



August 4-7, 2013, Tokyo

Strategy Conference of ACT

Report and Plan of Action



Asian Community Center 21
(ACT Secretariat)

Introduction

Established in 1979 with an initial trusted funds of 15 million yen (154,671 US dollars based on the exchange rate of May 1, 2013) from MRA Foundation and the late Mr. Yasutaro Imai, Asian Community Trust (ACT) is Japan's first Charitable Trust which accepts bequests and funds donated by Japanese individuals and organizations. The trustees designated seven trust banks and one bank as trustees.

I myself have been involved with ACT since the beginning, when the Japan Center for International Exchange (JCIE) was commissioned to be its first Secretariat by the above group of trustees. There, I worked as ACT's Executive Secretary for eight and a half years. Ten years after I left JCIE, I became involved again with ACT, this time with the Japan NGO Center for International Cooperation (JANIC), where at the time I was working as Managing Director, being commissioned as ACT Secretariat from the trustees. Having been unable to concentrate on ACT under the JANIC scheme and wanting to pursue the idea and the mission of ACT and to develop further its activities, in 2005, after I left JANIC, I established the Asian Community Center 21 (ACC21), an NGO for international cooperation which took over the role of ACT Secretariat.

From more than twenty years of involvement with ACT, I was able to come up with four challenges ACT must face. First is the lack of funds that will allow ACT to evaluate either its funded projects or ACT as a whole. There are no such funds (donations) within ACT itself, nor does ACC21 have the ability to spare its own financial resources for the purpose mentioned above. This is why, conducting an overall evaluation of ACT and of outcomes of the projects it funded in the past proved to be impossible.

Second is the relationship between ACT (a provider of grants) and grantees (recipients of grants). Ideally, the relationship between Asian local NGOs, which design and implement projects, and ACT, which provides financial support to those projects, should be that of equal partners. However, being in the position of reviewing the details of the proposed projects, there are times when the ACT Secretariat shows strictness to the applying local NGOs. On the other hand, there are cases in which local NGOs requiring funds to implement projects take an amenable behavior towards the ACT Secretariat. I would sometimes ask myself if donors with financial power are superior after all. Even within such a hierarchical relationship, I believe the donors should possess a sense of humility and should respect the autonomy and independence of the applicant and implementing organizations.

Third is the fund-raising scheme of ACT. With the rapid economic growth of Asian countries, we began questioning whether in ACT, only Japanese citizens and/or companies should remain to be the providers of funds, or whether we should start considering a system in which citizens and/or companies of each country in Asia would also contribute to ACT. Thus, ACT could start a system of "ACT Country Funds" in each country in Asia to which the local communities and business companies can donate, transforming ACT into a Trust for a genuine "Asian Community".

Fourth is the utilization of the networks with Asian local NGOs that ACT has cultivated over the years. Up to the present day, ACT has provided financial support to more than 190 local organizations in 14 different countries in Asia. Through this valuable networks, local NGOs can effectively make full use of their knowledge and experiences by learning from each other as well as developing a relationship to support each other. By creating networks like this, we will be able to make full use of the funds provided by the donors of ACT.

I believe ACT could only expand further if these challenges are met. We planned this "ACT Strategy Conference" with the objective of formulating strategies on the future roles of ACT. We invited four leaders of local NGOs funded by ACT and the leader of Asian Farmers' Association to a week long conference, in which many from Japanese NGOs, funding organizations and companies participated. From the fruitful discussions, we received valuable advice and the suggestions. Please allow me to use this opportunity to express my gratitude to everyone who participated.

Lastly, we would like to thank the Toyota Foundation for sharing our vision and for providing us the grant to turn our plan into reality. We are also grateful to the MRA Foundation which endowed the very first fund to establish ACT and also for providing support to this project, and to the Niwano Peace Foundation for their generosity to provide us the grant.

Michio Ito
President & CEO
Asian Community Center 21
(Executive Secretary, ACT)

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I. Overview

I. Overview

1. Project title

New Paradigm of Collaboration among Asian NGOs and the Role of Asian Community Trust (ACT) - Strategy Conference of ACT Secretariat and Leaders of its Local NGO Partners in Asia -

2. Organizer

Asian Community Center 21 (ACC21)
("Specified non-profit corporation" status holder)

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ACC21 website: <http://www.acc21.org/>
ACT website: <http://www.acc21.org/act/>

Mr. Michio ITO (President & CEO)
Ms. Mari SUZUKI (Executive Secretary)

3. Dates and Place of Conference and Experience-sharing Activities

Place: Tokyo and Miyagi Prefecture

Dates (Conference only*): August 4-7, 2013

*Excluding arrival and departure dates of overseas participants, survey period, and post-conference follow-up activities

4. Outline of the project

(1) Background of the project

Characteristics, Achievements and Challenges of ACT

Pursuing a vision of developing a sense of "community" in the Asian region where people help one another, Asian Community Trust (ACT), the first Japanese charitable trust which accepts donations and bequests, was established in 1979 to support various non-governmental organizations (NGOs) involved in social development and other related activities through funds donated by Japanese individuals and organizations. Over a span of 33 years from 1980 to 2013, ACT has provided grants totaling to around 625 million Japanese yen (approximately 6.44 million US dollars based on the exchange rate of May 1, 2013) for a total of 536 projects, a majority of which were supported for several years, by more than 190 local NGOs in 14 countries/region in Asia.

In recent years, ACT has been providing grants of around 35 million yen (approx. 360,000 US dollars) in total annually and the average amount of the grant per project is 2 million yen (approx. 20,000 US dollars), with a maximum of 3.5 million yen (approx. 360,900 US dollars) and a minimum of 500 thousand yen (approx. 5,000 US dollars). Project grants continue for at least three years, and if the project seems to have a fruitful outcome, ACT encourages the project's expansion and diffusion and may provide support for another 2 years (total of 5 years). The total annual number of beneficiaries who received support from ACT-funded projects is more than 200,000 people (as of 2012).

The four characteristics of ACT are: (1) It allows the local NGO to play the main role in the project (ACT is a supporting partner); (2) It supports the poor through activities that vitalize the community based on community participation; (3) It has a wide network of recipient organizations (mainly local NGOs) across countries in Asia; (4) It is possible to set up within ACT a "special fund" where, through a donation of 10 million yen (approx. 103,000 US dollars) or more, the Japanese donor can specify the project area as well as target countries/region.

On the other hand, due to the Charitable trust system of ACT, there are some conditions which limit the ways of using donations (trust fund). Therefore, even if it has a wide network of NGOs in different countries in Asia, ACT cannot sufficiently carry out its role in terms of disseminating and sharing the success stories of model cases which had realized their goal of creating self-sustaining developed communities.

Challenges for Japan and Developing Countries in Asia

In developing countries in Asia, civic voluntary organizations, which are created to help the poor by implementing projects using grants from international funding agencies or other funding sources, are playing a very important role. However, many of these organizations lack the financial resources to implement continuous and self-sustaining projects, and therefore depend on the financial support from international funding agencies such as ACT for long periods of time. At the same time, there is a question of whether even a part of the wealth of the growing middle and upper classes in the countries experiencing rapid economic growth is actually being channeled to the projects of local NGOs working towards poverty eradication.

Japan, on the other hand, had to suffer damages from the Great Eastern Japan earthquake and tsunami and the nuclear accident, amid its problems of aging society with a falling birth rate and economic stagnation. With accumulating domestic problems, the citizens' interest in providing support towards developing countries in Asia is expected to wane for a while. Similar to other developed countries that are suffering economic stagnation, ODA (grant aids, among others) from EU or North America, as well as funding from international NGOs or international institutions may also decrease. Due to the slowing down of the economic growth of developed countries, a harsh economic environment is expected for medium and small scale local NGOs in Asia.

(2) Purpose of the Project

Under the aforementioned conditions, this project has two major purposes. First, it aims to study and share the experiences of ACT grantees participating in the conference, that is, how they tackled problems and overcame difficulties, especially the successful ones, leading to a sustainable development in their own local communities.

Second, it aims to search for new ways of partnership between communities in Asia via the sharing of experiences of model cases across the region which were successful in tapping financial resources including local ones, especially in this period of rapid economic growth in the region; thus, paving the way for the shift from the one-way provision of financial support by the Japanese citizens to the mutual support between actively participating locals of an Asian "community."

(3) Summary of Project Activities

Leaders of local partner NGOs of ACT, which succeeded in expanding their projects in their home countries, and the leader of regional network NGO from 4 different countries in Asia * gathered in Tokyo, Japan at the beginning of August 2013 to take part in conferences, public symposia, a meeting with the donors of ACT and its trustees, and to meet and interact with concerned Japanese NGOs as well as to make field visits. The results of the conferences, public symposia, meetings, and surveys conducted before the Strategy Conferences will be summarized into a report-cum-plan of action which will be widely distributed inside and outside Japan (*The report in Japanese was completed in December 2013 and was distributed to the individuals and organizations concerned).

* Dr. Saing Koma YANG, President of CEDAC (Cambodian Center for Study and Development in Agriculture) in Cambodia was expected to participate in the conference but had to cancel due to the unstable political situation in Cambodia following the national elections held at the end of July 2013.

2. Schedule

(1) ACT Strategy Conference* (August 4th, 5th and 7th 2013)

Aug. 4 (Sun) 15:00~17:30	Introductory meeting of the ACT Strategy Conference (1) -Orientation -Reporting of results of the survey/research done by ACT Secretariat/ACC21 (held at Asia Bunka Kaikan (ABK) Room 101)
Aug. 5 (Mon) 9:15~9:30	ACT Strategy Conference (2) Opening Remarks, Orientation and Introduction of the participants by Mr. Michio Ito (President & CEO, ACC21/Executive Secretary, ACT) (Venue: JICA Global Plaza)
9:30~12:30	Experience-sharing of ACT funded-projects 1) Ms. Prateep UNGSONGTHAM HATA (Thailand): “Mobile Learning Center Project” (1985-87) 2) Mr. Jaime Aristotle B. ALIP (The Philippines): “The Landless People’s Bank Project” (1989-91) and “Building Capacity for Local NGOs and Microfinance Institutions in Cambodia” (2008-10) 3) Ms. Karunawathie MENIKE (Sri Lanka): “Income Generation Programmes for Women Victims of Tsunami for Self-reliance Development” (2005-13) 5) Ms. Annie GEORGE: “Knowledge Management, Networking and Coordination for Enhanced Disaster Resilience” (2012-13) 6) Ms. Ayako FUJII (Japan) (President, WE21 Japan): “Save the life, lifestyle and culture of the Indigenous Peoples (IP) –Environmental Activity of Abandoned Mines in Benguet, Philippines” (2010-12) Question and Answer Session
13:30~14:00	Special Address: “Endogenous Development and Role of Farmers’ Organizations (FOs) in Asia” Speaker: Ms. Ma. Estrella PENUNIA (The Philippines)
14:10~16:30	ACT Strategy Conference (3) Group Discussion: “Challenges for Endogenous Development and People’s Collaboration across National Borders and Resource Mobilization: Expected Role of ACT”- Topics for discussion by group: a. What is endogenous development? b. Relations with overseas donors and impacts to endogenous development c. Partnership building across borders and challenges d. How can Asian NGOs/POs (CBOs) secure sustainable financial sources for their activities to pursue endogenous development? e. Recommendations to ACT

16:50~18:10	ACT Strategy Conference (4) –Plenary Session: “New Paradigm of Collaboration among Asian NGOs and Roles of ACT” -Sharing of the results of group discussions -Recommendations to ACT for Plan of Action
18:10~18:15	Closing Remarks
18:30~20:00	Buffet dinner hosted by ACC21 (Venue: Cafeteria in JICA Global Plaza)
Aug. 7 (Wed) 18:00~19:00	Sum-up meeting of ACT Strategy Conference (5)

* Closed-door meeting

(2) Open seminars/Fora/Symposia and Experience-sharing& Networking

Aug. 2 (Fri) – 3 (Sat): Field trip to the affected areas of the 2011 Great Eastern Japan Earthquake and Tsunami
 (Tome City, Minamisanriku Town and Kesennuma city), Meetings with the affected people and local NGOs/POs (CBOs)

Aug. 3 (Sat)

16:00~18:00

Meeting with Filipino communities in Japan

(Organized in cooperation with the Philippine Embassy in Tokyo and the Japan-Philippines NGO Network (JPN))

Aug. 6 (Tue)

09:15~11:30

Meeting with ACT Trustees (trust banks), donors and members of Executive Advisory Committee

(Organized in cooperation with Sumitomo Mitsui Trust Bank, Ltd., the Chief Bank of Board of Trustees)

13:00~15:00

Visit to the Shibusawa Eiichi Memorial Foundation

(Tour of the Foundation museum & Seminar by Mr. Masahide Shibusawa, President of the Foundation)

17:00~20:00

Open Seminar “Increasing Interest in BOP Business in neighboring Asian countries by Japanese Companies: Expectations and Advice from NGO Leaders in Asia”

(Co-organized with Japan Philanthropic Association in cooperation with Ajinomoto Co., Inc.)

18:00~20:45

Symposium “Linking peoples engaged in Reconstruction Efforts: The 2004 Indian Ocean Earthquake and the 2011 Great Eastern Japan Earthquake and Tsunami”

(Co-organized with Daiwa Securities Group Co.*, Joshi Kyoiku Shourekai (Empowering Women Empowering Society) and Japan NPO Center)

*Donor of ACT Special fund “The Daiwa Securities Group Tsunami Reconstruction Fund”

Aug. 7 (Wed)

09:00~11:00

Visit to the Japan Civil Network for Disaster Relief in the East Japan (JCN), Tokyo

13:30~17:00

Public Symposium “Magsaysay Awardees Share Their Experiences and Future Perspective of Asia: The Role of NGOs/Social Enterprises in Promoting Endogenous Development and Symbiotic Communities in Asia”

(Co-organized with the Graduate School of Social Design Studies and Social Design Lab, Rikkyo University)

II. Results of the Survey/Study Conducted

1. ACT at Present and its Challenges

(1) ACT at Present

Over a span of 33 years from the time it started its grant-making activities in 1980 until March 2013, ACT has provided grants totaling to around 625 million Japanese yen for a total of 536 projects by more than 190 local NGOs in 14 countries/region in Asia. Focusing on local NGOs as recipients, a grant may amount from half a million yen to 3 million yen, with an average amount of 1.6 to 1.7 million yen and an average grant period of 3 years.

Even with this small amount, ACT grants support projects that are initiated by locals and that address the needs of the locals. In recent years, the beneficiaries of ACT grants have reached up to more than 100,000 individuals in Asia every year.

(2) Strengths of ACT: Four Characteristics

ACT has the following four characteristics:

① Direct support for local NGOs

In Asia, local NGOs led by local champions, are implementing projects for the benefit of the public in different fields such as basic education, health and medical care, environment conservation and others, and are thus, playing a very important role in social development in the region. ACT has been providing financial support to such local NGOs from the time of its establishment in 1979. This kind of support scheme and approach is nothing new from the Western perspective but in Japan, it is quite rare; hence, it can be said that since its establishment, ACT has been performing a unique role among Japanese funding agencies.

② Support for community development based on the initiative and active participation of the locals

ACT gives priority in funding projects that are based on the initiative of the locals and are implemented utilizing the human resources, wisdom and technologies of the community.

③ Support for the network building with Asian NGOs and the collaborative relationships among these NGOs

With a track record of working with more than 190 NGOs from 14 countries/region in Asia, ACT makes use of its extensive network and supports international co-operation and partnerships among local NGOs beyond national borders, and also between Japanese and other Asian NGOs.

For instance, ACT had supported the sharing of the methodologies and experiences of the largest

microfinance institution in the Philippines, CARD, which was supported by ACT during the period of its establishment, to other ACT grantees in Vietnam and Cambodia. ACT has been recently supporting collaborative projects that promote grassroots exchange and knowledge/experience-sharing between Japanese and other Asian people or organizations, which result in the growth and development of both parties (grants from ACT Special Fund “Asian People’s Partnership Support Fund”).

④ ACT “Special Funds” that reflect the wishes of the donors (Field of interest, country/region can be specified)

All funds of ACT come from donations from the Japanese private sectors composed of individuals and private companies. There are two methods of donating: (1) Donating any amount which will go to the “General Fund”; or (2) Donating 10 million yen (approx. 100,000 USD) or more which will allow the donor to set up a “Special Fund” in which the donor can specify which country, area or field the funds will be used in. “Special Funds” can be set up in a simplified process, and as mentioned above, the program areas (field of interest, country/region) to be supported by these Funds can be specified. As of August 2013, there are 25 Special Funds set up within ACT, in which 8 Funds had already terminated.

(3) Challenges for ACT

① Principles and strategy-making of ACT

Unlike other grant making foundations that possess the principal funds and are allowed to design their own grant-making programs, ACT provides grants based on the agreement made with the donors (the trustees/funders of the ACT Special Funds) who specified the field(*1), country or area where the fund will be used in.

Since the target field, country, and/or area of a majority of the Special Funds are loosely stated, local Asian NGOs have the liberty in designing their projects as long as the projects meet the minimal requirements specified by the Special Funds. However, ACT itself only plays the role of mediator between the donors of the Special Funds and applicant organizations, and is therefore limited in putting forward its own ideas. Only the “General Fund” which provides grants to more project types or fields allows ACT to plan and design policies and strategies on the grant program based on its experiences on the field. However, at present, the fund is very limited in scale.

② Finding new funding sources

While some of the ACT Special Funds were created through the efforts of the ACT Secretariat, many were created by clients of the trustee banks who wanted to create a trust fund with the money from will or inheritance, and

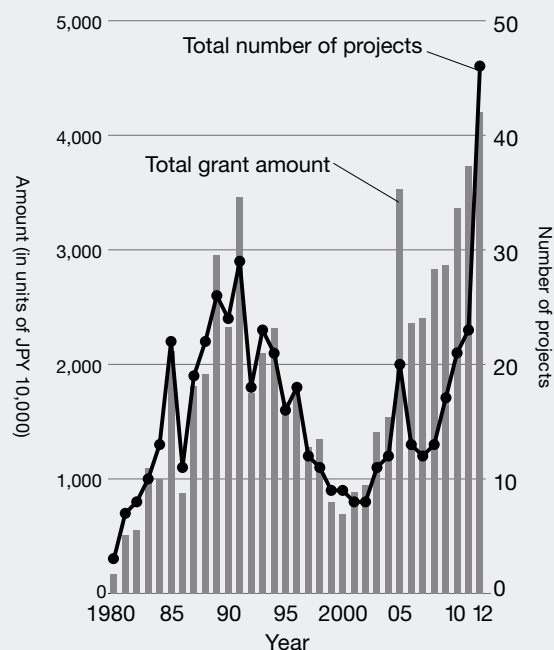
was referred to ACT by the Trust Banks. However, cases where people contact the ACT Secretariat (ACC21) to inquire about donations after coming across ACT through the website or by other means have been increasing recently. For the past two years, a total of 4 Special Funds, with each Fund amounting from 20 million to 138 million yen (approx. 200 thousand to 1.42 million USD) have been created. However, the ACT Secretariat spent a considerable amount of time consulting with the clients until contracts were exchanged with the particular trustee bank in charge and the Special Fund was created.

There are several challenges ACT faces in actively looking for funding sources. First, trustee banks of ACT cannot actively campaign for ACT because the banks are handling many other Charitable Trusts as well. Second, before obtaining its status of “Certified Charitable Trust” to which donations are tax-deductible, the ACT Secretariat had relatively more freedom in deciding specific themes for its donation campaigns, such as its “Donation drive for Oshins (*2) in Asia” or “Green Nepal Campaign”. However, after obtaining such status, campaigns such as these had become disallowed which is a big constraint for the ACT Secretariat since it considers raising funds for an abstract reason such as “the benefit of the Asian people” difficult in attracting people to donate to ACT.

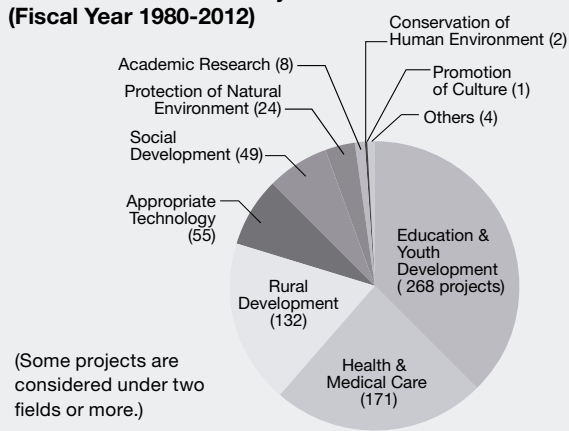
In the face of these challenges, the ACT Secretariat (ACC21) should call more attention to the activities and role of ACT by investing money, time and manpower on publicity and activities disseminating information and raising public awareness. In particular, aside from the recent increase in non-for-profit organizations to which donations are tax-deductible and are possible candidates for recipients of donations from will or inheritance (e.g.: Certified Specified Nonprofit Organizations to which donations are tax-deductible under the Law to Promote Specified Nonprofit Activities, Public Interest Incorporated Foundations, Public Interest Incorporated Associations), there is the Japanese version of “Planned Giving” trust which was started based on the 2011 Revised Tax Law. The “Planned Giving” trust allows trustors (donors) to specify organizations to which the trust will make donations by a legal trust contract for specified donation. As a result, ACT has lost its comparative advantage in terms of receiving tax-deductible donations and must therefore intensify the publicity of its activities. ACT cannot simply continue its publicity activities such as publication of Annual Report or introduction of grant projects on its website; from here on in, it should hold more events such as symposia that will introduce and appeal the achievements of ACT as well as the current situation of the Asian people

Based on the strengths and challenges mentioned above, two types of surveys were conducted: one is to grasp the current situation of flow of money (in the form of grants and others) from Japan to local Asian NGOs,

Total number of ACT-funded Projects and Grant Amount per Annum (Fiscal Year 1980 – 2012)



Fields of ACT-funded Projects (Fiscal Year 1980-2012)



and to locate the current position of ACT within this flow; and another is to evaluate the current and past funded projects of ACT and to ask for comments and suggestions from the grantees to ACT. Please refer to the succeeding pages for details.

*1 Based on its original agreement with the initial trustors of ACT, ACT provides financial support to projects conducted in Asian countries that fall under any of the following fields: Promotion of agriculture, social development, academic research, promotion of education/culture, medical care, health, improvement of social welfare, healthy development of the youth, and protection of natural environment and conservation of human environment. In setting up an ACT Special Fund, the donor can choose any of these fields.

*2 “Oshin” is a Japanese serialized morning television series on the Nippon Broadcasting Corporation (NHK) which tells the story of Shin Tanokura, or Oshin, a girl born in a very poor rural family in Japan, who through hard work and perseverance eventually triumphs over pain and adversity to achieve fame and success.

2. Results of the Survey on ACT Grantees

The survey was conducted by sending a questionnaire by email, fax or post to one hundred forty-nine (149) local NGOs that had received or are currently receiving grants from ACT. Thirty-four (34) NGOs responded to the survey. The results were presented to the internal meeting between overseas participants, facilitators (three members of the ACT Executive Advisory Committee) and the ACT Secretariat held in the afternoon of August 4, 2013. The participants in the meeting discussed and made some clarification about the results as well as provided their comments and suggestions. It was strongly suggested that some of the questions be reformulated to conform to the DAC Criteria for Evaluating Development Assistance * which are (1) *Relevance*; (2) *Effectiveness*; (3) *Efficiency*; (4) *Impact*; and (5) *Sustainability*.

As suggested, the survey questionnaire was revised and sent to the 34 respondents. Out of the 34 NGOs, twenty-two (22) NGOs responded to the additional questionnaire. The results of both the original and additional questionnaires are reported below.

* Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Criteria for Evaluating Development Assistance

(1) Summary of Responses

a. Countries, Fields of Projects, and Group of Beneficiaries of the Respondents

The 34 respondents came from 9 different countries, in which the top three are the Philippines, Indonesia, and Cambodia. The average length of years in which they received grants from ACT is 2.7 years, and the total amount of grants these 34 respondents received is 167 million yen (approx. 1.722 million US dollars). The target fields of the respondents are (in descending order): “education,” “rural development,” “gender,” “microfinance,” “agriculture,” “medicine and health care,” and so on, while for the target group of beneficiaries, the group with the most responses is “women,” followed by “children and youth,” and then “farmers.”

b. Self-evaluation on ACT-funded projects

In terms of “*rate of achievement of final goals (long-term)*”, 43% of the respondents answered “100% of their goals were achieved” while the other 43% answered “75% achieved”. In terms of “*rate of achievement of objectives (short-term)*”, 48% of the respondents answered “75% achieved” while only 46% answered “100% achieved”. For “*rate of achievement of proposed activities*”, 89% of the respondents claimed that they conducted “100% of their activities” while the remaining 11% replied that they conducted “75% of their activities”. From the statistics given above, it can be concluded that *more than 80% of the respondents achieved more than 75% of their project goals, objectives, and activities*.

tives, and activities.

On the other hand, in terms of “*number of beneficiaries reached*”, 62% of the respondents said that they were able to reach “100% of the intended number of beneficiaries”, 30% responded with “50%”, and 8% said “75%”. From these figures, it can be concluded that *60% of the respondents had a 100% coverage of the intended number of beneficiaries while 30% had covered only half of the intended number of beneficiaries*.

For “*success rate of the project*”, 51% of the respondents evaluated their projects as “quite successful” while 46% evaluated theirs as “very successful”. Therefore, it can be said that *97% of the respondents evaluated their projects as successful*. 3% were “neutral” on the matter.

When the respondents were asked about the “*factors that contributed to the success of the project*”, most of them answered “Good project team” and “Well-conceived plan” (19% each), followed by “Cooperative efforts of beneficiaries/other stakeholders” (17%), “Good leadership of the project leader” (15%), “Sufficient funding” (14%), and “Sufficient time” (12%).

Conversely, when asked about “*aspects where the project was lacking*”, most of the respondents answered “Funding” (30%), “Time” (25%), and “Cooperation from the beneficiaries/other stakeholders” (22%). Other responses were “Others”, “Planning,” and “Coordination within the team”.

In terms of “*Rate of satisfaction of beneficiaries on the support provided by the project*”, 51% of the respondents said their beneficiaries were “very satisfied”, 43% said “moderately satisfied” and 6% said they “don’t know”. In other words, *94% of the respondents feel that their beneficiaries are satisfied with the support provided by the projects*.

When asked how much the project has developed from the end of the ACT grant up until present, 32% of the respondents replied that their project has developed “75%”, 22% answered “100% developed”, 19% responded with “50% developed” and 3% said “25% developed”. It can be concluded that *more than half of the respondents were able to develop their projects up to 75% even after the grant from ACT has finished*.

c. Evaluation on ACT Funding Scheme

In terms of ACT funding, the respondents were asked if the “*grant was sufficient for the implementation of the project*”, and 70% of the respondents said that “Yes” while the remaining 30% said “No”. When those who said “No” were asked “*how they overcame the problem of insufficient funds*”, 57% replied that “the project was adjusted to fit the budget”, which means the local NGOs might have cut down costs or reduced the scale of the project. Other ways mentioned were “Grant(s) from another funding organization(s)”, “Solicitation for donations”, and “Others” (14% each).

The respondents were also asked about the “*positive and negative aspects of ACT*”. In terms of the “*positive aspects of ACT*”, the following aspects were highly regarded by the respondents: (1) communication with the Secretariat; (2) ACT remittance procedures; and (3) the application and report requirements. On the other hand, the question on the “*negative aspects of ACT*” received fewer responses, but the following answers were still recorded (order according to number of cases): (1) “Information regarding application could/cannot be easily obtained”; (2) “It was/is difficult to apply for”; (3) “Secretariat was/is difficult to contact and consult with”; (4) “It did/does not make the beneficiaries/local NGOs feel close to ordinary Japanese citizens”; and (5) “The application and report requirements were/are inadequate”.

The respondents also provided suggestions for the improvement of the funding scheme of ACT in terms of amount of funding, duration, program details and so on.

Positive aspects of ACT (Multiple answers):

- Secretariat was/is easy to contact and consult with. (30 cases)
- The remittance procedures of the grant were/are smooth. (29 cases)
- Information regarding application could/can be easily obtained. (27 cases)
- The application and report requirements were/are appropriate. (27 cases)
- It makes/made the beneficiaries/local NGOs feel close to ordinary Japanese citizens (donors). (27 cases)
- The grant was/is sufficient for the program. (25 cases)
- It was/is easy to apply for. (23 cases)
- Others. (4 cases)

Others:

- Flexible, understanding and trustworthy
- Helped in building the confidence of the partner engaged in the development task.
- Timely interventions.
- ACT staff has commitment, sincerity and straightforwardness.
- Monitored all activities regularly and gave necessary support.

Negative aspects of ACT (Multiple answers):

- Information regarding application could/cannot be easily obtained. (4 cases)
- It was/is difficult to apply for. (3 cases)
- The grant was/is insufficient for the program. (2 cases)
- Secretariat was/is difficult to contact and consult with. (1 case)
- It did/does not make the beneficiaries/local NGOs feel close to ordinary Japanese citizens. (1 case)
- The application and report requirements were/are inadequate. (1 case)
- Others. (4 cases)

Suggestions to ACT

- Increase fund size
- Be involved directly in program/project formation
- Support partner organizations (POs/CSOs)
- Support analysis of the organizational strength and weakness and build them in to programs/projects to overcome the weaknesses
- Strengthen its South-Asia program in the future, facilitating more positive people’s initiatives to emerge.
- Provide more information about the present priorities of ACT
- Longer-term commitment (3-5 years) *

* The respondent who suggested might have received grant from ACT long years ago because currently ACT provides grant to one project for three years on average.

d. Support from Japanese funding agencies (aside from ACT) and other international funding agencies

Out of all the projects of the past and present grantees of ACT that responded to the survey, 20 projects have been or are being supported by Japanese funding agencies/organizations other than ACT. Among the funding agencies, “government agencies” had the most number of cases (Official Development Assistance (ODA) such as Grant Assistance for Grassroots Human Security Projects (GGP)/JICA (9 projects)), followed by “NGOs” (6 projects), “labor/trade union” (2 projects) and “grant-making foundation”, “business company”, and “rotary club” (1 project each). On the other hand, in terms of length of support, most of the projects were supported for “2 years and below” (14 projects). Projects supported for 3 years or longer were funded by labor/trade union (18 years and 12 years), rotary club (6 years), the Social Welfare Council of Japan (17 years) and NGOs (16 years and 8 years). From the responses above, it can be concluded that *although Japanese government agencies provide funding to most projects of the respondents through ODA, funding agencies other than government agencies, grant-making foundations, and business companies tend to provide funding for longer periods of time.*

Types of Japanese funding agencies (aside from ACT) from which respondents received funding

Type of Japanese agency	No. of projects supported*	Name of agencies
Government Agency	9	ODA(GGP), JICA
NGO	6	
Grant-making Foundation	1	Niwano Peace Foundation
Business Company	1	okyo Electric Power Company
Rotary Club	1	Tokyo Seinan Rotary Club
Trade/Labor Union	2	All-Japan Prefectural and Municipal Workers Union (JICHIRO), Japanese Trade Union Confederation (JTUC-RENGO)
Total	20 projects	

* A project supported for multiple years is counted as one (1) project only.

e. Types of International Funding Agencies (aside from those from Japan) and Number of Projects these Agencies Supported

In contrast to the 20 projects funded by Japanese funding agencies other than ACT, a total of 111 projects of the respondents were funded by funding agencies in Western countries such as the United States of America (17 projects), Canada, and European Union member nations.

Number of projects supported by international funding agencies (aside from those from Japan): 111 projects

Types of funding agencies (number of funded projects): International NGO (31), ODA/Regional ODA (13), Religious organizations (11), Grant-making foundation (10), United Nations (8), Business company (2), Regional development bank (1) and others (political 1, and others 1)

Countries where the funding agencies are located:

United States of America (17), Canada and France (6 each), Germany and Switzerland (5 each), the Netherlands (4), Australia, Belgium, Indonesia*, Spain, and Regional (ADB, etc.) (2 each), Bangladesh*, Italy, Nepal**, New Zealand, Thailand**, and the Vatican (1 each)

* Donor and recipient NGO are from the same country.

** Recipient NGO is from another Asian country.

Average number of years of funding: 4.6 years

In addition, 35 of the projects of the respondents were funded by local funding agencies (with the exception of national and local government agencies). These local agencies are mostly foundations and funds created by local business companies. From these responses, it was found that *options for sources of funds are also available locally, but it is also possible that these foundations/funds themselves are receiving financial support from international funding agencies.*

Number of projects supported by local funding agencies:
35 projects

Country	Funding Agency
The Philippines	Foundation for the Philippine Environment, Peace and Equity Foundation, Johnson & Johnson (Philippines), Inc., etc.
India	Jamsetji Tata Trust, Salem Steel Plant, M.S.Swaminathan Research Foundation, etc.
Sri Lanka	Janasaviya Trust Fund, Tissa de Silva Trust, Alliance Lanka, Microsoft Company, Doctors of Sri Lanka in USA, etc.
Thailand	Thai Health Funds/National Research Funds

f. Self-evaluation of ACT-funded Projects based on the OECD-DAC Criteria for Evaluating Development Assistance (ACT Additional Questionnaire)

An additional questionnaire based on the five OECD-DAC Criteria for Evaluating Development Assistance was designed and sent to the 34 past and present ACT grantees that responded to the initial questionnaire. Out of the 34 NGOs, 22 responded to the additional questionnaire.

The five criteria are as follows: **1. Relevance; 2. Effectiveness; 3. Efficiency; 4. Impact; and 5. Sustainability.**

● Relevance

- (1) To what extent are the objectives of the ACT-funded project(s) still valid at present (after the project has finished)? ⇒ "100% valid" (57%), "75% valid" (28%), "0% valid" (5%), "Not valid" (10%)
- (2) Consistency of the activities and outputs of the project(s) with the overall goal and the attainment of its objectives ⇒ "Yes" (95%), "No" (5%)
- (3) Are the activities and outputs of the project(s) consistent (matched) with the intended impacts and effects? ⇒ "Yes" 90%, "No" 10%

● Effectiveness

Major factors that influenced the achievement of the objectives:

- Development and application of skills learned by the beneficiaries (5 cases)
- Higher awareness of the problem by the beneficiaries (3 cases)
- Support from the local government (5 cases)
- Availability of appropriate technology (2 cases)
- Accurate comprehension of situation and needs of the community (4 cases)
- Well-thought-out plan (2 cases)
- Implementation of income-generating activities (3 cases)
- Professional and committed staff (3 cases)
- Collaboration among stakeholders (8 cases)

Major factors that affected the non-achievement of the objectives:

- Climate change (2 cases)
- Lack of cooperation from stakeholders (3 cases)

● Efficiency

(1) How cost-efficient was the implementation of the activities of the project?

- ⇒ “Substantial (Spent 100% of the original budget)” 94%
 “Modest (Spent more than 100%, but 150% or less of the original budget)” 6%

(1)-1. Please state the reason(s) for spending more than the original budget.

- ⇒ “Funds from other donors were used to cover overhead costs and to some extent, operational costs.” (1 case)

(2) Were the objectives achieved on time?

- ⇒ “Yes” (90%), “No” (10%)

(3) Was the project implemented in the most efficient way compared to alternatives (alternative project considered)?

- ⇒ “Yes” (91%), “No” (9%)

● Impact

(1) Positive and negative impacts

Positive impacts:

- Access to basic government services (5 cases)
- Improved habits and attitudes of the locals towards the problem (6 cases)
- Marginalized people are recognized by the government (1 case)
- Beneficiaries found alternative sustainable sources of income (3 cases)
- Active participation of locals in community activities (2 cases)
- Expansion of the project to other communities (1 case)

Negative impacts:

- Objectives were not sustained due to lack of funding. (1 case)
- Impacts were not realized due to short period of implementation. (1 case)
- Differences in views/opinions resulted in tension and discomfort among participants. (1 case)
- Non-target individuals also took interest in the benefits of the program. (1 case)
- Traditional customs and practices such as dowry are questioned by the people as education for girls became widespread. (1 case)
- Non-conformity with the norms resulted in non-cooperation due to fear of punishment (1 case)

(2) What are the tangible improvements in people’s lives? What have been the most important changes brought about by the project?

- Improved economic situation of beneficiaries. (2 cases)
- Improved facilities providing basic needs in the communities. (2 cases)
- Improved social status of women in society. (2 cases)
- Access to basic rights of the beneficiaries. (1 case)
- Mutual understanding of cultures among participants (1 case)
- Improved understanding and raised awareness of the problem (3 cases)
- Expansion of the project to other communities. (1 case)

(3)-1 Number of people affected by the positive impacts:

- ⇒ “More than 1,000 people” (36%), “More than 500 but less than 1,000 people” (14%), “More than 100 but less than 500 people” (18%), No response (32%)

(3)-2. Number of people affected by the negative impacts:

- ⇒ “Less than 100 people” (23%), “More than 100 but less than 500 people” (9%), No response (68%)

● Sustainability

(1) Extent to which the benefits of the project continued after funding from ACT ceased:

- ⇒ “Substantial” (41%), “High” (18%), “Modest” (14%), “Low” (9%), Not applicable/No response (18%)

(2) Major factors which influenced the achievement of the sustainability of the project:

- Development and application of skills learned by the beneficiaries (2 cases)
- Cooperation among the stakeholders (4 cases)
- Financial support for the beneficiaries (2 cases)
- Higher awareness of the problem by the beneficiaries (2 cases)
- Active participation of the beneficiaries (2 cases)
- Support from the government (1 case)

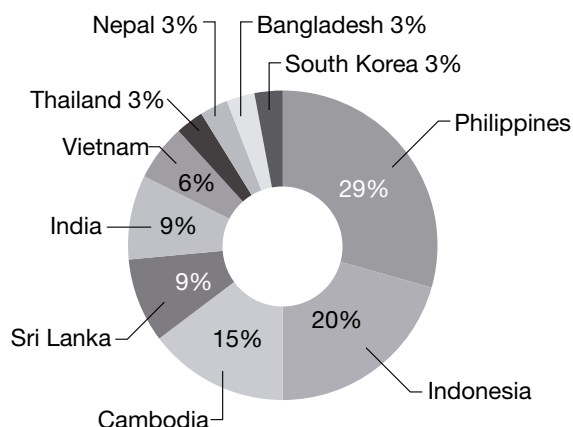
Major factors which influenced the non-achievement of sustainability of the project:

- Lack of credential which allows access to foreign funding (1 case)

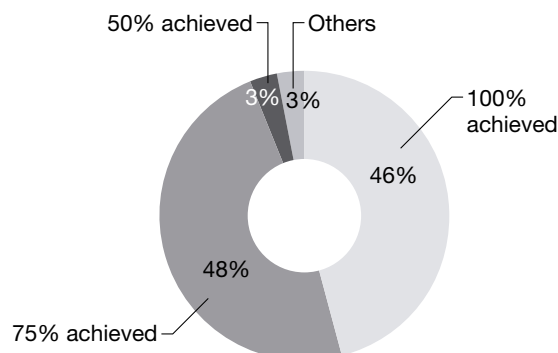
Charts of Survey Results

* Respondents were asked to evaluate their project using the following five-point Likert scale: Very successful/Quite successful/Neutral/Quite unsuccessful/Not successful at all/Don't know

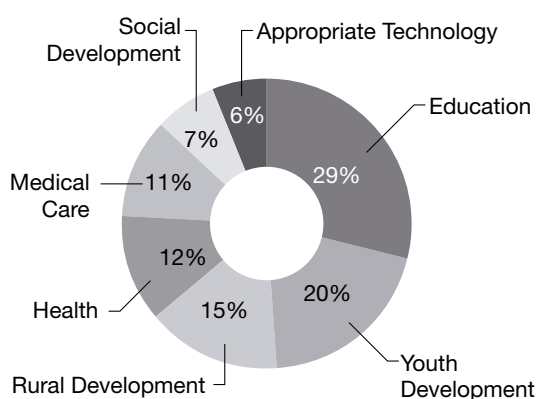
a-1. Number of respondent organizations by country



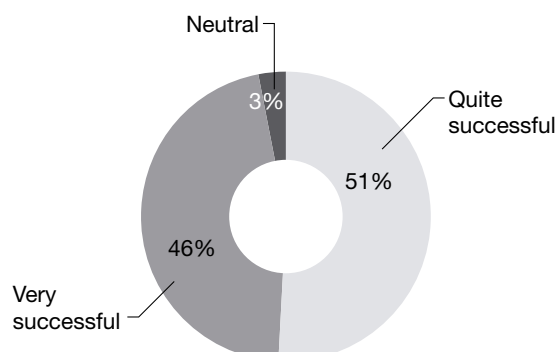
b-2. Rate of achievement of objectives (short-term)



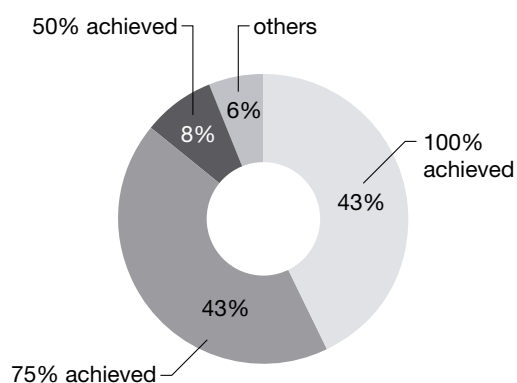
a-2. Fields of ACT-funded Projects



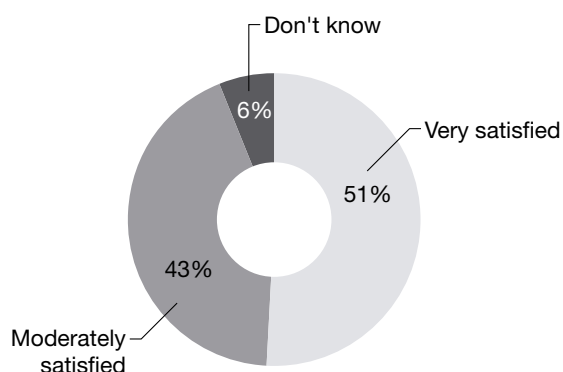
b-3. Success rate of the project *



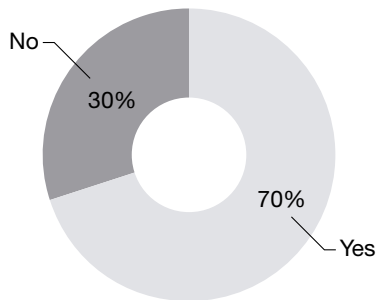
b-1. Rate of achievement of final goals (long-term)



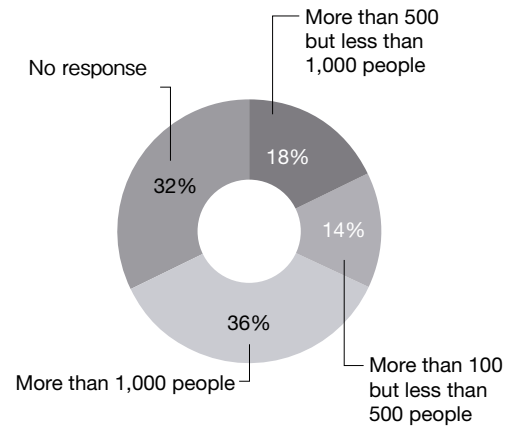
b-4. Rate of satisfaction of beneficiaries on the support provided by the project



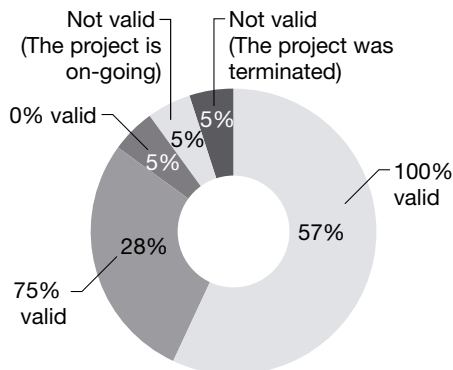
c-1. ACT grant was sufficient for the implementation of the project



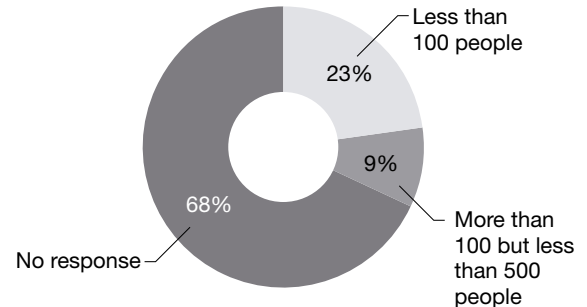
f-4-1 (Impact). Number of people affected by the positive impacts



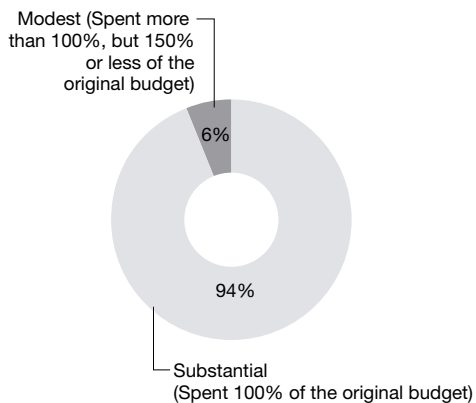
f-1 (Relevance). To what extent are the objectives of the ACT-funded project(s) still relevant to the present situation of the locals?



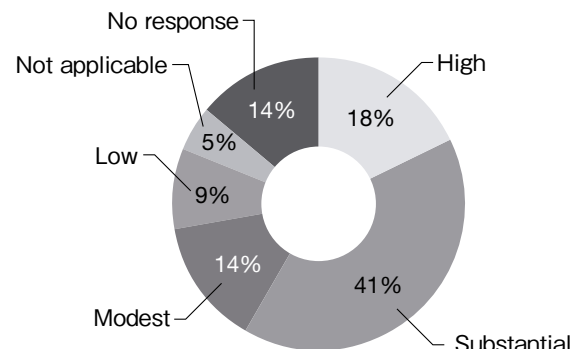
f-4-2 (Impact). Number of people affected by the negative impacts



f-3 (Efficiency). How cost-efficient was the implementation of the activities of the project?



f-5 (Sustainability). Extent to which the benefits of the project continued after funding from ACT ceased



3. Study on the Flow of Capital from Japanese Grant making Organizations to local NGOs* in Asian countries and the Position of ACT in the context of Japan's International Cooperation Efforts in Asia

* including Community-based Organizations (CBOs) and People's Organizations (POs)

1. Preface

The economic and social situation in Asia is changing substantially. The relationship between Japan as the provider of development fund and the developing countries as the recipients of those funds had been established since the 1960s. However, the situation has been changing as the world entered the 21st century, due to various factors such as the rise of emerging countries, the economic recession in Japan, the advance of globalization and the increasing borderlessness of the international community. In this context, constant reassessment of international cooperation efforts to other countries in Asia becomes necessary. Based on these changes taking place in the international arena, this study was conducted to obtain an idea of the current position of Asian Community Trust (ACT) in the international cooperation efforts of Japan towards Asia and to identify the issues which ACT should address.

(1) Grant-making organizations that support local NGOs/CBOs/POs in Asia

- This category applies to grant-making organizations which accept applications directly from local NGOs / CBOs/POs in Asia, and have provided grants with an average of, 10 million yen or more for the past three years.ⁱ
- Of the four organizations listed in the [Table 1] below, the funding schemes of ACT and the Toyota Foundation International Cooperation Program specialize in Asia. However, the latter's Asian Neighbors Program was concluded in FY2012. On the other hand, the Nippon Foundation Overseas Program and the Sasakawa Peace Foundation provide grants to local NGOs not only in Asia but in other parts of the world as well. For the purposes of this study, only the amounts of grant implemented in Asia were selected and summarized.ⁱⁱ
- With regard to the Sasakawa Peace Foundation, the actual amount of grants provided can be assumed to be less than the declared amount of project expenditures.

(2) Scale of international cooperation efforts by private grant-making organizations

Based on [Table 1] below, the amount of grants provided annually by private grant-making organizations engaged of international cooperation to local implementing organizations in Asia (local NGO/PO, etc.) can be estimated to be between 1.5 billion yen (15 million US Dollars) and 2 billion yen (20 mil. USD). This figure is about 1/30 of the total amount of grant provided by Japan as a whole, including domestic grants; about 1/8 of the total project expenditures of Japanese NGOs engaged in international cooperation; and about 1/10 of the total amount of Japan's Official Development Assistance (ODA) to NGOs (local NGOs and NGOs engaged in international cooperation).

In terms of scale of grant, the biggest provider was (1) The Nippon Foundation, followed by (2) The Sasakawa Peace Foundation of The Nippon Foundation Group, (3) The Toyota Foundation and (4) ACT.

(3) Asian Community Trust (ACT)

ACT is a first Japanese Charitable Trust which specializes in providing assistance to developing countries in Asia. vii

[Characteristics of ACT]

a. Partnership with local NGOs

ACT is a rare case because since its establishment, it has been supporting projects that are implemented by local NGOs in Asia.

b. Promoting community development based on the active participation and initiatives of the locals

ACT provides grants to projects proposed and implemented by the locals. ACT selects projects for funding by screening 2-paged concept papers (condensed form of proposals) as well as conducting preliminary field survey.

[Table 1] Amount of grant assistance allocated to Asian countries

(unit: million yen)

Name of grant-making organization and its program / Fiscal Year	FY2009	FY2010	FY2011	FY2012
The Nippon Foundation Overseas Grants (for network building and Basic Human Needs) ⁱⁱⁱ	1,647	1,732	1,341	1,703
The Sasakawa Peace Foundation (Pan Asia Fund, Japan-China Friendship Fund, Regular Projects dedicated to Asia) ^{iv}	127.7	132.1	134.9	119.35
The Toyota Foundation International Cooperation Program (Asian Neighbors program was concluded in FY 2012) ^v	108.5	62.01	71.15	49.80
Asian Community Trust (ACT) ^{vi}	28.68	33.62	37.34	42.02
Total	1,912	1,960	1,584	1,914

Source: Annual Report of each grant making organizations and other relevant reports

c. Broad network with local NGOs in the countries in Asia

Over a span of 33 years from 1980 up to March 2013, ACT has provided grants totaling up to around 625 million Japanese yen (approximately 6.44 million US dollars based on the exchange rate of May 1, 2013) for a total of 536 projects*.

*: Philippines, Indonesia, Japan, Thailand, Cambodia, India, Vietnam, Nepal, Sri Lanka, Bangladesh, South Korea, Malaysia, Mainland China and Taiwan

ACT has a good track record in supporting local NGOs in their early stages before they grow and expand their operation to larger scales. Some examples are CARD-MRI, which is now the biggest microfinance institution in the Philippines and Duang Prateep Foundation, which provides educational and welfare assistance in the biggest slum area in Bangkok, Thailand.

d. ACT “Special Funds” that reflect the wishes of the donors

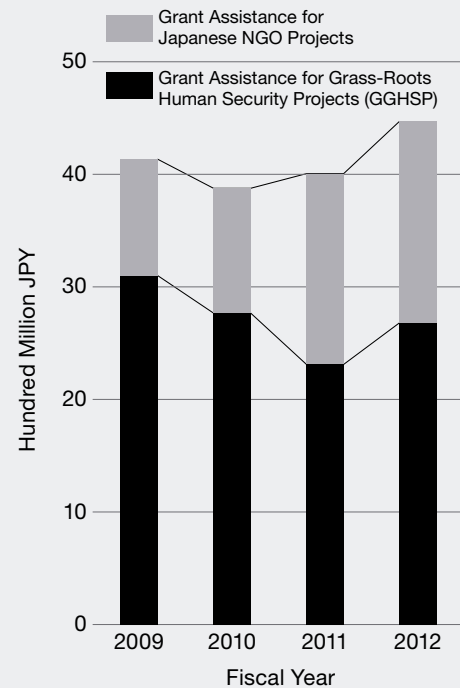
- As of August 2013, there are 25 Special Funds set up within ACT, in which 8 Funds had already terminated.
- Donating 10 million yen (approx. 100,000 USD) or more which allows the donor to set up a “Special Fund” in which the donor can specify which country, area or field the funds will be used in.
- Special Funds can be named after donors (e.g.: names of individuals/business companies).

Reference: Special Funds that had been set up in recent years are the “The Daiwa Securities Group Tsunami Reconstruction Fund” (set up in 2005), “Asian People’s Partnership Support Fund” (2009) and “Support Fund for Asian Students in Japan” (2012).

(4) Japan’s ODA to NGOs (Direct/ Indirect assistance)

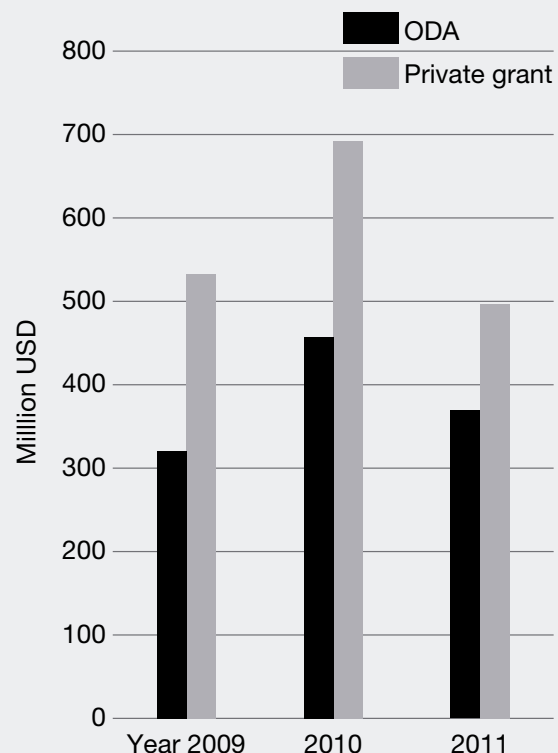
- There are two major grant schemes in Japan’s ODA: “Grant Assistance for Grass-roots Human Security Projects,” which supports non-profit organizations in developing countries directly and “Grant Assistance for Japanese NGO Projects,” which supports developing countries indirectly through Japanese NGOs. According to [Figure 1], the annual amount of grants from the two schemes to projects in Asia (East Asia and South Asia) is about **4 billion Japanese Yen** (around 40 mil. USD).
- On the other hand, an OECD-DAC study shows that the total annual amount of assistance from Japan (ODA and private grant) to non-profit organizations in developing countries is about 1 billion US Dollars (around 100 bil. yen) (Refer to [Table 3]).

[Figure 1] Japan's ODA Performance at grass-roots level in Asia



Source: The ODA website of Ministry of Foreign Affairs of Japan (MOFA), schematized by the Author.

[Figure 2] Flow of fund of ODA and Private grant in Japan to Non-profit organizations in developing countries



Source of ODA data: “Aid for CSOs” p11 Private Grants Dataset: Total flows by donor (ODA+OOF+Private) [DAC1] IV.

[Table 2] Grant framework of four Japanese grant making organizations

Name of organization/ program	Form of Call for applications	Eligible Applicants	Other details	Other details
The Nippon Foundation Overseas grants	Open call for proposals. Identification of new projects for the benefit of disadvantaged people such as people with disabilities and leprosy is done through a joint study with WHO. The Foundation is also active in advocacy in international conferences, thus it attracts many proposals designed to respond the needs of the disadvantaged people.	Non-profit organizations based outside Japan only.	After proposals are screened and approved by the Board, it must be acknowledged by the Minister of Land, Transportation and Infrastructure.	No specific deadline for applications. It supports projects of BHN and network building benefitting, in particular people with disability, and leprosy, utilization and promotion of alternative medicine and education. Notable long-term support for particular projects. Applicants are recommended to submit their documents 6 months before the target date of commencement of the proposed project.
The Sasakawa Peace Foundation Pan Asia Fund, Japan-China Friendship Fund, Regular Projects targeting Asia	Open call for proposals	Applicants, regardless of nationality, should be any of the following: Public interest incorporated or General non-profit Foundations/ Associations, Specified non-profit corporation, School corporation (i.e. university) and Non-profit private organization). Individuals, commercial companies and corporations are not eligible to apply.	The following procedures are taken after proposals are received: Screening of documents - Screening is done by a committee that consists of outside experts - Final decision is made by the committee after having approval from Full-time Executive Board.	It supports projects that fall under the field of international understanding, international cooperation, and international exchange. It usually takes 4-6 months from application to the final decision.
The Toyota Foundation International Grant Program (Asian Neighbors Program was concluded in FY 2012)	Open call for proposals	A group or a network organization of members from various backgrounds, with a track record in one of the thematic areas. Priority in screening is given to residents of five target countries (Indonesia, Philippines, Thailand, Vietnam and Japan) in the FY2013 Program.	Screening is done by the Selection Committee which consists of experts.	Under the Asian Neighbors Program, the Foundation had supported hands-on type of projects which tackle issues faced by the communities in Asia. In FY2013, the International Program supported projects for policy recommendation. Personnel of the foundation visit project sites to monitor the progress.
Asian Community Trust (ACT)	Open call for proposals	Local NGOs, community groups, civil society groups from Asian countries. In principle, organizations in Japan are not eligible except projects supported by the Special Fund "Asian People's Partnership Support Fund".	Screening is done by the Executive Advisory Committee, a group of experts in the field of international cooperation.	Secretariat visit project sites to see validation of the proposed projects in cooperation with local NGOs.

Source: Revised from Application Guidelines found on the website of each organization

[Table 3] The flow of Japan's ODA and private funds towards non-profit organizations in developing countries

(unit: million USD)

Type of Development Fund/Year	FY2009	FY2010	FY2011
ODA (Direct or via private organizations)	321	457	369
Private Grant	533	692	497

Source: OECD-DAC CRS, OECD aid at a glance 2013

2. Discussion

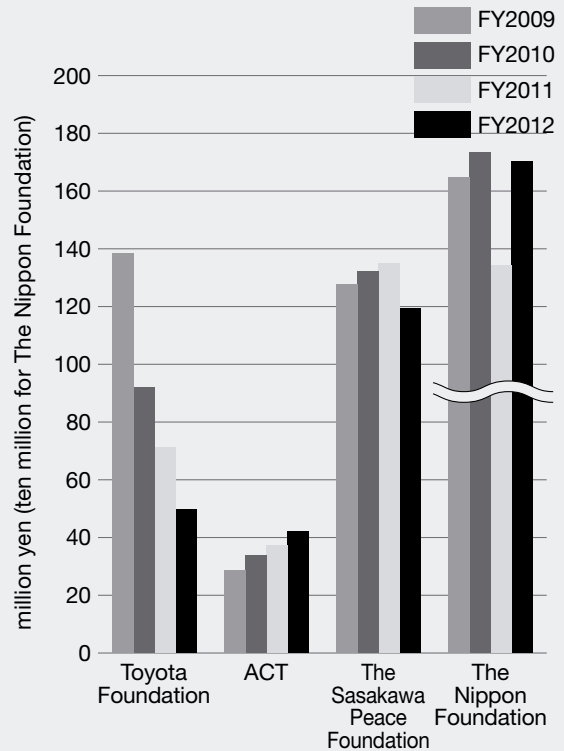
(1) Position of ACT among Funding/ Assistance Groups focused on Asia

A comparison of private grant making organizations with open calls for proposals, international cooperation NGOs with self-implemented projects, and Special Funds established in international organizations can be considered unreasonable. However, such comparison is still significant because whatever the process or source of support, the most important concern is whether the needs of the marginalized and vulnerable beneficiaries are being met or not. Thus, despite the differences in funding schemes, a comparison among these institutions could provide us an idea on the present situation of Japanese assistance to developing countries. It could also shed some light on the weak points of ACT, and help in the identification of appropriate funding approaches it can adopt.

a. Comparison of ACT and grant making organizations focused on Asia

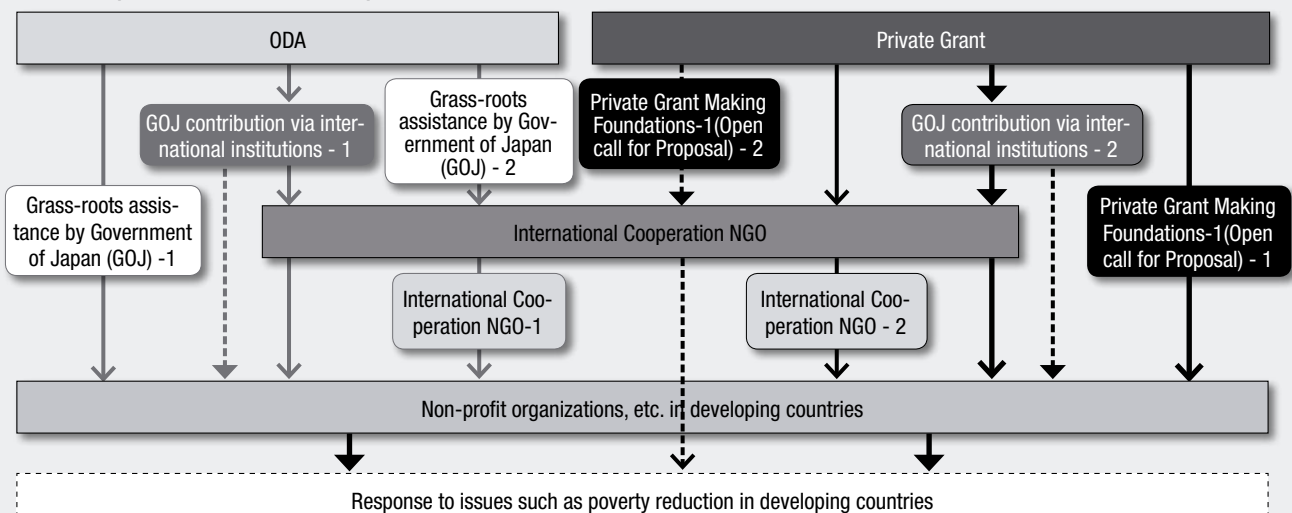
As shown in [Figure 4], although grants from ACT did not reach 100 million yen (1 mil. USD), its trend was strong among grant making organizations focused on Asia. ACC21, which serves as its Secretariat, is commissioned by ACT trustees (Trust Banks) upon conclusion of contract. It can be pointed out that ACT has a substantial presence among funding/assistance organizations that mainly support Asian countries.

[Figure 4] Amount of assistance of grant making organizations to local NGOs in Asia



Source: Annual Report of each grant making organization

[Figure 3] Japan's aid to developing countries via Japanese NGOs/Local non-profit organizations (local NGOs/CBOs/POs)



[Table 4] Comparison of framework of assistance by organizations/funds which provide direct support or cooperation to local NGOs/CBOs/POs

Type	Name of organization (program example)	Characteristics
① Private grant-making organization with open call for proposal - 1 (Direct funding to organizations in overseas)	The Nippon Foundation (Overseas grant program), The Sasakawa Peace Foundation (Regular projects/Funds), ACT, The Toyota Foundation (International Program), The Niwano Peace Foundation	Accepts applications from and provides grants directly to local NGOs/POs
② Private grant-making organization with open call for proposal- 2 (Support for overseas projects through Japanese organizations)	The Imai Memorial Charitable Trust for Overseas Cooperation, The Ajinomoto International Cooperation for "Nutrition and Health" Support Program, The Japan International Cooperation Foundation	Supports projects that tackle issues in developing countries through Japanese NGOs engaged in international cooperation, many of which implement projects in cooperation with local partner organizations
③ International Cooperation NGO-1 (In principle, projects are self-implemented)	World Vision Japan, Plan Japan, Medecins Sans Frontieres (MSF) Japan	Implements own projects. Supports organizing POs/CBOs in community development projects.
④ International Cooperation NGO-2	Japan International Volunteer Center, Shapla Neer	Operates by providing fund to specific local partner organizations.
⑤ Grass-roots assistance by Government of Japan (GOJ) -1	Grant Assistance for Grass-roots Human Security Projects (GGHSP)	Accepts applications at The Japanese Embassy/Consulate-General in developing countries and provides grants to local non-profit organizations (including local governments).
⑥ Grass-roots assistance by GOJ -2	Grant Assistance for Japanese NGO Projects	Supports projects that tackle issues in developing countries through Japanese NGOs engaged in international cooperation, many of which implement projects in cooperation with local partner organizations
⑦ GOJ contribution via international institutions – 1	The World Bank "Japan Social Development Fund (JSDF)", Asian Development Bank "Japan Fund for Poverty Reduction (JFPR)"	Emphasizes partnership with Civil Society Organizations (CSOs). Although most of the projects of WB and ADB are implemented by the national governments, in many cases, the Special Fund grants support projects by CSOs and local governments. Task leader will apply and manage the project.
⑧ GOJ contribution via international institutions - 2	The Japan Committee for UNICEF, Japan Association for UNHCR, National Federation of UNESCO Associations in Japan	The organizations were established to contribute funding to international institutions like UNICEF. However, after the funds are released to the institution, the institution cannot designate specific non-profit organizations in developing countries as recipients of the funds.

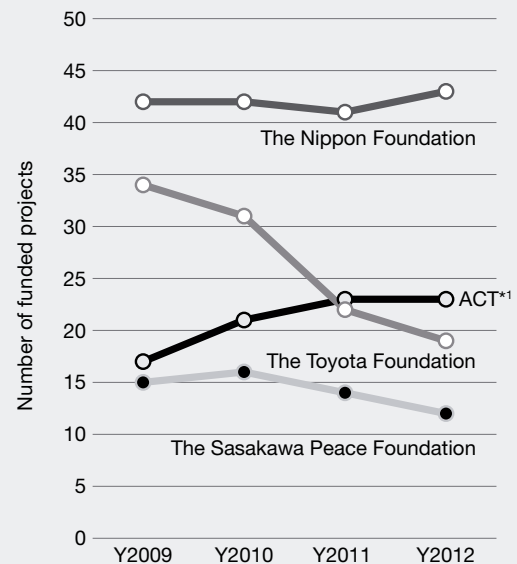
b. Comparison of large international cooperation organizations including self-implemented projects

- The Nippon Foundation (overseas cooperation projects) is the biggest private grant making organization that is focused on developing countries while World Vision Japan (WVJ), an international cooperation NGO which implements its own projects with the largest amount of expenditures in developing countries. The Japan Social Development Fund (JSDF), on the other hand, is the Special Fund established through the contribution of the Japanese government to the World Bank for the purpose of poverty reduction. [Figure 6] shows the total disbursement of the regular program grant and special grant of JSDF. Lastly, the Japan Fund for Poverty Reduction (JFPR) is the Special Fund established by the contribution of the Japanese government to the Asian Development Bank for the same purpose as JSDF. [Figure 6] shows the disbursement of JFPR.

Despite the fluctuations in the support/grant amount provided by each organization every year, except The Sasakawa Peace Foundation, these organizations are *generally vying with each other in the record of grant amounts of around 3-4 billion yen* (around 30-40 million US dollars) *on an annual basis*. (Note: Rapid growth can be observed in the figure for WVJ in 2011 because it contains support for the 2011 Great East Japan Earthquake and Tsunami. However, without the portion of donations for the disaster victims, the amount of expenditures is around 3.4 billion yen (34 mil. USD)).

- Looking at the figures of FY2010 just before the 2011 disaster, the total amount of the expenditures of WVJ, The Nippon Foundation and The Sasakawa Peace Foundation is around 8 billion yen (around 80 million US dollars). On the other hand, the total amount of the Special Fund of International Organizations supported by the Japanese government is around 6 billion yen (around 60 million US dollars). The total amount of these 5 organizations/funds is about 14 billion yen (around 140 million US dollars). If the performances of the Grant Assistance for Grass-roots Human Security Projects and the Grant Assistance for Japanese NGOs (a total of 13 billion yen in FY 2010) are taken into account, the total amount will reach around 27 billion yen (around 270 million US dollars).
- In the Asian context, looking at the figures of 2010, the amount of support by grant making organizations provided directly to local NGOs in developing countries is 2.8 billion yen from the Grant Assistance for Grass-roots Human Security Projects and 1.7 billion yen from The Nippon Foundation, while the total amount of assistance provided by Special Funds cre-

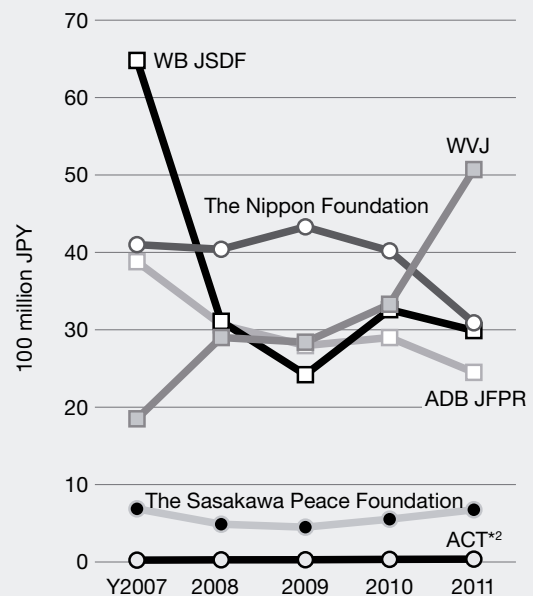
[Figure 5] Number of projects by grant-making organizations in Japan that directly fund non-profit organizations in Asia



Source: Annual Report of each organization

*1: For the ACT funded projects in FY2012, 24 small-scale projects are counted as one project under the Support Fund for Asian Students which provides financial support to students from Asian countries to do internship in non-profit organizations in Japan.

[Figure 6] Organizations with large-scale financial support/self-implemented projects (Including countries out of Asia)



Source: Annual Report of each organization

*2 ACT's average amount of grant per year ranges from JPY 24 million (2007) to JPY 37 million (2011).

ated for self-implemented projects by local NGOs in Asia (in the broad sense) such as JSDF is around 800 million yen and JFPR is around 4.1 billion yen. *ACT, on the other hand, provides only 30-35 million yen worth of grants per year, and this amount cannot compete in scale if compared with the above-mentioned major organizations. ACT is therefore recommended to demonstrate its strong points other than in scale of financial assistance. However, it is still necessary for ACT to explore how to increase its funding resources by taking into account the emergence of new environments surrounding fundraising brought about by the IT age, if it intends to increase its grant amount.*

c. Towards expansion of financial resources

Based on the results of this study, the trends in fundraising approaches taken by international cooperation NGOs are as follows:

- Funding/assistance organizations with a strong presence in implementing projects enjoy stable financial resources.
- New styles of fundraising for grant making organizations such as the following are gaining attention:
 - ① The creation of *financial products which generate profit to be used as donation*
 - ② Private organizations, which make contributions to international organizations and major international NGOs, *recently started to focus on fundraising targeted at donation of inheritance or bequest, thereby intensifying the competition in this area.*
 - ③ Crowd funding, which solicits donations through the Internet for specific objectives appealing to the empathy or aspirations of ordinary citizens. In Japan, the amount of assistance reached around 300 million yen during the recent years. Although the amount which may be considered used for international cooperation is 20 million yen or less, crowd funding nevertheless continues to expand in scale and performance.
 - ④ Although fundraising through impact investment is large in scale and speedy, as of August 2013, *(more than 600 billion yen (6 bil. US dollars) was raised within Japan through bond sales for the past five years)* it is still

investment; hence, it will be difficult for ACT, which is a Charitable Trust, to benefit from it.

3. Suggestions for the future activities of ACT

(1) Diversification of the fundraising approach

Fundraising strategy that targets the baby boomer generation with sufficient economic assets, visualization and establishment of two-way interaction between donors and fund recipients using IT, study of new fundraising method such as crowd funding

(2) Focus on fields

Strengthening of support to implementing organizations by studying the needs of the fields, as well as the abilities and situation of the organizations.

(3) Expansion of the impacts of grant assistance

Maximizing the convening power of ACT by connecting business companies, which possess the interest and technology but not the foothold in private markets in Asia with emerging local development groups, thereby paving the way to South-South Cooperation.

(4) Differentiating own support from support provided by the government or international institutions

Support that conveys the message which embodies the wishes of each donor.

(5) Learning and evaluation of past funded projects

Maintaining and revitalizing the relationship with previous recipient organizations through follow up and evaluation of past funded projects and by identifying new needs and expectations.

-
- i. The grant making organizations studied in this survey are those that are not mainly engaged in the following fields: international cultural/artistic exchange, youth exchange, research/academic exchange, sports exchange support, environment protection. However, some of the studied organizations may include elements of the abovementioned fields as part of their projects.
 - ii. The amount of grants disbursed to Asia is extracted from the Annual Reports and other official documents released to the public, but are only estimates of the actual amount.
 - iii. The amount of grant disbursed to Asia by The Nippon Foundation is the amount extracted and totaled from projects that are considered targeting Asia from the whole list of projects
 - iv. The amount of grant disbursed to Asia by the Sasakawa Peace Foundation is the amount totaled from the grants of the Pan Asia Fund, Japan-China Friendship Fund, and the regular projects that target Asia. The ratio of self-implemented projects and commissioned projects of the Sasakawa Peace Foundation is large.
 - v. Projects in Asia include those in the Middle East, as well as projects within Japan.
 - vi. Countries eligible for grants are all countries from Northeast Asia, Southeast Asia and South Asia
 - vii. Fundraising-type Charitable Trusts are Charitable Trusts that were not initially created from the seed money of a Settlor, but were created and operated from the donations (trust money) of citizens.
 - viii. The exchange rate is based on the rate used by the DAC-OECD. Unit is yen per 1 US dollar (2007:117.8, 2008:103.5, 2009:93.4, 2010: 87.8, 2011: 79.7)

III. Conferences and Experience-Sharing Activities

1. Summary

Three main activities were conducted on the first week of August 2013 as follows:

- 1. “ACT Strategy Conference”**
- 2. Public seminars, fora, and symposia**
- 3. Sharing experiences and knowledge (through field visit)**

I. “ACT Strategy Conference” (August 4-7)

True to its objectives, the “ACT Strategy Conference,” a series of internal meetings between parties involved in the activities of ACT were conducted based on the following themes: (1) *Experience-sharing of ACT-funded projects* (presentations by leaders of local NGOs in Asia); (2) *Challenges for Endogenous Development and People’s Collaboration Across National Borders and Resource Mobilization: Expected Role of ACT*; and (3) *New Paradigm of Collaboration among Asian NGOs and the Roles of ACT*.

On the first day (August 4), a total of 20 participants composed of the 5 overseas participants, 3 members of the ACT Executive Advisory Committee, and the ACT Secretariat gathered for the introductory meeting. Self-introductions were made, followed by an overall orientation on the course of the Conference and succeeding individual programs. Afterwards, an interim report on the results of the evaluation study about the impacts of ACT on its funded projects as well as on the trends on overseas aid by international funding agencies including ACT were presented to the participants.

The plenary session held on the 5th were attended by a total of 40 participants: the 5 overseas participants, members of the ACT Executive Advisory Committee and Secretariat, Japanese NGOs and foundations engaged in international cooperation.

The plenary session was opened by Mr. Michio Ito, President and CEO of Asian Community Center 21, which serves as ACT Secretariat and the host of the Conference. He explained the Charitable Trust system that legally binds donors and trustees for the benefit of the public. He also shared the story of the birth of ACT: ACT was created in 1979 with an initial endowment of 15 million yen (approx. 155,000 US dollars) from MRA Foundation and Mr. Yasutaro Imai, and was set to support projects that come under fields such as rural development or social development in Asia. It was also arranged so as to be able to accept bequests and funds from Japanese individuals and organizations. Thus, ACT became the first Japanese Charitable Trust which accepts donations and bequests from the general public.

Next, Mr. Ito enumerated the four challenges that the Secretariat (ACC21) has been struggling with for many years now, and explained that the Conference is its way of facing these challenges.

First, the ACT Secretariat had been unable to conduct *a comprehensive evaluation of funded projects* due to the absence of funds within ACT or the lack of grants outside that will allow such endeavor. Second, while the ideal relationship between *provider and recipient of funds is an “equal partnership,” in reality, the provider tends to exhibit strictness to the recipient of funds*. Third, with a track record of more than 190 past and present grantees, ACT needs to make an effort *in building networks and sharing the experiences* among these grantees. Fourth, with the rapid economic growth of Asian countries, ACT hopes to find a mechanism in which locals can share a certain amount of the financial burden to fund projects in their home countries..

Afterwards, representatives of one Japanese and four overseas NGOs which had received grants from ACT presented the accomplishments of the ACT-funded project for the remainder of the morning. The afternoon session was opened by a special address by the Secretary General of AFA from the Philippines (details on page 29), followed by the group discussions, where the participants divided into three groups to exchange their views on the following five topics:

- (a) *What is endogenous development?*
- (b) *Relations with overseas donors and impacts to endogenous development*
- (c) *Partnership building across borders and challenges*
- (d) *How can Asian NGOs/POs secure sustainable financial resources for their activities to pursue endogenous development?*
- (e) *Recommendations to ACT*

At the closing session themed “*New Paradigm of Collaboration among Asian NGOs and the Roles of ACT*”, the participants shared the results of the discussion of their respective groups with the rest of the participants and a Plan of Action was drafted based on their recommendations to ACT. This Plan of Action was more thoroughly discussed at the Sum-up Meeting on the 7th of August between the five overseas participants and the ACT Secretariat, where the challenges and recommendation of ACT were consolidated into a final Plan of Action (details on pages 34-35).

2. Accomplishment Report and Experience-sharing of ACT-funded projects

On August 5th, five representatives from organizations (4 from overseas and 1 from Japan) that had received grants from ACT in the past presented the accomplishments of their ACT-funded projects in the morning. In the afternoon, Ms. Ma. Estrella Penunia, Secretary General of Asian Farmers Association for Sustainable Rural Development (AFA) opened the afternoon session with a special address focusing on “endogenous development,” one of the important keywords of the ACT Strategy Conference, to foster a deeper understanding on the concept. AFA is a regional network organization of national federations and organizations of small scale farmers that implement projects organizing farmers and strengthening farmer organizations. For the profiles of the overseas participants, please refer to pages 51-52.

Case Report 1

“Mobile Learning Center Project” (1985-1987, Total grant: JPY 2,200,000)

Ms. Prateep Ungsongtham-Hata

Founder/Secretary General, Duang Prateep Foundation (Thailand)

Duang Prateep Foundation (DPF) is working in the Klong Toey slums, the biggest slum area in Bangkok, and had received a grant from ACT for the “Mobile Learning Center Project” for three years from 1985.*1 This project which goes to different slum areas to put up storytelling, puppet, music and dance shows for children, aims to promote (1) education, (2) the imagination of children, (3) the creativity, curiosity and emotional development in children. More than being just a mere entertainment show and a way to let children enjoy reading, this project is also a way to teach children the importance of discipline, diligence, patience, and reasoning skills.

Before starting the mobile learning center the ACT grant was first used in the improvement of facilities and human resources development by sending the kindergarten teachers from the slums to Japan to train in the Ohanashi Caravan Center, an organization which ran puppet shows within Japan. Then the activities of the

Ms. Prateep

UNGSONGTHAM-HATA

(Secretary General of Duang Prateep Foundation (DPF), Thailand)

Ms. Ungsongtham-Hata grew up in the slums of the Klong Toey District of Bangkok, where she worked in teaching the slum children. In 1978, she received the Ramon Magsaysay Award for her outstanding public service, and with the award money, she established the Duang Prateep Foundation (DPF), becoming its Secretary General. ACT supported DPF's three projects for a total of five years, from 1985 until 1988 and again in 1991.



“Mobile Learning Center Project” in the slums officially started in 1986. At present, the project is active not only in slum areas, but also in rural areas along the border shared with neighboring countries. The project also extended its reach to areas devastated by the 2004 Indian Ocean earthquake and tsunami. Moreover, another organization was established in Southern Thailand to further expand the activities of the project, and one of the female teachers who were sent to train in Japan in 1985 through the ACT grant was appointed Representative of this organization. The project continues to expand until present. ***For 27 years of implementing the Mobile Learning Center activities, more than 1 million children (see table below) has benefitted from its storytelling and puppet shows, and in the process improved their skills and widened their horizons.***

*1 Aside from the “Mobile Learning Center Project,” the “New Life Project” (Rehabilitation for the youths in slums who were addicted to thinner. 1988, Grant: JPY 150,000), and the “Building Klong Toey Community Center Project” (1991, Grant: JPY 3,200,000) were also supported by ACT (Total amount of ACT grant is JPY 5,500,000 for 5 years).

Number of beneficiaries of the storytelling and puppet shows activities of the “Ohanashi Caravan” (Unit: person)

Years	Urban Slum Areas		Rural Areas		Total
	Children	Teachers	Children	Teachers	
1985-1992	94,500	6,300	73,500	4,900	179,200
1992-2003	198,000	9,900	154,000	7,700	369,600
2003-2013 (ongoing)	300,000	12,000	200,000	8,000	520,000
Total	592,500	28,200	427,500	20,600	1,068,800

Case Report 2

The Landless People's Bank Project (1988-1994, Total grant JPY17,170,000)*2

Mr. Jaime Aristotle Alip

Founder/Managing Director, CARD MRI (Philippines)

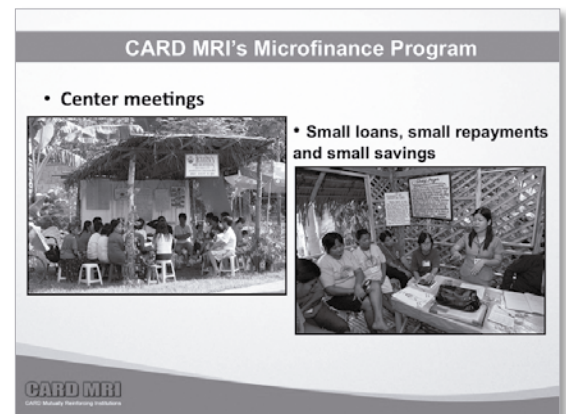
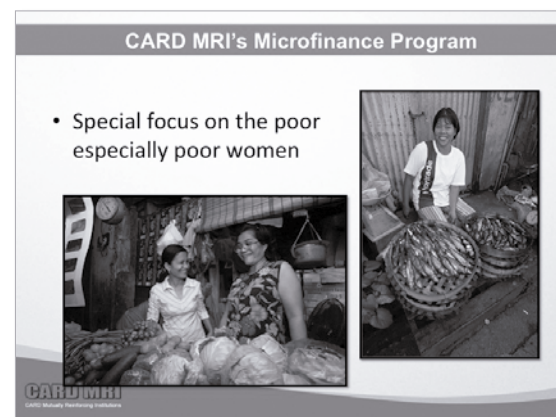
The Center for Agriculture and Rural Development (CARD) was established in 1986 with the idea of creating a bank for the poor, landless farmers. However, after two years of failing to find donors who expressed interest in this idea again and again, it was ACT which provided CARD its first financial support in 1988.

With the ACT grant, CARD started to provide loans to the poor, landless farmers. Mr. Alip emphasized providing loans to women, because “poor women will use the borrowed money for their family, for the education of their children. Men, on the other hand, will just use the money for drinking”. CARD tried several approaches to ensure that the poor can repay the money they borrowed. After much trial and error, it adopted a system in which clients repay their loans in small installments during meetings done weekly. In addition, CARD provides its clients meticulous services such as constant updates on their repayment status and training on how to make use of the loan for livelihood activities. As a result, CARD is able to maintain its high repayment rate.

ACT continued to support CARD (NGO) during its first seven years (1988-1994), and provided funding for the establishment of CARD Bank and the expansion of its projects. In 1997, CARD Bank obtained its license to operate as a Rural Bank from the Central Bank of the Philippines, making it the very first microfinance institution in the country. As of August 2013, 11 different CARD institutions had been created, forming the present CARD

Mutually Reinforcing Institutions (CARD MRI), which provides a wide range of services such as microinsurance, capacity-building, business development and others. At present, CARD MRI has provided loans to more than 2 million women, boasts of a 99.35% repayment rate, and has grown into the largest microfinance institution in the Philippines.

*2 In addition to “Landless People's Bank Project”, “Building Capacity for Local NGOs and Microfinance Institutions in Cambodia” (2008-2010, Grant: JPY 5,080,000) was also supported by ACT (Total amount of ACT grant is JPY 22,250,000 for 10 years).



Mr. Jaime Aristotle B. ALIP

(Founder/Managing Director of CARD MRI, Philippines)

Dr. Alip established CARD in 1986, and CARD Bank, a bank owned and managed by the poor in 1997. He created CARD MRI, which is currently composed of 11 institutions (as of August 2013). ACT had supported CARD for a total of ten years during its starting years.

Please refer to the boxed article “CARD: Walking together with women” on page 38.

Case Report 3

“Income Generation Programs for Women Victims of Tsunami for Self-reliance Development”

(2005-present, Total grant JPY 2,3060,000)*3

Ms. H. H. A. D. Karunawathie MENIKE

Founder/Chairperson, Women's Savings Effort (WSE), (Sri Lanka)

The Women's Savings Effort, Wilpotha (WSE) was established in 1978 to help rural women of Sri Lanka become self-reliant and has been implementing projects that support women and children for 35 years.

When the Indian Ocean earthquake and tsunami occurred at the end of 2004, WSE immediately initiated relief operations and disaster damage assessment. Damages extended up to more than 1,000km along the Sri Lankan coast. More than 35,000 Sri Lankans were killed while 200,000 people lost their jobs. Damage costs incurred totaled up to USD 1.8 billion. Since May 2005, WSE has been using the ACT grant to implement savings and credit projects to support the self-reliance of women living in disaster affected areas in 3 provinces (Puttalam District in North Western Province, Galle District in Southern Province, and Mullaitivu District in Northern Province*4).

The women were passive beneficiaries at first but through the provision of trainings not only in knowledge but also in skills and awareness raising and through microfinance services putting emphasis more on sav-

Ms. H. H. A. D.

Karunawathie MENIKE

(Founder/Chairperson of WSE, Sri Lanka)

Ms. Menike founded the Women's Savings Effort, Wilpotha (WSE) which implements programs developing the livelihood and self-reliance of women, as well as rural development in 1978. She has more than 40 years of experience working as a development worker. ACT has been funding WSE's project that supports women affected by the 2004 Indian Ocean earthquake and tsunami since 2005.



ings, the women were able to free themselves from debt and become self-reliant. However, men have the tendency to stop working when their wives receive loans; therefore, both husband and wife must be present when applying for a loan, signifying their shared responsibility in repaying the loan.

This project produced significant outcomes such as increase in the income of the beneficiaries per household by 30 to 40%; increase in their savings by 25 to 30%; women gaining more power in decision-making in more than 90% of the households; improvement of children's education and decrease in the cases of domestic violence. Ms. Menike explained that “the key to the success of the project lies in the women themselves who initiated savings and livelihood activities, resulting in the improvement of their lives,” and emphasized the importance of the role of the poor and disaster-affected women as main actors in the project.

*3 Total amount of ACT grant from August 2005 until July 2013. The project is ongoing as of August 2013.

*4 Implementation of the project in Mullaitivu District in Northern Province started in 2011. Mullaitivu was under a civil war when the disaster occurred and was severely damaged by both the civil war and the earthquake and tsunami. The civil war ended in 2009.

Women's economic strength

	No. of WOs	Memb ers	Depend ents	Collective Fund (US Dollar)	
				Dec. 2012	Jun. 2013
Southern Sri Lanka - Galle District					
Total	27	857	3,262	51,015.17	55,138.26
Northeast Sri Lanka – Mullaitivu District					
Total	26	474	1,699	20,421.36	24,292.09
Grand Total	53	1,331	4,961	71,436.53	79,430.35

Some achievements.....

- 1,331 women in 33 locations are engaged in more than 25 kinds of income generation activities.
- Family income increased by 30 to 40 %
- Savings increased by 25 to 30%
- Household management improved in 98%
- 95% women gained decision making power
- Health & sanitation of families improved by 80%
- Household violence decreased by 90%
- Children's education improved 98% in HHs
- 100% women move forward with confidence, pride and dignity.

The Daiwa Securities Group Tsunami Reconstruction Fund

The fund is committed to support the reconstruction effort in the affected area on a long-term and continuing basis.

The 10th Year
(Final year: 2014)

Developed and independent

The fund expanded its program areas in 2011
(The 7th Year)

Sri Lanka: since Sep. 2005
India & Indonesia: since Jan. 2006

The 9th Year (2013)
-Present (Aug. 2013)

● Mar. 9th, 2005

The fund was set up within ACT with an initial fund of 10 mil. JPY by the Group ⇒ 10. mil. JPY donated by the Group EVERY YEAR

Dec. 26th, 2004 Indian Ocean Earthquake and Tsunami

Case Report 4**“Knowledge Management, Networking and Coordination for Enhanced Disaster Resilience”****(2011-present, Total grant JPY 6,500,000)*5****Ms. Annie George**

Founder/CEO, Building and Enabling Disaster Resilience of Coastal Communities (BEDROC) (India)

**Ms. Annie GEORGE**

(Founder/CEO of BEDROC, India)

Ms. George worked as the CEO of the NGO Coordination and Resource Centre (NCRC) immediately after the 2004 Indian Ocean Earthquake and Tsunami. The NCRC was formed to allow for the smoother coordination and interaction among NGOs, the local government units, and international institutions in the disaster-affected areas. After the dissolution of NCRC, Ms. George

established BEDROC in 2008. ACT has been supporting BEDROC in building resilient communities in the disaster-affected areas since 2011*6.

In Nagapattinam, a small coastal district in southern India, 190,000 people were affected by the 2004 disaster. After the disaster, more than 500 NGOs came to Nagapattinam to conduct relief operations, and a large amount of money and goods poured in. However, due to the lack of knowledge on the area, as well as the uncoordinated activities of the NGOs, the district was in chaos and faced problems more serious than the damages caused by the disaster itself. Ms. George saw the need for a neutral platform that can represent the community's voice and share information among NGOs and other stakeholders so that appropriate support could be provided to the people in need.

Learning from this experience, BEDROC, with support from ACT, is helping Nagapattinam become a disaster

resilient community, since aside from the damages caused by the tsunami, it is burdened by many other problems such as flooding and soil salination. In particular, BEDROC is facilitating the creation of an information portal where the features and problems of the communities identified by the residents themselves are consolidated. Through the portal, residents and supporting agencies can pinpoint vulnerable areas during a disaster and other types of information. Residents can also check the status of welfare services such as disability insurance, pension, and other services provided by the government.

Ms. George stressed the fact that “(after the NGOs leave) it is the disaster victims who will continue living in the affected areas. It is therefore important that the victims themselves are involved in the reconstruction process.” BEDROC is helping the residents learn how to manage and update the information portal, so that they are able to make use of the information when the need calls for it.

*5 Total amount of ACT grant from August 2011 until July 2013. This project is ongoing as of August 2013.

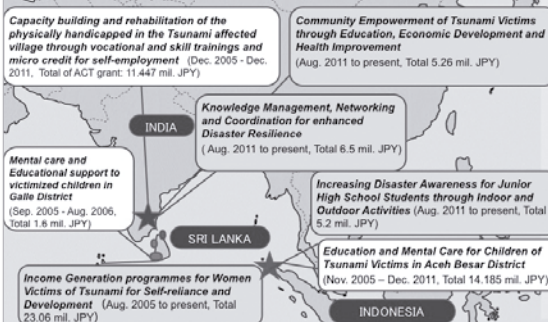
*6 While ACT started to provide financial aid to BEDROC in 2011, it had been supporting projects in Nagapattinam District since 2005, namely the "Rehabilitation Project for the Tsunami affected physically handicapped children" (2005-06) by Trust for Rural Upliftment and Empowerment (TRUE), the "Capacity building and rehabilitation of the physically handicapped in the Tsunami affected village" (2007-10) by Social Service Sericulture Project (SSSP) Trust, and the "Community Empowerment of Tsunami Victims through Education, Economic Development and Health Improvement" (2011-14) by Social Need Education and Human Awareness (SNEHA).

Evolving a Risk, hazard, vulnerability, capacity map of the village

On the Google map, villagers are pointing at roads, buildings, vulnerable area to natural disaster and resources existing in their village (Vellapallam village)

Achievements

- Disaster management plans in all villages
- Village Information Portal created
- Details of the village including PRA mapping available on the portal-bringing Local to Global
- Local SHGs (Women's Groups) selected and trained- Community based Report Card System developed for: Public Distribution System, Health, Education
- Community level meetings arranged with Service Providers in PDS and Education and local issues discussed and sorted
- Task Forces set up in all 40 villages on development verticals
- Awareness on Social Security mechanisms built up and special efforts taken by Task Force members to identify and support eligible candidates in accessing these monthly grants
- Decisions taken by the Advisory Committee for disaster preparedness accepted by the Gramasabhas as Panchayath Plan
- Cross-linkages built up with livelihoods projects of Bedroc working in other villages

Projects funded by “The Daiwa Securities Group Tsunami Reconstruction Fund” (2005-2013)

“Save the life, lifestyle and culture of the Indigenous Peoples (IP) – Environmental Activity of Abandoned Mines in Benguet, Philippines” (2010-2012, Total grant JPY 2,480,000)

Ms. Ayako Fujii

President, WE21 Japan (Japan)

With the support of one of the Special Funds of ACT, the “Asian People’s Partnership Support Fund”, ^{*7} from 2010 to 2012, WE21 Japan conducted a project sharing the experiences of Japan on sustainable environment conservation with the residents of Benguet Province in the



Ms. Fujii of WE21 Japan remarked, “The mining issues in the Philippines taught me about the same issues Japan had in the past.”

Philippines, where the residents are affected by the mining development. Benguet Province is a mountainous area in the north which had been damaged during the World War II, and at present, is home to many indigenous peoples (IPs). Because of the rich underground resources found in more than half of the land, mining became

active in the province. However, despite the IP’s culture of communal sharing of land and resources, the current law bestows residency rights to IPs but its natural resources belong to the Philippine government; therefore, even if IPs appeal for the rights to use the land, they are prohibited from doing so. As a result of this restriction to their rights as well as the continuing destruction of the environment caused by mining, the quality of lives of the IPs continues to deteriorate.

In order to share Japan’s experience, WE21 invited Filipinos to former mining sites in Japan to show how the Japanese improved the environment in those sites. They also conducted tree planting activities and environmental education to restore the environment in Benguet. Moreover, in order to introduce the people to alternative livelihood activities after losing their traditional ways of living as well as their sources of livelihood due to the development of mining in the area, WE21 sent Japanese specialists to the affected area and conducted trainings on organic farming, making use of available resources in the area.

Through this project, WE21 is not only sharing to the Filipino people the experiences of Japan, but also conveying to the Japanese citizens including its supporters what Japan should learn from the Philippines. WE21 plans to continue facilitating the mutual learning between the people in the two countries.

^{*7} The “Asian People’s Partnership Support Fund” was set up in August 2009 as one of the Special Funds of ACT, with the purpose of supporting activities that promote networking and sharing of knowledge and experiences resulting in the mutual growth and development of both citizens of Japan and other countries in Asia particularly those that received massive damage from Japan during World War II.

Profile of Ms. Ayako FUJII President, WE21 Japan

WE21 Japan was established in 1998 when a group of women who visited the charity shop ran by the international NGO Oxfam and emulated its system of volunteering and donation of goods, opened the very first WE Shop in Atsugi City, Kanagawa Prefecture. Affiliate organizations were then created one after another in other areas in Kanagawa, of which 37 became independent as community NPOs (non-profit organizations) and these community NPOs are currently running a total of 57 “WE shops” all over Kanagawa.

WE21 Japan takes the lead in risk management and support for community NPOs; engages in people-to-people cooperation projects mainly in Asia; cre-

ates learning spaces to educate Japanese citizens on problems concerning the environment, poverty, human rights and other related issues; and works towards the resolution of these problems by doing survey and advocacy work.

Ms. Fujii has worked as a nurse for the current National Hospital Organization for six years and after a decade-long experience as a housewife she worked as Chairperson for the Seikatsu Club Shonan, and has worked for the Kanagawa Net (a local party). In 1998, she participated in a study tour on social services in the United Kingdom and visited the international NGO Oxfam. She became WE21 Japan’s Vice President in 2006, and President from May 2010, supporting the further expansion of the organization.

Special Address

“Endogenous Development and Role of Farmers’ Organizations (FOs) in Asia”

Ms. Estrella Penunia

Secretary General, Asian Farmers Association for Sustainable Rural Development (AFA)

AFA was established in 2002 as a response to the need for an alliance of Asian farmers as seen during the exchange visits of 30 farmers from 10 countries, organized by the AsiaDHRRA (Asia Development of Human Resources in Rural Areas. The Headquarters is located in the Philippines). During these exchange visits, farmers from different countries realized that they face common problems such as the danger of the influx of cheap agricultural products threatening the domestic market and felt the need of gaining influencing power in numbers on policies at the local, national, and international levels. At present, AFA is composed of 12 Farmer Organizations (FOs)* from 10 different countries in Asia, where more than 11 million farmers are joining.

Ms. Penunia explained that People’s Organizations (POs) are different from NGOs which are third party organizations that conduct projects that serve the poor, in the sense that POs serve their own members such as small scale rural farmers. Decisions are made by themselves and by implementing activities using support from outside, the farmers are able to improve their condition in an endogenous and sustainable way.

2008 until 2012 was a period of growth for AFA. Agriculture, food security and nutrition was raised again in the international agenda due to interrelated crises in food, fuel, hike in prices, and climate change, which are caused partly by intensive farming using chemical fertilizers and pesticides. AFA participated in all conferences organized by ASEAN and UN and played its role of representing the rural farmers. AFA plans on working on the following activities: (1) increase the social recognition of farmers; (2) promote investments on sustainable approaches; (3) promote agro-ecology; and (4) increase in the market power of farmers and its significance.

For overseas NGOs engaged in international cooperation, their partner organizations tend to be limited to English-speaking local NGOs because it is quite difficult to directly collaborate with POs since they speak only the local language. However, if former NGO workers who are well experienced are to take responsibility in managing POs, they can mediate between overseas NGOs and POs. If this happens, it is just a matter of time before POs become main players on the international scene.

* At the time of presentation. As of September 2013, AFA is composed of 13 organizations.

Ms. Estrella PENUNIA

(Secretary General of AFA, Philippines)

Asian Farmers Association for Sustainable Rural Development (AFA) is a network of 13 Farmers’ Organizations from 10 different countries in Asia. 11 million farmers are affiliated with AFA.



Q&A and Open Forum

Audience: For overseas NGOs engaged in international cooperation, directly collaborating with POs is difficult because English is required, so partnering with NGOs that are proficient in English is the only choice. If NGO staff like you (Ms. Penunia) become the Manager or Director of POs, he/she can become link the POs with local and overseas NGOs as well as international institutions such as UN agencies. If so, POs can be expected to become a major player in the future.

Ms. Penunia: It’s just a matter of time before POs become “stars,” shining brightly, attracting attention and becoming a vital presence. If this happens, POs can decide to stay in the same field as a part of the NGO, or go into other fields. A constant dialogue between the “parent” (NGO) and the “child” (PO) is necessary. One option is that the NGO staff joins the PO.

Audience: How different are the programs of AFA from those of a Farmers’ Cooperative?

Ms. Penunia: The members of AFA are at present, all national-level Farmers Associations. We do not have national cooperative organizations as members yet. The members of AFA’s member organizations, the national-level Farmers Associations, are mostly cooperatives at the town or provincial level, but at the national level, they are organized as “associations” not as “cooperatives.”

At present, the Farmers’ Associations are more active in policy advocacy but we cannot simply rely on funds from the government. Sustainability of the organization is a key issue. We have several options: We can transform our national-level associations into cooperatives; We can ask our member organizations to pay for membership fees which can be used to cover operation costs; We can also establish a money-making enterprise to sustain advocacy works, and so on.

We can also emulate a successful model case practiced by two members of AFA in Cambodia: the Farmer and Nature Net (FNN) and the Cambodian Center for Study and Development in Agriculture (CEDAC). They established business enterprises and the profits earned from the business are becoming the financial benefits of the farmers, and also used for the policy advocacy work of the POs.

3. Group Discussions

(2) Summary of the Group Discussions

Group discussions based on the 4 challenges for the ACT Secretariat (ACC21) below were held in the afternoon of 5th August. The participants were divided into three groups, Groups A, B, and C, and they exchanged views on items 2, 3, and 4 below. Members of the ACT Executive Advisory Committee acted as facilitators for each group: Mr. Terumasa Akio for Group A, Ms. Mitsuko Horiuchi for Group B, and Mr. Ryokichi Hirono for Group C. In the case of Group C, where organizations engaged in projects providing support for disaster-affected areas were grouped together, issues of disaster resilience and related topics were also discussed in addition to those listed below.

Challenges:

1. *Evaluation of funded projects* (This issue is tackled through the implementation of the survey.)
2. While the ideal relationship between provider and recipient of funds is an “equal partnership,” in reality, *the provider tends to influence the recipient in terms of values and priorities in project planning.*
3. With a track record of more than 190 past and present grantees, ACT must work hard in *building networks and sharing the experiences* among these grantees.
4. With the rapid economic growth of Asian countries, it is time to explore *the possibility of local NGOs securing counterpart funds from within the country*, that is, through the donations from fellow citizens or from local business companies.

Common themes (Group A and B)

- (a) What is endogenous development?
- (b) Relations with overseas donors and impacts to endogenous development
- (c) Building partnerships across borders and its Challenges
- (d) How can Asian NGOs/POs secure sustainable financial resources for their activities to pursue endogenous development?
- (e) Recommendations to ACT

(a) What is endogenous development?

Group A

“(In funding activities) The communities (which the project supports) should pave the way towards development with their own capacity and efforts.”

Ms. Prateep introduced a way of thinking in Thailand based on the principles of Buddhism: people put a good amount of effort into increasing their sense of inwardness in order to develop qualitatively. One should attain a peaceful mind through meditation, cultivate their inner resources, and then make efforts for the betterment of culture, environment and others.

Group B

- Empowerment by the “insiders”. This can start from empowering them financially. (“Insider” refers to residents of the village/community/province/country.)
- Locals of the community have access and control over important resources such as natural resources, manpower, traditional wisdom, restoration of lost indigenous species such as local seeds and others.
- Local groups in the communities are able to conduct activities independently even after grants from NGOs and/or other third parties have terminated. (Empowerment from inside)
- Projects are conceptualized by the locals, not outsiders. Locals will define and decide the projects themselves. Hence, even after the termination of the project when the NGO or the leaders have left, the locals have the mind, spirit, and confidence to continue and develop the project on their own. Others may influence the locals by sharing their ideas and analyzing the results, but the final decision must rest in the hands of the locals.
- CBOs (Community-Based Organizations)/POs (Peoples Organizations) are also concerned with global issues. CBOs/POs, local NGOs and international NGOs share each other’s experiences and



Members of Group A exchange views on the concept of “partnership.”

learn from each other, and tackle issues together.

- “South-south cooperation” truly supports the people. In “North-south cooperation,” both exchange views, work and grow together.

(b) Relations with overseas donors and impacts to endogenous development

Group A

It is possible to effect changes in terms of the physical and technological, but it is almost impossible to do so in terms of values. However, changes are bound to happen as long as they are involved. What is important is reviewing the processes by which changes took place, and studying how to drive these changes to a better direction.

Group B

Farmers must find markets where they can sell their own produce. NGOs and companies can support the farmers in marketing the products, and in providing technical assistance in food processing.

(c) Building partnerships across borders and its Challenges

Group A

- In Cambodia in the past, and in present Laos, the partner of the NGOs is the government so the target fields and areas are limited due to the bureaucratic system. As a result, direct collaboration with the locals has been difficult and a gap between the needs of the people and the intentions of the NGOs appears. In Thailand, on the other hand, international NGOs have more freedom and are even involved directly in the field.
- In Bangladesh, NGOs have branches and operate nationwide like business companies, and are implementing development projects systematically and simultaneously in large scales.
- Some local NGOs rely on consultants in developing projects because their abilities to design a project and produce a decent proposal are limited even if some of them may have high English proficiency.

Group B

- Capitalize on the convening power of ACT. Mobilize people, companies, and NGOs and build networks. ACT can set the right agenda without exploiting the people from developing countries.

Reference: On Partnerships (Based on the discussions in Group A)

- The provider of funds (the donor) is stronger, and

if the applying organizations do not comply with conditions set by the donor, they cannot receive grants or donations. Therefore, applicant/recipient organizations must often adjust the project design/details in order to conform with the wishes of the donor.

- The requirements of the donors are continuously becoming stricter, demanding accountability and obliging organizations to submit reports on time, to adjust expenditures within the approved budget, to submit receipts and other proof of expenditures and other documents. This way, the donor takes the leading role in the project.
- Some NGOs working in the communities which are genuinely in need of help have difficulty in making proposals and reports well and most of the time cannot produce more than a single-paged paper. In some cases, NGOs would like to extend the project beyond the original schedule. However, such small or newly-formed NGOs may be more conscious of contemporary social changes.
- On the other hand, the donors' incapability to directly access the local community, thereby requiring them to go through intermediary organizations such as local or Japanese NGOs in order to provide financial support, poses a problem as well because of many unknown factors such as whether the NGO is truly representing the locals, or whether the NGO is only moving based on its interests, among others.
- In the case of ACT, the members of the Secretariat (Program Officers) are experienced personnel, having been to project sites in the developing countries or having worked in NGOs themselves. They gather information about the needs of the local communities and other necessary details about the project, speculate on the possible outcomes of the project (social investment with grants), and recommend candidate recipient NGOs for grants.
- Goods, money and technical know-how are involved in the relationship among the donor, the intermediary organization and the field (local community), but there is a Buddhist philosophy which denies thinking who is the superior and who is the subordinate in the relationship. The Buddhist teaching “sanrinku” tells us that we should not be attached to any of the three elements (donors, recipients and donated goods). ACT is expected to do its best efforts so that this relationship will remain unchanged.
- The partnership may not be based on complete equality between the parties concerned, and we are nowhere near solving this problem, but awareness of the issue is still very important.
- Problems also lie in whether the organizations, be it local or international ones, can appropriate the needs of the community, and in the awareness of the donor providing financial support to these or-

ganizations.

- NGOs do not wish to use money inefficiently, too. However, indigenous development is a slow process and may take decades before being fully achieved. Aside from NGOs, donors should also be flexible so that there is leeway for failure, and should aim for medium-to-long-term cost-effectiveness.

(d) How can Asian NGOs/POs secure sustainable financial resources for their activities to pursue endogenous development?

Group A

- NGOs cannot always depend on the grants that terminate after three to five years. One way of obtaining self-sufficiency is by implementing income-generating projects which may develop to social business so that there is no need to apply for grants, similar to what Dr. Alip did with CARD-MRI. However, NGOs need to put more efforts on finding more partners that will support their activities through donations, membership fees, and other forms of financial support as well; gaining the support of the civil society; persuading people to join through their activities. Efforts of Japanese NGOs are still lacking in this aspect.
- It is also important for grant-making institutions to create a diverse system which allows for the release of funds to support fresh and innovative ideas without much formality, similar to the case of venture capital. For agencies like ACT, it is better if they have schemes which have more relaxed rules in releasing funds (as well as framework for disseminating information which can be utilized in everyday situations).

Group B

- How many years will it take to achieve endogenous development? It takes 5-8 years to escape from pov-



The members of Group B are mostly from NGOs engaged in agriculture and rural development.

erty and another 5-8 years to be able to develop internally. Expansion to a small and medium enterprise takes another 5-8 years. Therefore, it will take a generation or two before one can realize endogenous development.

- Who will reap the benefits: the local partner NGO in the south or the Japanese NGO? The southern NGOs are learning from the Japanese in terms of work attitude and stringency of discipline.

(e) Recommendations to ACT

Group A

- *Grants are another form of social investment on people. Therefore it is necessary for the providers of the grants to have people who are able to make professional assessments of leaders who will be responsible for managing the candidate/recipient NGO and its staff in charge of handling the projects.*
- *ACT is expected to take the role of advocating policy recommendations to the Japanese government and international institutions.*
- *The information gathered and networks (among NGOs, CBOs, POs, and people) built by ACT from its 33 years of grant-making activities are very important assets and should be shared with others.*
- *ACT should make use of its convening power in creating partnerships among Japanese NGO, other Asian NGOs, and business companies.*

Group B

- *ACT should establish its convening power as a strategy. It should bring various stakeholders such as Japanese companies and NGOs, and southern NGOs/CBOs/POs together.*
- *Institute "South-South cooperation" and strengthen "networking of South-South cooperation."*
- *Support income-generating projects such as those of microfinance, and expand their impacts.*
- *Share indigenous/appropriate technologies. Promote peoples' exchanges. Support BOP (Base/Bottom of the Pyramid) projects – exploring collaboration with Japanese companies. Provide grants to collaborative projects of NGOs/POs/CBOs that are past or present ACT grantees from different countries working together in the same country*
- *Develop project evaluation tools.*
- *Develop an indicator to assess intangible and invisible forms of empowerment which are very difficult to show in figures. ACT should continue supporting projects which bring such invisible impacts.*
- *Continue taking the role as a "partner" and not as a mere "donor".*
- *ACT can connect with national POs/CBOs especially when Japanese NGOs would like to work with local groups in other Asian countries.*
- *Support projects with innovative and "crazy" ideas.*

Results of discussions and recommendations of

Group C

(i) Main issues when a disaster occurs

- Lack of preparedness
- Too many overseas NGOs
- Inequitable and inappropriate distribution of goods
- Lack of concern for marginalized people (women, children, etc.)
- Lack of networking among local NGOs

(ii) Actions needed at the local level (disaster-affected areas)

- Disaster preparedness
- Capacity building/training
- Networking among local NGOs
- Strategic alliance
- Information management (Database building and maintenance)

(iii) Actions needed (Japan's case)

- Safety within the house
- Communication among family members
- Provisions during disaster
- Local community preparations
- Training of all residents within the community
- Networking
- Setting up of evacuation area

(iv) Recommendations to ACT

1. *Funding support for capacity building/training related to sustainable disaster management program.*
2. *Providing the seed fund that will pave the way for the self-sufficiency of the local NGOs. (Build a sustainable financial base for sustainable projects. It is important for the locals to be able to complete the projects by themselves.)*
 - (1) *ACT is expected to provide seed funds to local NGOs in creating their own funds, while monitoring of use of the funds will be done by ACT.*
 - (2) *ACT shall support the creation of a partnership fund by NGOs from different countries or regions.*
3. *Strengthen ACT's convening power for a comprehensive collaboration between various stakeholders, organizations including governments.*
4. *(For ACC21) Creation of disaster management platform.*
5. *Support for the creation of an Information database and management on disaster prevention in Asia.*



Ms. Annie George from India (second from the left) shares her views during the discussion in Group C

4. Sum-up meeting of ACT Strategy Conference

The Sum-up Meeting was held in the evening of the 7th of August, 2013, the last day of the Strategy Conference. The overseas participants finalized the list of recommendations to ACT based on the results of the discussions held on the 5th of August.

It was suggested that the ACT should focus its support on four main areas, namely “South-South cooperation,” “capacity building of local champions,” “capacity building and utilization of IT”, and “promotion of social enterprises” while making use of its expanding network and knowledge about local NGOs, which is the greatest strength of ACT.

With regard to the improvement of the ACT funding scheme and its process, in order to bring about greater impact of the projects but for lower costs at the same time, suggestions such as “decreasing the number of grantees (projects),” and “extending the tenure of funding to at least five years,” were given, along with other suggestions on the process of how to make the remittance of grants faster and minimize losses due to fluctuations in the exchange rate. It was suggested that ACC21 will implement some of the suggestions which are difficult to be realized by ACT, which is bounded by the regulations of Charitable Trusts.

In addition, local NGOs, for their part on the proposed south-south cooperation, were suggested to “become focal points for their areas of expertise”. In terms of strengthening their financial capacity, the local NGOs were suggested “to work together with other ACT grantees from the same country and set up a common fund whose seed money may come from ACT, and to which the local NGOs will contribute to make it grow”.

(1) Summary of Recommendations to ACT

■ South-South Cooperation

1. Promote and fund projects based on South-South cooperation that will enhance sharing of data, information, and collaboration among local NGOs in the Asian region.
2. Introduce the successful cases among the projects of ACT grantees to other Asian countries such as Myanmar, and support the sharing of knowledge and experiences. (For example, bring the areas of expertise of past ACT grantees, such as Education through the puppet theater of Duang Prateep Foundation (Thailand), or Microfinance through CARD to Myanmar)

■ Capacity-building for local and regional champions

3. Identify local and regional champions (individuals or organizations) and prioritize support for building their capacities in selected sectorial expertise.
4. Continue supporting innovative ideas that will empower the local people.

■ Building of IT capacity of NGO and utilization of the technology

5. Support the building of IT capacity of NGO staff
6. Tie up with local NGOs and support their development of free and open source software

■ Promotion of Social Enterprise

7. Support the promotion of social enterprises (social business/projects).
8. Provide support for the sustainability of local NGOs. (Take an approach that will make the NGOs self-sustaining even after the ACT grant has terminated. Build the capacities of NGOs so that they will develop skills on microfinance or social business.)

■ Improvement of ACT Funding Scheme/Process

9. Reconsider tenure of funding: commit 5 years.
10. Decrease the number of grantees/projects (More grantees means less amount of grant per NGO.)
11. Allow 20% of the ACT grant to be used on venture-like social enterprises/projects. Allot a portion of the ACT funds to support projects with innovative “crazy” ideas.
12. Shorten the period from the conclusion of the agreement to the remittance of the grant.
13. Allocate 5% of the grant for miscellaneous fees, adjustment fee for fluctuations on the currency exchange rate, auditing fee, and evaluation fee.
14. Set up contingency “risk fund” within ACT to be used to cover losses due to fluctuations in the exchange rate.
15. With regards to the grant money, approve proposed budget and remit in USD.

(2) Recommendations to ACC21

1. Maximize use of convening power.
2. Create an interactive multilingual website for data and information sharing.
3. Promote BOP business by supporting collaborative projects between local NGOs and business companies.
4. Support the marketing of products manufactured through the ACT-funded projects such as those for the livelihood and business development of women, etc.

(3) Role of local NGOs

1. Make use of the strengths, field of expertise of the local NGOs that participated in the Conference in promoting south-south partnership and cooperation between ACT grantees by becoming the focal NGOs in the following fields:
 - Education through puppet shows (Duang Prateep Foundation, Thailand)
 - Disaster resilience (BEDROC, India)
 - Capacity-building of farmers (AFA, The Philippines)
 - Microfinance, BOP business (CARD MRI, The Philippines)
 - Improvement of livelihood of poor women (WSE, Sri Lanka)
2. Create a common fund using a seed fund from ACT and manage it together with other ACT grantees from the same country by contributing to make the fund grow.

5. Experience Sharing (Individual Programs)

(1) Public Seminars, Fora, and Symposia

“Increasing Interest in BOP Business in neighboring Asian countries by Japanese Companies: Expectations and Advice from NGO Leaders in Asia” (August 6)

A seminar on the development of new business models by Japanese companies that will serve the lowest stratum of society in Asian countries was held on the 6th of August. Invited as speakers were Dr. Aristotle Alip (Philippines), Ms. Prateep Ungsongtham Hata (Thailand), and Ms. Esther Penunia (Philippines).

In this seminar, the three speakers shared their experiences and the outcomes of their projects, which deal with microfinance and small scale enterprise development in different countries in Southeast Asia; children from economically poor families; and agricultural and rural development for small scale farmers, in front of an audience composed of around 60 participants from different Japanese companies. In addition, Mr. Okita, General Manager of the CSR Department of Ajinomoto Co., Inc. made a presentation about their Nutrition Improvement Project in Ghana as a sample case of BOP business conducted by a Japanese company.

In the open forum held following the presentations, the three speakers gave the following suggestions regarding the BOP business by Japanese companies: “appropriate the needs of the locals”; “ensure that there are no harmful effects on the lives of the locals”; “collaborate with the local NGOs and/or CBOs/POs”; and “make use of the local resources and ownership should belong to the local residents.”

It is hoped that this seminar would pave the way for the collaboration of Japanese companies and local NGOs, eradicating poverty and creating a rich and sustainable society in Asia through BOP business.

This event was co-organized with the Japan Philanthropic Association in cooperation with Ajinomoto Co., Ltd.



“Linking Peoples Engaged in Reconstruction Efforts: The 2004 Indian Ocean Earthquake and Tsunami and the 2011 Great Eastern Japan Earthquake and Tsunami” (August 6)

Ms. H.H.A.D. Karunawathie Menike (Sri Lanka) and Ms. Annie George (India), two leaders of NGOs that undertake reconstruction efforts in the areas affected by the 2004 Indian Ocean Earthquake and Tsunami and grantees of “The Daiwa Securities Group Tsunami Reconstruction Fund,” took center stage at the forum linking the 2004 natural disaster with the 2011 Great Eastern Japan Earthquake and Tsunami. They presented the progress and outcomes of their respective projects, and also shared their impressions and the lessons they learned after visiting the affected areas in the Tohoku region.

During the panel discussion, Ms. Menike and Ms. George, together with some of the local NGOs working on reconstruction projects in the Tohoku region shared their activities, accomplishments, and problems, and exchanged opinions on the common issues between Japan and the affected area in Asia, and on their experiences with reconstruction efforts. Ms. George emphasized the following points in order to attain sustainable development in the affected areas after reconstruction: (1) The affected people (locals) are involved in planning, implementation, and monitoring; (2) Collect and manage accurate information about the local residents and share this with the residents themselves and outsiders; (3) Involve and coordinate all stakeholders, including the government; (4) Reconstruction efforts are something that are planned in every stage. Risk reduction is just the first step. One should also pay attention to growth and development, and take into consideration evacuation, self-reliance, resettlement, and what to do under normal circumstances.

Ms. Yoshida of the “Iwaki-Otento SUN” Business Union remarked, “After listening to Ms. Menike and Ms. George, I thought ‘Why didn’t we have the chance to listen to the people like them who had accumulated experience and knowledge in the 2004 Tsunami?’. Ms. George’s words, ‘only the affected people in the area are the ones who can engage with the problems on a long-term basis’ made me realize the importance of sharing information with the stakeholders, and collaborating with them in the long run. In terms of reconstruction in gender equality, Ms. Menike commented the following based on her own experiences: “Men and women have their own important roles. It is important for men and women to work together in reconstruction process when you think about sustainable development. In our projects, men and women have equal involvement and participation. This equality will become natural with the next generation.” Finally, with regards to mental care, Ms. George explained “Recovering livelihoods means recovering the mental stability and confidence of the affected people. While long-term employment is important, we should also secure short-term means of earning a living. In the initial stage, ways of making easy money such as removing debris and rebuilding infrastructure are important to make enough for food to



put on the table that day. Secure medium-term (1 to 2 years) employment. In the end, the people restoring their lives to their original state would be the most ideal case.” Many agreed to this statement, which came from someone experienced with rebuilding projects after the 2004 tsunami.

More than 100 people attended the forum and listened intently to the discussion between the panelists.

This forum was co-organized with Daiwa Securities Group, Society for Women’s Education and Leadership (Jyoshi Kyoiku Shorei Kai: JKSK), and Japan NPO Center (JNPOC).

“Magsaysay Awardees Share their Experiences and Future Perspectives of Asia: Roles of NGOs/Social Enterprises in Promoting Endogenous Development and Symbiotic Communities in Asia” (August 7)

A public symposium with guest speakers Dr. Alip and Ms. Ungsongtham-Hata, awardees of the “Ramon Magsaysay Award,” also considered as Asia’s Nobel Peace Prize, was held in the afternoon of 7th of August.

In the first part of the symposium, Ms. Ungsongtham-Hata made a presentation about her humble beginnings. While growing up in the slums, she had always pondered why there were no schools in her neighborhood and why the children could not receive education like other children. When she turned 16, she and her sister started a school at their home, for which she received the Ramon Magsaysay Award for Public Service. With the award money, she created the “Duang Prateep Foundation,” which implements comprehensive programs such as running kindergarten schools, providing education scholarships, operating mobile libraries and puppet theaters (this project received grants from 1985 to 1987 from ACT), developing human resources, implementing “New Life Project” (a school where children from dysfunctional families live

together to train in farming to learn the spirit of cooperation) development of slum communities, and many others.

Next, Dr. Alip narrated how he established CARD 27 years ago with the initial financial support from ACT. Since then CARD has grown into the largest microfinance institution serving around 2 million poor women in terms of financing, medical care, business development, provision of housing and other types of services.

In the second part of the symposium, both speakers shared their views on the future roles of NGOs and social enterprises, and the prospect of collaboration between companies and NGOs through BOP business for the benefit of the poor. In the third part, the audience listened as both speakers voiced their expectations and messages to the Japanese people.

More than 100 persons, mostly students and those from the academe attended the symposium which led to an active and fruitful exchange between the speakers and the audience. Some of the questions from the audience were: “Is literacy education for adults being implemented in Thailand?” “Why are there many landless farmers in the Philippines?” “Why is the repayment rate for poor people in the Philippines high when in Japan it is the opposite?” “Where does the cause of the widening gap between the rich and the poor lie?”

This forum was co-organized with the Rikkyo University Graduate School of Social Design Studies and Social Design Lab.

(2) Experience-sharing and networking during field visits

Meeting with Filipino communities in Japan (August 3)

In the afternoon of the 3rd of August, ACC21 held a seminar on microfinance and social entrepreneurship at the Embassy of the Philippines in Minato Ward, Tokyo, with Mr. Aristotle Alip as Guest Speaker. Around 50 Filipinos attended the seminar, who received Dr. Alip and his ideas with great enthusiasm. Some of them were eager to introduce CARD to their family and relatives back in the Philippines. They also asked questions about the annual interest rates of accounts with CARD Bank (2% for regular savings and 3-5% for time deposits), the coverage of insurance, and education scholarships (educational loans for elementary and high school).



In his closing remarks, Ambassador Manuel M. Lopez emphasized the following: "Some say that Filipinos are not entrepreneurially minded. Many are afraid to take risks because they have heard of many failure stories after investing all of their hard-earned money on business ventures. However, foreign direct investments such as those from Japan are surging in the country, and job openings are increasing. Being entrepreneurial is something that our country needs to develop. It does not have to be big. You can start like how Dr. Alip described, with a small business like a sari-sari store."

Visit to the Shibusawa Eiichi Memorial Foundation (August 6)

Shibusawa Eiichi (1840-1931) introduced business management to Japan and is widely known as the "father of Japanese capitalism." He played a pivotal role in the establishment of numerous companies and contributed to important fields such as social welfare, education, private diplomacy and many others, which paved the way for the

modernization of Japan after the Meiji Restoration.

After many decades, interest in Shibusawa Eiichi's philosophy rose again due to the search for solutions to economic problems such as the collapse of the bubble economy in Japan in the early 1990s, and the Lehman Shock which shook the global economy in 2008.

In the afternoon of the 6th of August, the five local Asian NGO leaders visited the Shibusawa Eiichi Memorial Foundation in Kita Ward, Tokyo. They explored the Shibusawa Memorial Museum which houses documents, artifacts, photographs and other images from Shibusawa's life in a guided tour led by the museum's English-speaking staff. After the tour, they engaged in an active discussion with the President of the Shibusawa Eiichi Memorial Foundation and great grandson of Mr. Eiichi Shibusawa, Mr. Masahide Shibusawa. Managing Director Mr. Jun'etsu Komatsu also joined the discussion.

The overseas participants were greatly impressed by the fact that "social enterprises," which aims to gain profits for the purpose of social development, has only been garnering attention recently, when in Japan, it was already

CARD: Walking together with women

(Excerpt from Dr. Alip's Presentation in the Meeting with Filipino communities in Japan)

The phrase "world-class" is included in our present vision. If you're going to dream, you have to dream big.

Our vision was formed together with our members, the clients. We call them "nanay" (the Filipino word for "mother"). Our vision used to be "to serve the poor Filipinos in the Philippines," but the nanays changed this wording. They said it is very insulting to call them such because it is not their fault that they were born poor. They wanted to be called "socially and economically challenged women and families" instead.

CARD has been developing innovative systems that challenge traditional practices in insurance and banking. For example, our micro insurance company, which insures more than 8.5 million Filipino poor (about 21% of the entire population), uses a 1-3-5 payment system. This means we pay the benefits within 1 day. If there are inquiries, we pay in 3 days. If there are issues in the documents, we pay in 5 days. We also give loans without any collateral, and we release loans within 24 hours. At present, CARD has more than 1,500 offices nationwide, with the exception of Batanes islands up in the north.

In Hong Kong, CARD is working closely with the Philippine Consulate-General in conducting a financial literacy program for the OFWs (Overseas Filipino Workers). OFWs send their money to their families back in the Philippines, but their husbands often use all the money for their vices, so there is nothing left for savings. When the OFWs go back home, they have nothing. No house. No business. Their children cannot go to school. They're in a very pitiful situation. I've seen the problems faced by OFWs: dysfunctional families, teenage pregnancies, drug addiction, and school dropouts. In CARD, once the OFWs send their remittance home, we give 80% of the money to the family, while the remaining 20% goes to their savings. When the OFWs return home, we give them loans with the same amount as their savings so that they can start a family business or house construction. To make sure the family is getting the money, our staff visits the families in the Philippines, recruits them as members and train them in business and savings formation. Because of the success of our program in Hong Kong,

we plan to replicate it in Singapore and in Malaysia.

When you give loans to women, they have the capability to transform it into productive and income-generating activities. With every income increase, every peso they earn, their first priority is always the family. Men, on the other hand, will call their friends and say "let's go and have a drink!" I think this nature is not only true for Filipinos but for all Southeast Asians. The Filipinos are known for "fiestas" (festivals) and during fiesta season, they use up all their money at once. This is why discipline when it comes to saving is important. Our clients are disciplined, so we are able to get a very high repayment rate. CARD Bank is fueled by their savings and therefore does not borrow from anybody anymore. CARD MBA (CARD Mutual Benefit Association Inc.), on the other hand, is owned 100% by our members.

Women in the Philippines like making small talk. If you go to the riverside, you can see women in small groups washing clothes together and gossiping. In one day, they meet up to three times just to chat, to exchange information. What we did in CARD is to just formalize this natural grouping into a 45-minute center meeting, where they get or pay their loans. Our payment system is very open; the period varies from 3 to 6 months, even one year. They pay their loans weekly in any amount they can: 20, 50 or 100 pesos. When we started 27 years ago, we started with 500-peso loans only. Now we have increased it to 3,000 to 5,000. If they succeed, we increase their loans to 10,000, 20,000, 50,000. That way, we give them confidence. What we are doing here is not just business, but the most important thing: you bring back their lost dignity, giving them back their confidence, and they feel that they belong.

The issue in poverty is not about access, but about control of resources. If the poor could control their resources by giving them equity in establishing the bank, that is empowerment. I am proud to say, there are many among our clients who were able to escape from poverty. From landless poor, they now have rice fields, coconut plantations. They own cars, house and lot. Some of them are the biggest handicraft suppliers in SM malls. Some are in Ayala stores. We have many success stories.

This seminar was organized in cooperation with the Embassy of the Republic of the Philippines, and the Japan-Philippines NGO Network.

The Life and Works of Shibusawa Eiichi (Abridged excerpt from Mr. Shibusawa Masahide's speech)

Shibusawa Eiichi was sent to Europe in 1867 by the Tokugawa Shogunate and stayed in France for a year or so. When he returned to Japan, he served as Head of the Reform Office of the Meiji government, where he took part in 35 major projects ranging from the mapping of the country, establishment of the modern postal service, construction of railways, and the establishment of tariff scheme, among others. In 1873, he resigned from his position and joined the private sector as the Superintendent of Daiichi Bank (presently known as Mizuho Bank), Japan's first privately owned Western-style financial institution. He was then 33 years old. Apart from these, he also established Shoshi Kaisha (present Oji Paper Company), the first Japanese manufacturing venture in 1874.

Eiichi believed that the founding and managing of companies are essential to a modernizing Japan. He was involved in establishing around 470 companies, contributing a part of the startup capital; giving guidance to those wanted to start a company on how to draw loans from the bank, or how to make financial statements; and lending his name as co-founder. After making sure that the company's operations are running smoothly, he would sell his share of the stocks and use that money to help start yet another enterprise.

Eiichi showed little interest in making the companies his own and was more committed in helping the nation's growth and

development. He wanted to create a system or an organization where entrepreneurs, bankers, or manufacturers with common goals and a spirit of independence can work together and when needed, persuade the government as a group to improve the business environment.

Eiichi propounded his own style of capitalism he named "Gappon Capitalism," by which he meant creating a system where money, manpower, and resources are drawn widely from the general public to be used to invest in a series of public or private enterprises, which (1) increases the nation's wealth and (2) returns profits to society and public as dividends. In other words, it is "a philosophy which gathers human and financial resources to promote enterprises that will benefit the society".

In terms of poverty alleviation, Eiichi helped manage the Tokyo Youiku-in as its CEO for nearly 60 years. Tokyo Youiku-in is a public organization which inherited a part of the system of helping the poor who were left behind by the Tokugawa Shogunate. He visited its branches in different parts of the country to help the homeless and orphaned children. In terms of education, the prejudice that merchants do not need a formal education was still prevalent during Eiichi's time. He got involved with the project of the Chamber of Commerce which established the Institute for Business Training in 1875, which later on became Hitotsubashi University. He was also passionate about education for women, and he created the Society of Promoting Women's Education and Leadership (Joshi Kyouiku Ikusei Kai: JKSK), and Tokyo Jogakkan (Tokyo Women's School).

being taken into consideration by Eiichi more than 170 years ago. The local Asian NGO leaders who are engaged in the eradication of poverty in their respective countries, learned a great deal from Eiichi's experiences such as the creation of the basic foundations for the establishment of Hitotsubashi University (One of the leading national universities in Japan specializing in social sciences); the education of women; and disaster response after the 1923 Great Kanto Earthquake, the 1931 Central China floods, and the 1906 San Francisco Earthquake.

Dr. Alip from the Philippines remarked, "His philosophy is very timely. Mr. Masahide Shibusawa mentioned the collapse of Lehman brothers and how that affected the global economy. Everyone has to look at Eiichi's story because there are lessons to be learned."

Reference: <http://www.shibusawa.or.jp/>
http://www.shibusawa.or.jp/research/newsletter/newsletter_30.html



Photo taken at Shibusawa Eiichi Memorial Foundation

Visit to the 2011 Great Eastern Japan Earthquake and Tsunami disaster-affected areas in the Tohoku region (August 2-3)

On the 2nd and 3rd of August, Ms. Menike and Ms. George, leaders of NGOs engaged in reconstruction efforts after the 2004 Indian Ocean Earthquake and Tsunami, visited Minamisanriku and Kesennuma in Miyagi Prefecture, areas both heavily damaged by the 2011 Great Eastern Japan Earthquake and Tsunami. They met and talked with local NGO workers, local government officials, teachers and residents of the temporary settlements provided by the national government. The visit was arranged in cooperation with Women's Eye (WE), an NGO working with women in the visited areas, and the guided tour was led by Ms. Ishimoto, the Director of WE.

On the first day of field visits, Ms. Menike and Ms. George met with Mr. Kudo, an assistant to the chief priest of the Kamiyama Hachimangu Shrine, who works as the Sub-Leader of the Working Group on Parks of the Minamisanriku Shizugawa Town Development Council and as one of the organizers of the "Kamome no Nijiirō Kaigi" which is a series of meetings on town development held based on the initiative of the townspeople. Mr. Kudo related stories of the disaster, and of the active participation of local residents to the rehabilitation plans. Next, they visited the temporary settlement "Heisei no Mori" and listened to the residents talk about their experiences during the disaster. They also went to Café Azuma-re, where they held an informal dialogue with people who are supporting the residents of the temporary settlements. Afterwards, they went to the Shizugawa Junior High school where the teachers who are putting much effort in disaster prevention, taught them the importance of implementing an all-day drill simulating the events when a disaster occurs with the participation of the locals. Lastly, they paid a visit to "moco made," a novelty shop selling hand-knitted goods, and listened to the stories of the storeowner Ms.

Yano, of women who formed a group of mothers taking care of small children, and of a man who is involved with the online selling of seafood.

On the second day, Ms. Menike and Ms. George had dialogues with workers of NGOs engaged in international cooperation and with youth organizations working in the disaster-affected areas. At the Kesennuma Branch of the Shanti Volunteer Association (SVA), the two learned about SVA's relief and evacuation operations immediately after the disaster, and about the network association comprising of NGOs conducting rehabilitation projects in the area. Next, they visited the office of Peace Winds Japan, and learned about their "Furusato Gakushūkai (Hometown Classroom)" project where adults of Minamisanriku teach the younger population about their hometown: its industries, natural environment, and various other topics. They also went to Minamisanriku Reconstruction Network (373NET), founded by a group of young people active in the area. 373NET's Representative, Mr. Oikawa, introduced the organization's vision and mission, activities, and community development plans following the hopes and wishes of the locals themselves. Ms. Menike and Ms. George also shared their own experiences with the young leader. During their visit, they continued to hear stories of hardships experienced by the affected peoples and their hopes of rebuilding their lives.

Ms. Menike and Ms. George returned to Tokyo in the evening of the 3rd of August. On the 8th of August, they paid a courtesy visit to the Japan Civil Network for Disaster Relief in the East Japan (JCN) and exchanged information and opinions about networking and other topics relevant to disaster response.



Ms. Menike (left) and Ms. George (right) visited the Keimeimaru restaurant in Minamisanriku, Miyagi Prefecture. Its buoy was swept away by the tsunami and found in the coast of Alaska 5,000 kms away.

Meeting with ACT trustees, donors, and members of the Executive Advisory Committee (August 6)

In the morning of the 6th of August, ACT trustees, donors of the ACT Special Funds and General Fund, and members of the Executive Advisory Committee gathered to listen to the presentations made by the four leaders of NGOs that are past and present grantees of ACT on the success and issues of ACT-funded projects. An open discussion followed the presentations where the participants exchanged views on the achievements of the aforementioned projects, thereby allowing the participants to deepen their understanding on the significance of funded projects, and the challenges faced by ACT grantees and providing them new prospects about the future roles of ACT in Asia.

A total of 26 participants joined the session: the 5 overseas participants, donors of the initial endowment to ACT, donors of the ACT Special Funds, members of the ACT Executive Advisory Committee, a representative from Trust Companies Association of Japan, ACT trustees, and the ACT Secretariat. One of the ACT donors remarked, "The money from Japan is being put to good use. A great majority of the projects are aimed towards the improvement of the living conditions of each individual, but when people carry out activities as a group, it becomes a "movement." The fact that it contributes to community development is a wonderful thing. From the Japanese perspective, the amount of the grants may not be that much, but they (the NGO leaders) make maximum use of the grant from ACT that effect social movement. I would like to use this opportunity to think more of what I can do as a Japanese citizen from here on to contribute to the countryside development of our Asian neighbors."

Praises from other participants were also heard. One of the ACT trustees commented, "It was an invaluable experience for me to hear firsthand accounts of the experiences and achievements of the projects supported by ACT." Mr. Ueno, Managing Director of the Trust Companies Association of Japan noted, "At present, there are around 600 Charitable Trusts in Japan. It is enlightening to know that Funds like these are being used effectively. We were able to learn that ACT, with its more than 30 years of experience, has achieved and is continuing to achieve great results through its funded projects."

Mr. Hirono, a member of the ACT Executive Advisory Committee commented, "Every year, we receive reports from the ACT Secretariat. However, hearing about the projects from the NGO leaders themselves gave us a clearer picture of the projects' activities, results and outcomes." He further suggested, "I hope seminars like this will be conducted nationwide. It will not only promote ACT and its activities to the Japanese citizens; it can also be connected to the improvement of the Official Development Assistance (ODA)."

IV. Recommendations (Creating a framework of mutual support in Asia and the role of ACT)

1. ACT: Its nature, limitations, and challenges

After gathering recommendations from both the participants of the ACT Strategy Conference and the results of the surveys conducted prior to the Conference, it is then necessary to reassess the nature of ACT, its limitations and the challenges it faces.

ACT is a Charitable Trust which follows a trust system created for the use of funds bequeathed by individuals or corporations to projects for the benefit of the public in education, international cooperation and other fields. In the case of ACT, those individuals and corporations that share the same vision with the original donors (trustors) can entrust and set up a Special Fund within ACT by donating over 10 million yen (approximately 100,000 US dollars) and are free to give the Special Fund a name. The funds are managed by the Trustee which also provides the grants (*Refer to “Excerpt from the Contract of the Asian Community Trust”*).

Due to the trust system and the nature of ACT, ACT fully respects the wishes of its donors. Four trust banks serve as the Trustees of ACT and its Executive Advisory Committee, set by the Trustees and composed of experts and well experienced people in international cooperation, guides the Trustees and selects applications for funding; and ACC21, an NGO commissioned as the Secretariat

by the Trustees, is engaged in surveying for prospective projects for funding and in monitoring funded projects as well as doing publicity work for ACT activities.

However, due to the limitations set by the trust system and the nature of ACT, ACT itself does not possess funds nor is it able to set a budget to organize an international conference or to conduct a systematic evaluation of the funded projects. Therefore, as in the case of this Strategy Conference, ACC21, the Secretariat of ACT, took the responsibility of gathering funds, planning, and organizing the Conference.

Hence, while the recommendations gathered from the Conference and the surveys conducted shall be used towards the improvement of ACT upon endorsement by the Executive Advisory Committee and approval by the Trustees, there are some recommendations which ACT cannot put into action because of its nature. In such cases, ACC21 shall take the appropriate action that will contribute to the further development of ACT.

2. Recommendations to ACT

Let's take a look at the recommendations to ACT. The recommendations were gathered from two main sources. First, two surveys were conducted months prior to the ACT Strategy Conference. One was a questionnaire-style survey conducted on the past grantees of ACT (pages 10-

15), while the other was a survey on the flow of money from Japanese grant-making foundations to local NGOs, and the position of ACT in this flow (pages 16-22). Recommendations were made based on the results of these surveys. (Unfortunately, the initially planned survey on the past and present situation of financial support such as donations and grants to NGOs within different countries in Asia was withdrawn due to the absence of a research associate in the target countries, and other reasons.)

Second, three discussion groups were formed in the afternoon of the first day of the ACT Strategy Conference. In these discussion groups, Japanese and overseas participants exchanged views on the role of ACT and listed their recommendations to ACT (pages 30-33). The original plan was to organize and discuss these recommendations at the end of Conference on the first day, but due to time constraints, the participants were not able to consolidate the recommendations. The Secretariat (ACC21) therefore requested the overseas participants to produce a consolidated list of recommendations based on the ones gathered from the discussion groups during the sum-up meeting (pages 34-35). The overseas

[Reference] Excerpt from the Contract of the Asian Community Trust

(As of November 7, 1979. Provisional translation)

(Intent in Establishing the Trust)

Article 1

The Settlers, Mr. Yasutaro Imai and MRA Foundation, recognize the significance of the promotion of mutual understanding between the people of Japan and other countries in Asia and its contribution to the development of Japan, as well as the importance of cooperation at private sector level in the fields of social development, education, and cultural promotion in these countries. The Settlers hereby endow their monetary properties and establish this Trust for the benefit of projects which contribute to the abovementioned promotion of mutual understanding and cooperation, and expect further contribution from the general society who identify and agree with the intent and purpose of the Trust.

(Trustees)

Article 4

The Trustees of this Trust are the Mitsui Trust & Banking Co., Ltd., The Mitsubishi Trust & Banking Corporation, The Sumitomo Trust & Banking Co., Ltd., The Yasuda Trust & Banking Co., Ltd., The Toyo Trust & Banking Co., Ltd., The Chuo Trust & Banking Co., Ltd., Nippon Trust Bank, Ltd., and Daiwa Bank, Ltd. (hereinafter referred to as “Joint trustees”).

(Purpose of the Trust)

Article 5

The Purpose of this Trust is to contribute to the promotion of mutual understanding between the people of Japan and other countries in Asia by providing grants to projects conducted in Asian countries which contribute to the promotion of social development, academic research, education, culture, agriculture, youth development and so on. The grant shall be provided from the earnings or the principal of the Trust based on the Intent stated in Article 1.

participants were, of course, present during these discussion groups and participated in formulating these recommendations. They merged the recommendations with the ones suggested in the discussion groups, and added new ideas as well. These new ideas represent the overseas participants playing a more active role in promoting the programs of ACT.

The recommendations gathered from the conducted surveys and the sum-up meeting of the ACT Strategy Conference can be categorized as follows: (1) *The grant projects of ACT* (A. Grant framework (funding scheme and process), B. Important points in identifying and selecting new grant projects, C. Details of prospective grant projects which ACT should be more active in supporting, and D. Evaluation); (2) *The role of the overseas participants as focal NGOs for their specialized fields*; (3) *The strengthening of the financial resources of ACT*; (4) *The role of ACC21* (for the activities that ACT itself cannot implement). Based on these, ACC21 as the ACT Secretariat prepared its recommendations to the ACT Trustees (trust banks) and the Executive Advisory Committee

The recommendations based on the categorization above are explained in more detail below.

1) The Grant Projects of ACT

A. Basic Grant Framework (Funding Scheme and Process)

● Based on the results of the questionnaire-based survey

The following are the results from the questionnaire-based survey on the basic grant framework of ACT conducted with the past grantees of ACT as survey subjects (discussed in more detail on pages 10-15). 34 out of 149 organizations responded to the survey (22.8% response rate).

Based on the results, 70-90% of the respondents gave positive responses in all questionnaire items. However, it can be assumed that due to the low response rate and the fact that the ACT-funded projects of most of the respondents produced good overall results (97% of the respondents described their ACT-funded projects as “success-

ful”), a majority of the responses tend to become positive.

On the other hand, ACT Secretariat sometimes receives complaints from recipient organizations for the delay in the remittance of the grant because they had to wait for two to three months for the remittance of grants after the conclusion of contract with ACT. This delay had always been the issue which ACT should have tackled. During the sum-up meeting, the overseas participants called for the faster process of remittance of the grant after the conclusion of contract.

● Recommendations from the Sum-up Meeting

The following recommendations were put forward by the overseas participants during the sum-up meeting:

- ① Duration of grant: In principle, commit support for three years; five years for outstanding projects.
- ② Amount of grant: Decrease number of projects but increase amount of grant per project.
- ③ Process of grant remittance: Smoother remittance process and shorter period of remittance after concluding of contract.
- ④ Currency of grant: Remit the grant in US Dollars. (However, it has been decided that grants would be remitted in Japanese yen during the ACT Executive Advisory Committee meeting in March 2013.)
- ⑤ Handling of loss from fluctuations in the exchange rate: Allot 5% of the project budget for adjustments necessary due to fluctuations in the exchange rate, audit and evaluations fees, to be included to the overall grant amount. Otherwise, set up a “risk fund” within ACT that will cover the losses. In case of gain, the excess money shall be returned to ACT.

● Recommendations on the Basic Funding Policy of ACT

① Strong emphasis on endogenous development

Endogenous development was one of the key themes of ACT Strategy Conference, and its sense and purpose were actively discussed by the participants. According to them, endogenous development is “when the locals achieve development through their own capabilities and efforts,” or “when locals are able to access and control the

important resources in the community” (A more detailed discussion can be found on pages 30-33). On the other hand, participants also agreed that the locals themselves need to develop a sustainable source of income for their sustainable development.

② Stance of ACT as a “partner”

ACT is suggested to continue its stance of supporting the local NGOs not as a “donor” but as a “partner.”

Question	Positive responses		Negative responses	
1. Access to information on grant	Easy to obtain	(27)	Difficult to obtain	(4)
2. Application and reporting requirements	Appropriate	(27)	Inappropriate	(1)
3. Application, remittance, reporting procedures	Easy	(23)	Difficult	(3)
4. Amount of grant	Sufficient	(25)	Insufficient	(2)
5. Receipt of remittance	Smooth	(29)	Strict	(0)
6. Communication/Consultation with the Secretariat	Easy	(30)	Difficult	(1)

B. Important points in identifying and selecting new grant projects

● Identifying new grant projects

① Prospective projects that focus on the fields

This recommendation came from the study on the flow of money from Japanese grant-making organizations to local NGOs. It is important to spend a certain amount of time to identify prospective grant projects through field visits to understand the needs of the beneficiaries and residents of the project sites concerned.

② Projects with innovative ideas

ACT is suggested to identify and support projects with “crazy,” innovative ideas (Recommendation gathered from the discussion groups).

● Selection

① Ensuring the sustainability of the projects even after the termination of the grant

This recommendation came from study on Japanese grant-making organizations and the sum-up meeting. In the study, one organization that placed importance in “handover,” followed other organizations and allotted a certain number of years as transition period, or created a fund for sustainable development so that the beneficiaries can become self-sufficient and continue their activities. In the sum-up meeting, the overseas participants suggested supporting projects with elements of microfinance or social business.

② Supporting projects with intangible impacts

ACT has been supporting projects which bring intangible impacts or whose results take time to manifest such as the network building of farmers or capacity building of local communities. ACT is recommended to continue this effort.

③ Supporting projects that cannot be covered by the government or international institutions

In the survey conducted on the position of ACT in relation to other Japanese grant-making organizations, ACT is suggested to support projects that the government and other international institutions are not able to provide assistance to in order to distinguish itself from the previous two.

C. Details of prospective grant projects

● Grants projects that ACT should be more active in supporting

Most of the following recommendations were gathered from the group discussions and the sum-up meeting:

① Promoting “South-South cooperation”

Recommendations aimed at promoting “South-South cooperation” were mentioned in the survey results, the group discussions, and the sum-up meeting. The following were suggested:

- a. Maximize the use of the convening power of the ACT Secretariat and promote “South-South cooperation.” ACT is recommended to support not just cooperation among NGOs, but also among various stakeholders, including governments and business companies.
- b. Support collaborative projects in a third country (e.g. Myanmar) by organizations with successful ACT-funded projects. For example, Duang Prateep Foundation (Thailand) can make use of its experience in the field of education of children through the use of puppets, while CARD can make use of its experience in the field of microfinance and apply these experiences in a collaborative project in Myanmar.
- c. Develop open-source software for the benefit of local NGOs, thereby encouraging “South-South cooperation.” Build a database (in both Japanese and English) which contains information such as area of expertise, track record, approaches, resources, and other information on past ACT-funded organizations and projects, and to which local NGOs can contribute or update. This could help build “South-South cooperation.”

② Building up IT capacity of staff (tie up with groups dealing with free and open source software)

Support the capacity building of NGO staff in the field of Information Technology (IT). Provide funding for the development of free open-source software for the use of NGOs.

③ Promoting social enterprises

Allot 20% of the overall funds of ACT for funding venture-type social enterprises, particularly projects engaged in livelihood development that include elements of microfinance or social business to ensure the sustainability of the project even after the grant from ACT finished.

④ Supporting innovative ideas

Allot a portion of ACT funds for projects based on “crazy” innovative ideas.

⑤ Nurturing local champions

Prioritize identifying and building capacities of champions (individuals or organizations) at local or regional level in selected sectorial expertise.

⑥ Supporting endogenous development and the establishment of a common fund managed by the local NGOs

In order to achieve endogenous development, previously mentioned in “Recommendations on the Basic Funding Policy of ACT” (page 42), ACT is suggested to support microfinance-like projects that can possibly lead to the creation of social projects or enterprises. Setting up a common fund managed by local NGOs is also necessary, and ACT is suggested to provide the seed money for the fund.

⑦ Supporting the sharing of indigenous/appropriate technologies

Support projects that promote the learning, sharing, and diffusion of indigenous/appropriate technologies beyond local and national borders to promote endogenous development.

⑧ Supporting POs/CBOs, the partners of local NGOs

Continue supporting collaborative projects by local NGOs and People’s Organizations (POs)/Community Based Organizations (CBOs) (as ACT has done in the past) and support projects that will help POs/CBOs become independent from NGOs and capable of continuing their projects on their own even after the support from ACT already finished. Moreover, support the building of national and international networks for the empowerment of POs/CBOs.

⑨ Promoting collaboration with business companies through BOP (Base of the pyramid) business

In order for locals to achieve sustainable development, it is necessary for the project to develop into business that will secure them a sustainable source of income. As part of this effort, ACT is suggested to encourage collaboration between local NGOs and Japanese business companies in BOP.

● Disaster Response Projects

Disaster response projects are inherently different from other projects so a separate discussion group on this topic was created during the ACT Strategy Conference. The recommendations from this group are summarized below.

① Supporting capacity building on sustainable disaster management

Provide support for the capacity-building (training) of individuals that will operate a sustainable disaster management program.

② Supporting the establishment of a self-managed fund

To enable the local community to engage in disaster management by themselves, the following recommendations were put forward:

- The local NGOs themselves shall set up a fund to which ACT shall provide the seed money. ACT is also expected to monitor the usage of money from the fund.
- ACT grantees from the same country as well as from other countries shall create a partnership fund. ACT shall provide support to each participating organization.

③ Supporting the creation of a disaster management platform

NGOs engaged in disaster management shall exchange knowledge and cooperate in building a disaster management platform (This was suggested to ACC21).

④ Supporting the building of an information database on disaster management

Provide support for the management of information and the creation of a database on disaster management in the Asian region. Moreover, ACT is suggested to strengthen its convening power to promote the collaboration among various stakeholders, including governments.

D. Evaluation

In both the results of the conducted surveys and the group discussions, the post-project evaluation system of ACT was described as “weak” by the participants. The survey respondents suggested a uniform system of post-project evaluation.

2) The role of the Overseas Participants as Focal NGOs for their Specialized Fields

During the sum-up meeting on the last day of the ACT Strategy Conference, the overseas participants expressed their willingness to become focal NGOs for the fields they specialize in, to promote the activities of ACT.

The following are the specialized fields of the NGOs of the overseas participants:

- DPF (Thailand): Education for children through puppet shows
- BEDROC (India): Disaster reconstruction/resilience
- AFA (Philippines): Capacity-building of small scale farmer
- CARD MRI (Philippines): Microfinance, BOP Business
- WSE (Sri Lanka): Livelihood development of rural women

3) Strengthening of the Financial Resources of ACT

According to the results of the study on Japanese grant-making organizations, ACT is suggested to narrow down its target of donors and to diversify its approach in raising funds in order to increase the number of donors (both donors of ACT Special Funds and of ACT General Fund). The recommendations are summarized below:

- Solicit from individuals who are from the baby-boom generation and their offspring.
- Create a webpage which people can access the programs supported by each Special Fund, and where both donors and grantees can interact with each other.
- ACC21 (ACT Secretariat): Hold seminars on bequests and call attention to the strengths of ACT Special Funds to attract donors.
- Develop financial products which shall generate profits to be used as donation.
- Create a customized style of donating so that donors (individuals or business companies) can appeal themselves or their companies through their donations.
- Raise funds by crowd funding (a method of raising monetary contributions from many people via the Internet).

4) The Role of ACC21 (Activities that ACT itself cannot implement)

There was an active discussion on the role of ACC21 among the overseas participants during the sum-up meeting. Their recommendations were:

- ① Maximize the use of convening power.
- ② Create a multilingual, interactive website for data and information sharing
- ③ Promote BOP business by funding collaborative projects between local NGOs and companies.
- ④ Help find markets for the products created by women from business development/ livelihood development projects.

In addition, ACC21 is expected to advocate policy reforms to the Japanese government and international institutions, as expressed during the group discussions.

3. Summary of Recommendations of the ACT Secretariat to the ACT Trustee and the Executive Advisory Committee, and the Role of ACC21

Creating a framework of mutual support in Asia and the role of ACT

The recommendations mentioned above were re-grouped into 1) recommendations ACT itself can implement, 2) recommendations ACT cannot implement, and 3) recommendations that would take time to implement but for which ACT is willing to persevere to perform. It is especially important to consult the ACT Trustee and Executive Advisory Board regarding the recommendations on the third group. However, ACT, being a Charitable Trust has limitations in implementing some of recommendations, in which ACC21 shall assume responsibility and study the possibility of implementation.

1) Recommendations that can be readily implemented

● Basic Grant Framework (Funding Scheme and Process) and Funding Policy

① Shortening the remittance procedures after conclusion of grant contracts

Efforts are being undertaken by the Secretariat and the Trustee to make the remittance process shorter; both shall persevere to improve the speed in remitting grants to the recipient organizations.

② Duration and amount of funding

ACT has been providing funding to projects for three years, and if a project is assessed as able to produce outcome with bigger impacts, the funding for this project is extended for two or three more years. However, the amount of funding is decided on a case-to-case basis.

③ Endogenous development and partnership

ACT shall continue its stance of being a partner rather than a donor to its grantees, where both parties are committed on equal footing to work on common issues relevant to the project. This partnership is not limited to local NGOs only but also extends to the locals who are beneficiaries of the projects. ACT shall also continue placing utmost importance on endogenous development.

④ Project evaluation

At present, organizations applying for an ACT grant are required to submit a Project Design Matrix (PDM) or Action Plan with which the Secretariat can check the project's overall goals, specific objectives, expected outputs, objectively verifiable indicators, important assumptions,

inputs and other important aspects of the proposed project. Yet, these remain as reference materials only when the implementing organization conducts a self-evaluation of the project or when the ACT Secretariat visits to monitor the progress of the project. Therefore, ACT shall develop an effective project evaluation system by using the evaluation indicators (PDM/Action Plan) to the fullest. However, a system of implementation and budget is necessary to implement interim evaluation, post-project evaluation, self-evaluation by the recipient organizations or even an overall evaluation on the third year of the project; hence, these will be pursued after consulting the ACT Trustee and the Executive Advisory Committee.

● Important points in identifying and selecting grant projects

① Identifying projects that focus on the community and projects based on innovative ideas

ACT has been and shall continue identifying prospective grant projects that value the community, and shall persevere to improve those projects, as well as support projects with innovative ideas.

② Ensuring the sustainability of grant projects, supporting projects with intangible impacts, and supporting projects that will distinguish ACT from the government and other international institutions

ACT has already been attending to these recommendations in selecting projects. However, ACT shall study more on the concept of aid and improve its funding scheme to be able to ensure the self-sustaining development of the locals (the beneficiaries of the projects).

2) Recommendations that would take time to implement but which ACT plans to implement after consulting the ACT Trustee and the Executive Advisory Committee

● Grant framework (funding scheme and process), and important points in identifying and selecting grant projects

① Handling of loss from fluctuations in the exchange rate

While it is difficult for ACT to set up a "risk fund" that will cover loss caused by fluctuations in the exchange rate, the ACT Secretariat shall consult the Trustee and the Executive Advisory Committee about the possibility of funding a fixed portion (e.g. 5%) of the project budget for the audit fee, self-evaluation fee and other necessary fees.

● **Details of prospective grant projects: Grants projects that ACT should be more active in supporting**

① **Promoting “South-South cooperation”**

Although limited in form, ACT has been promoting “South-South cooperation” as in the case of ACT supporting the technology transfer of microfinance from the Philippines to Vietnam and Cambodia. The ACT Secretariat shall consult the Executive Committee whether it can openly call for proposals of projects promoting “South-South cooperation.”

On the other hand, proposals of collaborative projects by NGOs that were ACT grantees are of course, eligible for screening. However, it is necessary for the Secretariat to consult the Trustee and Executive Advisory Committee whether an official call for such proposals can be included in the grant application guidelines.

In regard to the development of open-source software for the use of the local NGOs, ACT itself cannot perform this task due to its nature as a Charitable Trust. However, it is possible for ACT to outsource this task to ACC21 upon obtaining the approval of the Trustee and the Executive Advisory Committee and signing a memorandum of agreement between ACT and ACC21.

② **Promoting social enterprises, supporting innovative ideas, and nurturing local champions**

These recommendations are relatively new to ACT. However, some of the suggestions, such as “allocating 20% of the overall funds of ACT for funding social ventures/social enterprises” or “allocating a portion of ACT funds for projects based on “crazy” innovative ideas” can be considered unfeasible at the moment due to the nature of ACT as a Charitable Trust that follows the will of the donors of its Funds. Likewise, it would be difficult for ACT to prioritize identifying and supporting “local champions” on its own initiative. The Secretariat shall consult and follow the advice of the Trustee and Executive Advisory Committee regarding these three recommendations.

③ **Supporting endogenous development and the establishment of a common fund managed by the local NGOs**

In order to realize endogenous development, ACT was suggested to consider providing the seed money for the establishment of a common fund managed by local NGOs, but due to the nature of ACT, it may be difficult to perform this task. However, it is possible for ACT to fund, for example, a microcredit project by the local NGOs, and the income generated from the credit can be used as seed money for the common fund. Similar to previous recommendations, the ACT Secretariat shall consult the Trustee and the Executive Advisory Committee regarding this recommendation.

The concept of the “ACT Country Fund” mentioned

in the Introduction (page 1) is similar to this common fund. The ACT Secretariat shall also consult the Trustee and the Executive Advisory Committee whether the “ACT Country Fund” can be pursued in cooperation with the local NGOs.

④ **Supporting the sharing of indigenous/appropriate technologies**

This task is already being carried out through the ACT Special Fund “Asian People’s Partnership Support Fund”.

However, this Fund was expected to finish in five years after its establishment and the initial fund would be expended by the end of March 2015. To continue the program it is necessary for ACT to seek for additional donations to this Fund.

⑤ **Supporting the partners of local NGOs such as POs/CBOs**

ACT has until now supported the local people through the projects of the NGOs. The Secretariat shall study possible ways of supporting the sustainable independence of the People’s Organizations (POs) and Community Based Organizations (CBOs).

⑥ **Supporting disaster response projects**

The local NGOs that put forward this recommendation are grantees of the ACT Special Fund “The Daiwa Securities Group Tsunami Reconstruction Fund,” which was created in 2005 and will finish at the end of March 2015. Therefore, unless a new Special Fund aimed at supporting disaster response projects is created, supporting such projects would be difficult. At the very least, to make a systematical and committed support in the medium- and long-term is surely impossible. However, among the four recommendations (see page 44) the one “supporting the creation of a disaster management platform” was suggested to ACC21, and shall therefore be studied separately by ACC21. With regard to the remaining three recommendations, the ACT Secretariat shall persevere in looking for potential donors who can create a new Special Fund for the assistance of disaster response projects.

3) Strengthening of the Financial Resources of ACT

ACT, as suggested, intends to strengthen its financial resources. The recommendations on the development of financial products which shall generate profits to be used as donations, and holding of seminars on donation with bequests, however, require the cooperation of the Trustees. The Secretariat shall then put these two recommendations forward to the Trustees.

4) Recommendations to be addressed by ACC21

ACC21 shall review the following tasks recommended to ACT which were presented by the overseas participants during the group discussions and the sum-up meeting, but are difficult for ACT to carry out within its framework.

- ① Promote BOP business by promoting collaborative projects between local NGOs and Japanese business companies.
- ② Help find markets for the products created by women from business development/livelihood development projects. This activity was presented as a recommendation during the Conference, but such activity would require the necessary knowhow in marketing and exploration of business opportunities not outside but within the country. Collaborating with an organization engaged in fair trade is also an option.
- ③ Maximize network, experience, and information possessed, and advocate policy reforms to the Japanese government and business companies on the appropriate course of aid towards the resolutions of problems being faced by different Asian countries and the Asian region as a whole.
- ④ Develop open-source software that can be utilized by local Asian NGOs, including the ACT grantees. Create a database (both in Japanese and English) which outlines the area of expertise, experience, track record, approach, resources, and other important details about the ACT grant organizations/projects. The local NGOs shall have access to this database and shall be able to register and update information in it.

V. Appendix

1. List of participants

(1) Participants of ACT Strategy Conference (August 5th, 2013)

(Title and organization at the time of the Conference)

Asian NGO leaders

Mr. Jaime Aristotle B. ALIP
(Founder/Managing Director, CARD MRI, Philippines)
Ms. Prateep UNGSONGTHAM HATA
(Founder/Secretary General, Duang Prateep Foundation, Thailand)
Ms. H. H. A. D. Karunawathie MENIKE
(Founder/Chairperson, Wilpotha Kantha Ithurum Parishramaya (WSE), Sri Lanka)
Ms. Annie GEORGE
(Founder/Chief Executive Officer, Building and Enabling Disaster Resilience of Coastal Communities (BED-ROC), India)
Ms. Ma. Estrella PENUNIA
(Secretary General, Asian Farmers' Association for Sustainable Rural Development (AFA), Philippines)

Japanese NGOs

Ms. Ayako FUJII
(President, WE21 Japan)
Ms. Ayako KOIKE
(Inter-people's cooperation office, WE21 Japan)
Mr. Takatoshi HASEBE
(Secretary General, Japan International Volunteer Center)
Ms. Yukiko OYANAGI
(Curriculum Coordinator, Asian Rural Institute)
Ms. Yukiko OMAGARI
(Deputy Secretary General, Solidarity Network with Migrants Japan)
Mr. Seiichiro ASO
(Vice-Chairperson, Board of Directors, AsiaCommons)
Mr. Toshio SHIRAHATA
(Chief, Overseas Program Section, SHAPLA NEER = Citizen's Committee in Japan for Overseas Support)
Ms. Jeeranuch SAKKHAMDUANG
(Assistant Program Manager, Institute of Environment Rehabilitation and Conservation)
Mr. Makoto TAJIMA
(Chief Coordinator of Taskforce for Disaster Response, Japan NGO Center for International Cooperation)
Mr. Tatsuya HATA
(Managing Director, Shanti Volunteer Association)
Mr. Hideyuki TAKAHASHI
(Operation Director, JOICFP (Japanese Organization for International Cooperation in Family Planning))
Mr. Samuel ANESLEY
(International Coordinator, Peaceboat)
Mr. Yoshio OSHIMA
(Secretary General, Efa-Japan)

Mr. Mikio ENDO
(Advisor, Efa-Japan)

Grant Making Foundations

Mr. Ken AOO
(Leader, Group for International Grants, The Toyota Foundation)
Ms. Ryoko KIDA
(Program Officer, The Toyota Foundation)
Mr. Kiyoshi KEHARA
(Managing Director, MRA Foundation)
Mr. Tadatsugu TAKATANI
(Secretary General, Niwano Peace Foundation)

Executive Advisory Committee Members of ACT

Mr. Ryokichi HIRONO
(Professor Emeritus, Seikei University)
Mr. Terumasa AKIO
(President, EDF-Japan)
Ms. Mitsuko HORIUCHI
(Professor, Graduate School of Bunkyo Gakuin University)

ACT Trustee

Mr. Hiroyuki OSAWA
(Group Manager, Charitable Trust Group, Sumitomo Mitsui Trust Bank, Limited)
Mr. Taku IGARASHI
(Manager, Sumitomo Mitsui Trust Bank, Limited)

ACT donors

Toru IWAI
(Daiwa Securities Co. Ltd., which is the Donor of the ACT Special Fund "The Daiwa Securities Group Tsunami Reconstruction Fund")

Academe and Media

Ms. Yoko YOSHIKAWA
(Former Professor, Nanzan University)
Mr. Kazuo TERANISHI
(Reporter, Asahi Shimbun)

ACC21

Mr. Michio ITO

(President & CEO, ACC21/Executive Secretary, ACT)

Ms. Mari SUZUKI

(Executive Secretary, ACC21/Chief Program Office, ACT)

Ms. Kyoko SHIMIZU, Ms. Megumi NISHIJIMA, Ms. Noriko TSUJIMOTO, Ms. Gladys ANGALA, Ms. Setsuko KOIKE

Mr. Masanori YAGI

(ACC21 Research Volunteer/Coordinator, Japan-based Fundraising Study Group on Social Contribution, Japan Society of Social Design Studies)

Ms. Risako OWAN, Ms. Kumiko IDE, Ms. Hidenori KUROYANAGI, Ms. Miwako ITO, Mr. Naoteru OYAMA, Mr. Tun Jie TAN, Ms. Merriam VILLEGAS

(Volunteers for the symposia and seminars)

Ms. Yasuka YAMAMOTO, Ryuichi OBA, Mr. Amila ABEYNAYAKA, Mr. Yutaka KAKUMA

(Volunteers for other programs during the week of the ACT conference)

Interpreters

Ms. Sachiko AOKI (English - Japanese)

Ms. Naoko KATO (Sinhalese - Japanese)

Ms. Ryoko OKAMOTO (English - Japanese)*

Ms. Hiromi OGAWA (English - Japanese)**

Ms. Chie IGUCHI (English - Japanese)**

* The Forum "Linking peoples engaged in Reconstruction Efforts: The 2004 Indian Ocean Earthquake and the 2011 Great Eastern Japan Earthquake and Tsunami" (August 6)

** The Public Symposium "Magsaysay Awardees Share Their Experiences and Future Perspective of Asia: Role of NGOs/Social Enterprises in Promoting Endogenous Development and Symbiotic Communities in Asia" (August 7)

(2) Co-organizers/Cooperating organizations for the Experience-sharing Programs

① Women's Eye (WE)

(Ms. Megumi ISHIMOTO, Director)

- for the Visit to the 2011 Great Eastern Japan Earthquake and Tsunami disaster-affected areas in the Tohoku region (August 2-3)

② The Embassy of the Republic of the Philippines, Tokyo (Ambassador Manuel M. Lopez), Japan-Philippines NGO Network (JPN)

- for the Meeting with Filipino communities in Japan (August 3)

③ **ACT donors** (Trustor of the initial fund of ACT and Donors of ACT Special Funds), **Trust Companies Association of Japan** (Mr. Hiroshi UENO, Executive Director), **Trustee Banks of ACT** (Mitsui Trust Bank, Ltd., Mitsubishi UFJ Trust and Banking Corporation, Resona Bank, Ltd., and Mizuho Trust & Banking Co., Ltd.)

- for the Meeting with ACT Trustees (trust banks), donors and members of Executive Advisory Committee (August 6)

④ The Shibusawa Eiichi Memorial Foundation (Mr. Masahide SHIBUSAWA, President, Jun'etsu KOMATSU, Managing Director)

- for the Visit to the Shibusawa Eiichi Memorial Foundation (August 6)

⑤ Japan Philanthropic Association (Ms. Yoko TAKAHASHI, President)

- for the Open Seminar "Increasing Interest in BOP Business in neighboring Asian countries by Japanese Companies: Expectations and Advice from NGO Leaders in Asia"

Ajinomoto Co., Inc. provided venue and donation for the Open Seminar.

⑥ Daiwa Securities Group, Society for Women's Education and Leadership (Jyoshi Kyoiku Shorei Kai: JKSK), and Japan NPO Center (JNPOC)

- for co-organizing the Forum "Linking peoples engaged in Reconstruction Efforts: The 2004 Indian Ocean Earthquake and the 2011 Great Eastern Japan Earthquake and Tsunami" (August 6)

⑦ The Japan Civil Network for Disaster Relief in the East Japan (JCN)

- for the Meeting with JCN staff (August 7)

⑧ Rikkyo University Graduate School of Social Design Studies, Social Design Lab

- for co-organizing the Public Symposium "Magsaysay Awardees Share Their Experiences and Future Perspective of Asia: Role of NGOs/Social Enterprises in Promoting Endogenous Development and Symbiotic Communities in Asia" (August 7)

(3) Donor agencies

The Toyota Foundation

MRA Foundation

Niwano Peace Foundation

2. Profiles of overseas participants



Dr. Jaime Aristotle B. ALIP

**Managing Director
CARD MRI (CARD Mutually Reinforcing
Institutions)
The Philippines**

Dr. Jaime Aristotle B. Alip is the Founder and Managing Director of the Center for Agriculture and Rural Development Mutually Reinforcing Institutions (CARD MRI), the 2008 Ramon Magsaysay Awardee for Public Service. Started in 1986, CARD MRI is composed of eleven (11) mutually reinforcing institutions and one group (as of August 2013). As of June 2013, CARD MRI has a total outreach of over 1.98 million economically poor families and the repayment rate is 99.35 percent (%). In 2008, CARD MRI received the Ramon Magsaysay Award for Public Service. The award is known as the Nobel Peace Prize in Asia.

Dr. Alip has also served in various key positions in the Philippine Government such as Undersecretary of the Department of Social Welfare and Development and Assistant Secretary of the Department of Agrarian Reform. Dr. Alip is a member of the International Board of Directors of Oikocredit based in Netherlands as well as the Chairman Emeritus of RIMANSI, a regional-based association that promotes microinsurance among MFI players in the Asian region.

Dr. Alip obtained his Doctorate in Organizational Development from the Southeast Asia Interdisciplinary Development Institute (SAIDI), Manila, Philippines in 2002, and his Bachelor and Master's degrees in Agricultural Economics/Marketing from the University of the Philippines in Los Banos, Laguna in 1978 and 1983, respectively. He is also an alumnus of the Harvard Business School, having completed the three-year Owner/President Management (OPM) Program in 2007.

◆ CARD MRI Official Website:
<http://cardbankph.com/>

Partnership with ACT

ACT supported CARD's projects such as "The Landless People's Bank" for 7 years (1988-1994) with a total grant of 17,170,000 Japanese Yen. The ACT-funded project (The Landless People's Bank) eventually paved the way to the establishment of CARD Bank in 1997.

From 2008 to 2010 CARD Liaison Office in Cambodia received a grant from ACT for the project "Building Capacity for Local NGOs and Microfinance Institutions in Cambodia" with a total grant of 5,080,000 Japanese Yen.



**Ms. Prateep UNGSONGTHAM
HATA**

**Secretary General
Duang Prateep Foundation (DPF)
Thailand**

Ms. Prateep Ungsongtham Hata is a Thai activist noted for her work with slum dwellers in the Khlong Toei District of Bangkok, Thailand where she was raised, and spent much of her time helping children and their families in the urban communities.

In 1978, she received the Ramon Magsaysay Award for Public Service for the achievements of her work "One Baht a Day School" (1968-75) which she and her sister opened at their home for the children who could not go to school regularly. With the award money, she established the Duang Prateep Foundation and became its Secretary General.

In 1980, she became the first Asian citizen to receive the John D. Rockefeller III Youth Award for "Outstanding Contribution to Mankind". With the award money, she established the Foundation for Slum Child Care. In 2000, she won a seat in Thailand's first ever elected Senate and served until 2006, working on policymaking for the vulnerable groups in the society. She is also currently the president of the Thai Women Empowerment Fund.

She obtained her Bachelor's degree in Education from Ban Simdej Chaopraya Teachers' College in 1982 and her Master's Degree in Political Science from the Sukothai Thammthirat Open University in 2005.

◆ Duang Prateep Foundation Official Website:
<http://www.dpf.or.th/jp/>

Partnership with ACT

DPF received grants from ACT for the following projects:

- "Mobile Learning Center Project" (Total grant from ACT: 2,200,000 JPY, 1985-87)
- "New life Project" (rehabilitation of youths addicted to thinner. 150,000 JPY, 1988)
- "Building Klong Toey Community Center Project" (3,200,000 JPY, 1991)

Ms. H. H. A. D.**Karunawathie MENIKE****Chairperson****Wilpotha Kantha Ithurum Parishramaya
(WSE)
Sri Lanka**

Ms. H. H. A. D. Karunawathie Menike is the founder of Wilpotha Kantha Ithurum Parishramaya (English name: Women's Savings Effort, Wilpotha (WSE)), based in Chilaw town, North Western Province. With over forty years of experience as a development worker, she has been working on self-reliance and advancement of women by social mobilization and empowerment of rural women through small scale income generation, savings and credit, training on small business management and credit management, as well as awareness raising on women's rights and human rights.

Ms. Menike is an Ashoka Fellow since 2003 and was awarded Sri Lanka's Presidential Award for reeds and fiber related handicrafts in 1992, 1996 and 1997.

Partnership with ACT

ACT Special Fund "The Daiwa Securities Group Tsunami Reconstruction Fund" supported the following project:

"Income generation programs for Women victims of Tsunami for self-reliance development and building independent Women's Organizations for sustainable development in Sri Lanka" (Total grant from ACT: 23,060,000 JPY, 2005-13)

Ms. Annie GEORGE**Secretary/Chief Executive Officer
Building and Enabling Disaster Resilience
of Coastal Communities (BEDROC)
India**

Ms. Annie George obtained her Post Graduate Diploma in Rural Management from Institute of Rural Management (IRMA), Gujarat State (1982-84) and her Bachelor of Science (Chemistry, Botany & Zoology) from Christ College, Bangalore.

Immediately after the 2004 Indian Ocean earthquake and tsunami, she left her home in Kerala to join the volunteer work and went to Nagapattinam of Tamil Nadu State, the worst affected district on mainland India. Ms. George was deputed by UNDP as CEO of the NGO Coordination and Resource Centre (NCRC) from April 2005 to December 2007. The Steering Committee of NCRC made a decision of disbanding NCRC and establishing BEDROC in January 2008. Ms. George has been CEO of BEDROC since its establishment until present. She also utilized her expertise for many consultancy and advisory works inside and outside the country.

◆ BEDROC Official Website: <http://www.bedroc.in/>

Partnership with ACT

ACT Special Fund "The Daiwa Securities Group Tsunami Reconstruction Fund" supported the following project: "Knowledge Management, Networking and Coordination for enhanced Disaster Resilience" (Total grant from ACT: 6,500,000 JPY, 2011-13)

Ms. Estrella PENUNIA**Secretary General****Asian Farmers' Association for
Sustainable Rural Development (AFA)
The Philippines**

Ms. Ma. Estrella A. Penunia earned her Bachelor of Science in Social Work, cum laude, from the University of the Philippines Diliman in 1978. She has been serving as the Secretary General of Asian Farmers' Association for Sustainable Rural Development (AFA) since 2003.

She strengthened her broad experience and knowledge in the field of rural development and community development through many responsible positions such as Community Organizer, Senior Coordinator at the Center for Community Services (CCS), the Ateneo de Manila University (1982-92)/Head of Training and Consultancy, PhilDHRRA (92-93)/Coordinator, People's Campaign for Agrarian Reform Network (AR Now! 99-2003) and Program Officer, AsiaDHRRA (03-07).

About AFA

Asian Farmers' Association for Sustainable Rural Development (AFA, office is based in the Philippines) was established in 2002 after a series of farmers' exchange visits (thirty farmers from ten countries) organized by its strategic NGO partner, AsiaDHRRA, as the great need among the farming communities to come, share, learn and act together was recognized.

As of September 2013, AFA has 13 member Farmers' Organizations with a membership of 11 million small-scale women and men farmers in ten countries in Asia. AFA implements various kinds of programs such as Advocacy, Knowledge Management and Sharing, Enterprise Development and Governance. It also provides technical management support to national farmers' organizations.

◆ AFA Official Website: <http://asianfarmers.org/>

3. About ACC21 and ACT

About Asian Community Center 21 (ACC21)

ACC21 was established in March 2005 (incorporated as Specified Non-profit Corporation in October 2009) by a group of civil activists who envision a fair society

in Asia where people are living together and supporting one another. ACC21 promotes the following mission and projects, one of which is the ACT Secretariat:

- 1. FLOW of "Capital"** *Utilize "money" as "social investment capital" to free people from poverty through our activities as Secretariat of the Asian Community Trust (ACT) and other entrusted funds such as the Imai Charitable Trust for Overseas Cooperation.*
- 2. FLOW of "People"** *"Facilitate a sense of community, supporting one another through human interaction beyond sectors, generations, and national boundaries"*
Projects/programs: Promoting collaborative networks between Japanese and Philippine NGOs/CSOs, Tohoku volunteer program and Promoting partnership with other Asian NGOs
- 3. Sharing Knowledge and Information** *For people who are unable to access knowledge or information*
Projects/programs: Promoting Natural Farming in Asia, Issuing "ACC21 News" (Japanese monthly e-newsletter) and "Asia Now" via website, and organizing seminars.
- 4. FLOW of "Reform" of Policy and Institutions** *Establish a fair society through collaborative activities with Asian leaders of social development movements*
Projects/programs: Raising awareness of International Solidarity Levy, etc.
- 5. Human Resources Development** *Develop human resources who will join us in promoting the four FLOWS.*
Projects/programs: Asian NGO Leadership Program, etc.

About Asian Community Trust (ACT)

Pursuing a vision of developing a sense of "community" in the Asian region where people help one another, Asian Community Trust (ACT), the first Japanese charitable trust based on general fund raising, was established in 1979 to support various non-governmental organizations (NGOs) involved in social development and other related activities through funds donated by Japanese individuals and organizations. Over a span of 33 years from 1980 up to March 2013, ACT has provided

grants totaling to around 625 million Japanese yen (approximately 6.44 million US dollars based on the exchange rate of May 1, 2013) for a total of 536 projects. ACT funds projects covering many types of area such as education, health and medical care, rural development, environmental conservation and academic research to enable the local community to tackle various problems and issues.

Countries of Head Offices of ACT grantees





Overseas participants (front row) and the staff of ACC21/ACT (back row). Photo taken on the 7th of August 2013

Strategy Conference of ACT Report and Plan of Action

Project title:

New Paradigm of Collaboration among Asian NGOs and the Role of Asian Community Trust (ACT) – Strategy Conference of ACT Secretariat and Leaders of its Local NGO Partners in Asia –

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