

V. Third Phase: Promoting Greater International Philanthropic Cooperation

As Japan continued its impressive economic growth, it unquestionably became a major actor in international affairs. Calls for more active contributions by Japan to the international community were growing increasingly urgent and even harsh, and such phrases as "burden sharing" and "shared global partnership" were becoming common verbiage in discussions of Japan's external relationship. Most of JCIE's recent projects give a major focus to these themes, such as its own research project "Japan's International Agenda," or the task force on "Reassessment of Trilateral Cooperation in a New Era" of the Trilateral Commission, for which JCIE acts as Japanese secretariat. It has now come to be regarded as critical and indispensable that Japan go beyond the extending of assistance to developing countries in Asia and become an active participant in the maintenance and development of the international system, as well as in dealing with the challenges of global issues in this increasingly interdependent world. In this connection, Yamamoto wrote in a paper entitled "Private Philanthropy as a Requirement for the Management of our Interdependent World—a Japanese Perspective" submitted to the Spring Research Forum of the Independent Sector in March, 1990 as follows:

In order for Japan, as a major economic power,

to establish a close relationship with all the nations of the world, and to be seen not as a disruptive element but as a constructive partner, it is imperative that it develop full-fledged nonprofit and non-governmental institutions. Such institutions will facilitate Japan's management of the interdependent relationship with the United States and other nations.

JCIE's priorities in the early 1980s and thereafter and its International Philanthropy Project reflected this awareness.

Another consideration which affected International Philanthropy Project activities in this period was the growing presence of Japanese corporations in foreign communities, particularly in American cities, as economic interdependence became more pronounced and Japan's direct overseas investment dramatically increased. In these communities, there were expectations that the Japanese corporations would become good corporate citizens. However, these expectations, at least initially, went unanswered, largely because Japanese traditions hold public interest and social needs to be the exclusive preserve of the government. For Japan to be a good global actor, the promotion of "good corporate citizenship" became a very important endeavor.

In its work promoting greater Japanese international involvement through exchange and research, JCIE found even more opportunities for its emphasis on international philanthropic cooperation.

1. International Symposium on the Role of
Philanthropy in International Cooperation
(December 2-3, 1985)

Another international symposium was convened by JCIE in commemoration of the fifteenth anniversary of its founding in 1970. It seemed an opportune occasion because, as mentioned above, the philanthropic sector in Japan had developed to the point that it offered greater opportunities for substantive cooperation with other nations.

The agenda of the symposium was as follows:

Corporate Philanthropy—Present and Future
Management of Corporate Philanthropy
Priorities of International Philanthropy
Prospects for International Philanthropic Coopera-
tion

The speakers from overseas were as follows:

James A. Joseph	President, Council on Foundations
Mark A. Vermilion	Manager, Apple Computer Corporate Grants
Donald S. Rickard	President, Donner Canadian Foundation
Bienvenido A. Tan	President, Philippine Business for Social Progress
Robert F. Longley	Senior Vice President, Morgan Guaranty Trust Company
Peter F. Geithner	Program Officer, Development

Programs, The Ford Foundation

Soedjatmoko Rector United Nations University

Laurens Brinkhorst Head, Delegation of the
European Community in Japan

A report of the symposium was published in English and Japanese. As described below, *Japanese Philanthropy and International Cooperation* was published in Japanese and English as reference material for the symposium. Several papers on corporate philanthropy were provided by the Council on Foundations, and they were translated and made into a report in Japanese.

2. Publication of Survey Report: *Japanese Philanthropy and International Cooperation* (December 1985)

Another survey was made on Japanese philanthropic development with special emphasis on its international dimension, and published in English and Japanese in time for the international symposium discussed above. This survey was conducted in the belief that it could serve, in the case of an English publication, to increase awareness in other countries of the development of Japanese philanthropy, thereby stimulating greater philanthropic cooperation with Japanese organizations. In the case of the Japanese publication, the survey would encourage more Japanese foundations and corporations to pursue opportunities for their own international involvement. A comprehensive summary report was written on the basis of the survey covering the following points:

Background of greater expectations for Japan's international philanthropy

Outline of international exchange and cooperation programs of foundations and charitable trusts

Current trends in corporate contributions to promote international exchange and cooperation

Future challenges for Japan's international philanthropic efforts

The report also contained descriptions of 51 grant-making foundations, 5 charitable trusts, and 3 special corporations which are active in international activities.

3. Study Mission on Philanthropy by Corporate Leaders to Europe (October 6-15, 1986)

With Keidanren (Japan Federation of Economic Organizations), JCIE co-sponsored a study mission to Europe with the participation of 14 general managers of corporate giving from major economic organizations and corporations, led by Natsuaki Fusano, Managing Director of Keidanren. The objectives of the mission were to introduce the participants, who were not generally familiar with international activities, to the European philanthropic scene, to establish contact with their counterparts in Europe, and to learn about the different kinds of corporate philanthropic activities in Europe.

The mission visited the following organizations for exchange of views: in the United Kingdom, the Charities Aid Foundation and the Confederation of

British Industry; in West Germany, Stifterverband für die Deutsche Wissenschaft, Bundesverband der Deutschen Industrie and Fritz Thyssen Stiftung; and in France, Fondation de France and Conseil National du Patronat Français. They also visited several organizations on behalf of which Keidanren had coordinated fund raising among Japanese corporations, such as the Japanese German Center in Berlin, the Japanese Garden in Düsseldorf, Concertgebouw in Amsterdam, and the Japanese Gallery of the British Museum. The report of the study mission was published in February, 1987.

4. Study Mission of Corporate Leaders to the United States (September 21-October 2, 1988)

Another study mission on "Good Corporate Citizenship" was sent to the United States under the co-sponsorship of Keidanren and JCIE. Under the leadership of Natsuaki Fusano, 15 corporate managers of major economic organizations and corporations participated in the two-week visit. The programs included the following: in Washington, D.C., seminars at the Council on Foundations and the United Way of America; in New York, seminars at the AT&T Foundation and The Ford Foundation, and visits to the Asia Society, Japan Society, and the Japan Gallery of the Metropolitan Museum; in Minneapolis/St. Paul, seminar at Dayton Hudson Corporation, luncheon discussion with managers of corporate giving of major corporations in the area such as Honeywell, Pillsbury, General Mills, and First

Bank System, and visit to the 3M Company; and in San Francisco, seminar at Levi Strauss. Through these seminars and visits, the participants were introduced to the basic philosophy and character of good corporate citizenship, the mechanisms for carrying out such activities, the diverse philanthropic activities promoted by corporations, and the ways in which American corporations manage their relationships with their local host communities.

A comprehensive report on American corporate philanthropy was written by the delegation on the basis of its experience, and published in Japanese. The report was used as a basic reference tool for the International Symposium on Good Corporate Citizenship discussed below.

5. International Symposium on "Becoming a Good Corporate Citizen in American Communities: New Challenges for Japanese Corporations in an Interdependent World" (November 14, 1989)

This international symposium was one of the follow-up programs organized by the Council for Better Corporate Citizenship (CBCC) and JCIE to take advantage of the momentum generated by the study mission to the United States in the fall of 1988 described above. The CBCC was established in 1989 as an affiliate organization of Keidanren in order to encourage good corporate citizenship among Japanese corporations, particularly those with plants or factories located in foreign communities. It was felt that sponsorship of this substantive

symposium would help the CBCC to take a firm stance on the promotion of corporate philanthropy. Over 200 corporate representatives, foundation officials, journalists, government officials, and others participated in this symposium and actively joined in the discussion. The program and American speakers were as follows:

1. Corporate Social Contributions and Philanthropy Activities in American Regional Communities

Reynold Levy	President, AT&T Foundation
James Shannon	former Chairman, Council on Foundations
Martin T. Walsh	Managing Director, United Way of America

2. Case Studies of Good Corporate Citizenship Activities by Major U.S. Corporations

Peter Hutchinson	Vice President, Dayton Hudson Corporation
A.N. Scallon	Director, Corporate Support IBM Corporation
Michael Howard	Asia Pacific Division, Levi Strauss International
Mary Beth Salerno	Vice President, Philanthropic Program, American Express

3. Special Presentations

David Rockefeller	
Akio Morita	Chairman, Council for Better

Corporate Citizenship (CBCC);
Chairman, Sony Corporation

Natsuaki Fusano Managing Director, Keidanren

In concluding remarks presented at the symposium, Natsuaki Fusano announced the creation of the "One-Percent Club" for corporations and individuals (for those who agree to set aside 1 percent of their ordinary profits to a designated fund) to further encourage philanthropic giving. As of this writing, over 200 of the 700 members of Keidanren, all of which are major corporations and industrial associations, have joined the Club. This announcement, as well as the proceedings of the symposium, were extensively covered in the Japanese media. A comprehensive report of this symposium was published by the three co-sponsoring organizations in March 1990, and widely distributed.

6. Promotion of Independent International Joint Research and Dialogue on Global Issues and Common Issues

Although not strictly part of the International Philanthropy Project, other activities at JCIE have been designed to facilitate the efforts of Japanese independent research institutions, foundations, universities, etc., to engage in collaborate activities with counterparts overseas. For these activities JCIE has found it critical to obtain the cooperation of experienced officers of foundations overseas such as Susan Berresford and Paul Balaran of The Ford Foundation, and Colin Campbell and Russell Phillips of the Rockefeller Brothers Fund. In

this sense, such activities, which are described briefly below, are very much a part of the International Philanthropy Project.

It is also clear that, without international philanthropic cooperation, such joint international efforts as long-term policy on issues like global environmental protection and development, population migration and refugees, international trading systems or political and security systems cannot be effectively carried out. JCIE has emphasized substantive policy-oriented exchange activities to promote greater cooperation among the advanced industrial democracies, as well as among nations in the Asia-Pacific region and nations around the world on global issues and common issues confronting human societies, so there was a clearer connection between the other activities of JCIE and those of the International Philanthropy Project. Activities which had international philanthropic cooperation at their underpinnings are as follows.

(1) Research on the Role of Private Institutions in International Relations (1986-87)

As part of a comprehensive research project entitled "Problems Facing Japan in the 1990s," sponsored by the National Institute for Research Advancement (NIRA) 1985-87, JCIE undertook a year-long study on "The Role of Private Institutions in International Relations" which was completed in March 1987, and included NIRA's overall project report published in 1988. An English translation of JCIE's study was done in 1991 in time for the symposium sponsored by the Center for

Global Partnership discussed below. The report is comprised of three parts. Part I is an overview of U.S. and European private institutions in terms of their roles and functions in external relations. Part II discusses the roles of private institutions in the evolution of the Atlantic relationship. Part III discusses constraints on Japanese private institutions in facing current challenges in dealing with issues in the changing international environment, suggesting opportunities for enhancing their role. Throughout the report the roles played by private foundations in enabling joint research and dialogue on major policy issues and in facilitating the establishment of multi-layered institutional and human linkages between the United States and Europe were emphasized.

(2) Support for the Study Group on U.S.-Japan
Intellectual Exchange of the National Institute
for Research Advancement (1990-91)

JCIE provided staff support for this Study Group, which was formed to propose policy recommendations to promote policy-oriented intellectual exchange between the United States and Japan. The group was composed of 19 scholars, researchers, business leaders, and journalists, and was chaired by Tadashi Yamamoto. To supplement the work of the Study Group, JCIE undertook a survey on the "Current State of U.S.-Japan Intellectual Exchange." As a part of the deliberations, several members of the Study Group visited New York in September 1990 for a roundtable discussion with several representatives of major foundations in a meeting convened by Colin Campbell, President of the Rockefeller

Brothers Fund. One of the recommendations of the final report (published in February 1991) was "joint sponsorship of research and academic exchange projects by major American and Japanese foundations and independent research institutions" to promote, in part, U.S.-Japan and multilateral cooperation on global issues and common issues of advanced industrial countries. In addition to the roundtable discussion mentioned above, officers of American foundations helped NIRA and JCIE in carrying out activities of the Study Group.

(3) Support for the International Symposium on "Challenges and Opportunities of U.S.-Japan Exchange in the New Era" sponsored by the Japan Foundation Center for Global Partnership (February 21-22, 1991)

As the inaugural event of the Global Partnership Fund, created with an endowment of 50 billion yen from the Japanese Government and the Japan Foundation, the operating arm of the Fund, the Japan Foundation Center for Global Partnership, organized an international symposium to discuss the priorities, procedures, and mechanisms of U.S.-Japan and multi-national cooperation in addressing issues in the international community. NIRA and JCIE were cooperating organizations for this symposium held in Tokyo on February 21 and 22, 1991, and the aforementioned final report of the NIRA Study Group on U.S.-Japan Intellectual Exchange was used as basic reference material, along with the report on the "Role of Private Institutions in International Relations." Susan Berresford, Vice President of

The Ford Foundation and Colin Campbell, President of the Rockefeller Brothers Fund, delivered keynote speeches at the symposium. Representatives of major American policy research institutions, academic institutions, and international exchange organizations also participated as panelists. They included Bruce MacLaury, President of the Brookings Institution, John Sewell, President of the Overseas Development Council, Robert Fri, President of Resources for the Future, David Featherman, President of the Social Science Research Council, and Stanley Katz, President of the American Council for Learned Societies.

The agenda of the symposium was as follows:

New Priorities of U.S.-Japan Exchange and Cooperation in the Changing International Environment

The Role of Private Institutions in the Promotion of U.S.-Japan Exchange and Cooperation

Strategies for Improving U.S.-Japan Exchange and Cooperation—Priorities and Institutional Responses in Key Areas

Throughout the symposium, cooperation of independent foundations and research institutions was repeatedly emphasized, and it was also stressed that establishing the autonomous nature of the newly created endowment, the Global Partnership Fund, will be essential for the Center for Global Partnership to make significant contributions to international philanthropic cooperation. In his concluding remarks, Minoru Kusuda, Director of the Center for Global Partnership, stated that he would regard acceptance of the Center into the

American and Japanese philanthropic community as a prerequisite for its successful grant-making activities.