

Study Report

Collaboration System
with NPO/NGOs, Government,
and Business firms
(Summary)

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Contents

Collaboration System with NPO/NGOs, Government, and Business firms

-----**Kanji Tanimoto**

Japan Platform : Collaboration between Government, Business sector and NGOs

-----**Tsutomu Ide**

Issues in Collaboration between CSOs and Other Sectors in Japan

-----**Katsuji Imata**

The Roles of NPO/NGO and Expected Policy to Support Their Activities

-----**Sadahiro Sugita**

Co-operation with NGOs in Japanese ODA

-----**Masahiro Obata**

NEC's Challenge to Establish an Effective Corporate Citizenship Model based on Partnerships with NPOs

-----**Hitoshi Suzuki**

Utilizing the Corporation's Creativity to Realize a Global Civil Society Collaborations with NPOs and the Reasoning Behind these Activities : A Matsushita Case Study

-----**Takeshi Kikuchi**

The Role of Intermediary Organizations on Collaboration of Corporations and NGOs

-----**Youko Takahashi**

The Role of Universities for Nonprofit Education and Training in Japan

-----**Naoto Yamauchi**

Collaboration with What Government? :
Case of Local Governments in the United States

-----Kazuaki Okabe

New Relationship between government and NPO/NGO :
New Movement regarding Japanese Legislation on Public Services

-----Yoshinori Terui

Collaboration System with NPO/NGOs, Government, and Business firms

Kanji Tanimoto

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This chapter shows an outline of basic idea and theoretical framework on our report. For a couple of decade, the times have been rapidly changing. The framework of our socio-economic system is in question now. Due to a failure of big government, a limitation of economic fundamentalism, a rise of NPO/NGO, we must discuss which is the suitable entity to handle the social problems, and how to supply the social services. At the dawn of a new day rising NPO/NGO, it is nothing unusual that some people overevaluate the NPO/NGO's potentiality and others underevaluate. We should analyze and evaluate NPO/NGOs' role in society impartially. It is a matter of course that only one sector out of three; government, business firms, NPO/NGOs cannot handle the whole global/local problems. Now we should design a new system how to collaborate three sectors in handling a certain social problems, and all the sectors; government, business firms, NPO/NGOs, intermediary organizations, and universities are expected to take a new role in this day.

Japan Platform : Collaboration between Government, Business sector and NGOs

Tsutomu Ide

Secretary General, Japan Platform

Japan Platform is the network organization created in 2001 to respond the need of the collective support for the NGOs who dedicate in the emergency humanitarian assistance. In Japan Platform, the representatives of NGOs, MOFA, business sector, academics participate not only as the passive advisors but rather active supporters of the activities in various ways. Through the Afghanistan relief case, the role of each sector and the achievements are tested.

Japan Platform used more than \$5 million of Government fund and \$0.5 million of private donation in Afghanistan operation. More than ten NGOs deploy

mainly in Afghanistan and work in different fields. The key issue is to enhance the NGOs capabilities through the accountability and the transparency.

The discussions and contributions from the different sectors produced the additional value for the NGOs activities. Challenge is not the operation itself but the difficulty to find the common protocol, vocabularies, and value for the objectives.

Japan Platform would be the transitional organization but it would be the model for the 21st century civil society organization.

Issues in Collaboration between CSOs and Other Sectors in Japan

Katsuji Imata

President/CEO, Japan-U.S. Community Education and Exchange (JUCEE)
Secretariat Director, CSO Network Japan

More and more people in Japan have started to seriously explore ways in which civil society organizations (CSOs) can and should collaborate with government and private sectors.

In reality, however, Japanese CSOs are still weak and need considerable support before they can enter into an equal partnership with players from other sectors. Some Japanese CSOs are even averse to the notion of collaboration with other sectors for ideological or philosophical reasons.

This article demonstrates the global trend with regard to civil society involvement in global governance and international development, gives an overview of the collaborative efforts in Japan in this field, and provides a perspective about how CSOs should cooperate with other sectors.

Still, not much has been elevated to a shared understanding among CSOs regarding this question - with the exception of the emerging view that CSOs should try to take a leading role in forming collaborative endeavors, rather than being on the receiving side of government or business initiatives.

Moreover, Japanese CSOs regard as quite important the act of building trust with people in other sectors before launching into full-blown collaborations.

The Roles of NPO/NGO and Expected Policy to Support Their Activities

Sadahiro Sugita

Director, Policy Planning Department,
Ministry of Economy, Trade and Industry (METI)

NPO/NGOs are expected as a bearer of the “New Public Services”. The roles of NPO/NGOs and necessary policies to support them to achieve new service system are described.

In the 20th century, government sector beared a major role of public services in the social economy system. As the system was matured and individual values were diversified, the implementaion of the top-down style public services based upon traditional unilateral decision made by government became obsolete and insufficient. Under these circumstances, the roles of government sector and private sector are being reviewed and the government sector’s role for public services is predicted to be reduced. On the other hand, the share of the role of private and business sector, in some cases associated with NPO sector, is prospected to expand. In such occasion, donation is a key factor to support financially their activities for public services.

To foster sound NPO/NGOs as the “New Public Service” provider, the promotion of the following items are important.

- (1) Out-sourcing of public services,
- (2) Partnership including cross-sectoral exchange of human resources,
and
- (3) Institutional reform of supportive taxation system.

Concerning METI’s policy field, supportive policies for NPO/NGOs working in the following categories should be adopted and implemented in addition to developing collaboration between METI and NPO/NGOs under partnership.

- (1)Community-based businesses,
- (2)Small and Medium size businesses,
- (3)Business start up, and Environment and energy.

Co-operation with NGOs in Japanese ODA

Masahiro Obata

Director,
Non-Governmental Organizations Assistance Division
Economic Cooperation Bureau, MOFA

1. Issues Surrounding Japanese NGOs

- (1) Japanese NGOs are weak in financial foundation and management capacity.
- (2) Compared internationally, the percentage of the NGO support in the total amount of Japanese ODA is low. (The percentage of NGO support in the ODA is: 0.51% in Japan, 33.6% in the US, 3.8% in UK, 9.7% in Canada, 10.8% in the Netherlands.)
- (3) Japanese NGOs need to improve accountability on their activities and management.
- (4) It is important for Japanese NGOs to broaden public understanding of and support for their activities.

2. Governmental Measures for NGOs

In order to tackle these issues above, in planning ODA policies and in implementing ODA projects, the Japanese government has been taking active measures (1) to collaborate with and support NGOs, and (2) to engage in “Capacity Building Support”(the program which aims to increase expertise and management capacity of NGOs).

(1) Collaboration and Support

(Collaboration)

- NGO-MOFA Regular Meeting(since FY1996, four meetings per year)
- Joint Evaluation by NGO and MOFA(since FY1997)

(Support)

- Financial support for Project/Program
- Financial support for emergency humanitarian support activities through “Japan Platform”

(2) Capacity Building Support

(Increase Expertise)

- Short-term Capacity Building Training for Japanese NGOs
- Financial Support for Study Groups(in the area of Health/Medicine, Education,

Agriculture/Rural Development, since FY 2001)
(Increase Management Capacity)

- NGO Consulting Service Framework(25 consultants nation-wide)
- NGO Technical Advisor Framework(20 technical advisors nation-wide)

NEC's Challenge to Establish an Effective Corporate Citizenship Model based on Partnerships with NPOs

Hitoshi Suzuki

Department Manager
Social Contributions Department
NEC Corporation

Non-profit organizations (NPOs) are now playing an important role in addressing social issues with expert and progressive approaches. Companies are also expected to become actively involved in their communities in their role as good corporate citizen in order to tackle community issues. Partnerships between these two sectors are now widely considered an effective model to resolve social issues. Success in implementing this strategic corporate citizenship model is based on mutually beneficial partnerships. However, it is a fact that companies cannot easily find and choose an appropriate NPO as their partner. Companies need to evaluate candidate NPOs in terms of financial and organizational capacity, implementation capability, expertise, etc.; however, this kind of information is not easily obtainable. NPOs need to maximize their efforts to improve transparency and accountability to help companies make an efficient evaluation of possible partners. Capacity building is also a vital issue to NPOs. It is practical and effective for companies to help their partnering NPOs build up their capacities utilizing companies' overall resources and, in parallel, to implement a partnership program to address a social issue together. Both parties also need to establish a goal of the program and to manage it with "PDCA" cycle to secure tangible results. NEC is successfully promoting its corporate citizenship programs based on this concept.

Utilizing the Corporation's Creativity to Realize a Global Civil Society Collaborations with NPOs and the Reasoning Behind these Activities: A Matsushita Case Study

Takeshi Kikuchi

Manager, Philanthropy Team,
Corporate Citizenship Group, Matsushita Electric Industrial Co., Ltd.

The basic reasoning currently underlying Matsushita's collaborations with non-profit organizations (NPOs), one area of the company's corporate citizenship activities, as well as its support for these organizations is the desire to create a social infrastructure in which each sector is able to work together.

Forming partnerships with NPOs, Matsushita has carried out various corporate citizenship projects, including the creation of barrier-free and universal design products, a financial support program for NPOs to which employees belong, educational workshops and a fundraising campaign in which an NPO served as the financial intermediary. Through these partnerships, Matsushita has come to realize that the first priority for NPO/NGOs based in Japan lies in the strengthening of their organizational infrastructure.

As corporations and NPO/NGOs assume an equally important role in society, their cooperation in carrying out activities based on "co-existence and co-prosperity" is essential for the creation of a peaceful, stable and just society. Based on this as well as the need to strengthen NPO organizational fundamentals and cultivate a "giving culture" in Japan, Matsushita is in the process of establishing "The Supporters Matching Fund," which provides financial assistance to NPOs focused on children and the environment. In order to form a new civil society, it is crucial for each social sector to maintain a balance between its philosophy and organizational infrastructure.

As a member of the global community, each social sector must realize its creativity in order to reap global benefits. By following the slogan: "Think Globally, Act in Your Community," we will become one step closer to realizing the ideal society.

The Role of Intermediary Organizations on Collaboration of Corporations and NGOs

Youko Takahashi

Representative Board, Japan Philanthropy Association

The role of intermediary organizations becomes very important, when we desire to solve problems in our society efficiently by the collaboration of corporations and NPOs. I will give some comments about the role of intermediary organizations in the collaboration of corporations and NPOs by showing 3 cases of Japan Philanthropic Association's activities.

Our first case is projects with Animo Ltd., which is the first venture company of Fujitsu Ltd. In addition to the online shopping mall and online reading services, Animo is providing emergency services for taking care of children. The key technology of Animo Ltd. meets necessity of the society by the coordination of our association, and then they can not only solve the problems but also discover new possibility in our society.

Our second case is that we have a grant project to support NPOs with Japan Tobacco Foundation We can support many NPOs financially and consult them through face-to-face communication.

Our third case is a project called "Marunouchi NPO Plan" with Mitsubishi Estate Co. Ltd., which is a town-planning project in Marunouchi, We send various information about NPOs across the whole country. We rent our office from Mitsubishi Estate Co.Ltd at a lower price; instead, we provide them, other corporations and NPOs some ideas, information and advice regarding philanthropy and NPOs in Marunouchi.

From these examples, I can show some evidence. We can create new values in the society through the collaboration of the corporation and the NPO by the coordination of the intermediary organizations, and then we can invest in the future by creating the new values in the society.

The Role of Universities for Nonprofit Education and Training in Japan

Naoto Yamauchi

Associate Professor of Economics, Osaka University

Japan NPO Research Association (JANPORA) conducted a comprehensive membership survey on researchers who are studying nonprofit related fields, and on nonprofit education and training courses organized by universities, central and local governments and nonprofit organizations by themselves. Using these data, we investigate characteristics of nonprofit research, education and training in contemporary Japan.

We found that in Japan 1) there are a substantial number of nonprofit related courses offered by universities, and by nonprofit organizations and local governments, 2) most of university-based courses are introductory and non-degree courses, 3) majority of non-university-based courses emphasize practical knowledge rather than theoretical one.

It seems unrealistic to start nonprofit degree courses in Japanese universities within a few years. Rather it may be more realistic to connect several universities offering nonprofit related courses using Internet, and set up network oriented degree courses in nonprofit management education. Also, it may be realistic to combine nonprofit management courses and management courses for central and local governments, and establish hybrid type public management courses that offer lectures and seminars for nonprofit workers and public officials.

Collaboration with What Government? Case of Local Governments in the United States

Kazuaki Okabe

Associate Professor, Toho Gakuen University

We need to re-examine the meaning of government when seeking collaboration between nonprofits and governments. Influenced by traditional ruling structure, the government in Japan tends to be an autonomous power outside civil society. Especially the local government, which is supposed to be a governing vehicle of

the community people, resembles a branch of the central government. In the United States, the community people themselves create local governments, with a popular vote in an initiative they introduce. If they don't want local governments, there are none. One third of the American population live without municipal government. Open meeting laws force city councils, commissions and other public meetings open to the public and allow them to speak up in the meetings. In Japan, all the land is covered by municipal governments, which conduct some central government's jobs. The public has no right to create a municipality nor initiative process itself. Though most city councils now allow the public to attend the meeting, speaking up is not allowed. Most commissions and advisory board meetings are closed. The result is a more or less autonomous government sector, which does not really represent the public. In theory, however, government is a citizens' tool to govern our society. Any meaningful collaboration between governments and nonprofits requires a reform of government.

New Relationship between government and NPO/NGO New Movement regarding Japanese Legislation on Public Services

Yoshinori Terui

Director, Research Planning, GISPRI

A new relationship has come to be established between the government and NPOs from the legal front, as seen in the establishment of the NPO Law and a new tax system supporting NPOs. During that process, there have been numerous conflicts between the framework of the public service system, which has been controlled by the government for more than 100 years, and the new working principles of NPOs, which respect the autonomy and independence of the public. In the event, although being limited under the conventional framework of the public service system, the NPOs support system, which shows consideration to NPOs' working principles, has become available. In addition, problems in the legal system of the Japanese public service became surfaced during the process of a discussion on the NPO Law, and this has triggered a momentum to review the whole legal system for nonprofit making entities including the modality of the system for public-service corporations, as well as to promote a reform thereafter. However, the way to achieve this goal would not be

easy. For the time being, it should be necessary to promote competition among both new and old systems for nonprofit making entities, including those for NPOs and public-service corporations in order to create a mechanism in which the society would be able to choose and make a selection of systems. Creating an equal-footing environment for competition among systems would be a prerequisite for this objective.