

# The Genron NPO

Creating a Strong Democracy Using the Power of Debate



The Genron NPO

## About The Genron NPO

# Strengthening democracy and its capacity to resolve global and regional issues by the power of debate

## Mission

Our increasingly fragmented and unilateral world is facing historical change and immense difficulties within the liberal international order, multilateralism-based international cooperation, and democracy itself.

The goals of The Genron NPO are to prevent further fragmentation, foster international cooperation to address shared challenges, pursue the restoration of global governance grounded in the rule of law, and contribute to peace and stability in Asia.

Our high-level dialogues and cutting-edge, private sector initiatives in Japan have consistently called for greater multilateral cooperation and global solidarity to address the mounting global polycrisis. We have also engaged in many initiatives to

reinvigorate democracy in Japan, and to that end, it is important to create a stage for discussion – a forum that will give people a sense of ownership of the issues faced and help them find a way of addressing them. What we need in Japan today is “courageous liberalism,” and we have begun to stand up, to speak our minds, and to take the necessary actions to bring it to life.

As a non-governmental organization, we are fully committed to confronting the crises facing the international community. In doing so, we aspire to transform ourselves into a globally-recognized and independent non-profit think tank capable of fulfilling this historic mission.



In order to realize our mission goals, we are bringing together prominent leaders, policymakers, and influential experts from both Japan and abroad, as well as actively engaging civil society actors, and currently focusing our efforts on the following three areas.

### Strengthening representative democracy

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

In addition, it has been shown that the people of Japan are losing their faith in representative democracy. To combat this, we are working with other democracies on an initiative to discuss how to reform the representative democratic framework comprised of the voting system, the Diet, the media, and other elements.

### Peace and stability in Northeast Asia

The peace in Northeast Asia is currently highly unstable, driven by escalating geopolitical tensions and so-called hotspots such as Taiwan and North Korea. In addition, Japan's bilateral diplomatic relationships with China and South Korea have long been stagnant due to historical issues and territorial disputes. It was in these circumstances that The Genron NPO established the first Tokyo-Beijing Forum, which was held in Beijing in 2005. The forum was designed to serve as a platform for non-governmental efforts to engage in dialogue that would overcome the difficulties engendered by the worsening relationship between China and Japan, and it has been held every single year for the past 20 years. We have also been conducting joint public opinion polls among citizens of both countries, and as the only such opinion poll,

they have been received to high acclaim.

Building on this foundation, we established the Japan-Korea Future Dialogue in 2012. In 2020, we connected our bilateral dialogues with actors from China, South Korea, and the U.S. with the historic launch of a multilateral forum for dialogue in which the U.S. and China can also take part in working toward realizing the dream of a peaceful order in Northeast Asia. This conference represents a significant effort to review the existing crisis management framework and to explore practical pathways toward lasting peace in this region. These efforts are intended to serve as a foundational step for future inter-governmental dialogue and cooperation in the region.

### Creating a forum for advancing multilateral cooperation on global issues

As the international order becomes increasingly unstable, fragmentation and the rise of unilateralism undermines multilateral frameworks and the foundations of global governance. The world is also seeing increasing skepticism towards liberal democracy as political and social division expand. Through the annual Tokyo Conference, which was launched in 2017, The Genron NPO seeks to uphold and revitalize the rules-based international order, multilateralism, and democratic values by fostering dialogue among key global actors and generating new ideas and solutions through informed debate. We also strive to shape international discourse in pursuit of solutions to the world's most pressing challenges.





## Pursuing active debate to tackle the issues head-on as stakeholders

Japan is now at an impasse and faces an uncertain future. The rapidly aging population and mounting government debt are issues that require urgent action. Nevertheless, full-fledged action has yet to be taken to deal with these risk factors.

Furthermore, the future of the surrounding Northeast Asian region is becoming increasingly uncertain amid increasing geopolitical competition between superpowers, issues surrounding the Taiwan strait, and North Korea's nuclear development program. The greater international order is also becoming unstable with the worsening of various global issues, a surge in populism, and the distrust of democracy that is spreading in many advanced countries.

This will continue as long as people stand aside and act only as onlookers. Everyone must address the issues that Japan and the rest of the world face as stakeholders, and search for solutions through discussion and voicing of opinions. Doing so will bring people with the same commitment together, thereby creating dynamic momentum and generating healthy public opinions that can produce solutions. This is why I attach the utmost importance to the power of sound public opinion.

We at The Genron NPO are determined to continue our efforts to address issues in Japan and the surrounding world by creating a venue for genuine debate where all can contribute as stakeholders.



**Yasushi Kudo**  
President

As founder and president of The Genron NPO, Kudo regularly evaluates the election pledges of political parties and the performance of those elected. He established the Tokyo-Beijing Forum and the Japan-South Korea Future Dialogue and has continued to host these influential high-level track II dialogues for the past two decades. Kudo launched the Tokyo Conference in 2017 with the aim of developing solutions for common global challenges, preserving democracy, and calling for collective action.

## Establishment of The Genron NPO

The Genron NPO was established in 2001, when the administration of Junichiro Koizumi came to power. Yasushi Kudo, then editor of a monthly opinion magazine called *Ronso: Toyo Keizai*, felt that Japanese politics would remain stagnant unless the voters become stronger. He believed in the need for a non-profit venue for high-quality, participation-style debate, which could provide voters with the information they needed to enable them to make their own decisions about politics and their future.

Kudo felt that society faced a crisis due to the conventional media's "barren and detached criticism," as if they were reporting the news as bystanders. He described it as a "recession of public discourse," and emphasized the importance of addressing the mountain of issues Japan faces at home and abroad through serious debate. Since then, The Genron NPO has expanded the scope of its activities from the evaluation of key domestic policies and solutions to Asian and global issues.



## A non-profit, nonpartisan, and independent think tank

The Genron NPO is a non-profit think tank that acts independently and impartially, free from government involvement or the influence of other special interests. In order to maintain its independence and impartiality, The Genron NPO developed an internal evaluation system designed to assess its non-political and non-religious position based on standards set by the Internal Revenue Service (IRS) in the United States, and it was the first organization in Japan to implement such a system. The Genron NPO conducts its self-evaluation annually and releases the findings to the public. Furthermore, The Genron NPO's auditors evaluate the self-evaluation process, the content assessed, and the results. The Genron NPO makes its self-evaluation results and outside evaluations openly available to the general public. This information allows citizens to determine whether The Genron NPO's activities are in the public interest.

### Internal Assessment at The Genron NPO

The Genron NPO's internal assessment begins with an objective evaluation of the organization to ensure that Genron remains both non-partisan and non-religious. Once complete, the five Content Evaluation Criteria (see \* below) are used to assess any items that are in danger of drifting towards political or religious bias. These two evaluation standards form the basis for all Genron activities, and the results are publicly announced alongside the opinions of two external auditors. Our evaluation for 2023 saw The Genron NPO again successfully meet all of its targets in maintaining non-political and non-religious bias for all items in the assessment.

\* Each item:

1. Must have a clear purpose
2. Must have a clear position
3. Must have a clear target
4. Must have clearly laid-out methodology
5. Must maintain good governance and transparency in policy-making

### Auditor Comments (2024)

Evaluation results are audited every year, and available online.

#### Program Auditors:

Yukie Osa (President, Association for Aid and Relief, Japan)

Yutaka Asahina (Honorary Advisor, Mainichi Newspapers Co.)



Yukie Osa  
Auditor

Conventional ideas about order are becoming increasingly distorted in various fields around the world, and conflict has begun to win out over cooperation. However, The Genron NPO has remained consistent in its efforts to promote cross-border dialogue and discussion, as it stands for freedom, rules-based society, and for the strengthening of democracy through the active and conscious participation of many citizens. This is itself a remarkable feat.

Many activities and behaviors can potentially be connected to political assertions and claims, but I find again that The Genron NPO has achieved its goal of remaining neutral, non-political, and non-religious. The Genron NPO has conducted a self-assessment of its activities based on the prescribed method of evaluation, and as a Genron Auditor, I hereby confirm that its methods and processes were sound and without issue.

In addition, I also can confirm that The Genron NPO completely satisfies the criteria for being "non-religious" and "non-political." As a Genron Auditor, I can also confirm that the results of the assessment are as valid and without issue as the methods and processes used to conduct it.

# Our Leadership

## Advisory Board

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

As of April 30, 2025



**Yasushi Akashi**  
Former Under-Secretary-General of the United Nations



**Hiromichi Iwasa**  
Executive Advisor, Mitsui Fudosan



**Kazuo Ogura**  
Former Ambassador to the Republic of Korea



**Mitsuo Ohashi**  
Chairman of the People's Political Association



**Yoriko Kawaguchi**  
Former Minister of Foreign Affairs



**Takeshi Kunibe**  
Chairman of the Board of Sumitomo Mitsui Financial Group, Inc.



**Hiroshi Shimizu**  
Chairman of Nippon Life Insurance Company



**Shinsuke Sugiyama**  
Former Ambassador to the USA; Former Vice Foreign Minister



**Toshiaki Higashihara**  
Director, Executive Chairman, Representative Executive Officer, Hitachi, Ltd.



**Masayuki Hyodo**  
Chairman of the Board of Directors, Sumitomo Corporation



**Ichiro Fujisaki**  
Former Ambassador to the USA



**Hiroya Masuda**  
Former Minister of Internal Affairs and Communications



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



**Kanetsugu Mike**  
Member of the Board of Directors, Chairman of Mitsubishi UFJ Financial Group, Inc.



**Yuji Miyamoto**  
Former Ambassador to the People's Republic of China



**Toshiro Muto**  
Former Deputy Governor, Bank of Japan



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



**Osamu Watanabe**  
Special Advisor, Japan Petroleum Exploration Co., Ltd. (JAPEX)

## Board of Directors



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



**Auditor**  
**Tomomichi Tomiie**  
Director of Micronize Inc.



**Director**  
**Yaichiro Aizawa**  
Former National President of the Junior Chamber International Japan



**Director**  
**Yukako Uchinaga**  
Chief Executive Officer, Global Research Institute (Japan)



**Director**  
**Shigeaki Okamoto**  
Former Vice-Minister of Finance, Ministry of Finance



**Director**  
**Kyoya Kawanishi**  
President of K&S Accounting Office



**Director**  
**Tatsuo Tanaka**  
Japan Chair Apollo Global Management



**Director**  
**Tadamichi Yamamoto**  
Visiting Professor, Ritsumeikan University; Former UN Secretary-General Special Representative



## Our Network

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



**Yutaka Asahina**

Auditor,  
The Genron NPO



**Yu Uchiyama**

Professor, The University of  
Tokyo



**Hiroo Mori**

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



**Kazumasa  
Oguro**

Professor, Faculty of  
Economics, Hosei  
University



**Masahiro Kawai**

Professor Emeritus, The  
University of Tokyo



**Glen S.  
Fukushima**

Vice-Chair of Securities  
Investor Protection  
Corporation



**Yoshiko Kojo**

Emeritus of Professor,  
The University of Tokyo



**Ken Jimbo**

Professor, Keio  
University



**Hiroki Sugita**

Special Editorial Board,  
Kyodo News; Professor,  
Meiji University



**Sakie Tachibana  
Fukushima**

President, G&S Global  
Advisors Inc.



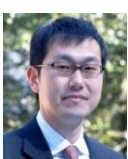
**Hitoshi Tanaka**

Special Advisor,  
The Japan Research Institute  
Ltd.



**Masanori Nishi**

Former Administrative  
Vice-Minister of Defense



**Junichi Fujino**

Programme Director, Institute  
for Global Environmental  
Strategies (IGES)



**Yuji Mizuno**

President,  
Takumi Institute



**Hirohide  
Yamaguchi**

Former Deputy  
Governor, Bank of Japan



**Nakao Takehiko**

Former president of the  
Asian Development Bank



**Toru Yoshida**

Professor, Comparative  
Politics, Doshisha University



**Hiroyuki Suzuki**

Project Associate  
Professor, The University  
of Tokyo

**Shigeru Ishiba**

Prime Minister of Japan

**Toshio Iwamoto**

Former Representative Director, President and Chief Executive Officer of  
NTT DATA Group Corporation

**Osamu Onoda**

Senior Researcher of Security Strategy Research Institute of Japan;  
Lieutenant General (Ret.), Air Self-Defense Force

**Teruyuki Katori**

Former Director of Pension Bureau, Ministry of Health, Labor and Welfare

**Shin Kawashima**

Professor, The University of Tokyo

**Katsutoshi Kawano**

Former Chief of Staff, Joint Staff Office

**Yoji Koda**

Executive Advisor, Japan Marine United Corporation;  
Commander-in-Chief, Self-Defense Fleet, Vice Admiral (Ret.)

**Nobuyoshi Sakajiri**

Assistant to the President, Asahi Newspapers Co., Ltd

**Susumu Takahashi**

Former Chairperson, The Japan Research Institute, Ltd.

**Gen Nakatani**

Japan Minister of Defense

**Hiroshi Nakaso**

Chairman, Daiwa Institute of Research Ltd.

**Akio Fujii**

Chair of Editorial Board, Nikkei Inc.

**Shinichi Murao**

Chief Executive, Hokkaido Branch Office, The Yomiuri Shinbun

**Hiromi Yamaoka**

Chief Sustainability Officer & Board Director, Future Corp

**Tatsuo Yamasaki**

Former Vice Minister of International Affairs, Finance Ministry

# Tackling global issues

## Tokyo Conference

### Ten think tanks from around the world gather to discuss global issues at the annual Tokyo Conference

Freedom and democracy became the foundation upon which the global order was built in the aftermath of the Second World War, but these principles have been subject to increasingly intense challenges in recent years. Motivated by this sense of urgency, The Genron NPO launched the Tokyo Conference in March 2017, as an annual high-level, cross-cutting discussion platform that brings representatives from think tanks in ten leading democracies to Tokyo to discuss pressing global issues. These prominent think tanks are based in the G7 member states, Brazil, India, and Indonesia – nations with shared values that all advocate for the rules-based order, multilateralism, democracy, and individual freedoms as the basis of international cooperation.

One of the goals of the Tokyo Conference is to encourage cooperation and develop rules and solutions that address common global agendas. These are used to propose policies that are disseminated throughout Japan and the world at large. It has welcomed more than 100 speakers from roughly 40 countries, including head-of-state and senior officials of international institutions and influential experts in various fields.

A new Advisory Council was convened in 2023. Members of the Advisory Council help to improve the conference and to develop a supporting network through advising on strategic planning and operations. The thirteen distinguished individuals who make up the Council are primarily top business executives in Japan. In addition, former Prime Minister Fumio Kishida has been a strong supporter of this conference since its inception and now serves as Chief Advisor of the conference.

The Tokyo Conference has come to be recognized by the world's think tanks as one of the more important conferences in the international policy epistemic community, alongside such events as the Raisina Dialogue

(India) and the Munich Security Conference (Germany).

The Tokyo Conference has received high praise for its status as a Japan-based international forum open to the public, and for providing concrete proposals based on the discussions held.



#### The ten think tanks that participated in Tokyo Conference 2025

**Brazil:** Getulio Vargas Foundation (FGV)  
**Canada:** Centre for International Governance Innovation (CIGI)  
**France:** French Institute of International Relations (IFRI)  
**Germany:** German Institute for International and Security Affairs (SWP)  
**India:** Observer Research Foundation (ORF)  
**Italy:** Institute of International Affairs (IAI)  
**Japan:** The Genron NPO  
**Singapore:** S. Rajaratnam School of International Studies (RSIS)  
**United Kingdom:** Chatham House (The Royal Institute of International Affairs)  
**United States:** Council on Foreign Relations (CFR)



## Disseminating opinions to the world as Japan's leading internationally recognized think tank

In 2012, The Genron NPO was selected as the only institution from Japan to participate in the Council of Councils (CoC), an international think tank network comprised of the world's leading think tanks. Originally proposed by the U.S. Council of Foreign Relations (CFR), the CoC serves as an arena for think tanks to hold dialogues on issues related to global governance and international cooperation.

The Genron NPO came to be selected by the CoC for its continued efforts to hold independent, neutral discussions that represent citizens, exemplified by the annual Tokyo-Beijing Forum which has been held every year since 2005, and for creating an innovative civil diplomacy model through international dialogues interlinked with public opinion polls. The Genron NPO attempts to convey the various opinions heard in Japan to the world and has held active discussions to solve global issues on various international platforms.

**COUNCIL  
OF COUNCILS**



### Members of the Council of Councils

<b>Argentina</b> <i>Argentine Council for International Relations (CARI)</i>	<b>Australia</b> <i>Lowy Institute</i>	<b>Belgium</b> <i>Centre for European Policy Studies (CEPS)</i>	<b>Brazil</b> <i>Getulio Vargas Foundation (FGV)</i>
<b>Canada</b> <i>Centre for International Governance Innovation (CIGI)</i>	<b>China</b> <i>Institute of International and Strategic Studies (IISS)</i>	<b>China</b> <i>Shanghai Institutes for International Studies (SIIS)</i>	<b>France</b> <i>French Institute of International Relations (IFRI)</i>
<b>Germany</b> <i>German Institute for International and Security Affairs (SWP)</i>	<b>India</b> <i>Observer Research Foundation (ORF)</i>	<b>Indonesia</b> <i>Centre for Strategic and International Studies (CSIS)</i>	<b>Israel</b> <i>Institute for National Security Studies (INSS)</i>
<b>Italy</b> <i>Institute of International Affairs (IAI)</i>	<b>Japan</b> <i>Genron NPO</i>	<b>Mexico</b> <i>Mexican Council on Foreign Relations (COMEXI)</i>	<b>Nigeria</b> <i>Nigerian Institute of International Affairs (NIIA)</i>
<b>Poland</b> <i>Polish Institute of International Affairs (PISM)</i>	<b>Russia</b> <i>Council on Foreign and Defense Policy (SVOP)</i>	<b>Saudi Arabia</b> <i>Gulf Research Center (GRC)</i>	<b>Singapore</b> <i>S. Rajaratnam School of International Studies (RSIS)</i>
<b>South Africa</b> <i>Institute for Security Studies (ISS)</i>	<b>South Africa</b> <i>South African Institute of International Affairs (SAIIA)</i>	<b>South Korea</b> <i>East Asia Institute (EAI)</i>	<b>Turkey</b> <i>Global Relations Forum (GIF)</i>
<b>United Kingdom</b> <i>Chatham House (The Royal Institute of International Affairs)</i>	<b>United Kingdom</b> <i>International Institute for Strategic Studies (IISS)</i>	<b>United States</b> <i>Council on Foreign Relations (CFR)</i>	

As of 2025



# Civil diplomacy to build peace in Northeast Asia

## Asia Peace Conference

### Multilateral dialogue for rule-making for a peaceful order in Northeast Asia

Northeast Asia remains fraught with potential flashpoints. In recent years, the deepening strategic rift between the United States and China has further exacerbated regional insecurity. Despite these mounting risks, Northeast Asia lacks formal mechanisms to prevent conflict or accidental military clashes, and there is no established multilateral framework for regional dialogue.

In response to this critical gap, The Genron NPO launched the Asia Peace Conference (APC) in January 2020. The forum brings together 20 distinguished individuals engaged in foreign policy and security from Japan, the United States, China, and South Korea. As a Track 2 dialogue initiative driven by the private sector, the APC was jointly founded by members from these four countries to explore principles for peace, as well as a code of conduct and necessary rules to foster lasting stability. Its overarching objective is the establishment of a regional framework for conflict avoidance and sustainable peacebuilding. At its inception, the APC committed to

conducting an annual assessment of security risks in Northeast Asia and to developing multilateral accident-prevention agreements. These efforts are grounded in three core principles: anti-war, opposition to hegemony, and adherence to the rule of law. In a region where no formal multilateral security dialogue currently exists, this initiative represents a historic and significant step in advancing private-sector diplomacy. Since 2021, in addition to the four-country dialogue, the APC has published an annual expert report reflecting the perspectives of approximately 200 security and foreign policy experts from Japan, China, South Korea, and the United States. The report identifies and analyzes the top ten security risks facing Northeast Asia in the coming year, thereby providing a vital reference point for future regional cooperation.



## Japan-U.S. Dialogue

### Fostering stronger Japan-US relations

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

a lasting peace in Northeast Asia. A number of points were discussed during the 2017 Japan-U.S. Dialogue, including shared principles for peace in the U.S.-Japan-South Korea alliance centered on the U.S., and the North Korean nuclear issue, both of which must be considered in the process of building peace in Northeast Asia. Since then, leading security and foreign policy experts from Japan and the U.S. have engaged in heated debate on the future of the U.S.-China economic conflict, the influence the conflict will have on security in the region, the denuclearization of North Korea, and the overall peace process on the Korean Peninsula.

## A 20-year-old venue for track 1.5 diplomacy that has had a profound impact on the policymaking processes in both Japan and China

The Genron NPO launched the “Tokyo-Beijing Forum” as a bilateral track II dialogue in 2005, when Japan-China relations were at their worst. This forum has met once a year in the 20 years, and it has been the subject of broad media coverage as it has developed into an influential venue for dialogue.

In 2006, Shinzo Abe emphasized the importance of Japan-China relations in an address he gave to this forum. Two months later, he made a surprise visit to Beijing as prime minister of Japan, and the bilateral relationship significantly improved. Additionally, despite increasing tension over territorial disagreements in 2013, the 9th Tokyo-Beijing Forum adopted a “No-War Pledge,” exemplifying the firm determination of Japan and China to solve issues through dialogue, no matter the situation.

Current Prime Minister Shigeru Ishiba and three former Japanese Prime Ministers participated in the 20th Tokyo-Beijing Forum in 2024, along with more than 20 ministerial-level Chinese panelists. On this occasion, the two organizers signed an agreement to continue this forum for the next decade, marking the beginning of a new chapter.

### Joint Japan-China public opinion poll

The Genron NPO annually has conducted opinion polls in Japan and China for two decades, something no other organization has achieved. The findings have been utilized by many researchers, thinktanks and research institutes around the world.



### Japan-Korea Future Dialogue

## The only open dialogue aimed at improving bilateral relationship

In 2013, The Genron NPO partnered with South Korea's East Asia Institute to establish the Japan-Korea Future Dialogue, providing the opportunity to work together to build a new relationship. Recently, we have seen a drastic deterioration of public sentiment in both countries, which has led to the suspension of most dialogues. Thanks to the support of citizens, our dialogue has been held every year, and the results of our discussions have been released to the public. We have also conducted an annual Japan-Korea joint public opinion survey. By analyzing trends and perceptions among both peoples, we try to identify key issues and prospects in the bilateral relationship, and to incorporate these insights into the discussions at the Japan-Korea Future Dialogue.





# Designing the future of democracy and civil society

## Democracy Dialogue

### Fully inspecting the democratic mechanisms of Japan and offering proposals for improvement

The Genron NPO conducts public surveys in collaboration with think tanks around the world. Those surveys have revealed that many people in Japan feel unrepresented by their politicians, and that they have low expectations regarding problem resolution abilities of politicians and their political parties. In addition, there is increasing skepticism towards democracy itself, particularly among young people. This trend can be seen around the world, where populism continues to spread.

In the fall of 2019, The Genron NPO worked with ten Japanese political scientists to establish a strategic planning team that would help strengthen Japanese democracy. We have begun conducting a comprehensive examination of the mechanisms of Japanese democracy, from the National Diet and the political parties to the media and civil society.

We later began inviting experts who are working to restore democracy worldwide to take part, such as Anders Fogh Rasmussen,

former Prime Minister of Denmark and 12th Secretary General of NATO, as well as young political leaders from ASEAN countries. Our discussions revolve around how to tackle the difficulties faced by democracy: what lies behind the deteriorating trust in democracy in countries across the globe? What reforms must be made to regain that trust and make democracy more resilient? Since 2023, we have focused on the theme of restoring democracy, and we are now working with experts around the world to create a plan to reform democracy within Japan.



## The “Excellent NPO” Award & Standards

### Japan’s first ever self-evaluation standards for NPOs

Most Japanese NPOs lack strong problem-solving skill and organizational abilities. As a result, many NPOs are unable to work as a truly reliable players in civil society for citizens hoping to independently resolve issues. Recognizing this problem, we examined the current state of civil society and the activities of not-for-profit organizations. This enabled us to identify three areas that mark an NPO as being of particularly high ability: problem-solving abilities, organizational sustainability, and citizen participation. We define organizations satisfying these standards as “Excellent NPOs.” Next, we developed and publicized Japan’s first tool for NPOs to self-assess their organizations: the Excellent NPO Evaluation Standards, and the inaugural Excellent NPO Award was presented in 2012 to promote discussion of issues related to civil society in Japan.



# Policy debates, open forums, and outreach

## Genron Forum

### Citizens are given the opportunity to engage in in-depth discussions on a wide range of issues throughout the year

Since 2001, The Genron NPO has served as a forum for discussion among members of civic society, through which we encourage Japanese people to think about various domestic and international issues on their own. Throughout the year, we hold more than fifty forums to give citizens the opportunity to reflect upon a great variety of issues, from global problems such as infectious disease, climate change, and abnormal weather events, to issues more closely connected to Japan such as peace in Asia. The Genron NPO and its President Yasushi Kudo have also opened a YouTube channel that hosts videos offering commentary on forums, current events, and more.

As the use of the internet and social media spreads, people are being increasingly exposed to emotion-based arguments designed to exploit their fears. This means that we all need the ability to think about issues on our own, and to learn how to tackle such issues together. The Genron forums offer

people that opportunity.

In addition, The Genron NPO holds two types of monthly workshops—one for donors and one for individual members—focusing on pressing global issues and challenges in the Northeast Asian region. These closed-door workshop invite a leading expert or a policy maker to provide in-depth briefings and facilitate candid, substantive exchanges on urgent topics in a confidential setting.



### Selection of Genron Forum and Member-only Workshops held in 2024

Was the G7 Summit a success?

Have peoples' concerns about the global financial crisis abated?

How should Japan deal with China?

Are China's efforts to bring about a ceasefire in Ukraine genuine?

How has North Korea's possession of nuclear weapons changed Asia's nuclear environment?

How to end the war in Ukraine?

How to avoid climate disasters - heat waves, extreme weather, and wildfires around the world

Can the U.S. nuclear umbrella really be relied upon?

Rebuilding Japan-China Diplomacy

Eighty Years Since Its Founding: Revising the Role of the United Nations

The Israel-Palestine conflict and the role Japan can play

Assessment of the Ishiba Administration's Foreign Policy

How to design an effective framework for Internet regulation

Reassessing the Significance of the Bretton Woods System on its 80th Anniversary

What will the world look like under the Trump administration?









## The Genron NPO: An organization supported by members who share our mission

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

The Genron NPO's decision-making body is the general assembly, which is attended by members who each have a vote and who are all deeply involved in deciding the direction the organization takes and the activities it engages in. Actual operations are carried out by the board of directors, and there are three auditors who oversee activities in three fields: operations, speech, and accounting. There is also an advisory board made up of influential people from various.

Premier members can participate in all general and members-only forums free of charge. They can also attend receptions held after many symposiums, where panelists are invited to speak with them. As supporters of our activities, general members can participate in a certain number of public discussion forums such as the "Genron Forum," which normally require a fee, for free.



Forum with ministerial-level guest speakers



Member seminar with advisory board members

### Membership categories

#### ■ Premier membership

Share the Genron NPO's mission, participate in discussion programs and the decision-making process at the general assembly

#### ■ General membership

Participate and support the Genron NPO Program

#### ■ Student membership

Participate and support the Genron NPO Program while studying

#### ■ Corporate membership

Participate and support the Genron NPO Program as a corporate member

### Donations

Tokyo's Chuo City has implemented the Hometown Tax system, or *Furusato Nōzei*, to allow individuals to provide donations to organizations they want to support. Each donation assigned to The Genron NPO is split between Chuo City, which receives 30%, and The Genron NPO, which receives 70% to use in funding its activities. Donations received through the Hometown Tax system will be used in The Genron NPO's efforts to promote world peace and conflict avoidance in Asia, to restore democracy, and to create opportunities for discussion among citizens so they can think more about Asia and the rest of the world.

This innovative system of donation allows you to support dialogue-making at The Genron NPO with little real burden. The amount of your donation minus 2,000 yen can be used as a tax deduction.

For donation, please scan the QR code below.



## Corporate partners and foundations

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

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# Our 24 Years since 2001

## 2001

- 8 The Genron NPO established
- 11 The Genron NPO incorporated as NPO organization



Some 100 political and business leaders, including then Prime Minister Junichiro Koizumi, attended The Genron NPO's inaugural reception in October 2001.

## 2002

- 1 Quality magazine "Genron NPO" published
- 4 Genron NPO members forum initiated
- 8 "Asia Strategy Conference" launched
- 9 Genron NPO's email magazine launched



Serious discussion on Japan's strategy for the future was developed in Asia Strategy Conference" launched in 2001.

## 2003

- 3 Convened symposia on "NPOs to Change Japan" and on "How Japan Should Face Fast Transforming Asia"
- 4 Survey on "Asian challenges" conducted
- 7 "Policy Evaluation Conference" launched
- 10 "Manifesto Evaluation Committee" initiated
- Published evaluation result of 1<sup>st</sup> Koizumi Administration's achievements
- 12 Symposium on "Exploring New Potentials for Japan-China Relations"



With the aim of materializing the manifesto-oriented politics, the Genron NPO held a news conference with policy experts in October 2003, and announced the result of the evaluation of the 1<sup>st</sup> Koizumi Administration's achievements

## 2004

- 3 Organized symposia on "Can Japanese NPOs Become Principal Players of Private Sector?" and on "Assessment of Japan's Power Structure"
- 5 Released evaluation result of the 2<sup>nd</sup> Koizumi Administration and evaluation results of political parties' manifestos at the 1<sup>st</sup> Conference for the Evaluation of Election Pledges
- 9 Released evaluation criteria for local administrations
- 11 Participated in "local manifesto evaluation congress"
- Published a list of criteria for evaluation of local administrations' manifestos



The Genron NPO announced the results of the evaluation of the 2<sup>nd</sup> Koizumi Administration's achievements and of each political party's manifesto

## 2005

- 1 Agreed to team up with China Daily over joint project for public debates
- 2 Convened an International symposium on "Japan's Alternatives Toward 2030"
- 5 Launched private-sector committee to study Hokkaido's self-reliance and rebirth launched and releases proposal about strategy toward Hokkaido's self-reliance and rebirth
- 8 Convened the 1<sup>st</sup> Beijing-Tokyo Forum
- 10 Released the result of the 1<sup>st</sup> Japan-China joint opinion poll
- 12 Published evaluation of the 2<sup>nd</sup> Koizumi Administration and evaluation of political parties' new manifestos



The 1<sup>st</sup> Beijing-Tokyo Forum was convened in August 2005 while anti-Japanese sentiment mounted in China, as shown by massive protest rallies in Beijing

## 2006

- 2 Convened the 2<sup>nd</sup> civil-sector committee for Hokkaido's self-reliance and rebirth
- 6 Released result of the self-evaluation of The Genron NPO's all the activities
- 8 Convened the 2<sup>nd</sup> Tokyo-Beijing Forum
- Released the results of the 2<sup>nd</sup> Japan-China joint opinion poll
- 9 Convened "Conference on assessing policy challenges for new administration"
- 11 Genron Blog Booklet launched



Shinzo Abe's remarks served as the catalyst of resuming the suspended Japan-China summit. It was an epoch-making development in that a non-governmental dialogue played a decisive role in improving the cold relations.

## 2012

- 1 Released evaluation result of the first 100 days of the Noda Administration
- 3 Attended Council of Councils (CoC) held by the Council on Foreign Relations as a founding member
- 6 Released result of the 8<sup>th</sup> Japan-China joint opinion survey
- 7 Convened the 8<sup>th</sup> Tokyo-Beijing Forum
- Commended the 1<sup>st</sup> Excellent NPO Award
- 12 Conducted the evaluation of achievements of the DPJ, an evaluation of manifestos for the general election, and a questionnaire with candidate for the general election



Attended the inaugural Council of Councils meeting of the Council on Foreign Relations in March 2012, as its founding member from Japan

## 2013

- 3 Attended the 2<sup>nd</sup> Council of Councils (CoC) annual meeting
- 5 Released evaluation result of the Japan-Korea joint opinion survey
- Convened 1<sup>st</sup> Japan-Korea Future Dialogue
- 6 Released evaluation result of the first 100 Days of the Abe Administration
- Released evaluation results of manifestos and questionnaire with candidates for the election
- 8 Released result of the 9<sup>th</sup> Japan-China opinion survey
- 10 Convened the 9<sup>th</sup> Beijing-Tokyo Forum
- 12 Launched "New Civil Diplomacy Initiative"
- Commended the 2<sup>nd</sup> Excellent NPO Award
- Released evaluation result of the first year policy performance of the Abe Administration



"No War Pledge" adopted at the 9<sup>th</sup> Tokyo-Beijing Forum.

## 2014

- 3 Organized the "New Civil Diplomacy Initiative International Symposium"
- 5 Attended the 5<sup>th</sup> Council of Councils (CoC) Annual Meeting
- 7 Convened the 2<sup>nd</sup> Japan-Korea Future Dialogue
- Released the result of the Japan-Korea joint opinion poll
- 9 Convened the 10<sup>th</sup> Beijing-Tokyo Forum
- Released result of the Japan-China opinion survey
- 12 Released the evaluation results of party pledges for the Lower House election and the two year policy performance of the Abe Administration
- Commended the 3<sup>rd</sup> Excellent NPO Award



Agreed to hold the Beijing-Tokyo Forum for the coming 10 years at the 10<sup>th</sup> Tokyo-Beijing Forum with a new Chinese counterpart the China International Publishing Group

## 2015

- 1 Attended the CoC 7<sup>th</sup> Regional Conference in New Delhi
- 3 Held the "Japan-Indonesia Democracy Dialogue"
- Organized the "Civil Diplomacy International Symposium"
- 5 Attended the 4<sup>th</sup> Council of Councils (CoC) Annual Meeting
- Released the result of the 3<sup>rd</sup> Japan-Korea joint opinion survey
- 6 Convened the Japan-Germany Joint Symposium
- Organized the 3<sup>rd</sup> Japan-Korea Future Dialogue
- 9 Held the Japan-U.S.-China-ROK Dialogue
- Published the results of the Japan-U.S.-China-ROK Joint Opinion Poll
- Published the results of the Japan-China Joint Opinion Poll
- Convened the 11<sup>th</sup> Tokyo-Beijing Forum
- 12 Released evaluation result of the three year policy performance of the Abe Administration



Conducted the first Japan-U.S.-China-ROK joint opinion poll and dialogue

## 2016

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



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

## 2007

- 2 Released evaluation result of the first 100 days of the Abe Administration
- 3 Launched dialogue with Japan's prefectural governors "What Are Prefectural Governors' Challenges"
- 7 Published evaluation result of the Abe Administration's achievements and evaluation of political parties' manifestos
- 8 Convened the 3<sup>rd</sup> Tokyo-Beijing Forum
- 11 Released result of the 3<sup>rd</sup> Japan-China joint opinion survey



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

## 2008

- 2 Published the evaluation result of the first 100 days of the Fukuda Administration
- 6 Opened "Mini-Populus" a SNS forum on the Internet for open debate with the participation of citizens
- 7 Convened "Manifesto Forum" to examine policy directions of the Democratic Party of Japan's "Shadow Cabinet"
- 9 Convened the 4<sup>th</sup> Tokyo-Beijing Forum



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

## 2009

- 1 Released the evaluation result of the first 100 days of the Aso Administration
- 7 Organized "open debate session" of policy matters by inviting representatives from the Liberal Democratic Party and the DPJ
- 8 Published the evaluation outcome of the achievements of the coalition government of the LDP and Komeito and the evaluation results of the LDP and the DPJ manifestos
- Released the results of the 5<sup>th</sup> Japan-China joint opinion survey
- 11 Convened the 5<sup>th</sup> Beijing-Tokyo Forum in Dalian
- 12 Released the evaluation result of the first 100 days of the DPJ Hatoyama Administration



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

## 2010

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



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

## 2011

- 1 Convened the Citizens' Congress meeting to discuss Excellent NPO evaluation criteria
- 3 Launched debate on reconstruction from the 3/11 great earthquake
- Sets up "Genron Studio" for live broadcast of discussions on the Internet
- 4 Full-fledged renewal of The Genron NPO Web site completed
- 6 Convened a forum on "What's Wrong with Japanese Politics"
- 8 Convened the 7<sup>th</sup> Tokyo-Beijing Forum / Published the result of the 7<sup>th</sup> Japan-China joint opinion poll
- 12 Held the 10<sup>th</sup> anniversary reception of The Genron NPO



The "Genron Studio" was set up in March 2011 to broadcast The Genron NPO-organized policy debates live to voters on the Internet, a new venue for public discussions

## 2017

- 3 Established "Tokyo Conference 2017"
- 5 Convened "The 2nd Asia Opinion Leader's dialogue"
- 7 Released the result of the 5<sup>th</sup> Japan-Korea joint opinion survey/Convened "The 5<sup>th</sup> Japan-Korea Future Dialogue"
- 9 Released the result of Asia Multinational Public Opinion Poll on Democracy
- 10 Convened "The 3rd Asia Opinion Leader's Dialogue"/Released the evaluation of year 5 policy performance of the Abe Administration/Released evaluations of election party pledges
- 11 Hold the "Tokyo Conference" Pre-forum and "The Genron NPO 16th Anniversary Reception"
- 12 Published the results of the Japan-China joint opinion poll/Convened "The 13th Tokyo-Beijing Forum"/Released the results of Japan-U.S. joint opinion poll



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

## 2018

- 1 Released the results of Japan-U.S. Joint Opinion Poll in a workshop held at the Brookings Institution
- 3 Convened "Tokyo Conference"
- Released result of the 6<sup>th</sup> Japan-Korea joint opinion poll/Convened "The 6<sup>th</sup> Japan-South Korea Future Dialogue"
- 7 Released the results of the 2nd Japan-U.S. joint opinion poll
- 10 Released the result of a public opinion poll on democracy
- Released the results of the Japan-China public opinion poll/Convened the 14<sup>th</sup> Tokyo-Beijing Forum
- 11 Convened the Tokyo Conference on Democracy and "The 4<sup>th</sup> Asia Opinion Leaders' Dialogue"



## 2019

- 1 Convened "Japan-U.S. Dialogue".
- 3 Convened "Tokyo Conference 2019"
- 6 Released the result of the 7<sup>th</sup> Japan-Korea joint opinion survey/Convened "The 7<sup>th</sup> Japan-Korea Future Dialogue"
- 7 Released an evaluation of election pledges
- 10 Published the results of Japan-China opinion poll/Convened "The 15<sup>th</sup> Tokyo-Beijing Forum"
- 11 Convened the Tokyo Conference on Democracy

## 2020

- 1 Established "The Asia Peace Conference"/Convened "Japan-America dialogue"
- Announced "Report Card on International Cooperation to Top Ten Global Challenges"
- 3 Convened "the Tokyo Conference 2020"
- 8 Moved the office to Ningyocho
- 10 Convened "The 8<sup>th</sup> Japan-South Korea Future Dialogue"
- 11 Published the results of the 16<sup>th</sup> Japan-China joint opinion poll/Convened "The 16<sup>th</sup> Tokyo-Beijing Forum"

## 2021

- 2 Convened "The 2<sup>nd</sup> Asia Peace Conference"
- Convinced "Japan-Korea and Japan-US Security Dialogue"
- Convinced "the 3<sup>rd</sup> Japan-China Security Conference".
- 3 Published "Top 10 Risks Threaten a Peace in Northern Asia 2021"
- Convened "the Tokyo Conference 2021"
- Commended the 8<sup>th</sup> Excellent NPO Award
- 10 Released the result of the 9<sup>th</sup> Japan-Korea joint opinion survey/Convened "The 9<sup>th</sup> Japan-Korea Future Dialogue"
- Published the results of the 17<sup>th</sup> Japan-China joint opinion poll/Convened "The 17<sup>th</sup> Tokyo-Beijing Forum"
- 11 The 20<sup>th</sup> anniversary of Genron NPO

## 2022

- 2 Published "Top 10 Risks Threaten a Peace in Northern Asia 2022"
- Convened "The 3<sup>rd</sup> Asia Peace Conference"
- 3 Convened "the Tokyo Conference 2022", and commended the 9<sup>th</sup> Excellent NPO Award
- 6 Convinced "the 4<sup>th</sup> Japan-China Security Conference".
- 9 Released the result of the 10<sup>th</sup> Japan-Korea joint opinion survey/Convened "The 10<sup>th</sup> Japan-Korea Future Dialogue"
- 12 Published the results of the 18<sup>th</sup> Japan-China joint opinion poll/Convened "The 18<sup>th</sup> Tokyo-Beijing Forum"

## 2023

- 3 Convened "the Tokyo Conference 2023" and "MOF-hosted Symposium"
- 5 Commended the 10<sup>th</sup> Excellent NPO Award
- 7 Published "Top 10 Risks Threaten a Peace in Northern Asia 2023"
- Convened "The 4<sup>th</sup> Asia Peace Conference"
- 10 Released the result of the 11<sup>th</sup> Japan-Korea joint opinion survey/ the results of the 19<sup>th</sup> Japan-China joint opinion poll
- Convened "The 19<sup>th</sup> Tokyo-Beijing Forum"

## 2024

- 3 Convened "the Tokyo Conference 2024" and commended "the 9<sup>th</sup> Excellent NPO Award"
- 9 Published "Top 10 Risks Threaten a Peace in Northern Asia 2024" and convened "The Asia Peace Conference"
- 12 Published the results of the 20<sup>th</sup> Japan-China opinion poll and convened "The 20<sup>th</sup> Tokyo-Beijing Forum"



Incumbent and former heads of state and leaders of ten international organizations participated in the Tokyo Conference 2024.



Over 20 ministerial-level Chinese officials participated in the Tokyo-Beijing Forum, celebrating the 20<sup>th</sup> anniversary of this forum, which has been held annually for the past two decades.



The Genron NPO

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[www.genron-npo.net/en](http://www.genron-npo.net/en)

Nihonbashi-Core Building 6F  
2-8-4 Nihonbashi Horidomecho, Chuo-ku  
Tokyo, Japan 103-0012  
TEL. +813-3527-3972 FAX.+813-6810-8729