

The logo for the Global Leadership Program (GLP) at The University of Tokyo, featuring the letters 'GLP' in white on a blue square background.

GLP

GLOBAL  
LEADERSHIP  
PROGRAM

THE UNIVERSITY OF TOKYO

The background of the central section is a close-up photograph of water with many bubbles, creating a textured, light blue surface.

## Special Symposium

# “Social Innovation for Inclusive Society: Beyond Capitalism”

特別シンポジウム

「ソーシャル・イノベーションによる  
一人ひとりを包摂する社会の創造」

Wednesday 28 May, 2014

Tetsumon Memorial Hall

The University of Tokyo

Global Leadership Program, The University of Tokyo  
Special Symposium “Social Innovation for Inclusive Society: Beyond Capitalism”: Report

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**Global Leadership Program, The University of Tokyo**  
**Special Symposium: “Social Innovation for Inclusive Society: Beyond Capitalism”**

Tokyo, 28 May, 2014

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# 1. Executive Summary

The Global Leadership Program (GLP), the 2014 Special Symposium, “Social Innovation for Inclusive Society: Beyond Capitalism,” took place in Tokyo on 28 May, co-organized by Graduate School of Public Policy (GraSPP), the Global Leader Program for Social Design and Management (GSDM) Platform Seminar, The 17th Public Policy Seminar of The University of Tokyo. This leading global event for the intersection of global health, social innovation and transformational



leadership brought together central and local government, cross-sector professionals and academics, NGOs and NPOs, political and civic activists to debate and address the root causes of pressing issues that have been overlooked under capitalism, at political, economic and social levels, and to identify and bring the “responsible leadership” and the potential of grassroots innovation into the process of improving socio-economic status and turning an inclusive society into reality.

Over 200 participants, 3 distinguished guest speakers and panelists took part in the symposium. The world-renowned speakers, representatives of international agencies, governments and non-profit organizations from 3 continents (Europe, Asia and Africa) were well received by diverse audience members, which resulted in a very lively discussion afterwards.

The symposium succeeded in bringing different and enriching perspectives and fostering interdisciplinary approaches to a range of complex and often controversial issues related to the key themes: the failure of capitalism, institutionalized society, the base of the pyramid, responsible leadership, social innovation and inclusion, grassroots movement and empowerment, collaborative partnership and scale-out, and global village per se.

The symposium opened with a keynote speech delivered by Sir Mark Moody-Stuart, Chairman, UN Foundation for the Global Compact. The speech outlined “responsible leadership” in and out of Corporation. He stressed that sanction undermines economic activities in the long haul, so, instead, as an economic actor, s(he) needs to “dinning with the devil” – to engage with them on a human level. He argued that principle extends to the human rights of their own coworkers and communities in the regions and countries where they work, and in the end, beyond.

Additional speakers brought a diverse set of global experiences and regional perspectives to issues relating to climate change and inequality, grassroots innovation and empowerment. Dr. Iyabo Obasanjo, Distinguished Fellow at African Presidential Center, Boston University, presented an excellent introduction and practical policy approaches to inequality within such poor countries as Nigeria, focused on the following three pillars: education, health and jobs. Ms. Tri Mumpuni, Executive Director of IBEKA, followed suit but provided crucial grassroots perspectives to social innovation and inclusion. Her award-winning project in rural electrification generated by micro hydropower stations showcased how important it is to educate and empower those who have been underprivileged and underserved, while exploring new opportunities for collaborative work and building a self-sustaining ecosystem, in the end.

Feedback from participants and speakers about the Symposium was very positive, noting in particular the inspiring, insightful and inclusive nature of the speakers and discussions. In the words of GLP students;

*“The experience in this symposium might change my path in the future. The personal engagement with these great actual leaders of the world gave a lot of vision to us. For me, I could have very vivid learning from them.”*

*“All speakers present(ed) their ideas in very powerful way. They were clear in their messages they want to convey. They shared their invaluable insights, which are down to earth and good lessons for us. Dr. Mark's leadership in different roles in different countries was very inspiring.”*



## 2. Background

- **Beyond Capitalism – that implies capitalism is not a favorable and powerful socio-economic system anymore**, much less a silver bullet that leads to the end of our journey of flourishing the human society without any challenges. No doubt that the capitalist system has played significant roles in improving efficiency, accumulating wealth, creating jobs, and, more importantly, meeting individual needs and wants. Yet, in parallel, capitalism has caused something unwanted – social cost. In return for efficiency and productivity, the money economy has reduced people into commodities at the expense of social connectivity and meaning that informal, gifted economy would value most.

- **Suffice to say, we have been trying to fill the gap by ceding the roles and responsibilities to governments and non-profit organizations** that,



providing charitable funds and donations, philanthropic services and provisions, mitigate social, environmental and economic impacts from the illegitimate side of capitalism. Yet, those conventional measures tend to be taken through highly institutionalized structures and outdated approaches that are too narrow and myopia to harness productivity and efficiency through sophisticated business principles and methodologies. Worse still, those who have not benefited from the landscape of the money economy are usually the same populations who suffer from socio-economic issues at the base of the pyramid that are very complex with unique social systems, religious schools, tribal and racial divides, environmental and geographical considerations, and the like, where it seems more difficult to apply capitalism than used to work anywhere else.

- **Furthermore, in the bottom of the economic pyramid, we have faced a lot of challenges and problems** – corruption, human trafficking, autocracy, sub-standard and/or unsafe products. Under such circumstances, leaders in both public and private sectors, or “responsible companies,” should be ethical, responsible and accountable to shareholders, stakeholders, and others as a whole. As Sir Mark Moody-Stuart put it, a leader has to be “Dining with the devil” - to be very certain and clear of his/her values without any compromise and with a series of discussion with groups of people. In practice, Shell reviewed its business principles in terms of human rights, politics, and sustainable development, after some shocks such as Ken Saro-Wiwa's execution in 1995.

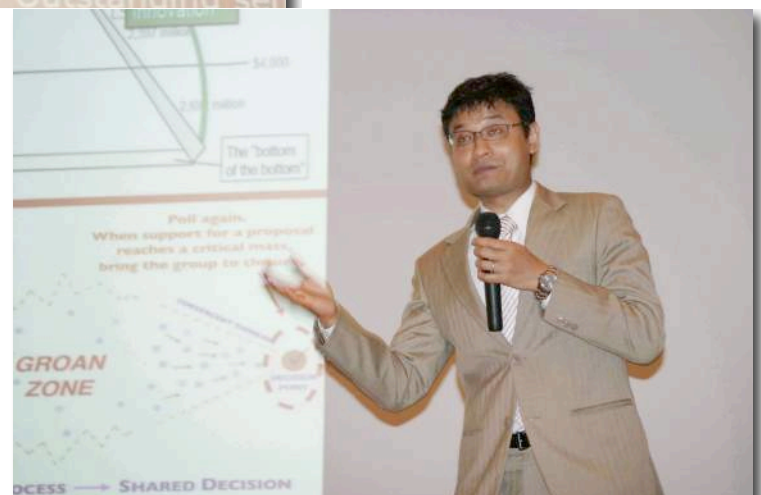
- **Thus, the Symposium would provide a forum for a deeper understanding of how we could invent innovative ideas, frameworks and practices and to scale them up in an open, flexible and adaptive manner.** Governments, corporations and civil society are very essential to review policies and regulatory standards, as well as business principles and practices, to endorse social change and impact. Grassroots movements can help lawmakers and politicians get aware of the well-being of people who have been overlooked by the mainstream in which the capitalist system lies.

# 3. Objectives

This special symposium reflects our accumulated learning and current knowledge on “social innovation for inclusive society: Beyond Capitalism,” which explores the intersection of social innovation and inclusion aimed at GLP mission of the well-being of human life.

The organizers hoped to encourage participants to lay the ground work for their own, innovative and resilient approaches toward an inclusive society through the following cross-cutting themes suggested at the Symposium:

- The failure of capitalism
- Institutionalized society
- Socio-economic issues at the base of the pyramid
- Responsible companies and leadership
- The roles of governments and civil society for social change and impact
- Grassroots movement and innovation with empowerment
- Scale-out through an open, flexible and adaptive approach
- Inclusive society





# 4. Proceedings: Social Innovation for Inclusive Society

## I. Keynote Speech

### Sir Mark Moody-Stuart



The opening keynote speech was delivered by Sir Mark Moody-Stuart, Chairman, UN Foundation for the Global Compact. The address outlined a set of business principles that were comprehensive and cover responsibilities to all stakeholders. “Resource curse” he acknowledges has negative effects on agriculture, manufacturing & corruption, and he gave examples of multinational corporations on how to respond to the situation where government does not work there. He listed the three options – to remain or engage, withdraw, or sanctions. Sir Moody-Stuart argued that sanctions hurt normal economic activities and do extremists a favor. He also addressed two remaining pitfalls seen in resource companies – corruption and human rights abuses. Highlighting the UN Guiding Principles on Business and Human Rights (2011), Sir Moody-Stuart illustrated that both government and business have a responsibility for remedies where human rights are infringed, that is, “Dining with the devil.” He insisted, “You have very little moral persuasive power with people who can feel your underlying contempt.” Sir Moody-Stuart provided the case of Nigeria where the crisis that came out from the execution of Ken Sato Wiwa (KSW) and eight Ogoni colleagues was facing up to Shell he worked for. He explained that, through attack and criticism on human rights and environment it was subject to, Shell reviewed and modified its principles in the three realms – noninvolvement in politics, sustainable development, and responsibility for the human rights. Then, he concluded that, listening carefully to and working openly with civil society organizations, we can address pressing societal issues and achieve company’s profits, at the same time.

## II. Presentations

### Dr. Iyabo Obasanjo



Dr. Iyabo Obasanjo provided a first presentation, sharing, ‘Social Innovation for African Development,’ arguing that education, health and job creation would help lift people out of poverty, reduce inequality among them, and enable them to pursue their own life goals. Dr. Obasanjo pointed out that, as wealth accumulates in the hands of a few, they have greater control of political process than others, which results in policies that benefit the wealth over the general public – that creates

more inequality. Framing the presentation around the following untoward effects of capitalism - climate change, inequality between countries, and inequality within countries, Dr. Obasanjo argued that education should be for all and would become a major engine of economic development and a major force to reduce inequalities within countries. She also noted that disease and sickness limits individuals’ and countries’ ability to achieve, and jobs are really what drive productivity and the economy. Dr. Obasanjo concluded her presentation stating that “the power of leadership” is very essential to an inclusive society – where no tribalism exists that has skewed the actual distribution of wealth, jobs and opportunities within countries.

### Ms. Tri Mumpuni

A second presentation was made by Ms. Tri Mumpuni, Executive Director, IBEKA and Ashoka Fellow, sharing her social business model and practice in Indonesia, ‘Community-based electric power supply. Comparing traditional, commercial business approach with community-led, social business approach, Ms. Mumpuni argued that social business energizes rural development, empowers local people and communities, and creates sustainability and self-reliance.



She shared the findings of the survey sites for micro wind turbines in Sumba Island, Indonesia, explaining that, like the poor condition in Sumba, almost half of Indonesia’s population of 245 million – 110 million and 33,000 villages - are unelectrified. A short video clip Ms. Mumpuni showed demonstrated that IBEKA’s model allows villagers to own and manage micro-hydropower plants as cooperative ventures, and helps create a sense of ownership and, at the same time, generate revenues, 20% of which were dispersed by cooperatives to the development of education and healthcare, and the expansion of local businesses. Ms. Mumpuni concluded that it is crucial to live with empathy, sharing and giving for your own future benefit.

### III. Panel Discussion



In this session three distinguished guest speakers (Sir Mark Moody-Stuart, Dr. Iyabo Obasanjo and Ms. Tri Mumpuni) presented their main thoughts on the Symposium theme of ‘Social Innovation for Inclusive Society.’ Opening up the dialogue, this session captured a broad range of perspectives on how we could take their ‘responsible leadership’ roles in changing and adjusting the course of action toward realizing social equity and inclusion.

Mr. Makoto Kawakami, Assistant Professor, GLP, The University of Tokyo, opened the panel for discussion. Following this, Sir Moody-Stuart made the case that Shell reviewed its business principles in terms of human rights, politics, and sustainable development through a series of backlashes in 1995. He stated that what is needed is cross-sector collaboration that mobilizes people and communities, together with governments, civil society and economic actors.

Ms. Mumpuni began her short presentation by outlining ‘Grassroots Mobilization Principles’ and demonstrated the three steps: 1) aggregating community vision to get desired future condition; 2) structuring community vision to be more feasible to implement; and 3) mobilizing the community to work hand in hand to achieve the desired future.

Acknowledging the need to develop such collaborative partnership and grassroots innovation, Ms. Mayumi Chiba and Mr. Bhim Gopal Dhoubhadel, the representatives of GLP students, 2014, asked how we could develop innovative and inclusive solutions that would make a society more resilient. All of the three panelists expressed agreement with the possibility of the view, and, for examples of the issues of energy supply and over population, responded that additional energy should be brought to people without causing any environmental damage.

Closing the panel discussion, Sir Moody-Stuart reiterated that it is crucial to maximize value and benefits that could be created if all actors forge innovative and participatory collaboration across sectors and beyond boundaries. He emphasized that, in so doing, we must take on ‘responsible leadership’ toward an inclusive society.

# 5. Appendix

## I. Symposium Program

### Wednesday 28<sup>th</sup> May, 2014: “Social Innovation for Inclusive Society: Beyond Capitalism”

18:30-18:35 **Welcome Remarks**

Dr. Mariko Gakiya  
(Faculty Director, GLP, The University of Tokyo)

**Opening Remarks**

Prof. Hideaki Shiroya  
(Dean, Graduate School of Public Policy Professor, Graduate Schools of Law and Politics, The University of Tokyo)

18:35-19:05 **Keynote Speech**

Sir Mark Moody- Stuart  
(Chairman, UN Foundation for the Global Compact)

19:05-19:25 **Presentations**

Dr. Iyabo Obasanjo  
(Distinguished Fellow at the African Presidential Center, Boston University)  
Ms. Tri Mumpuni  
(Executive Director, IBEKA)

19:25-19:30 **Introduction of the GLP**

Ms. Mayumi Chiba (Student Representative, GLP 2014)  
Mr. Bhim Gopal Dhoubhadel (Student Representative, GLP 2014)

19:30-19:45 **Panel Discussion**

Panelists:  
Sir Mark Moody-Stuart  
Dr. Iyabo Obasanjo  
Ms. Tri Mumpuni  
Facilitators:  
Mr. Makoto Kawakami (Assistant Professor, GLP, The University of Tokyo)

Ms. Mayumi Chiba  
Mr. Bhim Gopal Dhoubhadel

19:45-19:55 **Questions & Answers**

19:55-20:00 **Panel Discussion Summary**  
Sir Mark Moody-Stuart

20:00 **Closing**  
Dr. Mariko Gakiya

## II. Profiles of Speakers, Panelists & Moderators

### Dr. Mariko Gakiya

Faculty Director, GLP, The University of Tokyo

Dr. Mariko Gakiya is Faculty Director of the GLP. Her main research focuses on human development, including the areas of leadership innovation and diversity management with global perspectives. She has extensive work experience pertaining to human capital, social policy and organizational development and devotes other time to promoting human security and peace building activities serving as a Senior Academic Advisor to the Harvard International Negotiation Program and a fellow for Harvard Learning Innovation Laboratory. Dr. Gakiya is also an international council member for Asian University for Women and provides technical advice to other international organizations. She earned her Doctorate Degree in Administration, Planning, and Social Policy from Harvard University.



### Prof. Hideaki Shiroyama

Dean, Graduate School of Public Policy Professor  
Graduate Schools of Law and Politics, The University of Tokyo

Prof. Hideaki Shiroyama received his B.A. (Law) from the University of Tokyo in 1989. His research focuses on international administration, science / technology and public policy, and public policy process. His publications include “The Structure of International Aid Administration” (University of Tokyo Press, 2007); “Governance of Science and Technology” (Toshindo, 2007); “The Harmonization of Automobile Environmental Standards between Japan, the United States and Europe” (Pacific Review vol. 20-3); “Administrative Reorganization and Public Sector Reform in Japan in The Public Sector in Transition: East Asia and the European Union Compared” (Nomos, 2007).



### **Sir Mark Moody-Stuart**

Chairman, UN foundation for the Global Compact  
Former Chairman of Royal Dutch Shell

Sir Mark Moody-Stuart is Chairman of Hermes Equity Ownership Services and a director of Saudi Aramco, positions he has held since 2009 and 2007 respectively. From 1998-2001, Sir Moody-Stuart was chairman of the Royal Dutch / Shell Group of companies. He was also a Director of HSBC Holdings (2001-2010), President of the Liverpool School of Tropical Medicine (1997-2008), and chairman of the Global Business Coalition for HIV/ AIDS, TB and Malaria (2002-2011). In addition, he was co-Chair of the G8 Task Force on Renewable Energy in 2000 and 2001.

Sir Moody-Stuart earned a PhD in geology from Cambridge University and became a Knight Commander of the Order of St. Michael and St. George in June 2000.



### **Dr. Iyabo Obasanjo**

Distinguished Fellow at the African Presidential Center, Boston University  
Former Senator and Chair of the Senate Health Committee in Nigeria,

In 2003, Dr. Iyabo Obasanjo was appointed the Commissioner for Health for her home state. In that position she managed all the public health activities of the state, including preventive programs, service delivery, and outreach activities.

In 2007, Dr. Obasanjo contested and won a seat in the Nigerian Senate and held the Chair of the Senate Committee on Health for four years. Her senate term ended in June 2011, and in 2013 she was named an Advanced Leadership Senior Fellow, Harvard University. She is also the daughter of former President of the Federal Republic of Nigeria, His Excellency Olusegun Obasanjo.

Dr. Obasanjo obtained a Master of Preventive Veterinary Medicine (MPVM) from the University of California at Davis and her PhD in Epidemiology from Cornell University.



**Ms. Tri Mumpuni**

Executive Director, IBEKA

Ms. Tri Mumpuni brings electricity and a better quality of life to remote river-side villages. Her organization, IBEKA, works together with poor communities to set up carbon-free micro-hydropower systems that provide electricity to rural households.

The U.N. Economic and Social Commission for Asia and the Pacific selected IBEKA Foundation’s micro-hydro methods as a model for public-private partnerships. In 2010, at the Presidential Summit on Entrepreneurship in Washington, Ms. Mumpuni was introduced to President Obama, who saluted her in his speech. Later, she became a member of the governing board for the Global Entrepreneurship Program Indonesia, led by the U.S. State Department.

Ms. Mumpuni studied agricultural economics at Bogor University. In 2011, she received the Ramon Magsaysay Award.



**Mr. Makoto Kawakami**

Assistant Professor, GLP, The University of Tokyo

Mr. Makoto Kawakami served as General Manager or President of subsidiaries of multinational semiconductor companies, Intel, Xicor, Xilinx, Chartered Semiconductor, and Realtek Semiconductor for 1988 to 2011. He was in charge of company’s overall short and long term strategy while driving revenue and key growth initiatives.

Mr. Kawakami was Harvard University 2012 Advanced Leadership Fellow and founded Social Hearts, a new Non-profit organization in 2013.

He holds an MBA from American Graduate School of International Management (Thunderbird).

