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Report of the Japanese Delegation

The study tour of the United States by the Japanese delegation of women's leaders as the second half of the Japan-US Women Leaders Dialogue was conducted under the theme "The Role of Women in Community Development." The tour, held June 6-19, 1993, was cosponsored by the Institute of International Education (New York) and the Japan Center for International Exchange (Tokyo), and supported by the Japan Foundation Center for Global Partnership. The delegation visited Los Angeles, Spokane, Chicago, and New York and met with women leaders representing private organizations, citizens groups, and volunteer movements, in order to exchange ideas and experiences and to observe various facilities.

Selection of the Japanese delegation began in February 1993, following completion of the visit to Japan by the US delegation. Recommendations were sought from women's centers, private organizations, citizens groups, opinion leaders, and others in different parts of the country. Following screening of the personal data concerning each candidate and individual interviews, and taking into account the advice of members of the US delegation, the following six delegates were chosen in mid-April:

Yoriko Imasato	Editor-in-chief, Living Fukuoka, West Japan Living Newspaper Co., Fukuoka
Yaeko Suzuki	Chair, We Love Asia 21, Yokohama
Haruko Numata	Coordinator, Sugunami Association for Better Lives in an Aging Society, Association to Provide Friendship Lights, Tokyo
Yoshiko Hayakawa	Editor-in-chief, <i>Ishikawa no Tamago</i> (Eggs in Ishikawa), Kanazawa
Mitsuko Yamaguchi	Executive Director, Fusae Ichikawa Memorial Association/Women's Suffrage Institute, Tokyo
Kimie Yokoyama	Director, Des Femmes Workers Collective, Yokohama

The delegation was accompanied by Japan-side coordinator Hideko Katsumata (Executive Secretary, Japan Center for International Exchange) and Mieko Iijima (Program Assistant, JCIE) and by US-side coordinator Shaun Martin (Asia/Pacific Program Manager, IIE).

The US study tour was arranged with the cooperation of host communities (from which the US delegation members had come), with attention given to the specific interests of each Japanese delegation member. We would like to express our sincere appreciation for the extremely full, tremendously beneficial program provided. Our hosts in each of the communities were: Irene Redondo-Churchward at Project Info Community Services in Los Angeles; Susan Virnig at Northwest Regional Facilitators in Spokane; Ronne Hartfield at the Art Institute of Chicago; Bernarda Wong at the Chinese-American Service League in Chicago; and Peggy Blumenthal and Shaun Martin at the Institute of International Education in New York.

The delegation met for the first time on the date of departure, June 6, at the Miyako Hotel Tokyo for a formal meeting launching the tour. The members introduced themselves and spoke about their previous activities as well as their anticipations of the study tour. There was some discussion of topics and themes to be pursued through the Dialogue with women leaders in the United States. A short briefing about the status and role of the nonprofit sector in US society was provided by the Japanese coordinator.

What is being done in US society to resolve or ameliorate the problems at the community level? What is the role of women in these endeavors? The delegation headed to Los Angeles with great anticipation of the many things to be learned through direct dialogue with US women and first-hand observation of US society.

Social Issues in the United States and the Activities of Nonprofit Organizations (NPOs)

Peggy Blumenthal, Vice President of Educational Services at the Institute of International Education, referred to Alexis de Tocqueville's observation that "Americans of all ages, all conditions, and all dispositions constantly form associations," and told us that IIE was founded in 1919 on that same "American impulse" to build international understanding and to promote cooperative efforts to resolve international problems through exchange of people and ideas. This comment opening our briefing expressed an essential characteristic of US society. The multifarious social ills in the United States today are the result of numerous and interlocking factors, often causing them to grow into even larger problems. All the problems are part of an intricate web—racial discrimination, drug and alcohol abuse, AIDS, domestic violence, the ineffectiveness of public schools, homelessness, problems with the welfare system, damage to local environments, economic recession and unemployment, human and gender rights problems—as are government or civic solutions to these problems and citizen involvement in the political process. Former President George Bush spoke in his inaugural address of the "community organiza-

tions that are spread like stars throughout the nation" supporting the fabric of US society, and indeed there are just as many privately organized, NPOs in the United States as there are issues to be dealt with. This seems to be one of the most distinctive features, and strengths, of US society.

The study tour provided us with a chance to glimpse these complexities of US society over a period of two weeks. The density of the experience was far beyond our capacity to fully digest. It did, however, impart us with a renewed energy and many ideas to incorporate into our own work back in Japan.

Diversity in the United States: From "Melting Pot" to "Tossed Salad"

The United States is well known as a country that is open to and accepting of peoples of all races. But an immense amount of conscious effort is required, both by the people themselves and in their legal and government institutions, before all these people of disparate ethnic backgrounds can live together as Americans. The amount of effort that has been poured into this process up until now is incalculable. Focusing on diversity issues in Los Angeles and Chicago, we visited a number of organizations and observed their activities.

Los Angeles is made up of a large number of ethnic groups and the managing this cultural diversity is a major issue of public concern. Our visit coincided with the mayoral elections to replace Mayor Bradley, an African-American. A Chinese-American candidate had received widespread support from the city's minorities, but ultimately lost to the white candidate. During our tour of the city on a Sunday afternoon, a demonstration was being held in a park demanding that Chicano studies be incorporated into the university's curriculum. Through visits to private groups working with issues of race or interethnic problems and discussion with the women leaders at these organizations, we obtained a vivid impression of the difficulties US society faces: the breakdown of the American family, the urgent need for better communication skills in order to relieve the tensions within and among ethnic groups, drug and alcohol abuse, and unemployment.

The people we met who were working with minority issues told us that their aim was to build a society in which people of all minority groups could coexist without having to give up their ethnic identity; to create, as it were, a "salad society" in which the dressing was applied lightly enough that the flavor of each ingredient would still stand out.

Project Info Community Services (PICS) is a private group established in 1972 that provides a broad array of social services for Los Angeles citizens of Latino descent. Drug and alcohol abuse, educational disadvantages, and other factors have long been the source of family break-up and other social ills affecting the quality of life of Latino citizens. Project Info offers many programs in Spanish and English aimed at helping individuals establish their own independence: how to resist the lure of drugs and liquor by knowing about their harmful effects, how to maintain good mental and physical health, and how to improve communication

within their families. Under the leadership of executive director Irene Redondo-Churchward, herself a third-generation Latina, the staff at PICS is like one big family, working together in a friendly, open, and warm atmosphere. As its activities are mainly directed at the Latino community, most of its volunteers are Latino, although we met one African-American, one Japanese-American, and several white persons as well. All showed a visible sense of pride and enthusiasm in what they are doing.

Chicago is another city into which many immigrant peoples have poured over the past century. The Chinese American Service League (CASL), founded in 1978, is a dynamic organization providing social services for the 70,000-strong population of Chinese-Americans and Chinese immigrants in the city. Its activities are diverse: programs for elderly citizens who have lived their entire lives within the confines of Chicago's Chinatown; legal services and counselling for persons who have entered the United States without proper visas; training in English-language and other skills; and a shelter for young people, among them.

CASL offices, located in a huge renovated warehouse, make do with an odd assortment of furniture and equipment. The atmosphere, however, remains truly dynamic. A young couple who had arrived the day before were getting advice on how to get along in the city. In one small room, a group including both elementary school children and older people were studying calligraphy. In another room a volunteer who was an intern at a university medical school was taking blood pressure readings and giving advice on health matters. The CASL daycare center looks after more than 60 children; half of them had gone on a walk when we arrived, but those remaining entertained us with charming songs in English and Chinese.

One of the League's job-training programs is designed to give young Chinese the skills to become English-speaking chefs in non-Chinese hotels and restaurants. While we were there, a chef was giving instructions on how to make chicken soup and some sort of meat dish. Later, while dining at a restaurant in the city, our hostess Bernarda Wong pointed out one chef who had graduated from CASL's training class. Apparently the program has launched many young Chinese into very successful careers in the restaurant business outside of Chinatown.

Efforts are also being made to improve communication among members of one ethnic group or between different groups through community newspapers. Most of the problems a community struggles with are shared by more than one ethnic group. Tensions among ethnic groups have recently risen, however, and solidarity within each ethnic group has weakened. In order to combat this situation, Eastern Group Publications in Los Angeles publishes a number of newspapers in English and Spanish for the Latino and for Asian (Chinese, Vietnamese, etc.) communities. These publications furnish information on programs for the elderly, education, small business affairs, cultural events, and the like. These newspapers play the role of advocate on behalf of their readers, calling on the city to give the problems of minorities due consideration in urban policy. The circulation of these papers in Los

Angeles alone stands at around 68,000, and they have earned a favorable reputation as publications that reflect the opinions of the once-silent minority community.

People of whatever racial background have many obstacles to surmount in settling into a new environment, as we saw vividly in Los Angeles and Chicago. Without a fair measure of independence, a certain amount of supportive human contact, a degree of wisdom and ingenuity in coping with a new environment, and the capacity to earn a living, a newcomer is easy prey to the temptations of drugs and alcohol. These problems obviously do not have any one, simple solution, but require multidimensional remedies involving all aspects of life. Here we found an organization taking on all these tasks that in Japan would be considered the job of the government. It is an impressive example of the strength and commitment of NPOs in the United States.

Sheltering Human Dignity: The Battle Against Drug Addiction, Alcohol Abuse, and Domestic Violence

Of all the ills of US society, those that concern women community leaders the most are drug and alcohol abuse and violence in the home. During our visits to shelters in Los Angeles and Spokane, we had opportunities to talk not only with the staff but to speak directly with one young woman in particular and with others who had overcome their dependence on drugs or alcohol and had started working as volunteers themselves. The gravity of the problems, the tragedy of the circumstances that result, and the dedication of the people working with these problems were extremely moving.

In many cases, a male substance abuser reaches a point where his dependence impairs his daily activities, and often this causes him to lose his job. The first person to bear the brunt of his frustration and the financial burdens he bears is his wife. According to some statistics, violence breaks out in the home of one out of three couples in the United States, and violence by the husband is the most common cause of death among married women. It is said that 10 women in the United States die each day from physical abuse. Two or three decades ago, domestic violence was largely a phenomenon in poor immigrant families, but today it occurs not only in low-income families but even in the wealthiest households. Until very recently, wife-beating and child abuse were matters of close secrecy and were very difficult to bring out into the open.

The cruelty men turn on their wives often extends to children after these battered women turn to drugs or alcohol. Furthermore, there is a marked tendency among children whose parents beat them to later abuse their own children. The results of one survey state that 80 percent of the men serving time in prison were brought up in households where violence was a daily affair.

Joselyn Yap of the political advocacy group, National Women's Political Caucus of California, explained that nothing changes by just sitting and waiting. Having devoted the past 20 years to social services and working for the Child Protection

Service in Los Angeles, she and her colleagues know well that violence against family members can affect all kinds of people, and they work persistently and aggressively to combat it in any way they can. "Change won't come voluntarily . . . insistent advocacy is needed," she declared, and told us that "privacy ends when a report is made."

When women see their husbands' violence turned on their children, or when they become aware that they are abusing their own children and feel incapable of turning the situation around, they often leave home, taking their children and nothing but the clothes on their backs. Many become homeless. If they are lucky enough to learn about the existence of a shelter, they often turn up there in search of help. On the day we visited a shelter in Spokane, we found one woman sleeping with her children. They had arrived there in the middle of the night, and their faces still showed the vivid bruises of the violence they had suffered.

Generally, policy on child abuse has made more progress than that on abuse of wives and the elderly. According to Joselyn Yap, there are 2,000 social workers involved with this problem in Los Angeles County who deal with cases through a citizen's hot line. In incidents of infant abuse, social workers have "risk assessment" powers to enter homes and determine whether a child is in danger, even without specific evidence of violence. Child Protection Services operates on an annual budget of \$690 million and each year places about 33,000 children in foster care. Still, says Yap, "what is best for children is to live in a family setting This is our guiding hope." To make that possible, the problems of child abuse have to be confronted by the community as a whole. About 100 organizations in the County, she says, hold monthly meetings to discuss and consider what can be done. In dealing with individual cases, Child Protection Services works with service agencies in the community where the family lives and with the family in question in order to improve the situation.

Foley House is one of the shelters owned by Southern California Alcohol and Drug Programs, Inc., which provides California's only refuge program for female alcoholics and their children. A separate house shelters victims of drug abuse. According to SCADP Executive Director Lynne Appel, statistics show that 1 out of every 10 persons in the United States is subject to violent abuse of a fairly serious degree. She also says that among the 10 million women who are single mothers, the incidence of physical abuse is probably very high. Unfortunately, the urgency of programs aimed at both mothers and children is still not widely recognized, and most single mothers refuse to be separated from their children no matter how serious their plight, often throwing themselves into circumstances even worse than before.

Located in the suburbs of Los Angeles, Foley House is not a secluded institution cut off from the real world, but a cheerful dwelling in which a number of people live together. They live like members of one big, warm family, while each individual is searching for ways to return to an independent life. At the time we visited, there

were about 40 residents, including children. Having escaped from the threat of violence in their lives, they gathered in the living room to talk about their experiences, helping each other try to overcome dependence on drugs or alcohol, and encouraging and supporting each other. With professional counselling, they try to put their lives back together.

Meals are prepared in groups that plan their own menus and whose members take turns cooking, making free use of Foley House's supplies. We were told that many of the women who escape to these shelters have given up making even minor decisions for themselves after years of abuse. The children spend most of their time in the Foley House's daycare center, but those who have suffered severe psychological damage as a result of abuse stay in a separate playroom where counselors work with them and help them to express their fears and insecurities and to communicate with others. When they are ready, they are invited to join the other children.

Without a solid follow-up support system, even those who benefit from the kind of care this shelter provides can end up right where they began. Recognizing this, Foley House owns 25 separate dwellings in the vicinity that are available at very low cost to the women in order to help residents get started on their own. If they run into difficulties, they can come back to Foley House for advice.

The Spokane YWCA is known for operating the most comprehensive program for the prevention of domestic violence in the Northwest Pacific Coast region. Through coordination with the police and the courts, the YWCA is able to guarantee the legal safety of victims and operate programs for both victims and victimizers. Although its location is kept secret, a husband or other victimizer who comes within a certain distance of the YWCA Safe Shelter can be reported to the police and arrested. Safe Shelter provides the same level of care to its residents that we observed at Foley House by encouraging and helping them to resume normal, independent lives through individual and family counselling. Residents of the YWCA program receive care and support for 6 to 18 months to help them get back on their feet.

The shelter also helps victimizers through "anger management therapy" sessions, which are designed to help them learn to control their emotions while at the same time respecting their privacy. Another important area of activity features "volunteer advocates" who work on the 24-hour SOS telephone service, rescue victims, serve as liaisons with the courts, and help educate the general public about domestic violence problems.

One woman we met told us her boyfriend had tried to shoot her and said she was lucky to escape with her life. She commented candidly that she had been abused by either her father or some boyfriend ever since she was a child. Each time she found a new boyfriend, she hoped that he would be different, but the result was always the same. She said ruefully that she just didn't know how to judge men. She had managed to recover to a certain extent from her experiences and was

commuting to a skills training program that would help her establish a career of her own. The woman declared "I don't want to depend on a man any more."

The Spokane YWCA has a room fully stocked with clothing and daily necessities, which anyone can borrow at any time. When women who are homeless or living in a shelter attend job interviews, they need to look presentable and dress as smartly as possible. The supply room has no supervisor, no sign-out chart, and no one to keep track of who takes what. In spite of this, a staff person told us that no one abuses the privilege of access to the supply room. This system is based on the conviction that human beings have a certain pride that must be respected, no matter how dire the straits in which they may find themselves.

Another unique program at the YWCA is a school that accommodates homeless children from preschool age to the eighth grade. The program originated with the purpose of providing care and supervision for the children while their homeless mothers were searching for work or attending skills training classes. About 30 children were enrolled at the school. We spent about an hour with the children, teaching them *origami* and how to hold chopsticks, letting them sample the snacks Japanese children enjoy, and showing them how to write their names in Japanese characters. The children were all cheerful and fun, but there were a few who did seem very inhibited and uncommunicative. When we left, most of the children asked for a parting hug. Some of the children, however, still felt threatened by anyone who came too close, and the teachers asked us simply to give them a gentle handshake. The encounter with those children was unforgettable.

Both at Foley House and the Spokane YWCA, human dignity takes precedence; whether child or adult, an individual's right to happiness is respected, and both organizations are committed to doing all they can to achieve that goal. This idea is one we hope to help implant more firmly on Japanese soil, where the dignity of the individual is generally subordinated to the welfare of the group.

NPOs as Community Coordinators

The study tour provided us the opportunity to observe the activities of an extremely broad range of private-sector groups, as mentioned above. We were also deeply impressed to find NPOs working not only to tackle specific community issues, but also playing a significant role as coordinators between citizens and the government and big businesses or among private organizations themselves.

Kaiser Permanente, its headquarters located in California, is a health insurance and medical service organization that operates 178 clinics in 16 states. The largest of its kind in the United States, Kaiser Permanente provides general medical services to 6.6 million citizens paying low-level insurance premiums. It not only provides health facilities, basic medical services, and AIDS education, but offers special programs of its own, funding to NPOs, and cooperation on various projects and government programs that help build healthy communities.

Many of its activities are unique: programs to help teenage mothers complete their diplomas; funding to promote and reward volunteer efforts to improve communities through programs such as "Adopt a Block;" conducting a recycling drive for second-hand eyeglasses and dispatching of ophthalmologists to towns where the eyesight of most of the children has been so impaired by malnutrition that they cannot attend school; building street-corner police boxes as a crime-prevention measure; wildlife protection and reforestation drives, and so on. While we were in Los Angeles we heard news reports about Kaiser Permanente activities almost daily, suggesting that it is one of the most well-established, proactive organizations of its kind.

Spokane's Northwest Regional Facilitators (NRF) was founded in 1974 by Susan Virnig and two colleagues and has since grown steadily to support a staff of about 50, occupy two buildings, and operate on a \$1 million annual budget. It organizes forums for discussion among citizens, government authorities, and corporations as needed to resolve disputes involving water pollution, air pollution, congested traffic, and other local issues. The NRF offers recommendations for alternative planning; housing improvement programs designed to provide more liveable environments beneficial to both tenants, especially low-income families, and landlords; acquisition of federal housing assistance (their housing rehabilitation record totals 3,000 dwellings in the past 15 years); childcare programs; seminars designed to promote understanding and cooperation among citizens regarding community problems; and much more.

One of the more distinctive NRF programs, and one that Japan has much to learn from, is the NRF's Lindaman Nonprofit Center. NRF has made one of its buildings available to 26 small nonprofit groups in Spokane for a very modest monthly rent. The smallest room, only 90 square feet in size, rents for \$100. The largest room is 1000 square feet. Members share common facilities and equipment, including the conference rooms, a fitness training room, office equipment, telephones, kitchen, storerooms, and parking lot, all free of charge. The Center also operates a used office furniture and equipment bank. We were told that computer, fax, secretarial services, accounting consulting, management consulting, training programs, and workshops were also available at low cost. If an organization does not have the funds to open an office of its own, it can rent space in this center and obtain access to its services. The Lindaman Nonprofit Center also operates a membership system through which members are eligible to receive services even if they are not renting offices in the building. Location there, however, promotes the exchange of information and spontaneous cooperation among different groups. At the Center we met with representatives of a number of tenant organizations concerned with forest protection, fair government appropriations, and housing problems for low-income individuals. This kind of center may be feasible in the United States and is possible because of low consumer prices and plentiful land, but we were struck with the fact that it is exactly the kind of facility needed in Japan, where the nonprofit sector is still not firmly established or adequately funded.

NRF obtains most of its financial resources in the form of contracted money from the federal, state, and municipal governments, but it remains an independent institution with a reputation for its pioneering, experimental programs. Its housing rehabilitation program has received an official commendation from the federal government. In the United States, an organization that enters into a contract with the government considers the arrangement an agreement between equals: the exchange of its professional expertise for a certain amount of money. Susan Virnig called to our attention the fact that government money is the taxpayer's money. Citizens have the right and the responsibility to use that money effectively, she said, and if creative projects are launched through private initiative and expanded, the government can carry them on or develop them as cooperative projects so that they will benefit the largest number of people possible. The important thing, she emphasized, is that the independence of the private organization not be infringed upon, but that it be strengthened and allowed to grow. This is extremely valuable advice for Japan, where in government-commissioned projects private organizations usually hold inferior status as subcontractors.

Diversity in the Arts and Education

Our Chicago host, Ronne Hartfield, Director of Museum Education at The Art Institute of Chicago, provided us with an opportunity to observe community activities of a very different kind than those described above. Aboard the tour boat Chicago First Lady, we enjoyed 90 minutes of cruising on the Chicago River in the sun and breeze while a volunteer guide and specialist from the Chicago Architecture Foundation gave us a running commentary on the forest of postmodern architecture visible on both banks of the river. Japanese and third-generation Japanese-American volunteers from the Art Institute of Chicago interpreted the commentary into Japanese and later gave us a guided tour of the Art Institute itself.

An important part of the activities of American art museums consist of programs designed to familiarize citizens with culture and the arts. The Art Institute of Chicago, which houses a museum as well as educational facilities, is known not only for one of the finest art collections in the world, but also for its stress on arts education. The Institute's Department of Museum Education provides a wide array of programs: guided tours for K-12 students; family programs aimed at children and their parents and grandparents; teacher-training programs; a folk tale storyteller program, and sketching sessions among others. The museum believes that by becoming familiar with the arts, people learn how to express themselves freely and creatively.

During a panel discussion arranged by the Art Institute of Chicago, the members of our Japanese delegation had a chance to present an overall report on the Dialogue and the experiences of the previous nine days in Los Angeles and Spokane. It was quite a challenge to communicate all we had felt and learned to the audience of about 70 people who had gathered to hear our stories. Ronne, a

poet in her own right, told us that art plays a very important role in helping women to express themselves once they are freed from the constraints that have bound them. Indeed, the Art Institute offered us tremendous inspiration as we strolled through its halls, trying to decide how to present our observations on the tour.

Women and Leadership

Women's Issues and Commissions on the Status of Women

A wide variety of initiatives have been taken to enhance the status of American women. June Farnum Dunbar of the Los Angeles County Commission on Women (established under a Los Angeles County Assembly ordinance drafted in 1975) explained measures being taken by the federal and state governments and what specific activities were going on in Los Angeles County, giving many specific examples.

Currently, some 270 such government commissions have been set up at the federal, state, county, and municipal level. The Los Angeles County Commission consists of 15 members, with three members appointed by each of five county supervisors. Its main functions are: (1) to advise county departments and agencies on the needs of women and matters relating to discrimination on the basis of gender; (2) to make recommendations on programs and legislation aimed at promoting equal rights and opportunities for women; (3) to initiate programs, surveys, and studies of alleged discrimination against women or the infringement of their human rights; and (4) to act as coordinator for the County, community groups, and other organizations concerned with women's rights. Some of its recommendations touch on very immediate issues. For example, recommendations have included that at least half of the members appointed to county commissions be women; that studies be conducted on wage discrimination and women's advancement to managerial positions in business; that changes be made to ensure equal opportunity; and that women be accorded the right to choose whether or not they will bear children. Other activities range farther afield, such as protests aimed at the United Nations to bring attention to the cruelty to women that exists in developing countries. However, since the Commission holds no power to enforce the adoption of its recommendations, it must constantly monitor the status quo and resubmit its recommendations and advice again and again. Sometimes it turns to television or the newspapers in the endeavor to raise public awareness or to appeal to popular opinion. There is also an organization called Women's Appointment Collaboration, made up of some 40 female government commissioners, of which June Dunbar is a member. This body works aggressively for the advancement of women to higher posts in government as well as corporate management.

The Study of Men and Women: Toward a New Society

In academia as well, efforts are being made to move away from the traditional approach to the study of women's issues toward a new perspective taking into account both men and women. The Program for the Study of Women and Men in

Society (SWMS) founded at the University of Southern California in 1986 is one example. The concept behind this program is that women's issues inherently involve men's issues as well, and that problems should be addressed by both men and women together. Both men and women, graduates and undergraduates, may elect this subject as their academic major or minor. The program consists of 10 core classes, including: Sex Similarities and Differences: A Multi-disciplinary Approach; Sex/Gender/Sexuality as an Issue in American Public Life; Feminist Theory, and about 15 other related courses. In 1993 most of the classes offered followed the traditional women's-studies approach, but the overall theme for the 1994 academic year will be "Men and Masculinity."

The number of foundations specializing in women's issues is rapidly growing. The L. A. Women's Foundation, founded seven years ago, works to help women, especially minority and low-income women, to attain greater independence. The Foundation's program manager, Savi Bismath, told us that some 60 women's foundations like this exist throughout North America.

Crystal Hayling of the California Wellness Foundation, whose activities are dedicated to the improvement of community health and medical care, shared with us the results of surveys on female health. Among the data she mentioned: African-American women are prone to develop uterine myoma and often give birth to children prematurely; Latino women are relatively unlikely to get cancer but the death rate after diagnosis is very high; and Asian women are slow to recover from childbirth. The Foundation uses this kind of basic research to plan proactive policies.

Shared Strength of Women and "Advocacy"

The people we met working in NPOs all emphasized that one of the most important parts of their work was "advocacy," or the endeavor to increase the influence and impact of NGOs on public policy. There are many ways to exert pressure on municipal and state governments, but the most common is to build a regional network of organizations of similar concerns and activities. In order to start a really large-scale movement, a national organization must be created to lobby Congress and the federal government. Contacts are thus cultivated with policy-makers everywhere possible.

All these organizations seem to have begun with the conviction that "though alone we may be weak, together we are strong." Concerned people gather together to talk and exchange opinions and information. Linda Crabtree of the Holy Family Hospital Women's Center, who attended our meeting at Northwest Regional Facilitators, told us there would be a breakfast meeting of Spokane women leaders at 6:45 am the next morning and invited us to attend. We determinedly wiped the sleep out of our eyes early the next day to attend the Action Women's Exchange Breakfast Meeting held at the Spokane Club. The attendance fee was only \$5 and about 100 women had assembled. Over breakfast, they busily used the opportunity to meet a wide variety of people, to communicate with other members, recruit participants for projects, search for jobs, make statements, distribute pamphlets

and information on the issues of their concern, and so on. It happened to be just after former diplomat Masako Owada had given up her career in the foreign service to marry Prince Naruhito, so as visitors from Japan, we were asked many questions about that and other issues. Informal and inexpensive breakfast meetings like this are by no means unusual in the United States, and many women actively participate in them. The women who hosted our study tour in the three cities we visited across the United States have the same kind of broad networks based on mutual respect and trust which help make possible the diverse programs we viewed on our tour.

Ordinary Women in Politics

Starting out in this way, with exchange of ideas and information, forming ties with other persons of shared concern, becoming involved in lobbies seeking to have those concerns reflected in public policy or other activities, more and more women are actively seeking careers in politics. In the US Senate there are six women among the one hundred members; in the House of Representatives 47 of the 440 members are women. Among state assemblies, that of Washington state has a relatively large proportion of female legislators; 40 percent are women. Under the Clinton administration, a number of women have been appointed to cabinet-level and under secretarial posts, and thus their role in American politics has taken a large stride forward.

At a meeting with women politicians in the office of Spokane Mayor Sheri Bernard, we were impressed by the extent to which women have moved into politics. A former staff member of Northwest Regional Facilitators, Bernard served for six years as municipal council member, has served as mayor for four years, and is seeking re-election in the fall of 1993. Lois Stratton had served for five years in the Washington state House of Representatives, eight years in the state Senate, and was currently a Spokane city council member. She also intended to run for mayor in the autumn elections. Pat Mummey was head of the Spokane County Board of Commissioners. Former university professor Lisa Brown was a first-time member of the state House of Representatives. Jean Silver was a veteran legislator who had served 11 years in the state lower house. Janet Gilpatrick was the assistant to House Speaker Thomas Foley. Judith Gilmore was director of Governor Mike Lowry's Eastern Washington office. Jennifer Polek was the Eastern Washington regional representative in Senator Patty Murray's office. Ranging in age from their 20s to 60s, they were responsible for political activity at different levels for this city of about 180,000. They struck us not as belonging to some special breed, but as very ordinary, personable women.

Most of the women who have moved into the world of politics are those who realized the importance of political action in solving the problems faced by the community and society as a whole in the course of their work at NPOs or as volunteer activists. We saw that the eight women gathered that day in Mayor Barnard's office shared a strong mutual bond and cooperate with each other on a day-to-day basis. It was especially amazing to see two people, who were to be

rivals in the upcoming mayoral election, sitting there together without the least sense of antagonism, offering their opinions quite naturally and enthusiastically on the subject of women and politics.

In response to our question as to what they considered the differences between men and women in politics, the women pretty much agreed with one another. In terms of strong points, they pointed out that women respond immediately to things that are happening in society right now, work aggressively for peace, reject violence and war, strive for balance in whatever they do, and know clearly what citizens want, because they have entered politics from the front lines of activism in the community. It was pointed out that currently the power of women is limited and that they have to do much more in order to establish political acumen and strength. The important thing, they emphasized, is not to be tied down by the established patterns of political activity, but to be committed to politics, to deepen awareness of and knowledge about political problems, and effectively sway the electorate.

At the Chicago office of the Governor of Illinois, we met Arabel Rosales, Christine Takada, and the other able women who, as executive assistants to the Governor, are in charge of urban and community affairs, education, and Asian American affairs. The state government offices are located in an innovative donut-shaped building, with open-style offices surrounding a central atrium. The lower four floors are a shopping mall, with the fifth floor and above housing the open-hall style offices of the state government. Shoppers standing in the courtyard below can see the staff and officials bustling about their work high above. It is intended as a symbol of the openness between the state government and citizens. The air-conditioning and heating bills are apparently astronomical, but the message of the structure has apparently been worth the cost. This open environment helps to combat the tendency for vertical administration and encourage smooth horizontal communication among the different administrative sections. Problems in education, for example, are dealt with after researching race discrimination problems and other related issues through consultation with other sections of the government. We found these young women staff members put a great deal of energy into very responsible positions and learned that they have benefited from the encouragement and understanding of their superiors. Later that day, when we visited the office of Chicago Mayor Richard Daley, City Staff Director Barton Moy and Community Outreach Coordinator Gene Lee told us that they are in daily contact with the Governor's office regarding minority and other problems. The problems facing the third-largest city in the United States are tremendous, and many of them seemingly impossible to resolve. However, when we observed the close and friendly relationships among officials and politicians at a reception held in our honor or at other occasions, we clearly saw the important role that human relationships and networking play in the world of politics.

Jane Addams: Mentor of Women Leaders

Hull House, a museum commemorating the life of Jane Addams (1860—1935), the first woman to be awarded the Nobel Peace Prize, is located on the University

of Illinois Chicago campus. Our visit to Hull House was proposed by delegation member Mitsuko Yamaguchi, who is Executive Director of the Fusae Ichikawa Memorial Association. The pioneer women's suffrage leader Ichikawa Fusae (1893—1981) had visited Hull House as a young woman, and her experience seeing democracy based on the principles of freedom and equality at work there, had been one of the factors that led her to launch the women's suffrage movement in Japan. In that sense, therefore, Hull House holds special meaning for Japanese women. The building, a settlement Addams built in 1889 at the age of 29 for immigrants from Europe, is now a memorial open to the public.

Addams dedicated her life to community development, human rights, and social justice. She campaigned for the rights of immigrants, juvenile justice, safe working conditions in industry, legal protection of women and children's rights, labor issues, public sanitation, social welfare legislation, political reform, better housing, education, public recreation facilities, cross-cultural understanding, community cultural activities, and international peace. She poured all her resources into her activities based at Hull House and 13 other facilities.

Branded as a communist for a time because of her battle to defend the rights of workers, she had to endure a period of exile from the United States. She nonetheless overcame all obstacles confronting her and contributed to US society as a true community leader. Her achievements in social reform were truly remarkable, given that she was active at a time when the status of women was still greatly inferior to that of men. With inspiring examples like Jane Addams, US society is sure to keep on producing many distinguished and stalwart women leaders. The Fusae Ichikawa Memorial Association is currently preparing a biography of Addams, and it was a memorable experience for us to be there at Hull House some 70 years later, retracing the footsteps of the pioneer of the Japanese women's movement.

Challenges for Women and the Role of Nonprofit, Nongovernmental Groups: Leadership Training

The speech given before US–Japan Women Leaders Dialogue participants at the concluding seminar in New York by Susan Berresford, Vice President of the Ford Foundation, one of the United States' most important NPOs (and the largest grant-giving foundation in the world), was full of valuable advice and encouragement. In US society, she said, nonprofit NGOs are viewed as: (1) groups where innovative, pioneering people gather; (2) a political testing ground for new ideas; and (3) manifestations of the pluralism and individualism of the United States. NPOs stand relatively close to the ordinary people and therefore represent a more human approach than that of government; they “are the social part of business.” These organizations are an integral part of American life, and at a time of increasing distrust in government they have an even more important role to play than in the past. Ms. Berresford observed that many women previously active in NPOs and NGOs have been recruited by the Clinton administration, and it is certain that their

past experiences will be reflected in government policy and that their work in the federal government will help them to accomplish even more when they return to careers in the private sector. [See pages 115–121 for full text of Ms. Berresford's speech].

The facts behind Ms. Berresford's observations can be outlined as follows. The total amount of grants and donations to the private sector in the United States in 1991 was \$124.8 billion, an increase of 6.2 percent over the previous year despite the prolonged recession. This accounts for 2.2 percent of the GDP. Of that amount, 82.7 percent consists of individual donations, 6.2 percent bequests, 6.2 percent foundation grants, and 4.9 percent corporate donations. Of this, 54.2 percent goes for religious-related purposes, 10.6 percent for education, 8.5 percent for human services, 7.8 percent for medical and health care, and 7.1 percent for cultural activities and the arts. The recipients of these donations and grants include, of course, the private organizations involved in community action. About \$5 billion goes to citizen activism for community development and human rights causes, about \$3.1 billion goes to environmental protection groups, and about \$1.7 billion to international relations.

According to the IRS (Internal Revenue Service) figures, NPOs' operations account for \$133.0 billion, or 3.5 percent of the GDP. They employ 7.4 million people (5.7 percent of the workforce), and benefit from the volunteered services is estimated to be the equivalent of 5 million full-time employees. Other statistics show that 54 percent of persons aged 18 and over are engaged in volunteer work of some kind, contributing an average of four hours per week. These figures testify to the considerable size of the nonprofit sector in the United States and the high status it holds.

One of the highest priorities of the nonprofit sector is in human resource training. According to Susan Berresford, 12.4 percent of the workforce of New York is in the nongovernmental sector and 67 percent of the NGO workforce is female. All the people we met shared the view that the advancement of the nonprofit sector depends heavily on the cultivation of female talent, as testified by the words we heard constantly, "empowerment" and "mentoring."

Taking up the challenges of the demand for human resources is the Women's International Leadership Program based at International House in New York. A carefully screened group of women from around the world between the ages of 20 and 60 take a nine-month regimen of courses designed to help them exercise effective leadership. They learn about organizational planning, conflict resolution, strategies to increase female participation in decision-making, cross-communications, and many other topics in seminars and workshops. They also study the work of mentors in their fields, engage in field work in communities struggling with problems in their field of interest, and experiment with development of new projects in small groups. Irene Redondo-Churchward, our host in Los Angeles, who had gone back to college after her children were grown and then moved into nonprofit

sector work, told us that she had received her real training as a professional at the National Hispana Leadership Institute. In Japan, too, older women leaders must not only help “empower” their juniors using their own experience, but also work to create strategic mechanisms to cultivate effective women leaders.

Lessons From US Society

Voluntarism and Professionalism

As outlined above, a great number of private NPOs in the United States are tackling the issues faced by society, each from their particular standpoint. Women play the central role in the management and activities of a very large proportion of these organizations. These women take pride in their role as the driving forces of social change, and at the same time strive constantly to enhance and improve their professional expertise. The magnitude of the problems facing the United States is perhaps far greater than those confronting Japan. Most of these problems are rooted in social inequities and are reflected in human rights and women’s issues as well as racial and gender discrimination. This explains why many American women are so seriously committed. Voluntary spirit alone is insufficient to cope with the gravity of the problems. Professional expertise is a prerequisite in the private voluntary sector, just as it is in politics or business.

Members of the US delegation who participated in the Japan study tour and other Americans who have observed private voluntary activities in Japan have said that while US nonprofit-sector activities are now highly professionalized, partly out of necessity, a prototype of the American spirit of voluntarism can be found in Japan in the uncompensated work of volunteers. An important challenge for Japan in particular is to achieve a balance between this spirit of uncompensated endeavor and the promotion and advancement of the nonprofit-sector.

The voluntary spirit is still very much alive and well in the United States, as shown by the statistics quoted above. Indeed, volunteer work is an integral part of the educational and institutional systems, a fact to which many statistics attest. It is to be hoped that in Japan, too, where the word “volunteer” has only recently become widely recognized, efforts will be made to learn from American experience in promoting a nonprofit sector and a spirit of voluntarism adapted to the Japanese environment.

We visited the United States in June, which is the last month of the fiscal year for many organizations, so our hosts were in the frantic process of preparing applications and documentation for projects to be submitted to foundations, corporations, and government agencies. NPOs draw their funds in the form of contributions from individuals and corporations through the United Way, as well as grants from foundations and government contracts. Roughly 30 percent of their funds are derived from membership fees and earnings from profit-making activity, 22 percent from donations and private-sector grants, 21 percent from government subsidies, 21 percent from volunteer support, and 6 percent from other sources. Unlike in

Japan, the nonprofit sector is firmly established in the United States, and fund raising mechanisms receive far better treatment under the legal and tax systems.

There is a very respectable profession known as “grantsmanship” in the United States. Grant writers and development staff try to acquire funds by formulating convincing project plans and by winning approval from foundations and other grant-giving agencies for the aims of the projects, the means of achieving them, and the competence and capability of those who are to carry them out. The most highly reputed private organizations in the United States are led by people with well-honed skills in grantsmanship. For this reason, the competition to obtain funds is intense (although the overall pie is far larger than it is in Japan), and, with the recession, all organizations are suffering severe difficulties. In addition to their routine money raising activities, they launch large-scale fund-raising campaigns annually or once every few years. Demonstrating the indefatigable American frontier spirit, they throw themselves heart-and-soul into their activities, their sights set constructively and optimistically on the future.

Citizens’ and women’s groups in Japan can hardly hope for the same level of success in their endeavors as that enjoyed by private NPOs in the United States. The nature of our society, the structure of our tax system and other institutions, and the level of public awareness vis-a-vis nonprofit activities differ from the situation in the US. Today, however, we can see that social problems of unprecedented severity and complexity are ready to emerge in Japan, given the rapidly aging citizenry, the deadlocked educational system, the increasing number of women working outside the home, and the rising numbers of illegal foreign laborers, etc. Because these problems come very close to home for Japanese women, it is extremely likely that they will increasingly seek to confront them using the flexible, horizontally organized groups they instinctively know how to form. A very important, if long-term challenge, lies in helping these groups to further “empower” themselves in order that they do not end up as mere “hobbies,” but rather are enabled to show their full potential and play a significant social role.

Strengthening of Organizations

American women are working to strengthen and expand their organizations in various ways, and their endeavors offer much from which we in Japan can learn. Specific areas of effort are:

1. Discerning what problems society and the community is facing and objectively analyzing what needs to be done to solve these problems;
2. Judging what activities will be the best and most appropriate, given the capacity of the group;
3. Working out medium- and long-term strategies to: hire personnel; secure sources of funding (i.e., increasing fund-raising capacity, which implies a required ability to present project plans in such a way as to convince others of their necessity); explore the possibilities of cooperation with other groups, including public entities (this cooperation is necessary in order to both minimize

the overlap of activities and merge small strengths to form a powerful force); and cultivate information exchange and public impact (including preparation of summary reports of group activities for promotional use);

4. Mobilizing individuals and organizations through networks to unify them and empower them to carry out more effective activities and, when necessary, exerting political pressure; and
5. Systemizing the training of younger persons to carry on nonprofit activities.

In Japan, where institutions do not exist that facilitate such social-oriented work and where the infrastructure for volunteer activity is not well developed, these fields of endeavor involve enormous effort. Furthermore, they are all so closely interrelated that it would be ineffective to implement them only one or two at a time. But the problems already confronting Japanese society and local communities in Japan will not wait. Efforts by individuals committed to nonprofit-sector work are much needed, it is true, but even more crucial is that a broader awareness grow throughout Japanese society—Japanese leaders and citizens alike—of the importance of the nonprofit sector and an environment that supports its activities.

Conclusion

From the US study tour, the Japanese delegation brought back with it a bountiful harvest of experience and a much refreshed awareness of challenges to be pursued. Although only six women took part in the study tour, their experiences in the United States are too valuable to keep to themselves. They have already begun to tell others in Japan about the tour whenever and wherever the opportunity arises. With the publication of these reports, JCIE and IIE, sponsors of the Japan and US study tours, hope that readers will be encouraged to discuss issues of common concern and launch activities in the nonprofit sector. It is also hoped that this Dialogue program can be continued through the cooperation of foundations in the United States and Japan.

It would be impossible in this brief report to describe in adequate detail all the extremely valuable experiences the delegation members enjoyed in the United States. In Spokane, a homestay program was provided in accordance with each delegation member's personal interests. The host families were all exceedingly warm and hospitable, giving us a precious opportunity to experience American family life first-hand. For half of one day we engaged in "shadowing," following one particular woman around as she pursued her daily routine, in order to observe her life close at hand. In New York, one member visited the Boys Choir of Harlem; another met with women of the Workers' Collective; others exchanged opinions with editors of a community newspaper and visited UNIFEM and other women's affairs departments at the United Nations. Each of us reaped a harvest of our very own from the tour. We would like to express our sincere gratitude to our hosts at IIE and everyone we met in the United States.

The best way we can think of to return the kindness as well as material and spiritual support we received for this project is to commit ourselves wholeheartedly to firmly establishing the nonprofit sector in Japan. If that can be accomplished, our hope that private organizations in the United States and Japan can work together effectively for the benefit of the Earth and the international community may some day be realized.