

# The Cambridge Gazette

In Search of Japan's Global Strategies

## 『ケンブリッジ・ガゼット：グローバル戦略編』

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彼れを知りて己れを知れば、百戦して殆(あや)うからず。  
彼れを知らずして己れを知れば、一勝一負す。  
彼れを知らず己れを知らざれば、戦う毎に必ず殆(あや)うし。  
(孫子)

小誌は大量の資料を網羅的かつ詳細に報告するものではない。ハーバードに居る一研究者である筆者が接した情報や文献を①マクロ経済、②資源・エネルギー、環境、③外交・安全保障の分野に関し整理したものである。紙面や時間の制約に加えて筆者の限られた能力という問題は有るが、小誌が少しでも役立つことを心から願っている。

Know the enemy and know yourself; In a hundred battles you will never be in peril.  
When you are ignorant of the enemy but know yourself; Your chances of winning or losing are equal.  
If ignorant both of your enemy and of yourself; You are certain in every battle to be in peril.  
(Sunzi, an ancient Chinese strategist)

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#### 1. *Cambridge Gazette*: グローバル戦略編第4号

一国の外交政策・経済政策であれ、一企業の経営戦略であれ、「情報」は意思決定者が受け入れる真摯な態度を示してこそ初めて生きてくる。確かに「情報」が氾濫する現在、「情報の収集・選別」は非常に煩雑で難しい。しかしその体系的・効率的作業なくしては「大禍」を避けきれないのが世の常だ。昨年春から1年間本校で研究された早稲田大学の山本武彦教授は、近著『安全保障政策』(2009年3月)の中で、米国の政策決定者が事前の「情報」を軽視した結果招いた「大禍」—1941年の帝国海軍による真珠湾奇襲や2001年に米国を襲った「9・11」—を挙げ、「政策決定者のインテリジェンス情報に対する不断の感受性(receptivity)が求められている」と述べられている。

「情報」に対して「不断の感受性」を維持した米国の政策決定者のうち特筆すべきはジョージ・ワシントンだ。独立戦争時、大陸軍司令官に任命された1775年7月、ワシントンはただちに「敵情報告」を求めて活動を組織化する。翌1776年には米国初の諜報組織(Knowlton's Rangers)を設立し、独立戦争中のインテリジェンス活動費は戦費の10%を超えた。そして当時のイェール大学出身の諜報員、ネイサン・ヘイルの像は中央情報局(CIA)本部に飾られている。翻って「情報」を軽視し「大禍」を招いた典型例は太平洋戦争時の大日本帝国だ。当時の大本営情報参謀の回顧録(堀栄三著『大本営参謀の情報戦記』)はそれを見事に物語っている—「太平洋の孤島やニューギニアではほとんどの場合、日本軍の守備隊の前にある日突如として米軍の大艦隊が現れたり、大本営の予測とは違って敵軍の上陸が急に始まったり、想像を絶する火力を見舞われたりして、多くの将兵が玉砕していった。… 敵情に関して無知\*であったがゆえの悲劇である」、と(\*この単語は筆者が若干変更)。

グローバル時代を迎え「情報の収集・選別」はこれまで以上に重要性を増している。様々な分野の専門家が各々の領域において「情報の収集・選別」を行い、それを基に国家や企業の「情報参謀」が最終意思決定者たるリーダーと「不断の感受性」を共有しつつ戦略的重要性を決定してゆく作業はまさに試行錯誤の連続であろう。非力な筆者ではあるがグローバル戦略研究所の優れた仲間と共に多角的・多層的な視点から質の高い「情報」と採るべき手段について冷静に議論してゆきたい。

2. 情報概観 紙面の制約上、原則、参考になると筆者が判断した最新情報のみを掲載し解説や関連資料は一切省略。

#### マクロ経済: Macroeconomics—Books, Papers, and Articles

Felton, Andrew and Carmen Reinhart, 2009, *The First Global Financial Crisis of the 21st Century*, London: Centre for Economic Policy Research (CEPR), July.

Jakaitiene, Audrone and Stéphane Déas, 2009, "Forecasting the World Economy in the Short-Term," European Central Bank (ECB) Working Paper No. 1059, Frankfurt am Main, June 16.

International Monetary Fund (IMF), 2009, "World Economic Outlook Update: Contractionary Forces Receding But Weak Recovery

早期かつ優れた諜報活動無しに戦争を遂行することは出来ない。またそうした助言を多大なる犠牲を費やさずして得ることなど不可能である。  
(初代マールバラ公)

No war can be conducted successfully without early and good intelligence, and . . . such advices cannot be had but at a very great expense.  
(John Churchill, 1st Duke of Marlborough, a British general)

Ahead," Washington, D.C., July 8.

Sousa, Ricardo M., 2009, "Wealth Effects on Consumption: Evidence from the Euro Area," European Central Bank (ECB) Working Paper No. 1050, Frankfurt am Main, May 12.

**マクロ経済: Macroeconomics—Conferences, Workshops and Seminars**

June 3: (Washington, D.C.) Peterson Institute for International Economics: William R. Cline and John Williamson "Fundamental Equilibrium Exchange Rates (FEERs): Estimates for 2009."

**資源・エネルギー、環境: Resources, Energy, and Environment—Books, Papers, and Articles**

Barrett, Scott, 2009, "The Coming Global Climate-Technology Revolution," *Journal of Economic Perspectives*, Vol. 23, No. 2 (Spring), pp. 53-75.

Bättig, Michèle B. and Thomas Bernauer, 2009, "National Institutions and Global Public Goods: Are Democracies More Cooperative in Climate Change Policy?" *International Organization*, Vol. 63, No. 2 (April), pp. 281-308.

Burtraw, Dallas, *et al.*, 2009, "The Incidence of U.S. Climate Policy: Alternative Uses of Revenues from a Cap-and-Trade Auction," Resources for the Future (RFF) Discussion Paper 09-17-REV, Washington, D.C., June.

Cragg, Michael I. and Matthew E. Kahn, "Carbon Geography: The Political Economy of Congressional Support for Legislation Intended to Mitigate Greenhouse Gas Production," NBER WP No. 14963, May.

Fandel, Marie-Hélène and Fabian Zuleeg, 2009, "Gain Without Pain: Towards a More Rational Use of Energy," European Policy Centre (EPC) Working Paper 29, Brussels, March 5.

Fowlie, Meredith, *et al.*, 2009, "What Do Emissions Markets Deliver and to Whom? Evidence from Southern California's NOx Trading Program," NBER WP No. 15082, June.

Gillingham, Kenneth *et al.*, 2009, "Energy Efficiency Economics and Policy," NBER WP No. 15031, June.

Heal, Geoffrey, 2009, "The Economics of Renewable Energy," NBER WP No. 15081, June.

McKinsey Global Institute (MGI), 2009, "Averting the Next Energy Crisis: The Demand Challenge," San Francisco, CA, March.

Metcalf, Gilbert E., 2009, "Market-based Policy Options to Control U.S. Greenhouse Gas Emissions," *Journal of Economic Perspectives*, Vol. 23, No. 2 (Spring), pp. 5-27.

William Shobe, *et al.*, 2009, "An Experimental Analysis of Auctioning Emissions Allowances under a Loose Cap," Resources for the Future (RFF) Discussion Paper 09-25, Washington, D.C., June.

Tol, Richard S.J., 2009, "The Economic Effects of Climate Change," *Journal of Economic Perspectives*, Vol. 23, No. 2 (Spring), pp. 29-51.

**資源・エネルギー、環境: Resources, Energy, and Environment—Conferences, Workshops and Seminars**

June 23: Harvard U. (Kennedy School): "China's Environmental NGOs and Public Policy: Three Case Studies."

July 8: U.S. Congress Hearing (Senate Cmte on Foreign Relations): "Industrial Competitiveness under Climate Policies: Lessons from Europe."

July 8-11: (Aspen, CO) Aspen Institute: "The Energy Policy Forum."

**外交・安全保障: Diplomacy and National Security—Books, Papers, and Articles**

Ghani, Ashraf, 2009, "Afghanistan Report: A Ten-Year Framework for the Future," Washington, D.C.: Aspen Institute, April 24.

Muller, David G., Jr., 2009, "Improving Futures Intelligence," *International Journal of Intelligence and CounterIntelligence*, Vol. 22, No. 3 (June), pp. 389-395.

U.S. Congressional Research Service (CRS), 2009, "Japan-U.S. Relations: Issues for Congress," CRS Report for Congress, Washington, D.C., June 3.

**外交・安全保障: Diplomacy and National Security—Conferences, Workshops and Seminars**

June 25: U. S. Congress Hearing (House Cmte on Foreign Affairs, SC on Asia, the Pacific and the Global Environment): "Japan's Changing Role." Witnesses including Joseph Nye, Jr. (Distinguished Service Professor, Harvard), Michael J. Green (Senior Adviser and Japan Chair, Center for Strategic and International Studies (CSIS)), Kent Calder (Director, Reischauer Center, Johns Hopkins U.), and Arthur Alexander (Adjunct Prof. Georgetown University).

July 3: (London) International Institute for Strategic Studies (IISS): Charles D. Ferguson (Senior Fellow, Council of Foreign Relations): "U.S. Nuclear Weapons Policy."

July 14 (Canberra) Australian National University (ANU): "China's New Place in a World in Crisis: Economic, Geopolitical and Environmental Dimensions."

July 15: U. S. Congress Hearing (Senate Cmte on Foreign Relations): "Maritime Disputes and Sovereignty Issues in East Asia." Witnesses including Scot Marciel (Deputy Assistant Secretary of State for East Asian and ASEAN Affairs), Robert Scher (Deputy Assistant Secretary of Defense for South and Southeast Asia), and Peter Dutton (Associate Professor of Strategic Studies, China Maritime Studies Institute, U.S. Naval War College).

July 15-16: (London) Royal United Services Institute (RUSI): "The Challenge of Crisis Leadership: Collaborative Strategies for Managing Major Emergencies."

July 17: (London) International Institute for Strategic Studies (IISS): Sarah Raine (IISS): "China's African Challenges."

July 31-Aug. 5: (Aspen, CO) Aspen Institute: "Aspen Strategy Group (ASG) Summer Conference."

**その他—Information in Other Fields**

Aizenman, Joshua, 2009, "Financial Crisis and the Paradox of Under- and Over-Regulation," NBER WP No. 15018, May.

Bloom, Nicholas, *et al.*, 2009, "The Distinct Effects of Information Technology and Communication Technology on Firm Organization,"

指揮官にとって敵の意図と計画を見抜くことほど必要  
で有益であるものはなかった。

(マキャヴェリ)

Nothing was more necessary and useful for a general than to know the intentions and projects of the enemy.  
[Nessuna cosa essere più necessaria e più utile ad uno capitano, che conoscere le deliberazioni e' partiti del nimico.]  
(Niccolò Machiavelli, an Italian political philosopher)

- NBER WP No. 14975, May.  
Cai, Hongbin, *et al.*, 2009, "China's Land Market Auctions: Evidence of Corruption," NBER WP No. 15067, June.  
Carlin, Bruce Ian, *et al.*, 2009, "Public Trust, the Law, and Financial Investment," *Journal of Financial Economics*, Vol. 92, No. 3 (June), pp. 321-341.  
Dwyer, Dennis, 2009, "Chinese Cyber-attack Tools Continue to Evolve," *Network Security*, No. 4 (April); p. 9.  
Firth, Michael, *et al.*, 2009, "Inside the Black Box: Bank Credit Allocation in China's Private Sector," *Journal of Banking & Finance*, Vol. 33, No. 6 (June), pp. 1144-1155.  
Freeman, Richard B., 2009, "What Does Global Expansion of Higher Education Mean for the US?," NBER WP No. 14962, May.  
Goldstein, Morris and Nicholas Lardy, 2009, *The Future of China's Exchange Rate Policy*, Washington, D.C.: Peterson Institute for International Economics, July.  
Hart, Oliver and Luigi Zingales, 2009, "A New Capital Regulation for Large Financial Institutions," Centre for Economic Policy Research (CEPR) Discussion Paper 7298, London, June.  
Harvard University Joint Center for Housing Studies (JCHS), 2009, "The 2009 State of the Nation's Housing Report," Cambridge, MA, June 22.  
Jacques, Martin, (forthcoming (November, 2009)), *When China Rules the World: The End of the Western World and the Birth of a New Global Order*, Penguin.  
Klein, Brian P. and Kenneth Neil Cukier, 2009, "Tamed Tigers, Distressed Dragon: How Export-Led Growth Derailed Asia's Economics," *Foreign Affairs*, Vol. 88, No. 4 (July/August), pp. 8-16.  
Lasica, J.D., 2009, "Identity in the Age of Cloud Computing: The Next-Generation Internet's Impact on Business, Governance and Social Interaction," Washington, D.C.: Aspen Institute, April 21.  
McKinsey Global Institute (MGI), 2009, "Changing the Fortunes of America's Workforce: A Human Capital Challenge," San Francisco, CA, June.  
Nicolas, Françoise, 2009, "Chinese Direct Investment in Europe: Facts and Fallacies," Chatham House Briefing Paper, London, June.  
Popov, Alexander and Peter Roosenboom, 2009, "Does Private Equity Investment Spur Innovation? Evidence from Europe," European Central Bank (ECB) Working Paper No. 1063, Frankfurt am Main, June 16.  
Schmidt, Tobias and Wolfgang Sofka, 2009, "Knowledge Sourcing: Legitimacy Deficits for MNC Subsidiaries?" Deutsche Bundesbank Discussion Paper Series 1: No. 09/2009, Frankfurt am Main, April.  
Tuana, Chyau, *et al.*, 2009, "China's Post-economic Reform Growth: The Role of FDI and Productivity Progress," *Journal of Asian Economics*, Vol. 20, No. 3 (May), pp. 280-293.  
World Bank, 2009, "China Quarterly Update (CQU)," Washington, D.C., June 19.  
Zhan, Vivian Jing, 2009, "Decentralizing China: Analysis of Central Strategies in China's Fiscal Reforms," *Journal of Contemporary China*, Vol. 18 Issue 60 (June), pp. 445-462.  
Symposium: June 12-14: Harvard U. (Program on International Financial Systems (PIFS)): "China-U.S. Symposium: Building the Financial System of the 21st Century: An Agenda for China and the United States."  
Workshop: June 18-19: Harvard U. (Center for Nanoscale Systems): "7th New England International Nanomanufacturing Workshop."

### 3. 編集後記

6月4日に米国連邦下院軍事委員会で開かれた公聴会記録は興味深い。「高等専門軍事教育機関は戦略家を育成しているか」と題し、海兵隊戦争大学校の責任者ベルチャー大佐が証言した。同校のモットーはカントの『啓蒙とは何か』の中で引用された古代ギリシアの詩人ホラティウスの言葉“sapere aude (あえて賢明であれ/Dare to Know)”だという。教育プログラムには国際関係論や経済学といった現実世界を正視するものに加え、イェール大学の大学者(ポール・ケネディやジョン・ガディス)と協力した Grand Strategy Program 等「大局観」の重要性を教えるものも含まれる。筆者が感動したのは大佐が不確実性の時代に備える指針として、『孫子』の「およそ戦う者は、正をもって合し、奇をもって勝つ」を引用したことだ—すなわち、守るには正攻法で、攻めるには奇策(innovation)で。

以上

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