

like to know about the actual effects from special economic zone designation.

A. LEE Young-Geun Of the 9.5 billion U.S. dollars in Foreign Direct Investment(FDI), 45 percent counts as delivered FDI. It has been very effective in attracting foreign environment, with private contracts offered for real estate and free leasing made contingent on job creation.

A. Douglas Zhuhua ZENG Special economic zones can be taken advantage of through the development of national mechanisms and industry policies. Incheon has a hub infrastructure, and costs and effects need to be assigned accurately.

Keywords

CJK growth base cooperation, Incheon Free Economic Zone, CJK economic cooperation base, Chinese special economic zones, Japanese National Strategic Special Zones, new protectionism, eliminating tariff and non-tariff barriers, company value chain linkage, deregulation, consultative group for CJK special economic zone collaboration

Policy Implications

- Production bases with a mutually complementary character and potential for collaboration at the industry development stage(including the special economic zones in Korea, China, and Japan) are capable of establishing company value chain linkages and cooperating in mutually beneficial ways in areas such as trade and investment, capital and projects, electronic transactions, and distribution.
- The Incheon FEZ is gearing up to take on a pilot city role in trilateral local economy collaboration and a CJK Free Trade Agreement. Hopefully, the FEZ roundtable will be a stimulus for mutually beneficial cooperation by special economic zones as growth bases in Korea, China, and Japan.
- A permanent consultative body for trilateral special economic zone cooperation and annual events like the FEZ roundtable at the Jeju Forum for Peace and Prosperity need to be provided as ongoing forums for establishing a consensus and discussing ideas for mutually beneficial cooperation among special economic zones as growth bases for the three countries.
- The designation of 12 National Strategic Special Zones in Japan and policies for deregulation in the service sector offers potential for trilateral business cooperation in areas where Japanese manufacturing companies are involved in foreign direct investment, while Japan's special economic zone system for service deregulation may offer many opportunities for new Chinese and Korean businesses in areas such as pharmaceuticals and healthcare.
- The means of capitalizing on the potential for trilateral cooperation include pursuing regional integration by abolishing tariff and non-tariff barriers under an RCEP platform, holding regular trilateral special economic zone forums, and establishing a consultative group for trilateral cooperation. As a first step upon establishment of such a group, each country can select two to three special economic zones to begin concrete cooperation, with international development organizations like the World Bank taking part to further realize their potential.

Empowering Women's Leadership: Expanding Influence and Innovation



Chair	KIM Yanghee Director, Gender & Leadership
Moderator	CHO Haelim Professor, Korean Institute for Gender Equality Promotion and Education
Opening Remarks	MIN Moosuk President, Korean Institute for Gender Equality Promotion and Education
Congratulatory Remarks	KANG Yoonhyung Spouse of Governor of Jeju Special Self-Governing Province / Child Psychiatric Specialist
Keynote Speaker	Melissa ALVARADO Programme Manager, UN Women
Presenter	PARK Nansook Director General, Ministry of Gender Equality and Family Sophia ZHAO Senior Research Faculty, Center for Creative Leadership Miho WATANABE Researcher, National Women's Education Center of Japan
Discussant	LEE Eunhee President, Jeju Women and Family Research Institute DOH Yang Hoi Professor, Jeju National University
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MIN Moosuk It has been said that women leaders not only have a positive impact, but are a driving force for new change. Unfortunately, in countries such as Korea, women's participation is declining as there are obstacles they face in their community and work environment. In response to the changes in society, it is desirable to invite women experts to work in the private and public sectors to picture a desirable foundation for social change driven by a new leadership. Empowering young women will be discussed as well as a new direction for leadership to be the driving force for empowering women. Last March, we co-hosted an international seminar with the European Union delegates on sexual crimes via the Internet. I sincerely hope this symposium will give us another opportunity to have thought provoking leadership discussions.

KANG Yoonhyung Working as a psychiatrist, specializing in young children, I am helping with school

violence and community based mental health. I have two daughters and I am concerned for their opportunities as women. Women have always been a minority in leadership. To get rid of discrimination in this new era, we need more responsible leaders. What we have to do is not just complaining about this discrimination, but having women's voices heard. Responsible leadership is vital to the identity of future women leaders, and I hope this session will shed some light on women in the future.

Melissa ALVARADO In Port Moresby, Papua New Guinea, 80 percent of market vendors that sell food are women. Many are extremely poor. Among the women vendors, 55 percent experienced some sort of sexual violence. Vendors have expressed fear daily about men who sexually harass them. In response, a safe city program was introduced by the local government in Port Moresby. As part of the program, a safe haven was built in local cities. The results were

that over 3,000 women got together and formed unions; libraries were built; and shower rooms and restrooms have been updated. Market stalls were renovated with running water, and shelters for the women under the threats of sexual violence were established. Women are powerful agents of change. Women promote peace, although undeniable gender discrimination still exists. The UN is focused on increasing women's participation at all levels, starting from the national level all the way down to the community level. Fostering women's leadership in the local community helps growth within their own economic sectors. Partnership is the key to success of this movement, and it is vital to empower women to gain control of their own life by giving them proper education. Violence and discrimination are the obstacles for women all over the world, and there is not a simple answer to solving this problem.

The UN is out to reach the poorest, as well as those in developed countries. Our goal is to promote awareness of the women's issue and to give women access to education, and to political and economic decision making. Women need a stronger role in decision making to have their voices heard. One out of three women is a victim of sexual violence which has profound effects on them and their community. These effects hurt their ability to gain employment and their educational potential. Women who are victims are less likely to pursue education and job careers. Too early marriage is a major factor that prevents them from completing their education, as well.

The programs gave them a land to live on without the fear of getting kicked out and a control of their lives. They help women learn that they have rights and the ability to possess land and to be given opportunities. Women invest roughly 90 percent of their income back into their family, children and the community. This formula helps women and has a ripple effect as it stimulates economic growth. Women leadership requires a wider range of effort to improve it as they are the agents of change.

Women have specific social and civil responsibilities. Paving a path to equality strengthens peace ne-

gotiations. On a national level, women are becoming a key part since they have been the missing element in political parties in the past. Women and men need to come together in decision making for the whole population. The gender gap can be narrowed, and women should be given more of a voice in key decision making. Since conflicts affect women and men differently, more diverse knowledge can help them make better decisions that strengthen women and men through family friendly policies. Studies have shown that there is 22 percent more likelihood that a peace lasting two years can be achieved with women involved in the decision making. Also, it is 35 percent more likely to have an agreement that lasts more than 15 years. Overall, we need more women involved in the peace process. Appropriate responses to safety issues, education, women's rights and gender discrimination are critical in these multidimensional approaches and efforts.

— **PARK Nansook** The development of society depends on women's empowerment and how much we build their capacity in our society. Their participation rate remains low, but if they participate in social activities as actively as men, it will boost our economy. Women have a low representation in the recruitment area. We are reaching levels closer to men, but women are still facing discrimination. In this regard, we should realize how much pressure women face due to gender discrimination and gender stereotypes. This barrier also prevents women from climbing the corporate ladder. Ministries related to women's issue and the government are working together to take affirmative action. Women are underrepresented, and we can see their absence in upper levels of management. These programs are set up to help women gain access to these positions.

We are fostering many talented young women by setting up a women's database pool to put them in the right positions. A goal of talented women's academy has been established to build up their capacity. Women's talent still fails to be appreciated by society. Women lack networking skills and this is one of the programs' focal points. Through a further

evaluation of their backgrounds, 23,000 participants have received this education. We expect that this program will foster the talents of more women, as organizations and corporations started similar programs. The newly elected president of South Korea has pledged that the number of women in his Cabinet will increase to 30 percent, a very innovative policy to fight gender inequality. To expand the pool of talented women, we need to narrow the income gap by gender at business corporations. A governmental effort is needed. The government is making active progress towards change, and we must continue this drive.

— **Sophia ZHAO** The mission of the Center for Creative Leadership(CCL) is to advance the proactive development of leadership among both men and women worldwide. Research shows that women's leadership brings benefits to organizations, such as better financial outcomes and better decision making. Overall, the average women members of the leadership in Asia is 8.7 percent lower than in the U.S. and the United Kingdom. A glimpse into leadership pipelines shows that an average of 50 percent of talented women drop out the contest for promotion.

Unconscious bias is rooted beyond our awareness, and this exists at work sites. Research shows that women leaders have difficulty in showing their potential to others. Women are perceived as too soft or, conversely, too tough. Women may work twice as hard only to get half the credit, compared to men. Senior-level women are perceived as competent but not liked much. Three components are needed to resolve this: research, community building, and leadership solutions by building networks with other women. The leadership solution at the CCL has three phases: prepare, engage and apply. Women come to the class, and their journey has already started. Implementing an assessment to help them understand themselves, the CCL focuses on reflection, experience setting(-less lecture-based), follow up, e-learning, coaching and mentoring. Focusing on these five themes, we help women build connections, and we build our

solutions around this philosophy. The CCL's society advancement program provides the same leadership development opportunities to women who are less privileged. Whether they are from local communities, universities or work sites, the goal is to give them the tools to become better mothers, and business and government leaders.

— **Miho WATANABE** The National Women's Education Center(NWEC), a national women's education center in Japan, was established in 1977 to conduct training for women all over the country. Providing the opportunities of training, research and information gathering for women every year, it has scored a great success. When the Convention on the Elimination of All Forms of Discrimination Against Women(CEDAW) was established in 1980, men were solely regarded as breadwinners and women as housewives. Compared to that period, a majority of women have jobs now. In 1985, equal employment opportunity laws were put in place to give them equality in applying for jobs. In 1991, policies made it easier for women to return to work after they gave birth. Since 2001, a domestic violence law and other laws have helped reduce gender inequality.

The economic and political sectors lack women's participation, not even reaching 30 percent in some fields. Married women have increased their labor participation but this drops in their 30s to 40s. Women with the same education as men earn less. Glass ceilings hinder women from achieving corporate promotion to senior-levels. Survey data show women and men have a higher satisfaction in their jobs when they start to work. But while this satisfaction rate decline for men, it is even more so for women. Having more women participate in economic activities is imperative, as the number of women who continue working shows a decline after the first year. Ninety-four percent of men desire to work at the management, compared to 63 percent of women. Over time, those numbers drop to 86 percent among men, compared to 47 percent among women. Women evaluate themselves as being less skilled than men. About 75.8 percent of men, compared to 63

percent of women, say they have leadership skills.

The NWEC hosts seminars for women and the corporate organizations in anticipation of a ripple effect of managers and corporate leaders practicing what they learned at the seminars at their work places. Leaders and managers in senior positions all participate in this program. Universities and private companies are targets of the NWEC's education programs. As more women hold jobs, we need to reach directly out to the individual workers to expand the scope of the data. Our two goals are to provide young women with networking skills and to have them return as mentors for younger women in the future years. To support women's leadership and reduce gender inequality, we need to make different approaches to each target audience.

— **LEE Eunhee** When it comes to Jeju Island, strong women are cited as a symbol of this island. This meaningful symbol stands for as much as the term, women's leadership, does on the global stage. Women's leadership is gaining more attention, thus emphasizing the need to promote their education. However, we need to use the term, women's leadership, very cautiously, because it might imply discrimination by stressing biological characteristics. Jeju women record the highest rate of participation in economic activities across the nation. Women's participation in the workforce increase naturally, but we need to think over if it has something to do with the growth of women's leadership.

We need local representatives and local government to support this women empowerment movement. It has been 20 years since we first started the movement, but there still are glass ceilings to break for women to gain access to senior-level corporate positions. People's perception of gender norms needs to change. All of Jeju women cannot go to the mainland to join others, but we need to make a connection to the mainland to support women's participation in the workforce across the nation. Hopefully these seminars will help women to expand their networks to local communities.

— **DOH Yang Hoi** Five years ago, there were not

many discussions on inequality for women, which I call gender blindness. I was fed-up with this discrimination and I became more aware of how serious this problem is. I think women's efforts will not be enough, and we need to bring men in to help with this movement. With a new president in South Korea, we have seen a lot of new policies helping women fill the upper level positions in the government and corporations. The leadership needs to address the women's issue, and we need to take many different approaches. I feel frustrated when I think about the inequality that my daughters will face in their education, career life and social activities in the male dominant culture.

— **JUNG Yi Man** At our institute, we are educating roughly 7,000 women managers a year and have produced a talent pool of 15,000 women. I have learned a lot from male perspective over the years watching this trend shift. What I call the "man box" is the expectation of men having to be strong and not "weeping." In many companies, executives will not survive when women take leadership roles because they are perceived as weak. We need to incorporate strategies to get rid of the "man box" and other gender stereotypes. Raising awareness is the key, as the whole country is caught up in this "man box" outlook. The question is how we can break out of this stereotyping. Women make up about 12 percent of people at high level positions of public offices. They account for less than 1 percent in private companies. Many people focus on short term accomplishments. This practice needs to be redressed for the future through government support. A new trend is happening where many young men workers have a female upper-level manager, and there is more to study about this new trend.

— **Sophia ZHAO** I think these evaluations came up in the past, and the CCL as a specialized research institute conducts evaluations on all levels; on organizations, teams and individuals by using self-reports, totaling 360 evaluations, and building layers of quantitative studies on specific key points. We use these tools to educate women and men so that they

can be role models for others. This training helps by producing multiple effects of spreading role models and networks.

— **PARK Nansook** How do we foster female talent to increase the participation of women in leadership? For the past year, the government has been working to increase the ratio of women from 10 percent to 40 percent. This shows government can drive change. To pursue an equal ratio of women and men in the workforce, the public sector should reach up to 30 percent of female employees in the initial stage. It is important to have the government set up the foundation for the gender equality. Also, improving leadership depends on education. Women's leadership roles can penetrate society when the government programs increase equality for women. Women are important workforce and have many obstacles to overcome, so we must keep working together towards gender equality.



Policy Implications

- Cultivation of women's leadership is vital for our society, and there should be a solid foundation for the leadership to grow upon. This movement begins with the education of women and the government's role in making policies to keep raising awareness of gender equality.
- A work and life balance is a key part of a women's life as much as it is for men. It is important to create family friendly policies at work places and to break the stereotype that only men can be leaders. To reduce gender gap, women should take part in decision making and perform leadership roles with proper training and education. Overall, it is important to set up foundations that men and women can both build success upon.