



What SPF can do for East-West dialogue

NPOs are in the right position to act as referees or go-betweeners in the information age

By Setsuya Tabuchi
Chairman,
The Sasakawa Peace Foundation

There is no need to list in detail the many and varied changes that Japan and the world as a whole have undergone in the 15 years since the Sasakawa Peace Foundation was established. Whether this upheaval has peaked or is still in progress is uncertain. Nevertheless, we can discern a number of clear-cut directions in which SPF, and NGOs in general, are heading.

Here, I will single out two about which there is little argument, and will consider their implications for the Foundation's course over the next several years.

Demands on NPOs in a deepening information society

The first of these directions is the deepening of the information society. I use the somewhat odd term *deepening* not out of affectation but because no better term presents itself. The development of information technology—the so-called IT revolution—heightens society's dependence on information.

While some people will lose their way in the mass of information, demand for the ability to organize and assess this information will grow. This ability itself may come to be seen as a distinct intellectual endeavor.

Meanwhile, the information society will become aware of various hitherto unrecognized values and senses of mission. These will impact on people, and will inevitably generate friction, since it is human nature to try to persuade others to agree with one's own point of view. But destroying in order to create is now taboo. The only way, then, to deal with friction is to acknowledge and respect one another; in other words, we need to agree to disagree. This calls for "deeper" information and also for people or groups to play the roles of referees and go-betweeners.

Referees and go-betweeners should be both wise and modest. Private-sector nonprofit organizations—NPOs and NGOs—are ideally suited for the task.

By virtue of the fact, however, that they are self-recommended organizations places NPOs and NGOs under fundamental con-



straints with regard to legitimacy and accountability.

SPF's role in disseminating information from Asia

The second direction is Asia's increasing weight in the world. There can be no doubt of the importance of Japan—still the world's second largest economy despite its recent doldrums—South Korea, and the member states of the Association of Southeast Asian Nations. And China is of decisive significance, so much so that it is meaningless to talk of Asia without including China. We lack the knowledge to debate the extent to which the idea of open regionalism can be translated into reality, let alone predict the form, or even the feasibility, of an Asian regionalism including China.

One thing, though, is certain: Initiatives from this region directed at the West and the Islamic world have been skewed toward economic issues. Efforts to project the cultural and historical context of Asian ways of seeing, thinking, and understanding have been lacking, or at best, inadequate. Without such efforts, there can be no proper dialogue. In this area, too, I believe that organizations like SPF can play a major role.



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Business-NPO partnerships aid in conflict prevention

New directions for knowledge-based contributions to the international community

By Tomoatsu Shibata
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The importance of analysis and objectivity

Ever since former United Nations Secretary-General Boutros Boutros-Ghali articulated the idea of preventive diplomacy as a means of conflict prevention in the early 1990s, there has been a great deal of debate over the concept and its definition.

More recently the notion that conflict prevention should be addressed through a “comprehensive approach” has been put forward, and by now, I think, its basic points are clear. It is time to go beyond slogans and conceptual debate. Here I will discuss briefly some SPF-supported activities that are demonstrating a new approach and will also touch on the general challenges and future direction of effective conflict prevention.

First and foremost, effective conflict prevention requires analytical, objective assessment of the situation surrounding a conflict. This means identifying and analyzing the attributes of the conflict we wish to prevent as objectively as possible. We are, of course, addressing regional conflict, and the attributes we need to identify are the special features and background and the sequence of events behind a given potential conflict. Historical circumstances, causes, stakeholders, and other elements combine in a complex and interde-

pendent fashion to create a situation of conflict. This being the case, identification and analysis of the peculiar features and historical background of a specific potential regional conflict are prerequisites of effective conflict prevention.

SPF-supported activities

This is the thinking that led SPF this fiscal year to begin supporting the European Center for Conflict Prevention’s project to compile an overview of Asian regional conflicts. The center will examine the causes and historical background of each conflict in the region, the organizations involved in prevention activities, and their activities. The findings will be published in book form.

Next, it will be necessary to analyze the strengths and weaknesses of the parties involved in conflict prevention. Recently, the role of NGOs in conflict prevention has been attracting attention, and the number of symposiums and international conferences on the role of NGOs in this area has risen proportionately.

Since most regional conflicts occur within, rather than between, countries, NGOs are better placed to overcome the barriers of national sovereignty rather than governments and international institutions. But NGOs have weaknesses as well as strengths, limitations as well as advantages. Rather than simply follow the trend toward unconditionally extolling the virtues of NGOs, we need to try to identify objectively their limitations

as well as their advantages.

Thus beginning this fiscal year, SPF is supporting a joint study of NGOs’ conflict mediation processes by the Copenhagen Peace Research Institute and Britain’s Bradford University. They will undertake a comparative analysis of mediation activities undertaken by International Alert and other NGOs. This should clarify the factors behind success and failure, thus elucidating NGOs’ advantages and limitations.

These two projects are low key, but we believe they will contribute to the stock of basic knowledge needed to advance conflict-prevention activities.

The need for prevention methods and reasonable costs

The desirability of activities to prevent conflicts from erupting into violence is self-evident. But effective preventive action requires prevention methods that really work at costs that are affordable. To prevent influenza, for example, we need to have a vaccine, and it must be available at a reasonable cost. When it comes to preventing regional conflicts, however, no method or mechanism with this kind of wide applicability has been developed. The diversity and complexity of regional conflicts make it impossible to create a “magic bullet.” Development of a “vaccine” may be impossible, but unless we can come up with the equivalent of gargling to lower the probability of contracting flu and methods of



A scene from a child-care center in a refugee camp in Gaza. The center was set up with the Japan Center for Preventive Diplomacy.

encouraging this behavior, we cannot create effective mechanisms for preventing regional conflicts in the twenty-first century. To fashion effective preventive mechanisms we need to be open to new approaches mobilizing new ideas and groups. Ideally, these will also allow Japan to utilize its particular strengths for the benefit of the international community.

The potential of civilian technology

One new approach is the use of civilian technology in conflict-prevention activities, together with the development of the necessary mechanisms. In this connection, we need to bear in mind three points.

First, it is a historical fact that conflict and technology have a relationship of dynamic interdependence. The demands of national security lead to the development of new technology, while the development of new technology affects the shape of security. As an example of the former, U.S. security needs catalyzed development of computers and, later, the Internet. As an example of the latter, the develop-

ment of information technology led to the United States' recent "revolution in military affairs." Both examples demonstrate the interdependence of national security and technology, but the same principle applies in the case of regional conflicts. Thus, the utilization of superior civilian technology is highly likely to have an impact on the nature of conflict-prevention activities.

Second, Japan enjoys strong international competitiveness in civilian technology. For several years now Japan has topped the technological innovation index devised by Michael Porter and others at the Harvard Business School for the U.S. Council on Competitiveness. Moreover, microelectronics, one of Japan's strongest fields, lends itself especially well to conflict-prevention activities. Thus, the idea of utilizing civilian technology for conflict prevention provides an area in which Japan can take full advantage of its strengths to make a distinctive contribution.

Third, businesses possess the best civilian technology, but NGOs possess the best knowledge and know-how regarding conflict prevention.

For example, private-sector companies possess liquid crystal technology, sensor technology, and other forms of elemental technology, but NGOs actually engaged in conflict-prevention activities know best how to use this technology in conflict prevention. Thus, businesses and NGOs possess complementary stocks of knowledge, and both are necessary if civilian technology is to be utilized effectively for conflict prevention.

Efforts to get the message to the international community

Let me mention just two pioneering initiatives employing technology. The first is the use by the Japan Alliance for Humanitarian Demining Support (JAHDS) of commercial technology to develop more sophisticated mine-detecting equipment. Specifically, the JAHDS combined computer technology provided by IBM Japan, sensor technology provided by Omron Corp., and liquid crystal technology provided by Sharp Corp. to enable the manufacture of a more effective mine detector.

The second initiative is the Japan Center for Preventive Diplomacy's imaginative use of the Internet, including Internet symposiums on conflict prevention and publication of an e-mail magazine.

These initiatives, employing microelectronics and information technology, respectively, are just a start, but it seems to me that they suggest a new direction—in terms of knowledge—in which Japan can contribute to the international community, going beyond the conventional alternatives of money or people. In the future, in addition to ongoing efforts to create effective mechanisms and methods utilizing civilian technology, we need to engage in efforts to develop more universal models on the basis of individual cases and disseminate this message to the international community.

Conflict prevention as a tool of foreign policy

New approaches to combat crisis situations in the post-cold war era

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Changing attitudes toward conflict prevention

In the post-cold war world, wars within states greatly outnumber wars between states. As the list of deadly internal conflicts grows longer, the argument for preventive action becomes more compelling. Once conflicts are underway, the widespread death, destruction, and dislocation that accompany them compound immeasurably the essential tasks of halting retaliation, promoting reconciliation, and reconstructing infrastructure and institutions.

That is why a comprehensive, balanced approach to conflict prevention—encompassing political, economic, social, and security strategies—is needed to combat crisis situations before they wreak havoc on the political, economic, and social life of a nation.

Conflict prevention is an attainable goal of foreign policy, but much work remains to be done. In particular, there must be a shift in attitudes toward preventive action. Too often crisis situations are allowed to spi-

ral out of control because the players that could intervene preventively lack the political will to do so.

Policymakers must move beyond a narrowly drawn framework of national interest and recognize that, as the Carnegie Commission on Preventing Deadly Conflict stated in its *Final Report*, “the prevention of deadly conflict has a practical as well as moral value; where peace and cooperation prevail, so do security and prosperity.”

In today’s world, the effects of intrastate conflicts are rarely confined internally. Most of the disastrous characteristics of internal wars—such as refugee flows, humanitarian disasters, environmental degradation, economic deterioration, and political instability—have cross-border and regional ramifications.

These problems demonstrate that the narrowly defined defensive interests pursued during the cold war are not sufficient for the post-cold war world. And while external actors cannot expect to resolve every crisis, nevertheless those who are most *able* to act have the most *responsibility* to act.

Preventive action is too important to be left to local or regional players, who may not command the resources or understanding necessary to act effectively and often have a selfish stake in the conflict. A policy of preventive action is therefore both a strategic and a moral imperative for states

and international organizations.

In strategic terms, a policy of conflict prevention recognizes that, in a globalizing world, there no longer exists a neat distinction between national interests and international order. In moral terms, such a policy demonstrates states’ respect for individual rights and the rule of law.

But while the case for preventive action is compelling, how can a policy of conflict prevention be successfully implemented? After all, given past failures in preventive action—such as those in Rwanda, Bosnia, and Sierra Leone—policymakers may be unwilling to pursue a course that they perceive to be overly risky and relatively low profile.

The Center for Preventive Action, a project of the Council on Foreign Relations, is working to change that perception.

Using expert knowledge and established networks, the Center will examine civil and ethnic crises around the world and promote strategies and actions to preempt or mitigate deadly conflict.

The objective is to harmonize the contacts and influence of business, NGOs, and international organizations with the power of governments in order to enable official actors to mobilize the political will and forge the effective programs needed to avert or alleviate crises.

To further this goal, the Center’s activities are focused on developing specific, practical, timely, and

effective recommendations that can be widely disseminated and implemented by the relevant parties involved in preventing conflict.

The bottom line is that conflict prevention is a worthwhile and achievable goal, but will not succeed consistently until a new approach is taken.

New approaches to preventive action after the cold war

In order to work, conflict prevention must be given paramount importance by states and international organizations; it must be understood as part of a comprehensive agenda to maintain stability and security in the world; and it must be pursued in a systematic fashion.

Effective preventive action also requires coordination, both between the actors working to

resolve the situation peacefully and the measures—political, economic, diplomatic, and security—that are taken to prevent the crisis from spreading.

And perhaps most important, a policy of prevention demands courage and wisdom from leaders and policymakers.


Finally, there must be a move to utilize the resources and expertise of nontraditional actors, such as NGOs and the business community, in conflict prevention.

While governments will always bear the greatest responsibility for preventive action, the unique capacity and perspective of the business world and NGOs must be tapped in order to craft the most comprehensive strategy for conflict prevention.

As Kofi Annan, Secretary-General of the United Nations, stated in a recent report on conflict prevention: “An effective preventive

strategy requires a comprehensive approach that encompasses both short-term and long-term political, diplomatic, humanitarian, human rights, developmental, institutional, and other measures taken by the international community in co-operation with national and regional actors.

Member states, international, regional, and sub-regional organizations, the private sector, non-governmental organizations, and other civil society actors . . . have very important roles to play in this field.”

Only with a new approach, innovative strategies, enhanced dedication, and systematic application will preventive action make the leap from being an illusory goal to an attainable end. 

ABOUT THE CENTER FOR PREVENTIVE ACTION

The Center for Preventive Action (CPA) was established in 1994 to study and test conflict prevention. Many of today's most serious international problems (ethnic conflicts, failing states, and humanitarian disasters) could have been averted or ameliorated with effective early attention.

In order to investigate the prevention of such crises, the Center for Preventive Action selected four case studies through which to test the viability of conflict prevention: the Great Lakes region of Africa, the Ferghana Valley of Central Asia, Nigeria, and the south Balkans.

The CPA draws on the knowledge gained from all four case studies, the experience of others, and previous studies to determine what strategies are the most effective in the field of conflict prevention. In collaboration with the Century Foundation, the Center for Preventive Action has established a series of preventive action reports to disseminate its recommendations and other findings.

William L. Nash

Major General William L. Nash (U.S. Army, Retired), senior fellow and director of the Center for Preventive Action, Council on Foreign Relations, has extensive experience in peacekeeping operations both as a military commander in Bosnia and, most recently, as a civilian administrator for the United Nations in Kosovo. He is a veteran of Vietnam, Operation Desert Storm, and 34 years of Army service. Since his retirement in 1998, he has been a fellow and visiting lecturer at Harvard University's John F. Kennedy School of Government, an adjunct professor at Georgetown University, and director of civil-military programs at the National Democratic Institute for International Affairs.

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Promising initiatives in preventive diplomacy

By Yasushi Akashi

Chairman,

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Nowadays, the term “preventive diplomacy” is used as if this were the key to peace in the twenty-first century. I wonder, what does preventive diplomacy really mean? And is it really an effective means of building peace?

Former United Nations Secretary-General Boutros Boutros-Ghali’s 1992 report, *An Agenda for Peace*, made the term “preventive diplomacy” famous overnight.

At the time there was widespread relief at the end of the cold war, and people had high hopes for the United Nations. But expectations about the costs of prevention, and about member states’ political will to engage in conflict prevention, were too optimistic.

It is true that the number of international conflicts diminished dramatically in the 1990s. But the number of conflicts within states caused by ethnic, religious, or racial tensions proliferated, stretching U.N. resources to the limit. We cannot ignore such conflicts’ impact on world peace, nor the reaction of international public opinion and humanitarian sentiment.

Despite its Ainu minority, Japan basically has an ethnically homogeneous culture and society. If the Japanese lack understanding of and insight into the internal strife so prevalent in Asia, Africa, and southeastern Europe, they run the risk of overlooking a major aspect of contemporary international politics.

Government and private-sector initiatives

There are various definitions, both broad and narrow, of preventive diplomacy and conflict prevention. All are useful, but none is perfect. What is important is to find some middle ground for concrete and useful action between the narrowly based diplomatic mediation of professionals and the overly broad concepts of peace building and human security.

We need to distinguish clearly between the role of governments and international institutions on the one hand, and that of individuals, private-sector organizations, and local governments on the other. There must also be a firm grasp of the division of labor among the various actors and the need for cooperation and coordination among them.

It is easy to talk about preventive diplomacy via the United Nations but is hard to accomplish. The present secretary-general, Kofi Annan, has repeatedly stressed the importance of a “culture of prevention” in regard to both natural and human disasters—in other words, the importance of preparedness *before* disaster strikes. The August 2000 Brahimi report on U.N. peacekeeping reform makes the same point.

Japan has actively addressed government-level preventive diplomacy since last year’s Group of Eight Kyushu-Okinawa Summit.

In the private sector, meanwhile, the Japan Center for Preventive Diplomacy and the Japan Institute of International Affairs have taken the lead in promoting international research and debate.

The Japan Center for Preventive Diplomacy, operating from a com-

pletely nongovernmental standpoint, is also working to augment Japan’s still-meager NGO personnel and is organizing study groups and on-site training in cooperation with leading NGOs in other countries. Although Japan-China dialogue on preventive diplomacy has not yet yielded any tangible results, it has proved its worth in that it has enabled the Chinese participants to express the kinds of frank opinions that would never be heard in government-level talks.

It is noteworthy that SPF is supporting such initiatives, which, though still in an embryonic stage, have great promise for the future.

Yasushi Akashi

Yasushi Akashi was born in Akita Prefecture in 1931. He gained a B.A. from the University of Tokyo, an M.A. from the University of Virginia, and a Ph.D. from Ritsumeikan University. In 1957 he became the first Japanese to join the staff of the United Nations Secretariat. After serving as ambassador at the permanent mission of Japan to the United Nations, Under-Secretary-General for Public Information, and Under-Secretary-General for Disarmament Affairs, in 1992 he was appointed Special Representative of the Secretary-General for Cambodia, in which capacity he oversaw the establishment of an elected provisional government the following year. From January 1994 to November 1995 he was in charge of peacekeeping operations in the former Yugoslavia as the Special Representative of the Secretary-General. Since November 1995 he served as special advisor to the Secretary-General. From March 1996 to December 1997 he was the Under-Secretary-General for Humanitarian Affairs. From April 1998 to February 1999 he was president of the Hiroshima Peace Institute, and since July 1997 he has been chairman of the Japan Center for Preventive Diplomacy. He is also president of the Council on Population Education and the Japan Association for United Nations Studies and is a visiting professor at Ritsumeikan University Graduate School and elsewhere.

Reports from the Field

Research on the water supply of the West Route from the Yangtze River to the Yellow River

By Toshihiko Miyakawa
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Japan Construction Mechanization Association

Low water levels in China's Yellow River have caused severe problems in recent years. But the "south-to-north water transfer plan," which would divert water from the flood-prone Yangtze River to the Yellow River, has not yet been implemented due to financial and technical reasons.

The plan involves three routes for diverting water: the eastern route, the central route, and the western route. The western route, in particular, needs to utilize Japan's advanced tunnel-digging technology.

In fiscal 1998 and 1999 the Sasakawa Japan-China Friendship Fund commissioned the North China Institute of Water Conservancy and Hydroelectric Power to carry out a feasibility study for the western route with the help of Japanese specialists who provided methodological and technical guidance. The author of the following report was one of those providing on-site technical guidance.

China's acute water-resource problem

China accounts for 20 percent of the world's population and 14 percent of its land. This vast nation faces many problems that need to be resolved swiftly if it is to sustain its people and society. The water problem is a representative case. China's per capita water volume is about one-fourth the world average, and huge regional disparities add to the complexity and severity of the problem. The areas along both the Yellow River and the Yangtze are densely populated and constitute political and industrial hubs, making the

Route map of South-to-North Water Transfer Project



north-south disparity in water resources all the more serious.

Beijing, the nation's political hub, and Tianjin, a major industrial center, are located on the lower reaches of the Yellow River. The Yellow River's water level has been dropping steadily for the last half-century, especially since the 1990s, due to a combination of reasons, including increased irrigation along the river's upper reaches, dam construction, and reduced natural precipitation.

All this has led to serious shortages of water for agricultural, industrial, and even domestic uses on an almost annual basis. Meanwhile, the Yangtze's water level has been rising. Recent years in particular have seen frequent heavy floods. Completion of the Three Gorges Dam is an urgent priority.

This north-south disparity is a well-known fact of Chinese history, but it

has been exacerbated in recent decades by rapid population increase and the attendant rise in demand for water for agricultural and industrial uses. Water shortages along the Yellow River are expected to worsen for at least several more decades. By 2030, the maximum annual shortfall is projected to exceed 60 billion tons—two-thirds of the water used in Japan annually.

Progress on the western route

Ever since the People's Republic of China was established in 1949, the government has carried out surveys and research on all three routes involved in the Yangtze River–Yellow River diversion plan. This spring, the State Council ordered stepped-up

Please see 'Water Supplies' on page 9

Reports from the Field

Promoting civil society resource organizations in Southeast Asia

By David Winder

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The Synergos Institute is a New York-based nonprofit organization. The name Synergos indicates the synergistic effect of cooperation among government, business, and the NGO sector. SPF has funded two projects administered by the Synergos Institute: Promotion of Civil Society Resource Organizations in Asia (fiscal 1997-99) and Promotion of Civil Society Resource Organizations: Linkage Between NGOs and Donors (fiscal 2000-2002).

The Synergos Institute was founded over 15 years ago. It was created to find ways of overcoming poverty by strengthening cooperation between the nonprofit/NGO sector, government, and the business sector. We realized that one type of organization had the potential to play a critical role in building bridges between the sectors and mobilizing much-needed resources from domestic and international sources for organizations building social and human capital.

This was the local development foundation, or civil society resource organization (CSRO), a term increasingly used in Southeast Asia. For the past decade, we have concentrated our energies on developing programs to build and strengthen such organizations.¹

Until 1996, we focused our energies on Latin America and southern Africa. In 1996, we received invitations to extend our program to Indonesia, the Philippines, and Thai-

land. We were able to respond thanks to the support of SPF. Below I will describe some of the major results of the work undertaken since 1997.

Understanding the CSRO sector in Southeast Asia and responding to its needs

The first task in launching a program to promote CSROs in Southeast Asia was to undertake a survey of the sector. This mapping exercise, the first of its kind, was carried out by local researchers in Indonesia, Malaysia, the Philippines, Singapore, and Thailand. It revealed the existence of a diverse universe of almost 80 local grantmaking CSROs mobilizing tens of millions of dollars for grassroots programs and providing a wide range of additional services.²

All the organizations surveyed were invited to a regional meeting in the Philippines in May, 1998, to discuss the needs of the sector and plans for follow-up. As a result of that meeting Synergos decided to work closely with key organizations in Indonesia, the Philippines, and Thailand to strengthen the sector. National meetings were held in those countries in late 1998 and early 1999 to further define CSRO needs.

Common themes were the need for more opportunities for exchange of information and experience on a national, regional, and global level and the need to devise more effective ways to build a stronger and more sustainable financial base for CSROs.

Building sustainable financing strategies

In response to these needs Synergos has worked jointly with Philippine Business for Social Progress to organize a series of workshops.

The first was a regional workshop held in Manila and attended by over 60 participants. At this workshop CSRO managers from Colombia, Indonesia, the Philippines, Puerto Rico, and South Africa shared their experience in endowment building and investment.

The second was hosted in Indonesia by Bina Swadaya for representatives of 26 Indonesian CSROs. This was the first time they had had the opportunity to meet and discuss the various ways they were meeting the challenge of raising funds for their programs and institutional development. Further regional and national workshops are planned.

In addition to the workshops we have drawn on our global network of 30 senior fellows to provide technical assistance to CSROs on such themes as marketing and communications and endowment building and investment.

CSROs and ODA agencies: opportunities for partnership

A number of official development assistance (ODA) agencies have realized the benefits to their aid programs of developing partnerships with CSROs. Doing so enables ODA agencies to channel aid to NGOs and people's organizations (POs) at lower

1. In addition, Synergos has recently launched two new programs, the Global Philanthropists Circle and the Bridging Leadership Program. Information on all Synergos programs and publications is available on our website, www.synergos.org. For specific information on pro-

grams in Southeast Asia, please contact Gina Velasco, regional director for Southeast Asia (gvelasco@synergos.org).

2. Following this initial survey, updated national CSRO directories have been prepared for Indonesia, the Philippines and

Thailand. These profile almost 100 organizations and provide a valuable reference.

3. This project, Promotion of Civil Society Resource Organizations: Linkage Between NGOs and Donors, is supported by SPF.

transaction costs and with greater efficiency in reaching the poor. In view of the potential to encourage greater ODA-agency support for the CSRO sector we have initiated a research and dissemination project as part of our broader CSRO-strengthening program.³

To date we have documented a number of ways in which ODA agencies have collaborated with CSROs and assessed the advantages gained by both. Drawing on these case studies, we will prepare an “options” paper for ODA agencies. The cases illustrate three different approaches used by ODA agencies to draw on or strengthen a range of civil society organizations.

Case One: Channel financial resources generated by debt-forgiveness plans to new CSROs. These CSROs are created with a large initial endowment, and the interest on the endowment is channeled as grants and loans to NGOs and community organizations and used for core institutional costs, including staff development.

Case studies have been prepared of the Foundation for the Philippine Environment and the Foundation for Sustainable Societies, both in the Philippines and supported by the U.S. and Swiss governments, respectively. This approach has the advantage of adding

to the country’s social capital by creating permanent bridging organizations with the capacity to strengthen a range of civil society organizations.

Case Two: Work with local NGO networks to develop a mechanism to channel ODA grant funds to programs that address the needs of the poor. This is an approach favored by the Canadian International Development Agency (CIDA). The case of the Philippines Development Assistance Program illustrates the special challenges of working with NGO networks in two countries (the Philippines and Canada). It describes how the program has evolved since it was created in 1986 and assesses how it meets the interests of key stakeholders.

The second case involves the Local Development Institute and its grant-making arm, the Local Development Foundation. CIDA’s support for these Thai organizations has proved an effective strategy for channeling resources to grassroots programs and also contributing to national-level policy formulation.

Both cases show the advantages of building long-term institutional capacity and developing a relationship of trust between the CSRO and the donor. Nevertheless, in the absence of

endowment support these organizations have to use creative strategies to ensure sustainable funding.

Case Three: Contract CSROs to deliver technical assistance and resources directly to low-income communities or local NGOs. This is an approach favored by both Japanese embassies and the Japan International Cooperation Agency (JICA). The case of JICA’s Community Empowerment Program in Indonesia shows the potential for partnering with CSROs to increase the capacity of civil society organizations to implement effective community development programs.

The case of Japan’s Grant Assistance for Grassroots Projects shows the significant role it plays in making Japanese ODA more relevant and responsive to small NGOs and POs. It also illustrates the advantages to be gained from developing partnerships with CSROs for the purpose of identifying viable grass-roots projects and ensuring that micro-projects contribute to long-term developmental goals.

Both of the Japanese cases provide valuable insights into new and creative approaches to the delivery of aid and indicate the critical role played by energetic, committed staff with strong local knowledge of the NGO sector. 

Water supplies of the Yangtze and Yellow Rivers

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efforts to conserve water, improve water quality, use water more efficiently, and for concrete steps to implement work on the eastern and central routes.

Progress on the western route has

been hampered by the fact that the target region is thinly populated, mountainous terrain 3,000 to 5,000 meters above sea level, and survey teams have found it difficult to replenish supplies. For this reason, surveying has been inadequate. It is necessary to push ahead with surveys so that construction can begin. A new plan for the western route providing for easier lowland construction has now been put forward.

Official and unofficial Japan-China exchange between survey teams in regard to the western route began in

1994, with discussions on technical aspects of tunnel construction and geological concerns. In recent years, China too has begun to appreciate the desirability of plans that take the environmental impact into account from the survey phase onward, in regard to large-scale development. With the support of the Sasakawa Japan-China Friendship Fund we have completed a two-year feasibility study for the western route. Based on the findings, we now hope to move on to more-active cooperation with relevant agencies and specialists. 

Foundation Updates

EastWest Institute Peace Building Award given to SPF

By Naomi Ikeda

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The EastWest Institute, a globally renowned think tank based in New York and specializing in studies related to Eastern and Central Europe, has conferred its Peace Building Award on three organizations: the Carpathian Foundation, a Slovakia-based organization that grew out of the Transition and Replication Program that SPF implemented in Eastern and Central Europe from 1992 to 1994; the U.S.-based Charles Stewart Mott Foundation, which helped with the establishment of the Carpathian Foundation; and SPF.

The award ceremony was held on May 8, in New York in conjunction with a celebration commemorating the twentieth anniversary of the EastWest Institute. Recipients of other awards included Yugoslav President Vojislav Kostunica, and George Soros. SPF Chairman Setsuya Tabuchi received the Peace Building Award on behalf of SPF.

The Transition and Replication Program, which focused chiefly on Hungary, Poland, Romania, Slovakia, and Ukraine, supported such endeavors as crisis-management training and the building of a regional community, and cooperated in these countries' efforts



SPF Chairman Setsuya Tabuchi together with George Soros.

to make a smooth transition to democracy and a market economy. A regional framework encompassing the five countries, called the Carpathian Euroregion, was initiated in 1993. This cooperative setup has borne fruit in the form of many projects, including the establishment of police stations, the construction of bridges, support for the development of small and medium enterprises, and efforts to address environmental issues. This regional framework became the Carpathian Foundation in 1994.

Yutaka Akino, a Japanese national who met an untimely death in 1998 while serving as part of the United Nations Mission of Observers in Tajikistan, accomplished a great deal in connection with the launch of the Carpathian Euroregion. After arriving at the EastWest Institute's Prague Centre in 1993, he contributed significantly to the progress of the Transition and Replication Program during his year of service there.

Policy dialogues for conflict prevention and human security in Indonesia

By Bukh Alexander

*Associate Program Officer,
The Sasakawa Peace Foundation*

SPF has awarded a grant to the Brussels-based International Crisis Group (ICG) and has begun to implement the Policy Dialogues for Conflict Prevention and Human Security in Indonesia project this fiscal year. This three-year project aims to stabilize the situation in Indonesia, a state on the verge of collapse, by coordinating policy dialogues that bring together Indonesia's top policymakers and community leaders with such figures as heads of state and former prime ministers from around the world, especially Southeast Asia, and by keeping the international community informed of developments in Indonesia.

ICG is an international NGO that is well known around the world for its endeavors in the area of preventive diplomacy. Under the leadership of former Australian Foreign Minister Gareth Evans, ICG engages in fact-finding activities and analysis in a



Robert Lowry, senior analyst at ICG Jakarta, speaks at a conference at Sasakawa Hall on June 5.

number of trouble spots.

As part of the project, a seminar focusing on analyzing current conditions in Indonesia and looking ahead to its future was held on June 5, at the Sasakawa Hall in Tokyo. Guest speaker Robert Lowry, senior analyst at ICG Jakarta, provided an analytical assessment of Indonesia at present and described the outlook for the nation. Approximately 20 people—including researchers studying Indonesia as well as individuals representing business, think-tank, and NGO circles and the diplomatic community in Japan—attended the seminar, which featured a spirited discussion during the post-lecture question-and-answer period.

Interview series starts with Malaysian Prime Minister Mahathir

By Yuko Nomura
Communications Officer,
The Sasakawa Peace Foundation

In fiscal 2000 (April 2000–March 2001), as part of the Get Across the Voices of Asia program, SPF joined forces with a company called Channel J to produce and broadcast a three-part television documentary on the problem of forced labor in Myanmar. This fiscal year, SPF is producing and airing a new series, Interviews with Asia's Top Leaders.

For the first installment, the prime minister of Malaysia, Dato Seri Dr. Mahathir bin Mohamad, was interviewed on June 5, at his official residence in Putrajaya, the new administrative center of Malaysia's federal government. The interviewer, United Nations University Visiting Professor Akiko Yamanaka, asked the Malaysian leader what has been learned from the Asian economic crisis and what qualities the region's leaders need in the twenty-first century. She also asked about such issues as collective self-defense.

The interview was an opportunity to hear the candid views of Prime Minister Mahathir, who is one of Asia's



United Nations University Visiting Professor Akiko Yamanaka interviews the prime minister of Malaysia, Dato Seri Dr. Mahathir bin Mohamad

most outspoken figures and who forcefully engineered Malaysia's modernization. He spoke about the need for an international currency as globalization progresses and explained his concept of an international system to levy taxes on corporations and other parties that profit by freely moving funds between locations. Under his proposal, an international agency would administer the resulting tax revenue and funnel it into infrastructure development. Mahathir also discussed the role that fellow ASEAN member states should play to promote the democratization of internationally isolated Myanmar.

This first interview is to be available via Channel J's web site (www.channelj.co.jp). Plans also include presenting the program to audiences worldwide through DirecTV and CNN.

Sasakawa Southeast Asia Cooperation Fund grows

By Akinori Seki
Executive Director,
The Sasakawa Peace Foundation

With the receipt of an additional ¥2.5 billion from the Nippon Foundation in March 2001, the endowment of the Sasakawa Southeast Asia Cooperation Fund has grown to ¥6.5 billion.

The Fund, which was established in March 1992 with a ¥4.0 billion endowment from the Nippon Foundation, has been carrying out a range of activities that focus on Cambodia, Laos, Vietnam, and Myanmar. Concentrating on such fields as agriculture and the environment, the economy, security issues and international affairs, and the media, the Fund's activities include people-to-people exchange, human resource development, and research for the purpose of formulating policy proposals.

In particular, the Fund's approach to the development of activities related to issues confronting individual countries in Indochina has highly impressed both governments and private-sector groups in the countries concerned. This approach, which is regarded as appropriate in a truly international age, operates not

on a bilateral basis between Japan and its target countries, but instead involves a multilateral effort that enlists the cooperation of neighboring Southeast Asian nations.

The Fund is seeing a sharp rise in requests for assistance, many of which originate in Myanmar, which is isolated from the international community. It is immensely important for the Fund to bolster its financial position in order to respond to diverse project requests now that Cambodia, Laos, Vietnam, and Myanmar have become full members of the Association of Southeast Asian Nations (ASEAN) and this body is being asked to form a stronger regional community within the international community.

The Fund plans to channel its increased financial resources to ASEAN and the rest of East Asia. Possible projects include training of, and forums for, journalists in Indochinese countries; study of each country's system for external economic dealings and structural reform, with the aim of preventing a recurrence of the Asian economic crisis of the late 1990s; and activities to develop future leaders.

The Fund's entire staff hopes to see the additional funding used to orchestrate a wider array of activities. As efforts get underway, SPF asks for the ongoing support and cooperation of its many friends and contacts among opinion leaders and others both in Japan and abroad.

WE'VE MOVED!

We're happy to announce that on July 23, the Sasakawa Peace Foundation has moved its offices from The Sasakawa Hall to its new home in The Nippon Foundation Building.

Our new address is:

The Sasakawa Peace Foundation
The Nippon Foundation Bldg., 4th Fl.,
1-2-2, Akasaka, Minato-ku, Tokyo 107-8523, Japan

Our new phone numbers are:

Administrative Division
Phone: +81-3-6229-5400
Fax: +81-3-6229-5470

All e-mail addresses will remain the same.

We look forward to working with you from our new location.



FROM THE EDITOR'S DESK

With this newsletter, titled *SPF Voices*, the first in fiscal 2001 (April 2001-March 2002), we introduce a number of changes in design and content.

The features *Project Report* and *Opinions* offer reports by both SPF program officers and outside experts actively involved in issues addressed by the Foundation. This time, the focus is on Preventive Diplomacy. *Foundation Updates* comprises short reports on SPF projects. *Reports from the Field* presents firsthand reports by grant recipients and others involved in SPF projects.

Future issues will include interviews with experts from both within Japan and overseas. These features are designed not only to describe projects, but also to provide intellectual voices from the world to readers. We hope that they will prove useful to you and eagerly await your feedback.

By the time this newsletter reaches you, we will have settled into our new offices. All of us at SPF are determined to bring renewed energy to our work, and we hope for your continued support and constructive criticism.

Akinori Seki

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Please note: The views and opinions expressed in this newsletter do not necessarily reflect those of the Sasakawa Peace Foundation.



THE SASAKAWA PEACE FOUNDATION

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FY2001 Program Agenda

Projects approved March, 2001

Regular Projects

Project Name	Implementing Agency	Type	Year	Budget (¥)
Capacity Building for Development in Central Asia and Caucasus	SPF	SO	2/6	45,000,000
Role of Mongolia for Peaceful and Stable Development of Northeast Asia	Mongolian Development Research Center (Mongolia)	G	2/3	6,000,000
Another Currency in the Information Technology Age	Eco-money Network (Japan)	G	2/2	4,000,000
"Get Across the Voices of Asia" Program	SPF, SPF-USA, Council on Foreign Relations (USA), Asia Society (USA), Inter Press Service Asia (Thailand)	SO C G	2/3	43,000,000
Asian Voices Promoting Dialogue Between the U.S. and Asia	Sasakawa Peace Foundation, USA	G	3/4	(8,380,800)
Committee on Intellectual Correspondence/Phase II	Council on Foreign Relations (USA)	G	2/3	(9,900,000)
New Asian Voices on the Web	Asian Society (USA)	G	1/2	(3,630,000)
Civil Society-Business Collaboration in Environmental Protection	Foundation for a Sustainable Society, Inc. (Philippines)	G	2/3	6,300,000
Policy Dialogues for Conflict Prevention and Human Security in Indonesia	International Crisis Group (Belgium)	G	1/3	6,000,000
Assistance to Activities on Preventive Diplomacy in Japan	The Japan Forum on International Relations, Inc.	G	1/1	10,000,000
Comparative Analysis of Some Non-Governmental Mediation in Conflicts	The Copenhagen Peace Research Institute (Denmark)	G	1/2	2,700,000
The Directory on Conflict Prevention in Asia	European Center for Conflict Prevention (Holland)	G	1/1	5,000,000
Networking of the Researchers for Development of NGO Education at the University Level	Japan NPO Research Association (Japan)	G	3/3	5,000,000
Promotion of Civil Society Resource Organization: Linkage Between NGOs and Donors	The Synergos Institute (USA)	G	2/3	12,000,000
Capacity Building of Civil Society Resource Organizations in Asia	Philippine Business for Social Progress (Philippines)	G	2/3	3,000,000
The Development of Evaluator Education Program	International Development Center of Japan (Japan)	G	2/2	6,000,000
Toward a Normative Theory of Accountability for Civil Society Organizations	The Hauser Center for Nonprofit Organizations (USA)	G	1/2	25,800,000
The State and NGOs: A Comparative Study of 15 Countries in Asia	SPF	SO	1/2	6,500,000

The Sasakawa Japan-China Friendship Fund

Project Name	Implementing Agency	Type	Year	Budget (¥)
Program for Developing Education and Studies on International Relations in China	SPF	SO	5/5	7,000,000
Cultivating Specialists in International Security Issues	SPF	SO	3/5	6,300,000
Japan Visit Exchange Program for Young Students	China Association for Friendly Contact (China)	G	3/5	7,800,000
Sasakawa Scholarship System for Chinese Students Studying Japanese, Phase II	China Association for Friendly Contact (China)	G	2/5	6,000,000
Japan Visit Exchange Program for Administration Representatives of the Information Office of the State Council	China Association for Friendly Contact (China)	G	1/1	4,000,000
21st Century Young Japan Researchers Forum	China Association for Friendly Contact (China)	G	3/5	3,500,000
Japan Visit Exchange Program for System Building of Consultation Enterprises	China Association for Friendly Contact (China)	G	3/3	8,500,000
Study Exchanges of Japan-China Security Issues	SPF, Asian Forum Japan (Japan)	SO•C	2/3	38,500,000
Japan-China Database Building	Japan-China Organization for Science & Industrial Technology Exchange (Japan)	G	2/3	9,500,000
Japan Visit Exchange Program for Town and City Mayors of Chinese West Region	SPF, China Association for Friendly Contact (China)	G	1/1	7,600,000
Japan Visit Exchange Program for Administrative Representative of Ministry of Science and Technology	SPF, China Association for Friendly Contact (China)	G	1/1	7,500,000
The Second Conference on Non-Governmental Exchange Between China and Japan	SPF, China Association for Friendly Contact (China)	G	1/1	8,800,000
Co-Research Project for China International Economic Issues After Joining the WTO	SPF	SO	1/1	12,000,000
Fundamental Research for Big West Development in China	China Institute (Japan)	G	1/1	7,000,000
Promotion of Chinese Social Sector Reform	China Association for NGO Corporation (China)	G	1/2	3,500,000
Promoting Evaluation for Development of Chinese Nonprofit Sector	Tsinhua University School of Public Policy & Management (China)	G	1/3	2,600,000

Note : G=Grant Project; SO=Self-Operated Project; C=Commissioned Project

The Sasakawa Pacific Island Nations Fund

Project Name	Implementing Agency	Type	Year	Budget (¥)
Exchange Media Personnel among the Pacific Island Region and Japan	SPF, Pacific Islands News Association(Fiji)	SO•C	2/5	5,300,000
Coconuts College of the Pacific	SPF	SO	2/5	6,000,000
Regional History Project of the Council of Presidents of Pacific History and Social Studies Teachers Association	National University of Samoa (Samoa)	G	2/3	3,600,000
Archaeological Training Programs in Emerging Micronesian Island Nations	The University of Guam (Guam)	G	2/3	3,600,000
PATS Staff Trainee Program	Ponape Agriculture & Trade School (Micronesia)	G	2/3	1,800,000
Educational Support for Better Understanding of Japan in the Micronesian Region	Association for Japanese Language Teaching (Japan)	G	3/3	5,000,000
Transcending Borders with Education Online	Micronesian Seminar (Micronesia)	G	3/3	3,200,000
Internet Course Development by The School of Law of USP	University of the South Pacific (Fiji)	G	1/3	4,700,000
Forming a Distance Education Alliance for Progress in the Western Pacific	University of Guam (USA)	G	1/5	6,000,000
Distance Education in the South-West Pacific Cultural Heritage Training	Australian National University (Australia)	G	1/3	5,700,000

The Sasakawa Central Europe Fund

Project Name	Implementing Agency	Type	Year	Budget (¥)
Selective Educational Society Project	The Society of Higher Learning (Slovakia)	G	3/3	4,200,000
Enhancing NGOs Through Environmental Activities	SPF	SO	2/4	16,000,000

The Sasakawa Southeast Asia Cooperation Fund

Project Name	Implementing Agency	Type	Year	Budget (¥)
Young Leaders Exchange Program: Dialogue for Enhanced Partnership in the 21st Century	SPF	SO	3/5	5,000,000
Strengthening Economic and Policy Research in Laos	Malaysian Institute of Economic Research (Malaysia)	G	3/3	6,000,000
Promotion of Political Dialogue within Cambodia and between Cambodia and Japan	The Khmer Institute of Democracy (Cambodia)	G	2/3	4,500,000
Human Resource Development for Industrial Research in Myanmar	Myanmar Economic and Management Institute (Japan)	G	2/3	4,600,000
Support for Documentation in Indochina and Myanmar	SPF, Institute of Security and International Studies (Thailand)	SO•G	2/3	3,000,000
The Compilation of Economics Textbooks in Myanmar	Institute of Security and International Studies (Thailand)	G	1/1	(3,000,000)
Policy Dialogue on Economic Forecasting Between ASEAN and Vietnam	The Development Strategy Institute (Vietnam)	G	1/1	3,600,000

Regular Projects

Projects approved June, 2001

Project Name	Implementing Agency	Type	Year	Budget (¥)
Islam and IT Revolution	Institute of Egyptology, Waseda University (Japan)	G	1/3	5,000,000
Multi-National Cooperation on the Korean Peninsula	SPF	SO	1/1	10,500,000
Promotion for Alternative Mechanism of Peace Dialogue in the Middle East	Royal Scientific Society (Jordan)	G	3/3	23,600,000
The Leadership for the Environment and Development Program, LEAD Japan - Phase II	Keio Research Institute at SFC, Keio University Shonan Fujisawa Campus (Japan)	G	2/3	10,000,000

The Sasakawa Japan-China Friendship Fund

Project Name	Implementing Agency	Type	Year	Budget (¥)
China Visit Exchange Program for Young Diet Members	SPF, China Association for Friendly Contact (China)	SO•C	1/1	19,300,000

The Sasakawa Central Europe Fund

Project Name	Implementing Agency	Type	Year	Budget (¥)
Preparation for Establishing Course(s) on Understanding Modern Japan	SPF	SO	1/1	12,500,000

The Sasakawa Southeast Asia Cooperation Fund

Project Name	Implementing Agency	Type	Year	Budget (¥)
Journalists in Indochina: Capacity Building and Networking	SPF, Mass Communication Organization of Thailand (Thailand), Japan Relief for Cambodia/American Assistance for Cambodia (Cambodia)	SO•G	2/3	9,300,000
Journalist Forum in Southeast Asia	Mass Communication Organization of Thailand (Thailand)	G	2/3	(3,375,000)
Journalist Training for Vietnam, Laos, and Myanmar	Japan Relief for Cambodia/American Assistance for Cambodia (Cambodia)	G	2/2	(3,750,000)
International Economic Order and the Future of Asia: Institutional Reconstruction	SPF, Malaysian Institute of Economic Research (Malaysia), Center for Strategic International Studies (Indonesia)	SO•G	1/2	24,000,000
Asian Regional Cooperation towards Multilateral Arrangements on Agriculture, Labor and Environment in the Context of Globalization	Malaysian Institute of Economic Research (Malaysia)	G	1/2	(10,000,000)
Governance and Asia's Corporations after the Crisis	Center for Strategic International Studies (Indonesia)	G	1/2	(10,000,000)
New Thinking in Regional Security: The Challenges of Uncertainty	Malaysian Strategic Research Center (Malaysia)	G	1/1	4,700,000