



Thank you very much for your kind introduction. My name is Mari Yuki. In 2006, there was a symposium for the collaboration between the private and public sectors of Kobe City and, at the time, Sanae Matsuda from the Japan Animal Welfare Society made a speech. Three years have passed since then and within these three years we have tried very hard to work on adoptions. Kobe City and CC Kuro have both made great efforts on that. Of course, we are only in the middle of the process and there are many things that we still have to do. I would like to explain how our adoption system is working and I would also like to thank NPO Knots and Mars for giving me such a great opportunity to talk to you.

[Slide 1] This is the Kobe City Animal Control Center which is an official public facility. Please allow me talk about what our adoption is like. We receive both dogs from owners as well as dogs with unidentified owners. In the case of lost dogs, if we cannot find the owner we hold the dog for a week. After that period we will either put the dog up for adoption (and if the owner subsequently becomes known we of course return the dog back to them) or put it down. [Slide 2] The average adoption success rate during the past 3 years is 12.5 percent for adult dogs and 19.3 percent for puppies.

[Slide 3] Regarding these adoptions, CC Kuro and Kobe City are performing this public and private sector operation on an equal footing. This is an unprecedented collaboration, and has been called 'the Kobe Style'. You may probably be interested to know why the public and private sectors are doing so well together despite their different opinions and positions. I think there are actually some underlying matters which support us.

[Slide 4] As you already know, the Great Hanshin Earthquake of 1995 was the starting point for this effort to save the animals. The three organizations, Veterinary Association of Hyogo Prefecture, Veterinarian Association of Kobe City and Japan Animal Welfare Society [JAWS], established the headquarters of the Rescue Center. [Slide 5] And this was the situation of veterinarians and volunteers all working together at the Rescue Center.

[Slide 6] This is the current [Kobe City] Animal Pet Management Center where we provide veterinary medical treatment to the dogs being put up for adoption. The previous room and this room are exactly the same. The Center was established 26 years ago, so our building is quite old and not really advanced compared to other such animal well-being centers.

[Slide 7] This is the Rescue Center after the earthquake and our volunteers are walking the dogs. [Slide 8] This is the current Animal Pet Management Center where our volunteers are also taking the dogs available for adoption for a walk.

[Slide 9] So you can see many things from the time of the Kobe earthquake disaster are carried on at the current-day Animal Pet Management Center. 'To work together is better' has always been our basic philosophy ever since that disaster. By working together we have learned that we can complement each other, which was an extremely significant realization. However, at the time of the earthquake, we were operating in a state of urgency which is no longer the case with the current system.

We are of course working as a public and private sector collaboration. 'Collaboration' is a beautiful word but in the initial stage it was neither easy nor systematic.

Indeed, it has taken us almost ten years, until now, to reach a certain level. But I think that process itself really reflects the history of Japan's animal welfare. So let me talk about the process.

From 1999, our collaboration started. That was the year that the Animal Protection Law was amended and the Animal Protection Promotion System was newly established. With this system, public authorities and private animal welfare organizations, by working together can promote animal welfare through synergistic efforts. In the same year, the Center started its adult dog adoptions program on a trial basis. At the first adoptions meeting, JAWS members helped us by providing advice to prospective owners on how to correctly care for a dog and how to manage adult dogs.

In 2002, we officially set up a system for adult dog adoptions as a City and contracted JAWS to have their members, as Animal Welfare Promoters, to conduct home visit surveys.

Of course, there were some challenges and issues. How can the Animal Pet Management Center care for the dogs during holidays? There was also no kennel for candidate adoption dogs so, in February 2004, JAWS concluded a memoranda with the City. IN September 2005, JAWS donated kennels for showing the dogs. It was around that time that the volunteer association CC Kuro became an independent group and no longer simply a JAWS activity project. In 2005 CC Kuro requested the City for improvements to be made to the adoption system.

In reality, from the summer of 2005 disagreements and differing opinions about the adoptions and the dog screening began to appear. Such kind of conflict or discord was bound to occur at some point. In 2005 the laws were revised and Animal Welfare policy actually formulated. Under that policy the number of cats and dogs being putting down had to be halved. This was the year from when there was a change from putting animals down to putting them up for adoption and more consideration for how Japan should be towards the future.

So, along with this movement in Japan, our work together has shifted from being a challenge to being about adjustments. As we became partners able to complement one another I think it was a natural development for CC Kuro to evolve from a position supporting the official work, to a position as equal collaborator. However, formulating an appropriate adoption system and maintaining this collaborative system was a challenge, as was securing a night-time shelter for candidate dogs. Periodic meetings were therefore held with city officials to allow a deeper understanding. CC Kuro also strengthened its own organization and became a subsidiary organization under the JAWS umbrella. A contract was made between JAWS and the City under which the division of responsibility for each party was made clear.

[Slide 10] Now let me touch upon the role of collaboration. The first point relates to 'mutual understanding'. Our biggest difficulty was achieving mutual understanding out in the field. That took the most work and effort. Administration people always think about the public interest. They always try to act in accordance with the public interest. They try to act fairly and impartially according to an appropriate set of procedures, and they provide a consistent service as a result. Conversely, the strengths of a citizen group-based welfare association are those of a pioneer, acting with enthusiasm and with detailed specialties. Quite often City officials are criticized for being unable to accomplish even apparently simple tasks but I think this is because our areas of capability are very different. Understanding these differences is crucial to an ability to collaborate.

Therefore we used to hold meetings regularly and made efforts in our daily communications to better understand one another. Understanding our differences became effective for our collaboration such that useful synergies emerged so that the sum of our parts, 'one plus one' was able to become 'three', 'four' or even 'five'.

[Slide 11] The second point relates to respecting equality in our mutual (independent) autonomies. We need to respect our equal footing and equal

partnership. To run the adoption program, Kobe City and CC Kuro need to respect our different strengths and weaknesses to discuss together about personnel, costs, and the goods and supplies we need.

[Slide 12] Of course, this is City's adoption project and overall management is the responsibility of Kobe City. But the volunteers' part is covered by CC Kuro. In terms of finance and handling facility supply costs, center maintenance, and the fees for keeping the animals in food and medicine, these are covered by Kobe City. The City also handles and receives donations, but putting donations to use and paying staff labor costs are handled by CC Kuro. But as the Kobe City Animal Control Center was only established twenty six years ago, the facility is not well-advanced so the sterilization of adult dogs is contracted out to external veterinarians and the cost paid by CC Kuro.

[Slide 13] The third point relates to supplies. For the maintenance of the facility, Kobe City is responsible. However, we also receive 'in kind' donations such as cages or food for which CC Kuro is responsible.

Next I would like to talk about division of roles and responsibilities. I already mentioned that we clarified the division of responsibility and it is necessary to understand the difference. We have to put the differences to useful effect and we make sure to keep notes as a record. That's how we'll be able to maintain the share of the responsibility. Documentation is extremely important in that sense.

[Slide 14] Please allow me to explain the division of roles in relation to the procedural flow for adoptions. The side with the text in blue color refers to the dog procedure – primary selection, quarantine, secondary selection and adoption. The side with the text in pink color is the human procedural flow. If you look at the dog flow, the animal comes to the Center and passes through a primary selection, examination (quarantine), secondary selection and adoption. During the 'keeping period' it is the City's responsibility entirely, and they perform this role by themselves. But after the first selection it becomes a joint-operation with CC Kuro

taking charge of the primary selection onwards.

As for the primary selection, both the City and CC Kuro are involved. The Center's veterinarians provide the medical treatment while CC Kuro takes care of dog walking, cleaning, trimming and socialization, with Kobe City supporting. Health checks are performed by local veterinarian animal hospitals (Veterinary Association members) and for the secondary selection, in the case of adult dogs, animal hospitals perform sterilizations. If microchips are needed, these will be supplied by the City's veterinarians at the Center, while the actual procedure is carried out by CC Kuro.

The first task on the human procedural flow is the document check as carried out by Kobe City. Then, home visits are performed by CC Kuro with Animal Protection Promoters from the City. Overall judgment (whether to proceed or not) is decided by Kobe City. Kobe City also arranges lectures to which an external lecturer is invited to talk about canine health management. Then after lectures are conducted, both Kobe City and CC Kuro carry out the adoption matching.

The overall procedure is conducted by Kobe City but the sterilization subsidy system is made and handled by CC Kuro. The two parties work together to carry out the home visits after an adoption.

[Slide 15] Next I will talk about how we share the objectives and targets. For this we have to ask the basic question; "what are the adoptions for?" To achieve mutual understanding on this, we have to put a great deal of effort into discussion. I feel this is a most essential issue especially when public and private organizations are trying to work together for an adoption program. The purpose of the adoption is, to save animals and give them with an opportunity for survival'. But this is not the only purpose. What we are also doing is working for animal-keeping and improving the lives of citizens.

Just discharging dogs from the Center is not the only purpose because the post-adoption happiness of the dogs has to be ensured and secured. Appropriate

animal-keeping is most important. That way the owners and the dogs can be happy afterwards. But this positive effect is not only for owners and dogs; the benefits need to be reflected in society at large. Through this we can create a harmonious society for people and other animals.

We should also aim to cause a decrease in the number of animals being admitted. Yes, we have to 'discharge the water from the ship', but we also have to 'close the bottleneck' and make sure that the number of incoming animals is not increasing.

[Slide 16] Towards that purpose we have to create a society where appropriate animal keeping can be achieved and secured. Finally we need to consider how this collaboration or cooperation should be? 10 years have passed and we need to visualize and design an image for this collaboration as a desirable picture. We don't think our Kobe system will necessarily work for other local authorities and animal protection organizations. There are many forms and various methods. But the reason why we have continued this collaborative effort is that it brings benefits to both of us, and, at the same time we can enjoy the synergistic effects of working together.

[Slide 17] So thanks to such energy and the results of our collaboration I think that awareness among the people involved has changed. We also gain some energy from our activities and can develop further. If we can work hand in hand, then we could further create other networks with other organizations. We hope our collaborative work will be of some help for all the activities involving animals and public and private organizations. We, Kobe City and CC Kuro will continue our activities at the Animal and Pet Management Center. Furthermore, we really look forward to observing more and more of the positive repercussions and synergies within society.

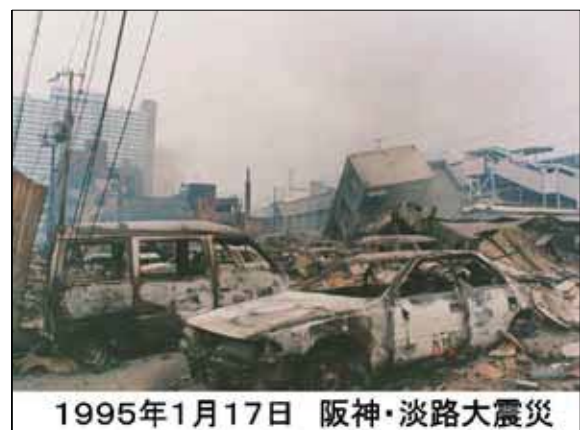
[Slide 18] This concludes my presentation. Thank you very much



【Slide 1】



【Slide 3】



【Slide 4】



【Slide 5】



現在の動物管理センター

【Slide 6】

協働のルール

① 相互理解

・組織: 定例会議

・個人: 日々のコミュニケーション

仙台協働本(2017年1月 仙台市作成)より一部抜粋

【Slide 10】



震災時の神戸動物救護センター

【Slide 7】

協働のルール

② 対等性・自主性の尊重

仙台協働本(2017年1月 仙台市作成)より一部抜粋

【Slide 11】



現在の動物管理センター

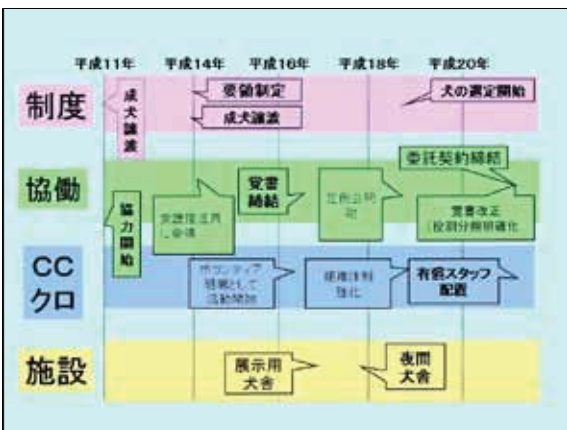
【Slide 8】

② 対等性・自主性 ヒト・カネ・モノ全てにおいて



運営(ヒト)	譲渡事業 運営	ボランティア運営
費用(カネ)	・施設維持費 ・飼養管理費 (医薬品・餌等)	・寄付金受付 ・スタッフ人件費 ・動物病院受診費
設備・物品 (モノ)	施設維持	寄付受付 (餌・ケージ等)

【Slide 12】



【Slide 9】

協働のルール

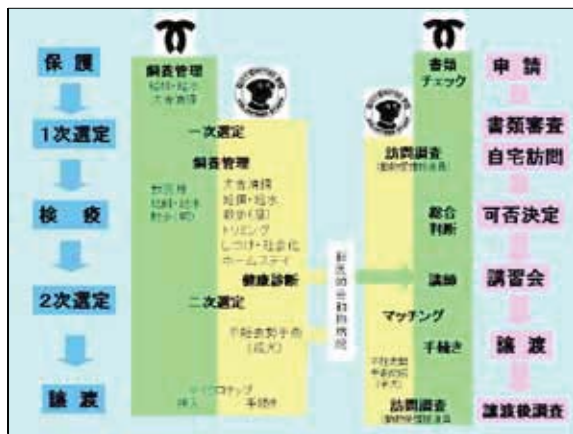
③ 役割分担・責任の明確化

・互いの強みを活かした役割分担

・文書化⇒覚書の締結

仙台協働本(2017年1月 仙台市作成)より一部抜粋

【Slide 13】



A 4 M: J: 塚 F



A 4 MB: 塚 F

協働のルール

④ 目的・目標の共有

何のための譲渡か？

仙台協働本(017年1月 仙台市作成)より一部抜粋

A 4 MB: 塚 F



【Slide 16】



A 4 MB: 塚 F