Promotion of Multilateral Cooperation

With Northeast Asia’s New Era, which is at a qualitative turning point, we will contribute to the furthering of future multilateral cooperation projects via the enhancement of the staging of international conferences and of human networks. To this end:

We shall undertake policy proposals concerning multilateral cooperation, continuing the thus-far held international conference—which has gone from the “Northeast Asia International Economic Conference” to the “Northeast Asia International Conference for Economic Development”—getting a hold on the related movements in each country, and accumulating research and discussion.

We shall expand the human networks of Northeast Asian multilateral cooperation, turning to practical use the arenas provided by international

conferences at home and abroad, including the "Northeast Asia International Conference for Economic Development".

We shall strengthen the systems which carry out the coordination of projects and international conferences concerning multilateral cooperation.

(3) The Enhancement of the Nurturing of Human Resources and the Knowledge Base

With Northeast Asia's New Era, which aims at sustainable development amid a number of diverse and complex issues, we shall contribute to the cultivation of human resources, including researchers, and capacity building, to act as the support and driving force thereof. To this end:

Via research exchange projects with research institutions in the Northeast Asian region, we plan to enhance the knowledge base within the region in various areas, including energy and the environment, food, trade systems, and distribution.

Assuming the participation in international society of the DPRK, we shall eye the creation of projects concerning the development of the knowledge base necessary to that end.

We shall forward the nurturing of human resources relevant to Northeast Asia, via the hosting of interns, and the development and evolution of educational programs.

2. The Deepening of Research and Policy Proposals

(1) The Pursuit of Originality and the Lead in Sectoral and Regional Research

ERINA, as a research institution that carries out original and leading research relating to Northeast Asia, shall aim at the firm rooting of that position. To this end:

Regarding sectoral research (including energy and the environment, food, trade systems, and migration of labor) we shall deepen the research content to be able to act as an engine to Northeast Asian research, at home and abroad, on matters in Northeast Asia's New Era relating to multilateral cooperation, security, and a community concept.

In research into local regional economies and regional development (including distribution, tourism, and trade and investment), we shall carry

out analysis from the new dimensions and viewpoints in line with Northeast Asia's New Era, while being conscious of returning the resulting benefits to regional society.

(2) Disseminating Regional Research and Proposals to the Rest of the World

We shall undertake policy proposals rooted in the Northeast Asian region, as well as based on research that has a multinational reach, and disseminate that content to the countries of Northeast Asia and to the rest of the world. To this end:

We shall strive to make effective policy recommendations and project proposals, building up the discussion, etc., with research institutions, local government bodies, and economic organizations and enterprises at the regional level in each of the countries of Northeast Asia.

We shall strive to increase the opportunities for policy discussion and research cooperation with the central ministries and agencies and government research institutions in each country of Northeast Asia, aiming for the reflection of policy proposals in actual policy.

Meeting the societal significance that the respective research results and policy proposals have, we shall disseminate them broadly to society, selecting the appropriate means, such as presentation at international conferences both within and without Northeast Asia, or making them public through the printed or other media.

3. The Advancing of Economic Exchange and Regional Economic Promotion

(1) Support for Practical Economic Exchange Rooted in Regional Economies

ERINA, as an "economic-exchange support center", shall play the role of a "do tank" contributing to the promotion of local regional economies. To this end:

We shall gather information that is useful for the newest developments and business in each country and region of Northeast Asia, in areas—such as distribution, tourism, trade and investment, and energy and the environment—which are particularly closely connected to regional economies. On a foundation formed by these kinds of information and research and policy proposal outcomes, we shall respond to the interest in

and initiatives on the Northeast Asian business of firms via providing information—making use of business seminars, information publications and the electronic media—while looking steadily at the actual situation of the activities of private-sector firms.

We shall undertake cooperation relating to the formulation and implementation of the respective supportive measures for business in Northeast Asia, deepening ties with our sponsoring local governments. Moreover, we shall undertake support, including advice and provision of information to economic organizations and enterprises in each region.

We shall aim at business matching founded upon mutual understanding and mutual advantage, cooperating in the dispatch and hosting of business missions at home and abroad.

#### (2) Support for Economic Exchange via Trainees and Exchange Students

With the increasing exchange of people in Northeast Asia, we shall support economic exchange via the increasing of opportunities to make hands-on use of the knowledge, technical skills and experience which trainees and exchange students have acquired. To this end:

We shall support regional mutual technological exchange and industrial promotion, via hosting technical trainees from China's northeastern region and the Far Eastern region of Russia.

We shall aim at the expansion of employment, effectuating a job fair for exchange students in Japan through its joint-staging with related organizations. At the same time, we shall examine a comprehensive career support system targeted at exchange students, deepening ties with related organizations and host companies.

#### 4. The Realization of Organizations and Management Regimes that are Highly Efficient and Beneficial to the Public

##### (1) Moving toward a Public Interest Incorporated Foundation Approved by the Prime Minister

In order to realize without fail the basic directions in Sections 1 to 3, ERINA shall execute that work upon the basis of the public good and neutrality. To this end:

We shall aim at moving as quickly as possible to a public interest incorporated foundation approved by the Prime Minister, in compliance

with the standards for approval indicated by the Cabinet Office.

(2) The Effectuation of Scrupulous Oversight and Management

We shall accomplish our objective of being a public interest incorporated foundation amid the national and local financial stringencies, and the harsh economic environment of the global financial crisis and the appreciation of the yen. To this end:

We shall realize a scrupulous management of the foundation, making its governance clear.

In order to introduce a scientific research fund subsidy, we shall aim for designation as an organization eligible for that subsidy. Further, we shall proactively effectuate research commissions within a range which does not harm the public interest.

We shall undertake the appropriate running of the supporting members' seminar system within which there are relationships of mutual aid with the foundation.

(3) The Introduction of a Project-Evaluation System

We shall steadily promote the Medium-Term Plan, at the same time as fully ensuring the compliance and accountability required of a public interest incorporated foundation. To this end:

We shall formulate and execute project plans for each fiscal year based on the Medium-Term Plan. In addition, we shall introduce a project evaluation system, from within and without, including numerical indices.