

# ERINA Medium-Term Plan

2014–2018

**ERINA**

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

## Northeast Asian Economy and Society Which Has Approached a New Phase and ERINA

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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 Northeast Asian economic ties and to international society as a whole.

Twenty years have already passed since its establishment, and in that time ERINA, while being underpinned by a great number of persons who have given their understanding and support, 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, with the result that ERINA has come to be evaluated as being a leading organization in Northeast Asian research in each country of Northeast Asia, and not only within Japan. Along with the stance that possessing an arena for multilateral cooperation is a uniqueness of ERINA, it is considered that ERINA contributes to these matters, and not just undertaking analysis of the individual countries of the Northeast Asian region and the bilateral relationships.

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 that, with its roles organized into “**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 and policy proposals” and “interregional exchange and regional economic promotion”. Regarding this fundamental framework relating to ERINA’S roles and tasks, the ERINA Medium-Term Plan (2009–2013) has also been continued, and is currently being maintained.

During these last ten years, however, Northeast Asia has changed

greatly. Most conspicuous is that China has taken the world's No. 2 position in economic power, and has emerged on the international political stage as a superpower behind the United States; meanwhile, cited as one of the BRICs countries alongside China, the growth for Russia, which had promising rapid economic growth, has dulled, and is at a point where its international standing has begun getting shaky. Via its new entry into the Asia-Pacific market, including promoting Japan-Russia energy cooperation, Russia is aiming toward invigorating its economy and improving its international standing. In China, meanwhile, as can be seen from the drying up of the surplus rural labor force and the rise in wages, its economic development has come to a turning point; the era has passed in which the relationships of complementarity among the nations, such as China's labor force, Russia's resources and Japan's and the ROK's capital and technology, were emphasized. Today, as shown by the cut-throat competition among Japanese, Chinese, and ROK firms, the sectors where the competition is constrained are conspicuous instead.

On the other side of the coin, with such things as the Japan-China-ROK Free Trade Agreement negotiations having begun, the positions of Japan's participation in the TPP negotiations, and the ROK continuing them, they are also seeking a further development of free trade. Such efforts are being carried out in each region of Northeast Asia, and considering that the impact which production of manufactured goods, energy and food, environmental destruction and protection, and the movement and exchange of goods and people, etc., have on the global economy is large, it can be said that the significance of each nation and region in Northeast Asia furthering close-knit cooperation multilaterally is extremely important and has gradually been heightening. In addition, in northeastern China and the Russian Far East, state-led regional development policies have been being developed, and the possibility for international cooperation in these has also been suggested. At the same time, initiatives have also gained momentum for economic exchange and international cooperation in each region of Northeast Asia, beginning with Niigata, which individual firms, local governments, and research institutions have been proactively promoting. Such initiatives not only contribute to the quantitative expansion of

economic exchange in the Northeast Asian region, but are also striving to bring about the qualitative change of the formation of multifaceted and multitiered relations.

Moreover, in Northeast Asia the negative side of development is also attracting attention. Domestically, the deepening of the problem of noticeable disparities in income and between regions in China and Russia, and of the conspicuous problems of the aging of society and the generational gap in Japan and the ROK are expected, and the realization of stable economic and social development in Northeast Asia is coming under question. Furthermore, viewed from the perspective of international politics, countries which were once weak and came under colonial domination, have gained economic strength and have emerged onto the international political stage, have strengthened their inclination toward nationalism and expansionism, international disputes have arisen, and such phenomena have been occasionally observed. In order to avoid military confrontation and preserve the Sea of Japan as a calm and peaceful sea, it is necessary to pay attention to security issues. On the whole, we cannot overlook the changes in geopolitical position for the countries of Northeast Asia.

In this way it is considered that the Northeast Asian economy and society has entered a new phase of development, that is to say a qualitative turning point. In this Medium-Term Plan, while continuing to cover that new situation, we will further economic exchange tied up with investigative research and mutual benefit.

Using the above standpoints we have set out the Medium-Term Plan to point the direction for ERINA's basic activities from fiscal year 2014 to fiscal year 2018. We have made our objectives: the heightening of **ERINA's central position** in Northeast Asian research; the heightening of our role of **bridge-building between Japan's regional societies** and Northeast Asia; **seeking out policy** based on research, and **providing information contributing to that**; and becoming a **think-and-do-tank that is the only one of its kind in the world** for economic and societal research and the development of economic exchange in Northeast Asia.

## ERINA's Objectives:

The Building and Sustainable Development of Northeast Asian Economic Partnerships, and  
Regional Economic Promotion

## ERINA's Roles:

Research Center, Economic-Exchange Support Center, and Information Center



### Time-Period of the Medium-Term Plan

April 2014 – March 2019

### Setting of Targets

Further Heightening the Central Position in Northeast Asian Research  
Strengthening the Role of Bridge-Building between Japan's Regional  
Societies and Northeast Asia

Seeking out Policy Based on Research Closely Attached to the Situation on  
the Ground, and Providing Information Contributing to That  
Aiming to Become a Think-and-Do-Tank that is the Only One of Its Kind in  
the World

### Basic Directions of the Medium-Term Plan 2014–2018

1. Growth toward a Northeast Asian Research Hub
  - (1) Further Strengthening Research Hub Functions
  - (2) The Promotion of Multilateral Cooperation
  - (3) The Nurturing of Human Resources and the Enhancement of 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) On-the-Spot-Rooted Research and Putting the Results Thereof out to the World
3. The Advancing of Economic Exchange and Regional Economic Promotion
  - (1) Contribution to the Stability and Development of Northeast Asia via Economic Exchange
  - (2) Promotion of Intraregional Partnerships in Economic Exchange
  - (3) Cultivation of Edifying and Creative Projects

4. The Enhancement of the Information Center Functions
  - (1) The Facilitation of the Operation of the International Collaborative Research Center
  - (2) Qualitative Improvement of Information Provision
  - (3) The Enhancement of International Conferences and Symposia and Seminars
5. The Realization of Organizations and Management Regimes that are Highly Efficient and Beneficial to the Public
  - (1) The Effectuation of Scrupulous Oversight and Management
  - (2) The Nurturing of Human Resources and the Strengthening of Internal Coordination
  - (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) Further Strengthening Research Hub Functions

ERINA has basically formed a hub for a Northeast Asian economic research network at home and abroad, including setting up the International Collaborative Research Center. Building on that foundation are the following:

- Along with further deepening the links with research organizations of all levels, such as central and regional research bodies and universities at home and abroad, we shall promote research exchanges and collaborative research, and make efforts in the development of the International Collaborative Research Center.
- 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 international institutions, 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 developments, through publicity work utilizing the mass and electronic media, and through, in addition to international conferences and symposia, the staging of seminars of every kind.

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

We will contribute to the furthering of future multilateral cooperation projects via the enhancement of human networks in Northeast Asia and the staging of international conferences. To this end:

- Via further strengthening the research exchange network that we have cultivated to date, and further increasing the movement and interchange of researchers, we shall accumulate research and discussion, and undertake policy proposals rooted in on-the-spot work

involving multilateral cooperation.

- 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, 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”.

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

In Northeast Asia, which aims at sustainable development amid a number of diverse and complex issues, we shall contribute to the cultivation of the supporting human resources, including researchers, and capacity building. To this end:

- Via research exchange projects with research institutions, etc., in the Northeast Asian region, we shall strive for the enhancement of the knowledge base within the region in various areas, including economy and society.
- We shall promote the enhancement of the system for inviting overseas researchers.
- Assuming the participation in international society of the DPRK, we shall put effort into the enhancement of projects concerning the development of the knowledge base necessary to that end.
- We shall promote 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 its international standing. To this end:

- Regarding sectoral research (including each country's economic situation, energy, distribution, 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 relating to multilateral ties and security in Northeast Asia, etc.
- In research into local regional economies and regional development (including trade and investment, distribution, and tourism), we shall carry out analysis from new dimensions and viewpoints, while being conscious of returning the outcomes to regional society.
- While we make full use of the accumulation of Northeast Asian research to date, we aim for collaborative research with researchers in adjacent fields such as international politics and security, paying heed to the new phase which Northeast Asia is facing, and continuing to work on a comparative perspective with neighboring countries and regions, including East Asia, Southeast Asia, Central Asia, and South Asia.

(2) On-the-Spot-Rooted Research and Putting the Results Thereof out to the World

We shall investigate appropriate policy approaches, rooted in on-the-spot economic cooperation with the Northeast Asian region, as well as based on research that has a multinational reach, and provide that content to the countries of Northeast Asia and to the rest of the world. To this end:

- We shall strive to present concepts conducive to the formulation of realistic policy, building up the discussion and research cooperation, etc., with research institutions, local government bodies, and economic organizations and enterprises at the central and regional levels in each of the countries of Northeast Asia.
- Meeting the societal significance that the respective research results

and those policy implications have, we shall provide them widely via appropriate means, including: ERINA's publications, including the ERINA Report, and the Northeast Asia Research Series, and an English-language academic journal; presentations at international conferences in a variety of places both within and without Northeast Asia; and making them public in other printed media and the various electronic media.

### 3. The Advancing of Economic Exchange and Regional Economic Promotion

ERINA, as an economic-exchange support center, shall play the role of a "do tank" contributing to the invigoration of interregional economic exchange and the promotion of local regional economies.

#### (1) Contribution to the Stability and Development of Northeast Asia via Economic Exchange

In economic exchange and regional economic promotion, we shall have a long-term fundamental vision, as follows:

- We shall contribute to regional stability and development, acting as an engine for the construction of Northeast Asian intraregional reciprocal understanding and close-knit economic relations (centered on those between regional firms).
- We shall turn to practical use the "Information and Business-Matching Hub (Info Hub + Biz Hub)" which is a basic function of the economic exchange sector, and ERINA's "human resources conversant in many languages" and "domestic and overseas human networks", and aim at the construction of "Northeast Asian Regional Economic Partnerships".
- We shall make effort for the promotion of exchange within the region, including that for people, goods, money, services, and technology, and in addition the promotion of intraregional trade and investment, and the planning and realization of multilateral economic projects.

## (2) Promotion of Intraregional Partnerships in Economic Exchange

Within the process aiming toward the fundamental long-term vision, we shall tackle the following medium-term tasks.

- We shall establish networks (intraregional multipolar collaboration) with research and economic exchange-related organizations in the region, and strengthen our functions as a regional economic exchange partner.
- We shall strive for the deepening and expansion of economic exchange projects, and put effort into reflecting the needs of the recipients and the times (the provision of a high-quality service).
- We shall support the promotion of heightening the latent potential leading to regional internationalization, and contribute to the traction for cooperation, including the quantitative and qualitative expansion of intraregional trade and investment, and technology.

## (3) Cultivation of Edifying and Creative Projects

We shall aim at achieving the medium-term tasks via the following means.

- In the execution of projects, we shall: evaluate the degree of priority and importance of the projects and objectives; strive for effective management; cultivate pioneering, edifying and creative schemes; and further initiatives on combined comprehensive and systematic projects.
- Regarding external matters, we shall: strive for the strengthening of links with sponsoring bodies and links within the region (dispatch of personnel, information, etc.); cultivate advisers and supporters for ERINA'S projects in each of the countries (regions) concerned; put effort into the elimination of economy-related inhibitory factors via intraregional cooperation with government and the private sector; and strive for the implementation of measures leading to the promotion of business exchange.

#### 4. The Enhancement of the Information Center Functions

##### (1) The Facilitation of the Operation of the International Collaborative Research Center

We shall aim for management which allows the “International Collaborative Research Center” which ERINA established in 2011 to be further relied on as a collaborative research network hub. To this end:

- We shall contribute to the smooth effectuation of collaborative research, by such means as thoroughly carrying out collective sharing in the research networks within and without the Center, for each of the respective research concepts.
- We shall promote the upgrading of widely utilizable information infrastructure, including examining the introduction of the Catalog Information Service and interlibrary loan service of the National Institute of Informatics (NACSIS-CAT/ILL).
- We shall heighten the information dissemination capability by means of management of the human networks of specialists and researchers and people connected to ERINA, beginning with Overseas Invited Researchers.

##### (2) Qualitative Improvement of Information Provision

Regarding the provision of an array of information, including the *ERINA Report*, we shall aim at the enhancement and qualitative improvement of information to be disseminated and provided more than ever before. To this end:

- We shall aim at the creation of mechanisms for realizing the improvement of the quality of publications.
- We shall put effort into the improvement of its user-friendliness by reconstructing our website.
- We shall undertake the proactive and efficient provision of information via the human networks which we have built up.
- We shall further the accumulation and collective sharing of data in the form of the “Northeast Asian Economic Information Database”, and attempt to be able to put it to practical use widely and

efficiently.

(3) The Enhancement of International Conferences and Symposia and Seminars

We shall endeavor for meticulous management of international conferences and symposia and seminars of every kind, for them to grow to a further high level of satisfaction, and based upon the respective objectives and intent for their staging. To this end:

- Regarding international conferences and symposia, we shall work in broad-ranging fashion with the institutions concerned, etc., so that there is content which strongly impacts on society.
- We shall make effort for the improvement of our expertise in conference management, in order to further enhance international conferences and symposia.
- With seminars of every kind as things contributing to sponsoring bodies, supporting members, and the economic community, etc., we shall strive for the enhancement of their content on a regular basis, and we shall also deepen cooperation with the institutions concerned on the occasion of their staging.

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

(1) The Effectuation of Scrupulous Oversight and Management

In order to realize for certain the basic directions raised in Sections 1 to 4, ERINA shall execute those tasks, placing benefit to the public and neutrality as its basis. To this end:

- Clarifying the approaches for the management regimes of the organization, we shall realize the scrupulous management of the foundation.
- We shall aim for the establishment of a stable financial basis.
- We shall aim proactively at the acquisition of external grant monies, including scientific research grants. Moreover, we shall execute such

matters as commissioned research within a scope not damaging to the benefit to the public.

- We shall make effort in the appropriate running and expansion of the supporting members' seminar system, such as improvement of the quality of service to supporting members.

(2) The Nurturing of Human Resources and the Strengthening of Internal Coordination

Along with putting effort into the nurturing of human resources for the sake of effectuating a number of Northeast Asian on-the-spot rooted projects, we shall promote the enhancement of the office environment and the strengthening of in-house cooperative links.

(3) The Introduction of a Project-Evaluation System

We shall steadily promote the Medium-Term Plan, at the same time as thoroughly complying with the laws and regulations as required of a public interest incorporated foundation, and achieving accountability. To this end:

- We shall formulate and execute project plans for each fiscal year based on the Medium-Term Plan. In addition, we shall strive for the improvement of the project evaluation system which is at the trial stage, and make public the results thereof.
- We shall continue harnessing the project evaluation results in subsequent project developments.