The Genron NPO
Create a Strong Democracy on the Strength of Debate
Strengthening Japan’s democracy and its capacity to resolve issues through the power of debate

In the world today, the liberal international order, the international cooperation based on multilateralism, and democracy are now facing an era of historical change and difficulty. Japan is no exception to this, and the country now is looking toward a future wrought with numerous issues. In the midst of this difficult period, our goal is for Japan to play a leading role in protecting peace in Asia, updating the increasingly unstable liberal world order, and in finding solutions to global issues. In order to do so, we believe that clear, sure actions are required to reinvigorate democracy in Japan, and competition must be encouraged to find solutions to the issues. To that end, it is important to create a stage for discussion – a forum that will give people a sense of ownership of the issues faced and help them find a way of addressing them. What we need in Japan today is “courageous liberalism” – we have begun to stand up, to speak our minds, and to take action.

Mission

We believe that democracy does not work without a strong citizenry. It is for that reason that in 2004 we began evaluating the effectiveness of administrations’ policies, and assessing political party pledges during elections to provide information for voters. Since then, we have continued to provide a forum for open discussion of policies that will affect the future of this country.

Achievements
The Genron NPO aims to practice “courageous liberalism,” and by doing so, become Japan’s first privately-led, neutral, and independent think tank collaborating on the global stage and supported by large numbers of private individuals. We bring together individuals active in many different fields in Japan since the time of the first forum, and the polls have been received to high acclaim as the only such poll of its kind.

In addition to the Tokyo-Beijing Forum, we established the Japan-Korea Future Dialogue in 2012, and the Japan-U.S. Dialogue in 2017.

Last year, we connected our bilateral discussions with actors in China, South Korea, and the U.S. with the historic launch of a multilateral forum for dialogue in which the U.S. and China can take part to realize the dream of a peaceful order in Northeast Asia.

The Genron NPO is still new and is still small in scale as a think tank, even compared to other Japanese think tanks, and yet, we work at the cutting edge of global efforts. We were selected as the only Japanese member of the Council of Councils, a global scale initiative bringing together policy institutions from 20 countries around the world. It was founded in 2012 by the Council on Foreign Relations, a renowned and respected U.S. think tank.

Over the years, The Genron NPO has collaborated with a wide array of think tanks and intellectuals from around the world, and in 2017, we held the first Tokyo Conference in Japan’s capital city. That landmark effort brings together representatives from leading think tanks from ten countries around the world, and there they engage in dialogue, before communicating the fruits of their discussions to the world.

**Our Goals**

The Genron NPO aims to practice “courageous liberalism,” and by doing so, become Japan’s first privately-led, neutral, and independent think tank collaborating on the global stage and supported by large numbers of private individuals. We bring together individuals active in many different fields in Japan, and hope to serve as a new stage for discussion about Japanese democracy and about the future of Japan. We will continue to work with leading global think tanks and intellectuals to build a new means of taking on the various difficulties faced by Asia and around the world. We are currently putting particular effort into the following three issues:

**Strengthening representative democracy in Japan**

As is true in many other advanced countries, the people of Japan are losing their faith in representative democracy. That is why Japan should begin cooperating with other democracies to solve the issue, and should begin discussing how to implement reform of the representative democratic framework comprised of the voting system, the Diet, the media, etc.

**Building a sustainable peace in Northeast Asia**

The peace in Northeast Asia is in an extremely unstable phase due to the confrontation between rising China and the Japan-U.S. alliance. We have successfully created a historic opportunity for multilateral discussion in the Asia Peace Conference scheduled for 2021, in which both the U.S. and China will participate. The conference will be an effort between non-government actors to review the current crisis management framework and work towards building peace in Asia, and these efforts will serve as the foundation upon which intergovernmental discussions can be held.

**Creating a forum for Japan to demonstrate leadership in resolving global issues**

The international order is becoming increasingly unstable, and various global issues are worsening. The confrontation between the U.S. and China and increased skepticism towards democracy are making the future of the liberal order itself unclear.

Through the annual Tokyo Conference launched in 2017, The Genron NPO aims to coordinate with think tanks and experts from around the world to protect and update the rules-based liberal order, multilateralism, and democracy. We are also working to influence international opinion towards finding solutions to many global issues.
We pursue active debate as stakeholders to tackle head-on the issues Japan is facing

Japan today is in a gridlock and faces an uncertain future. Issues such as the rapidly aging population and mounting government debt are urgent, and dealing with them cannot be postponed. Nevertheless, no full-fledged action has been taken to overcome such risk factors.

Furthermore, the future of Northeast Asia surrounding Japan is becoming increasingly uncertain. North Korea’s nuclear development program is a threat to the whole region and yet diplomacy seems to have very little to offer. The international order is becoming unstable: diverse global issues are worsening, and a populist surge and distrust of democracy are spreading in many advanced countries.

This will continue as long as people step aside and act only as onlookers. Each person must address the issues Japan and the entire world face as a “stakeholder,” search for solutions through discussions and voice his/her opinions. Through such actions, people with the same commitment to take action to solve issues will come together, create dynamic momentum and generate healthy public opinion that can produce solutions. This is why I attach the utmost importance to the power of sound public opinion. The Genron NPO, are determined to continue efforts to address the issues Japan and the world faces by creating a venue for genuine debate where people can contribute as stakeholders.

How The Genron NPO was established

In 2001, when the administration of Junichiro Koizumi came to power, “Japan’s politics will not change unless we, the voters, become stronger.” “There should be a not-for-profit venue for high-quality, participation-style debate, which can provide voters with the appropriate materials to enable them to select their politics and future.” With these ideas in mind, Yasushi Kudo, who was then editor of “Ronso: Toyo Keizai,” a monthly opinion magazine, established The Genron NPO. He felt a sense of crisis about the conventional media’s barren and detached criticism, as if they were reporting the news as “bystanders.” Terming the situation “opinion recession,” he emphasized the importance of addressing the mountain of issues Japan faces at home and abroad through serious debate. Since then, The Genron NPO has been expanding the scope of its activities, ranging from the evaluation of key domestic policies and the solution of Asian and global issues to the creation of an environment for peace in Asia, and the reinforcement of civil society, as a network-style media and think tank organization that, unlike others, is joined by like-minded individuals.
The Genron NPO — a non-profit, nonpartisan think tank independent from government and any interest

The Genron NPO is a not-for-profit think tank that conducts activities independent and impartially from any government interest or specific concern. In order to maintain such independence and impartiality, The Genron NPO became the first organization in Japan to develop a self-evaluation system regarding its non-political and non-religious position, based on standards set by the Internal Revenue Service (IRS) in the United States. The Genron NPO conducts an annual self-evaluation and releases the findings to the public. Furthermore, The Genron NPO’s auditors evaluate the self-evaluation process and content, as well as the results. In this manner, The Genron NPO makes its self-evaluation results and outside evaluation openly available to the general public. Making such information public indicates that The Genron NPO adopts a system in which the citizens ultimately decide whether its activities are in the public interest.

The Genron NPO’s Self Evaluation

The Genron NPO developed an evaluation method which consists of two evaluation processes. First is the negative check list to confirm its non-political and non-religious position, and second is the contents evaluation standard in 5 areas (Objective, position, target, method for program development, and Governance and transparency for its decision-making).

All the programs of the Genron NPO are categorized into 7 categories. For each category, we conduct self-evaluation by the 19 criteria of non-political and 12 criteria of non-religious standards. The results are published with comments from 2 program auditors every year.

Our activities between April 2016 and March 2017 has passed all categories.

Comments from program auditor (2017)

The self-evaluation result is audited each year. Auditors’ comments are available to the public.

Program Auditors: Takatoshi Kato (Advisor, Japan Center for International Finance) Yukie Osa (President, Association for Aid and Relief, Japan)

【Auditor’ comments】

- The Genron NPO was assessed for religious bias on 12 evaluation items in the seven fields in which the organization operates, and it was determined that Genron fully satisfies the requirements of every item in terms of maintaining a religiously neutral stance. In addition, Genron was assessed for political bias on 19 evaluation items in its seven fields of operation. However, the organization couldn’t be evaluated using the negative checklist for 13 items in six fields, therefore assessment was based on judging the content of Genron’s work. The results of that evaluation showed that Genron satisfies the requirements of every item in regards to maintaining a politically neutral stance.

- In order to build a foundation that will earn the support of even more citizens, we believe it essential to invite experts from both Japan and abroad to engage in dialogue, and to collaborate with overseas opinion leaders and organizations to offer multifaceted perspectives to the people of the nation.

- The survey database should be expanded in order to provide a foundation that will allow the participation of even more people in the discussion surveys.
About The Genron NPO

Advisory Board

The Advisory Board members take part in various debate programs, provide their insightful opinions on issues, and make recommendations on our activities.

As of April 2019

Yasushi Akashi
Chairman, Kyoto International Conference Center; former Under-Secretary-General of the United Nations

Mistuo Ohashi
Honorary Advisor, Showa Denko K.K.

Kazuo Ogoura
Senior Advisor, Japan Foundation; former Ambassador to the Republic of Korea

Yoriko Kawaguchi
Fellow, Faculty of Global Studies of Musashino University; Former Minister of Foreign Affairs and Minister of the Environment

Takeshi Sasaki
Honorary professor, The University of Tokyo; former Professor, Gakushuin University

Akihiko Tanaka
President, the National Graduate Institute for Policy Studies (GRIPS); former President of Japan International Cooperation Agency (JICA)

Yasuchika Hasegawa
Company Counselor, Takeda Pharmaceutical Co., Ltd.

Ichiro Fujisaki
President, The America-Japan Society; former Ambassador to the USA

Hiroya Masuda
Advisor, Nomura Research Institute; former Minister of Internal Affairs and Communications

Yuji Miyamoto
Chairman, Miyamoto Institute of Asian Research; former Ambassador to the People’s Republic of China

Toshiro Muto
Honorary Chairman, Daiwa Institute of Research; former Deputy Governor, Bank of Japan

Yuzaburo Mogi
Honorary CEO and Chairman of the Board, Kikkoman Corporation

Board of Directors

Chairman of the Board
Yasushi Kudo
Founder and President, The Genron NPO

Director
Shogo Aoki
President, Noritsuisu Co., Ltd., Former National President, Junior Chamber International Japan

Director
Akihiko Kawashima
President, DMG MORI B.U.G. Co., Ltd.

Director
Kunio Kojima
Advisor, Japan Securities Finance Co., Ltd.

Director
Seiichi Kondo
Director, Kondo Research Institute of Cultural and Foreign Affairs; former Commissioner, Agency for Cultural Affairs

Director
Yayoi Tanaka
Special Appointed Professor, National Institution for Academic Degrees and Quality Enhancement of Higher Education (NIAD-QE)

Director
Tomomichi Tomiie
Executive Manager, Operation & Systems Department and Corporate Strategy Department, the Sumitomo Mitsui Asset Management Co., Ltd.

Director
Takashi Matsumoto
President, Federation of National Public Service Personnel Mutual Aid Associations

Auditor
Manabu Matsuda
Visiting Professor, University of Tokyo Graduate School
Participants

More than 500 prominent opinion leaders in Japan participate in The Genron NPO's program

More than 500 opinion leaders in Japan such as business leaders, journalists, economists, government officials, politicians, and academia participate in The Genron NPO in their private capacity. Furthermore, nearly 8,000 members who registered with us pertain to constructing debates based on the shared sense of responsibility for the future of the country and relating to The Genron NPO’s mission.

As of April 2019

Yutaka Asahina
President & Representative Director, The Mainichi Newspaper Group Holdings Co., Ltd.

Yu Uchiyama
Professor, Graduate School of Arts and Sciences, The University of Tokyo,

Hirohito Ohno
Senior Staff Writer, The Asahi Shimbun

Kazumasa Oguro
Professor, Faculty of Economics, Hosei University

Masahiro Kawai
Professor, Graduate School of Public Policy, The University of Tokyo; Former Dean and CEO, Asian Development Bank Institute

Glen S. Fukushima
Senior Fellow, Center for American Progress

Yoshiko Kojo
Professor, The University of Tokyo, Graduate School of Arts and Sciences

Ken Jimbo
Professor, Faculty of Policy Management, Keio University

Hiroki Sugita
Columnist, Kyodo News

Sakie Tachibana Fukushima
President, G&S Global Advisors Inc.

Hitoshi Tanaka
Chairman, Institute for International Strategy, Japan Research Institute, Ltd.

Masanori Nishi
Former Administrative Vice-Minister of Defense

Junichi Fujino
Programme Director, Institute for Global Environmental Strategies (IGES)

Yuji Mizuno
Senior Advisor, Asahi Research Center Co., Ltd.

Hirohide Yamaguchi
Chairman, Nikko Research Center, Inc.: Former Deputy Governor, Bank of Japan

Tatsuo Yamasaki
Former Vice Minister of Finance for International Affairs

Kenji Yumoto
Vice Chairman, Japan Research Institute, Ltd.

Yasushi Watanabe
Professor, Faculty of Environment and Information Studies, Keio University

Shigeru Ishiba
Member of the House of Representatives, Former Minister of State

Yoshiyuki Ito
Director, International Affairs Department of the Editorial Office, Yomiuri Shimbun

Kazuto Uchida
Managing Executive Officer, MUFG Bank, Ltd.

Osamu Onoda
Toshiba Infrastructure Systems & Solutions Corporation

Shin Kawashima
Professor, Graduate School of Arts and Sciences, The University of Tokyo

Yoji Koda
Advisor, Japan Marin United Corporation

Hiroshi Komatsu
Editor-in-Chief, The Mainichi Shimbun

Yoshihide Soeya
Professor, Faculty of Law, Keio University

Akio Takahara
Dean, Graduate School of Public Policy, The University of Tokyo

Hideshi Tokuchi
Senior Fellow, National Graduate Institute for Policy Studies

Junji Nakagawa
Professor, Faculty of Liberal Arts, Chuo Gakuin University

Gen Nakatani
Member of the House of Representatives

Hitoshi Nakaso
Chairman, Daiwa Institute of Research Ltd.

Junya Nishino
Professor, Faculty of Law, Keio University

Hiroo Mori
Executive Vice President, Mori Building Co., Ltd.

Akira Yasujima
CEO, Nippon Mirai Capital Co., Ltd.

Toru Yoshida
Professor, Graduate School of Law, Hokkaido University
Tackling global issues and disseminating Japan’s opinion to the world

Representatives from 10 global think tanks gather annually to discuss global issues at the Tokyo Conference

The principles of freedom and democracy have bolstered the world order ever since the end of the Second World War, and today, those principles are facing major challenges. The Genron NPO launched the Tokyo Conference in March 2017 as an annual forum for the discussion of global issues among representatives from think tanks from ten different countries, and as a means for proposing resolutions for those issues to the world.

The objective of the Tokyo Conference is to address various global issues faced by international society through discussions in Tokyo, to publicize the fruits of those discussions at home and abroad, and to present the arguments and opinions agreed upon at the Conference to the G7 host country.

Leading think tanks from around the world participate in the conference, and they include America’s Council on Foreign Relations (CFR), Britain’s Chatham House, the German Institute for International and Security Affairs (SWP), and the French Institute of International Relations (IFRI). The annual Tokyo Conference in early March is gaining international attention, as it follows the Raisina Dialogue and World Economic Forum meeting in Davos each January, and the Munich Security Conference (MSC) in February.

The timing of the 3rd Tokyo Conference at the beginning of March 2019 was impeccable; it was held immediately after the second North Korea – United States Summit, and at the end of the 90-day trade tariff ceasefire between the U.S. and China. In addition, the U.S. is hearing an increase in calls for a withdrawal from its China engagement policy, with more now arguing instead for a policy of strategic competition. These were the circumstances in which the representatives from the world’s think tanks found themselves, as they tackled the issues of how to handle the U.S.-China conflict, and how to protect the destabilizing international liberal order and held it evolve.

A number of opinions and recommendations were agreed upon in these discussions and they were presented as a joint statement to representatives of the Japanese government, host of this year’s G20, and the French government, host of this year’s G7.

**List of think tanks participated in Tokyo Conference 2019**

- **Brazil**: Getulio Vargas Foundation (FGV)
- **Canada**: Center for International Governance Innovation (CIGI)
- **France**: French Institute of International Relations (IFRI)
- **Germany**: German Institute for International and Security Affairs (SWP)
- **India**: Observer Research Foundation (ORF)
- **Italy**: Institute of International Affairs (IAI)
- **Japan**: The Genron NPO
- **Singapore**: S. Rajaratnam School of International Studies (RSIS)
- **United Kingdom**: Chatham House (The Royal Institute of International Affairs)
- **United States**: Council on Foreign Relations (CFR)
In 2012, The Genron NPO was selected as the only institution from Japan to participate in the international think tank network, the Council of Councils (CoC), which is comprised of the world’s leading think tanks. Originally proposed by the U.S. Council of Foreign Relations (CFR), the CoC serves as an arena for think tanks to hold dialogues on issues related to global governance and international cooperation.

The Genron NPO came to be selected by the CoC for continuously holding independent, neutral discussions representing citizens, successfully holding the Tokyo-Beijing Forum annually since 2005 and for creating an innovative civil diplomacy model through international dialogues that are linked with public opinion polls. The Genron NPO has tried to recover ground by conveying the varying opinions of Japan to the world and has held active discussions to solve global issues on various international platforms.

### Council of Councils Member Think Tanks

(28 Think Tanks from 24 countries  as of 2019)

**Argentina:** Argentine Council for International Relations (CARI)  
**Australia:** Lowy Institute  
**Belgium:** Center for European Policy Studies (CEPS)  
**Brazil:** Getulio Vargas Foundation (FGV)  
**Canada:** Center for International Governance Innovation (CIGI)  
**China:** Shanghai Institute for International Studies (SIIS)  
**France:** French Institute of International Relations (IFRI)  
**Germany:** German Institute for International and Security Affairs (SWP)  
**India:** Observer Research Foundation (ORF)  
**Indonesia:** Center for Strategic and International Studies (CSIS)  
**Israel:** Institute for National Security Studies (INSS)  
**Italy:** Institute of International Affairs (IAI)  
**Japan:** The Genron NPO  
**Mexico:** Mexican Council on Foreign Relations (COMEXI)  
**Nigeria:** Nigerian Institute of International Affairs (NIIA)  
**Russia:** Council on Foreign and Defense Policy (SVOP)  
**Saudi Arabia:** Gulf Research Center (GRC)  
**Singapore:** S. Rajaratnam School of International Studies (RSIS)  
**South Africa:** Institute for Security Studies  
**South Korea:** East Asia Institute (EAI)  
**Turkey:** Global Relations Forum (GIF)  
**United Kingdom:** Chatham House (The Royal Institute of International Affairs)  
**United States:** Council on Foreign Relations (CFR)
Carrying out a new form of civil diplomacy to build peace in Northeast Asia

Building peace order in Northeast Asia

Northeast Asia is still facing the issue of how to bring about the denuclearization of the Korean Peninsula, and the international community has yet to provide a clear solution. With the rise of China as a major power and the structure of the confrontation between it and the U.S., Northeast Asia is at a historic juncture, and must begin engaging in concrete discussions on how to build a peaceful order in the region.

Since the “no-war pledge” made between representatives from Japan and China in 2013, The Genron NPO has engaged in dialogue with China, the U.S., and South Korea with the goal of creating a peaceful order in Northeast Asia.

As a part of its efforts to realize peace in Northeast Asia, in 2018, The Genron NPO worked with representatives from China and agreed on “Declaration for Peace” for Northeast Asia, to begin multilateral civil-level discussions and to uphold the anti-war and anti-hegemonism principles. By combining with our already-ongoing discussions with the U.S. and South Korea, in January 2019, The Genron NPO begin working on the creation of a Asia Peace Conference. This conference is designed to serve as a mechanism for maintaining a sustainable peace in Northeast Asia, and as a forum in which both the U.S. and China can participate.

Fostering stronger Japan-US relations supported by public mutual understanding

The results of joint U.S.-Japan opinion polls conducted by The Genron NPO have made it clear that while the U.S. and Japan are allies, there is an insufficient level of understanding between the peoples of the two countries, and the relationship between the U.S. and Japan is vulnerable. It is for these reasons that we launched the citizen-based Japan-U.S. Dialogue in 2017, as a means for the two countries to cooperate on various issues, and also to strengthen the U.S.-Japan relationship through the support and understanding of the citizens of both countries. The first issue in which cooperation is needed is the effort to ensure a lasting peace in Northeast Asia.

A number of points were discussed during the 2017 Japan-U.S. Dialogue, including shared principles for peace in the U.S.-Japan-South Korea alliance centered on the U.S., and the North Korean nuclear issue, issues that must be considering in the process of building peace in Northeast Asia. During the second Japan-U.S. Dialogue in 2019, 13 experts from Japan and the U.S. engaged in heated debate on the future of the U.S.-China economic conflict, the influence the conflict will have on security in the region, the denuclearization of North Korea, and the overall peace process on the Korean Peninsula.
Open dialogue that strives to improve Japan-Korea relationship

Launched in 2013 jointly with East Asia Institute (EAI), the “Japan-Korea Future Dialogue” has been conducted to create new bilateral relations by overcoming the deep-rooted antagonistic sentiment. The forum is held publicly in a round-table format and is broadcasted over the Internet, there is no other dialogue that is so open to the public of both countries.

Prior to the forum, a joint opinion poll is conducted in both nations in order to grasp the state of understanding to particular issues and perception of each other, aimed for promoting greater mutual understanding between Japanese and South Koreans.

Joint Japan-China public opinion poll

The Genron NPO annually conducts opinion polls in Japan and China, which are no other comparative survey that regularly follows Chinese people’s opinions and views continuously over last 13 years. The findings have been utilized by many researchers, thinktanks and research institutes in the world.

14-year-old venue for track 1.5 diplomacy between Japan and China that has a profound impact on the policymaking processes in both countries

When Japan-China relations were at their worst in 2005, The Genron NPO launched the “Tokyo-Beijing Forum” as a bilateral track II dialogue. This forum has met once a year even amid various difficulties in Japan-China relations for 13 years. The debates at the forum have been broadly reported by many media of both countries, and the forum has developed into an all-important, influential venue for track II dialogue in Japan and China.

In 2006, Shinzo Abe emphasized in an address the importance of Japan-China relations in this forum. Two months later, he made a surprise visit to Beijing as prime minister of Japan for the summit, and the bilateral relationship had significantly improved. In 2013, despite the increasing tension over territory, the 9th “Tokyo-Beijing Forum” adopted a “No-War Pledge,” exemplifying the firm determination of Japan and China to solve issues under whatever conditions through dialogue.
Reflecting the opinions of constituents and citizens on democracy

Evaluation of Political Parties’ Campaign Pledges

Providing essential information to voters through Japan’s first political parties’ campaign pledges evaluation

Political parties’ campaign promises in their manifestoes before each election have become only wish lists with no verifiable targets, and are insufficient as political pledges to the electorate. We firmly believe that in order for Japanese politics to squarely face the pressing challenges and begin to move toward their solution, voters must become stronger.

To this end, we have been regularly examining the achievements of the government’s key policies since 2004, while publicly releasing the results before each national election aimed for providing voters with information to judge diverse issues at home and abroad. It is desirable for political parties to compete with each other in resolving issues and for voters to make judgments in an environment in which they and the political parties are in a tense relationship.

In the general election in 2017, The Genron NPO released the results of its evaluation of the election pledges of seven major political parties. We also organized a series of open debates between our experts and the leaders of five major parties in charge of policy affairs. The debates were broadcast live on our Web site for public scrutiny.

Evaluation of Administrations’ Achievements

100-day and one-year evaluations designed to clarify administrations’ achievements and challenges for them

We evaluate an administration’s policy achievements as its 100th day in office and the first anniversary of its inauguration. We examine the achievements in each policy area while considering whether the policy pledges in the latest manifestoes are being truly implemented and whether a major policy change has been made without an explanation to voters. For instance, Abe administration scored 2.4 points out of 5.0 regarding the achievements of 37 verifiable key policy areas in 2017.

At the same time, we conduct a survey to intellectuals about their evaluations and views about achievement. Our project to regularly examine the achievements of an administration is winning high acclaim from overseas think tanks and media organizations.
Designing the future democracy and civil society

Debating how to make democracy work in Japan, Asia and the World

Debating on challenges of democracy

 Democracies around the are facing many diverse challenges. To strengthen our democracy, The Genron NPO is organizing various debates to examine the present situation involving as many people as possible.

With confidence in democracy declining worldwide in 2018, there was real debate about the reasons behind that decline, and about what sort of reform is needed to restore people's faith in democracy and build a more resilient democratic system.

Democracy Dialogues with opinion leaders of the world

Intellectuals and young political leaders from Japan, Indonesia, the Philippines, and Malaysia gathered in November 2018 for the 4th Asia Opinion Leaders Dialogue.

During the debates, participants described the current state of democracy in their own countries and the issues they face, and talked about how politicians in their countries are addressing those issues. It was an excellent opportunity for all participants to hear opinions they normally wouldn't, and to get a hint of how politicians in different countries truly think.

Japan’s first ever self-evaluation standards for NPOs

Most Japanese NPOs lack strong problem-solving skill and organizational abilities. As a result, many NPOs are unable to work as a truly reliable players in civil society for citizens hoping to try to voluntarily solve their problems.

Acknowledging such conditions, we examined the situation of the civil society and the activities of not-for-profit organizations. This enabled us to select three points as conditions: problem-solving ability, sustainability as an organization and citizens' participation. We defined organizations satisfying these conditions as “Excellent NPOs.” Then, we developed and disclosed the systematic Excellent NPO Evaluation Standards as Japan’s first self-diagnosis tool for not-for-profit organizations. Based on the standards, we inaugurated the Excellent NPO Award in 2012 to discuss issues related to civil society in Japan.
The Genron NPO has facilitated numerous platforms, where citizens can participate as a stakeholder for problem-solving and deepen the understanding of issues.

The Genron Studio (Internet Discussion Program)

The Genron Studio consists of periodic discussions that look closely at how to deal with the key domestic and international issues, and what action should be taken to resolve. The content of the discussion is broadcast live and delivered directly to some 8,000 experts in the form of a digital newsletter. Public recordings are also held periodically.

Expert Opinion Survey

The Genron NPO conducts various surveys ahead of public forums and discussions at the Genron Studio in order to collect the opinions of experts on various issues. The results of the opinion polls are made available on the Web site as well as reflected in the discussions as a source of information that reveals the thoughts of opinion leaders from various fields of expertise.

Genron Studios (2018 – 2019)

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<th>Date</th>
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<tr>
<td>March 28, 2019</td>
<td>World Agenda Studio: Deepening U.S.-China confrontation and Japan’s role as mediator</td>
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<td>March 25, 2019</td>
<td>World Agenda Studio: Pressing global issue and international efforts</td>
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<td>March 15, 2019</td>
<td>World Agenda Studio: The future of the liberal international order: Where are we headed?</td>
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<td>August 31, 2018</td>
<td>World Agenda Studio: WTO reform and future of free trade</td>
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<td>July 25, 2018</td>
<td>World Agenda Studio: Japanese experts discuss China’s strategy and its effects on Sino-Japanese relations</td>
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<td>June 4, 2018</td>
<td>World Agenda Studio: U.S.-China trade war and the future of free trade regime</td>
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<td>April 25, 2018</td>
<td>World Agenda Studio: Japanese experts foresee greater nongovernmental role in realizing ‘decarbonized society’</td>
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The programs of The Genron NPO was covered up 425 times by newspaper and broadcast programs in Japan and in overseas in 2018

The Genron NPO has gathered attention from not only domestic but also from the international media. Especially, the program for peacebuilding in Northeast Asia such as the “Tokyo-Beijing Forum”, the “Japan-Korea Future Dialogue” and the “Japan-US-China-ROK Dialogue” drew strong interest as new platforms of civil diplomacy practices.

Media Coverage

425 Times in 2018

▲TBS – Gap in national onion seen in joint Japan-Korea opinion poll regarding the future of North Korea weaponry (Jun 18, 2018)
▲TBS – Presentation of joint declaration on discussions between Japanese and Chinese cooperation (Oct 15, 2018)
▲NHK NEWS – Prospects for resolving North Korea nuclear weapon issue: large differences in opinion between Japan and South Korea (Jun 18, 2018)
▲TV Asahi – Presentation of joint declaration on discussions between Japanese and Chinese cooperation (Oct 15, 2018)
▲Sankei News (Nov 22, 2018)
▲Asahi Shimbun Chinese – 42% of Chinese have good impression of Japan” (Oct 12, 2018)
▲The Straits Times (Singapore) - Global rules-based order ‘needs an update’ (Oct 12, 2018)
▲Asahi Shimbun Chinese – Global rules-based order ‘needs an update’ (Oct 12, 2018)

Global rules-based order ‘needs an update’
Membership

The Genron NPO is a membership organization supported by members who share our mission

The Genron NPO is supported not only by its advisory board members and board of directors, but also by members who share its mission.

The Genron NPO’s decision-making body is the general assembly, which is attended by members who each have a vote and are deeply involved in deciding the direction the organization’s activities. Events for members include the “Morning Forum” that invites ministerial-level guest speakers, and “Policy Study Sessions” that discuss timely political themes with experts.

The general members can participate in the forums and “member gatherings” as supporters of the organization’s activities and exchange opinions among themselves.

Both the members and general members not only support The Genron NPO activities financially but also contribute in formulating debate by participating in the polls, as well as in the public and members-only forums.

【3 membership categories】

- **Premier membership**
  Share the Genron NPO’s mission, participate its discussion program and decision-making process at the general assembly

- **General membership**
  Participate and support the Genron NPO Program

- **Student membership**
  Participate and support the Genron NPO Program while studying

【Past membership events】

<table>
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<tr>
<th>Morning Forum</th>
<th>Policy Study Group</th>
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<tr>
<td><strong>Speakers</strong></td>
<td><strong>Speakers</strong></td>
</tr>
<tr>
<td>Katsunobu Kato (Chairperson, General Council, Liberal Democratic Party)</td>
<td>Hideshi Tokuchi (Senior Fellow, National Graduate Institute for Policy Studies, Former Vice-Minister of Defense for International Affairs,)</td>
</tr>
<tr>
<td>Shinjiro Koizumi (Chief Deputy Secretary-General, Liberal Democratic Party)</td>
<td>Koji Yano (Deputy Vice Minister for Ministry of Finance)</td>
</tr>
<tr>
<td>Fumiaki Kobayashi (Parliamentary Secretary of Internal Affairs and Communications, and Parliamentary Secretary of Cabinet Office)</td>
<td>Shigeki Habuka (Vice-Minister for Policy Coordination, Cabinet Office)</td>
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<tr>
<td>Hideki Murai (Parliamentary Secretary of Cabinet Office)</td>
<td>Yoji Koda (Former Vice Admiral, JMSDF)</td>
</tr>
<tr>
<td>Takashi Yamashita (Parliamentary Secretary for Justice, Parliamentary Secretary of Cabinet Office)</td>
<td>Masanori Nishi (Former Administrative Vice-Minister of Defense)</td>
</tr>
<tr>
<td>Hiroshige Seko (Minister of Economy, Trade and Industry)</td>
<td>Takashi Matsumoto (Special Advisor, Dai-ichi Life Research Institute Inc., Former Vice Minister, Cabinet Office)</td>
</tr>
<tr>
<td>Shigeru Ishiba (Former Minister of State for the Promotion of Overcoming Population Decline and Vitalizing Local Economy in Japan)</td>
<td>Hisao Harihara (Advisor, Sumitomo Corporation, Former Vice-Minister for International Affairs, Ministry of Agriculture, Forestry and Fisheries)</td>
</tr>
<tr>
<td>Fumio Kishida (Chairperson, Policy Research Council, Liberal Democratic Party)</td>
<td>Shiro Yamazaki (Cabinet Secretariat, Director-General for Regional Revitalization of Headquarter for Overcoming Population Decline and Vitalizing Local Economy in Japan)</td>
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Corporate partners and foundations

The Genron NPO is grateful for the generous support it receives from corporate partners and foundations for the institution and its projects.

### Corporate Members

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<td>Asahi Group Holdings, Ltd.</td>
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<td>ANA Holdings Inc.</td>
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<td>Daiwa Institute of Research Ltd.</td>
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<td>DMG MORI Co., Ltd.</td>
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<td>Tokyo Metro Co., Ltd.</td>
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<td>Toray Industries, Inc.</td>
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### Supporters of the 14th Tokyo-Beijing Forum

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<tr>
<td>Asahi Kasei Corporation</td>
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<td>Asahi Group Holdings, Ltd.</td>
<td>The Norinchukin Bank</td>
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<td>ANA Holdings Inc.</td>
<td>Nomura Research Institute, Ltd.</td>
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<tr>
<td>SMBC Nikko Securities Inc.</td>
<td>Panasonic Corporation</td>
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<tr>
<td>Kikkoman Corporation</td>
<td>Fujitsu Limited</td>
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<td>KOSÉ Corporation</td>
<td>Mizuho Bank, Ltd.</td>
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<td>Showa Denko K.K.</td>
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<tr>
<td>Takeda Pharmaceutical Company Limited</td>
<td>Sumitomo Mitsui Banking Corporation</td>
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<td>Daiwa Institute of Research Ltd.</td>
<td>Mitsui Fudosan Co., Ltd.</td>
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<td>Daiwa House Industry Co., Ltd.</td>
<td>MITSUI &amp; Co., Ltd.</td>
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<td>DMG MORI Co., Ltd.</td>
<td>MUFG Bank, Ltd.</td>
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<td>Tokyo Metro Co., Ltd.</td>
<td>Mori Building Co., Ltd</td>
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<td>Toray Industries, Inc.</td>
<td>The Bank of Yokohama, Ltd.</td>
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<td>The Japan Foundation</td>
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### Supporters of the 6th Japan-Korea Future Dialogue

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<tr>
<td>Asahi Kasei Corporation</td>
<td>MITSUI &amp; Co., Ltd.</td>
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<tr>
<td>ANA Holdings Inc.</td>
<td>Mitsubishi Corporation</td>
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<tr>
<td>Kikkoman Corporation</td>
<td>MORI Building Co., Ltd.</td>
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### Supporters of the Japan-U.S. Dialogue and the Japan-U.S.-China-ROK Dialogue

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<tr>
<td>Toshiba International Foundation</td>
<td>The Japan Foundation Center for Global Partnership</td>
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<td>Henry Luce Foundation</td>
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### Supporters of the Excellent NPO Award

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<tr>
<td>Sumitomo Corporation</td>
<td>Japan Tabacco Inc.</td>
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<td>Nomura Holdings, Inc.</td>
<td>MUFG Bank, Ltd.</td>
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<tr>
<td>Nippon Life Insurance Company</td>
<td>Resona Holdings, Inc.</td>
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18 Years in Review

**2001**
- The Genron NPO incorporated as NPO organization
- Survey on “Asian challenges” conducted
- “Policy Evaluation Conference” launched
- “Manifesto Evaluation Committee” launched
- Symposium on “Exploring New Potentials for Japan-China Relations” launched
- Published a list of criteria for evaluation congress
- The Genron NPO announced the results of the evaluation of the 2nd Koizumi Administration’s achievements and of each political party’s manifesto

**2002**
- Quality magazine “Genron NPO” published
- Genron NPO members forum initiated
- “Asia Strategy Conference” launched
- Genron NPO’s email magazine launched
- Attended the inaugural of The Genron NPO's All the activities launched in Asia Strategy Conference launched in 2001.

**2003**
- Convened symposia on “NPOs to Change Japan” and on “How Japan Should Face Fast Transforming Asia”
- Survey on “Asian challenges” conducted
- “Policy Evaluation Conference” launched
- “Manifesto Evaluation Committee” initiated
- Published evaluation result of 1st Koizumi Administration’s achievements
- Symposium on “Exploring New Potentials for Japan-China Relations” launched
- With the aim of materializing the manifesto-oriented politics, the Genron NPO held a news conference with policy experts in October 2003, and announced the result of the evaluation of the 1st Koizumi Administration’s achievements

**2004**
- Organized symposia on “Can Japanese NPOs Become Principal Players of Private Sector?” and on “Assessment of Japan’s Power Structure”
- Released evaluation result of the 2nd Koizumi Administration and evaluation results of political parties’ manifestos at the 1st Conference for the Evaluation of Election Pledges
- Released evaluation criteria for local administrations
- Participated in “local manifesto evaluation congress”

**2005**
- Agreed to team up with China Daily over joint project for public debates
- Convened an International Symposium on “Japan’s Alternatives Toward 2005”
- Launched private-sector committee to study Hokkaido’s self-reliance and rebirth launched and releases proposal about strategy toward Hokkaido’s self-reliance and rebirth
- Convened the 1st Beijing-Tokyo Forum
- Released the result of the 1st Japan-China joint opinion poll
- Published evaluation result of the 2nd Koizumi Administration and evaluation of political parties’ new manifestos

**2006**
- Convened the 2nd civil-sector committee for Hokkaido’s self-reliance and rebirth
- Released result of the self-evaluation of The Genron NPO’s all the activities
- Convened the 2nd Tokyo-Beijing Forum
- Released the results of the 2nd Japan-China joint opinion poll
- Convened “Conference on assessing policy challenges for new administration
- Genron Blog Booklet launched

Shinzo Abe’s remarks served as the catalyst of resuming the suspended Japan-China summit. It was an epoch-making development in that a non-governmental dialogue played a decisive role in improving the cold relations.
2007
2 Released evaluation result of the first 100 days of the Abe Administration
3 Launched dialogue with Japan’s prefectural governors “What Are Prefectural Governors’ Challenges”
7 Published evaluation result of the Abe Administration’s achievements and evaluation of political parties’ manifestos
8 Convened the 3rd Tokyo-Beijing Forum
11 Released result of the 3rd Japan-China joint opinion survey
Established “Study group to evaluate not-for-profit Organizations”

The Genron NPO launched a series of dialogue with prefectural governors across the country in March 2007 to exchange views on “the self-reliance and management of local governments”

2008
2 Published the evaluation result of the first 100 days of the Fukuda Administration
6 Opened “Mini-Populus” a SNS forum on the Internet for open debate with the participation of citizens
7 Convened “Manifesto Forum” to examine policy directions of the Democratic Party of Japan’s “Shadow Cabinet”
9 Convened the 4th Tokyo-Beijing Forum
Released the results of the 4th Japan-China joint opinion survey

Four Diet members of the Democratic Party of Japan conducted a heated debate with some members of The Genron NPO’s manifesto evaluation committee at a forum

2009
1 Released the evaluation result of the first 100 days of the Aso Administration
7 Organized “open debate session” of policy matters by inviting representatives from the Liberal Democratic Party and the DPJ
8 Published the evaluation outcome of the achievements of the coalition government of the LDP and Komeito and the evaluation results of the LDP and the DPJ manifestos
Released the results of the 5th Japan-China joint opinion survey

The Genron NPO organized a series of open debate meetings on key policy agenda in July 2009 just before the Lower House election was held. The debate meetings were live broadcast on the Internet with more than 10,000 users watching each debate.

2010
4 Announced the evaluation criteria for “Excellent NPOs”
Convened the town meeting to exchange views with local citizens about strong and affluent civil society
Published the evaluation result of the LDP
6 Hayoyama Administration and the evaluation outcomes of the LDP
7 Conducted interviews with policy chiefs of all nine political parties
Conducted a questionnaire with candidates for the Upper House election
8 Convened the 6th Tokyo-Beijing Forum
Released result of 8th Japan-China joint opinion survey
10 Regular FM radio program “On The Way Journal” started with President Kudo serving as host
12 Genron NPO’s English Website launched
Released evaluation result of the first 100 days of the Kan Administration

The Genron NPO released the evaluation standards for “Excellent NPOs” the first comprehensive criteria to examine the quality of nonprofit organization’s performances

2016
2 Established “World Agenda Council”, the platform to discuss global issues
3 Convened the International Journalist Conference
Convened “World Agenda 2016”
5 Attended the 5th Council of Councils (CoC) Annual Meeting
6 Released evaluation result of manifestos
8 Established “Asia Opinion leader’s dialogue”
9 Convened “The 4th Japan-South Korea Future Dialogue”
Convened “The 12th Tokyo-Beijing Forum”
11 Published the result of Japan-Korea-China joint opinion survey
Convened “The 2nd Japan-U.S-China-ROK dialogue”
 Held “The Genron NPO 15th Anniversary Reception”
12 Commended the 4th Excellent NPO Award Ceremony
Released the evaluation of 5 years’ policy performance of the Abe administration

During the “World Agenda 2016” a joint statement to G-7 was handed to the Minister of Foreign Affairs of Japan, ahead of the G-7 Ise-Shima Summit hosted by Japan.

2017
1 TBS broadcasted “The Power of Opinion, the Figure of Democracy” a documentary about the Genron NPO President Yasushi Kudo
3 Established “Tokyo Conference 2017”
5 Convened “The 2nd Asia Opinion leader’s dialogue” Attended the 6th Council of Councils Annual Meeting
7 Released the result of the 5th Japan-China joint opinion survey
Convened “The 5th Japan-Korea Future Dialogue”
9 Released the result of Asia Multinational Public Opinion Poll on Democracy
Convened “The 3rd Asia Opinion Leader’s Dialogue”/Released the evaluation of year 5 policy performance of the Abe Administration/Released evaluations of election party pledges
Convened “Japan-U.S.-China-ROK Dialogue” and “Japan-U.S. Conference”
11 Held the “Tokyo Conference” Pre-forum and the “Genron NPO 16th Anniversary Reception”
12 Published the results of the Japan-China joint opinion poll/Convened “The 13th Tokyo-Beijing Forum”/Released the results of Japan-U.S. joint opinion poll

The Tokyo Conference served as a multilateral platform for pressing global issues and aimed to submit a proposal to G7 summit.

2018
1 Released the results of Japan-U.S. Joint Opinion Poll in a workshop held at the Brookings Institution in Washington D.C.
Convened the 5th Excellent NPO Award
3 Convened “Tokyo Conference 2018”
6 Released result of the 8th Japan-Korea joint opinion poll/Convened “The 8th Japan-South Korea Future Dialogue”
Released the results of the 2nd Japan-U.S. joint opinion poll
7 Released the result of a public opinion poll on democracy
10 Released the results of the 14th Japan-China joint public opinion poll/Convened the 14th Tokyo-Beijing Forum
11 Convened the Tokyo Conference Pre-forum on Democracy and held The Genron NPO 16th Anniversary Reception
Convened the “4th Asia Opinion Leaders’ Dialogue”/Released the result of a public opinion poll on democracy

The Japan-U.S. Joint public opinion poll on North Korea nuclear issue was discussed in the workshop hosted by the Brookings Institute

2019
1 Convened “Japan-U.S.-China-ROK Dialogue”
Convened “Japan-U.S. Dialogue” 4th Excellent NPO Award
3 Convened “the Tokyo Conference 2019”

During the Tokyo Conference 2019 a joint statement to G-7 was handed to the representatives of the French Government, the 2019 G-7 Chair, and the Japanese government, the 2019 G-20 Chair.