



THE TOYOTA FOUNDATION

Annual Report

Report for Fiscal 2017

April 2017 - March 2018



Cover picture: A scene from the workshop that was held in January 2018 in Baguio, the Philippines. The dialogues were organized by the International Grant Program. With instruction from professional artists Edgar Banasan and Raffy Kapuno, who are also grant project members, the participants made traditional bamboo musical instruments that have been handed down by the Kalingas, indigenous mountain people. They also tried dancing using the instruments.

Photo by: Kenta Kusuda (International Grant Program)



Chairman: Nobuyori Kodaira

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Founded: October 15, 1974

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Message from the President

Introduction

In fiscal 2017, we at the Toyota Foundation provided about 350 million yen in grants to a total of 83 projects primarily through the three pillars of our open-solicitation grants: the Grant Program for Community Activities in Japan, the Research Grant Program, and the International Grant Program. Over the past few years, we offered grants in each of these three programs, with focus on future-oriented themes -- fostering local-based social ventures, exploring new values for society, and common issues and mutual exchanges in Asia. It is our hope that grant recipients working on the ground or engaged in research activity will yield tangible results in the near future and such outcomes will help steer our society towards the right direction.

We would also like to express our heartfelt appreciation to the Selection Committee Chairpersons and other committee members for their dedication and effort in selecting those grant-receiving projects.

Aiming to deliver greater results

In recent years, the Foundation has been focused on its own self-initiated activities intended to help deliver greater results from grant-making. One such example is the “Toyota NPO College Kaiketsu, ‘Problem Solving’” a series of lectures for NPO staffers to learn Toyota Motor-styled organizational management and problem-solving methods. This activity was launched in fiscal 2016. Thankfully, it has since received a lot of positive feedback from its participants and we held the Solution College lectures in fiscal 2017 as well. It is our great pleasure that Toyota’s approach and methods of problem-solving, developed over the

years, will enable NPO staff members to tackle various issues in society more effectively, with a sense of mission in their hearts.

Moreover, we do not think just providing grants will suffice in each of these open-solicitation Grant Programs. We are proactive in organizing various events involving grant recipients, such as workshops, study sessions and briefings. For example, as for the International Grant Program, we implemented a plan in which the Foundation’s program officers were touring around the sites of recipient projects in the Philippines, Thailand, and Japan from January to March 2018. This afforded the program officers an opportunity to exchange opinions intensively with grant recipients. The plan aimed at encouraging a greater understanding of the grant purpose among those recipients under the theme: “common issues and mutual exchanges in Asia.” A brochure about those exchanges is available in Japanese and English on our website. I would appreciate it if you could take the time to have a look.

Our unique grant program

The Foundation also runs a publicly-closed grant program in addition to the previously-mentioned, open-solicitation programs. This closed grant program is characterized by the fact that our program officers play a central role in discovering promising project candidates and, if necessary, helping to formulate actual projects. Since this kind of grant program allows foundations to reflect their own intentions directly, Western private grant-making foundations primarily operate such publicly-closed programs.

In contrast, Japanese private grant-making foundations running

such a program are still only a few, unfortunately. This may be because a huge burden a grant program of this kind would have on the management and staff of foundations. In this sense, having a pool of program officers specialized in grant-making is a prerequisite for offering a closed grant program.

Our Initiative Program is representative of a closed grant program that can better reflect our intentions. Through this program, we provided grants in fiscal 2017 to help strengthen the infrastructure of NPOs and community foundations that can act as a hub to distribute private funds within local communities. In addition, we funded projects such as a survey of the non-profit sector and its status quo in Asian countries. This is the grant-making unique to the Toyota Foundation as we have continued to support NPOs over the past two decades since the enactment of Japan’s commonly-called NPO law in 1998. We hope that the grant projects of this nature will continue to produce results steadily so as to give a further boost to non-profit organizations, including public-interest corporations, in Japan and other parts of Asia.

Closing

As you may be aware in your daily life, the current world situation is increasingly in a state of flux. This, in turn, has further complicated the situation surrounding Japan in East Asia in recent years. A look back over the past few months will reveal to us that things took a dramatic turn just in a matter of a few weeks or even a few days in this part of the world. If we take a closer look at the current situation, we will begin to see the world order established by victorious country the U.S. following the end of World War II – the so-called Pax Americana (American Peace)

Atsuko Toyama
President
Toyota Foundation



modeled after Pax Romana (Roman Peace), a period of peace and stability in the Mediterranean Sea region created by the Roman Empire under the rule of Caesar Augustus – is undergoing a significant transformation. For Japan, it seems that uncertainty will continue for a while in East Asia and the wider world, going forward.

Meanwhile, we are witnessing how Japan’s falling birthrate and aging population have contributed to labor shortages in many facets of the country.

In view of such uncertainties both at home and abroad, we are yet again reminded of the great significance of the mission statement upheld by the late Eiji Toyoda, the first president of the Toyota Foundation, and others at its inception in 1974: “for the sake of greater human happiness.”

As such, the Toyota Foundation will strive to develop a progressive program aimed at tackling pressing social issues, provide grants to future-oriented projects, and disseminate outcomes of such projects to society in a proactive manner.

It may be rather challenging for us to demonstrate foresight in this day and age of uncertainty. But that is the way for us to highlight the Foundation’s raison d’être and go about living up to the mission passed down from our predecessors.

Lastly, I sincerely hope that you will continue to closely watch the activities of the Toyota Foundation with warm interest and provide us with your advice and support.

July 2018

Looking Back the Toyota Foundation's FY 2017

Here we present images of symposiums, workshops, and ceremonies in which the Toyota Foundation was involved.

Research Grant Program

Workshop: "Exploring New Values for Society"

Locations and dates: Shinjuku-ku(Tokyo), April 15, 2017 and Fukuoka, May 21, 2017

In providing grants through the Research Grant Program, the Toyota Foundation has followed the theme of *Exploring New Values for Society* since fiscal 2014. We hold open workshops twice a year in an effort to increase the number of applications based on a deeper understanding of the theme and providing assistance in line with its intent. At the workshops, which comprise three sessions, grant recipients from two projects per session make reports, and discussions pertinent to new values for society and what types of studies would create such values are expanded.

In fiscal 2017, the Toyota Foundation held open workshops in Tokyo and Fukuoka. The following outlines the open workshops in Fukuoka (May 21, 2017 in the Medium Conference Room of Nishijin Plaza, Kyushu University).

In the first session, reports were made on a project about the *empowerment of marginalized people*. Yuko Kawai (Associate Professor, College of Intercultural Communication, Rikkyo University) reported on her research, in which she discusses multiculturalism from the East Asian and transnational perspectives. The report is aimed at sharing the experience and issues of multicultural harmony, promoting cross-border dialogues and cooperation, and creating a forum for practicing multiculturalism in East Asia. Yiping Lu (a student of the School of Cultural and Societal Studies at the Graduate University for Advanced Studies) reported on her research focused on the Siraya people in Taiwan, in which she discusses cultural renaissance and inheritance through cooperation with a museum and the self-assertion and identity of the people.



In the discussions about these two reports, the participants found that videos are highly effective concerning the methodology of trans-border multiculturalism. On the other hand, there was an opinion that the projects would be more meaningful if the Western-centric cosmopolitanism is reviewed from the perspective of the East Asian region.

Next, in the second session, reports were made on a project related to *dialogues, social participation and the formation of a public sphere*. Tomoko Niwa (Project Assistant Professor, National Institutes for the Humanities) gave a presentation on a project, in which she focused on a session for screening personal documentary films made by high school students in Fukushima. Sho Yamasaki (a student of Hokkaido University Graduate School of International Media, Communication, and Tourism Studies) reported on a session for dialogues between festival organizers, which was held with a focus on the festival organizers' ability to reach out to external parties, while many past studies on festivals focused on the participants.

In the discussions about these two reports, the projects undertaken by the two researchers presumably showed that



① The Medium Conference Room of Nishijin Plaza, Kyushu University, which was the venue of the workshop in Fukuoka. More than 30 people participated in the workshop. ② Yuko Kawai gave a presentation on her research in Fukuoka. ③ Hiroyuki Kurokochi also gave a presentation on his research in Fukuoka. ④ Toshio Kuwako (Representative Director of the Association of Consensus Coordinators, Japan and Professor Emeritus, Tokyo Institute of Technology), who is the chair of the Research Grant Program's Selection Committee. ⑤ Grant recipients who made reports on their research at the venue in Tokyo (Okuma Auditorium, Waseda University) and commentators. ⑥ Approximately 60 people participated in the workshop held in Tokyo.

new findings and values are created through dialogues in public places, such as opportunities to share the personal documentary films and workshops of festival organizers.

Finally, in the third session, reports were made on projects related to *scientific knowledge and skills for forming social consensus*. Kenji Suetsugu (Associate Professor, Graduate School of Science, Kobe University) gave a presentation on his research aimed at establishing a measure for conserving the underground ecosystems of forests. In his presentation, Suetsugu revealed that the conservation of mycoheterotrophic plants help protect species-rich underground biotic networks. Hiroyuki Kurokochi (Specially Appointed Assistant Professor, Asian Natural Environmental Science Center, The University of Tokyo) reported on joint reforestation activities with local people, including local land owners as the promoters and elementary school children, that had been commenced for managing deserted local forests.

In the discussions about these two reports, there were multiple opinions that highly evaluated the activities of the two scientists, who are promoting great movements by entering

the local communities, communicating with the local people and earning their trust. It was then pointed out that, in the analysis of forest structure, science will presumably enable the way human life is related to the forest structure to be shown diagrammatically. In addition, there was an opinion that science and morals should be considered comprehensively instead of separately. There was also an opinion that it is important to ensure that the local people are familiar with the habitat environment and recognize it as a treasure of their community.

In those open workshops, researchers from a range of fields gathered and gave presentations, through which they had deep discussions on what *research aimed at creating new values for society* is like. We hope that these workshops, including the one held in FY2017, provided researchers from different fields with opportunities to interact with each other and trigger mutual learning and collaborations within each project and between projects.

Grant Program for Community Activities in Japan, Great East Japan Earthquake "Special Subject"

Kickoff Meeting for Great East Japan Earthquake "Special Subject" Grants (Presentation Ceremony)

Locations and dates: Osaki (Miyagi Prefecture), April 5, 2017

The Kickoff Meeting for the fiscal 2016 Great East Japan Earthquake "Special Subject" Grants was held at Kiratto, the Osaki Town Planning Support Center in Osaki, Miyagi Prefecture, on Wednesday, April 5, 2017. Approximately 20 people, including those involved in projects and particularly people from seven fiscal 2016 grant-recipient organizations, attended the meeting. Those from the Osaki Town Planning Support Center provided a great deal of cooperation in organizing and managing the meeting.

The presentation ceremony and social gathering were held at a restaurant called Wazen Kitahama near Furukawa Station. In the opening, Mitsuru Ohno, the Secretary General of the Toyota Foundation, read out the names of the grant-recipient organizations and grant-certificates were handed-over. Subsequently, Kazuma Goto, the Representative Director of Fukkou Minasan-kai, gave a toast, and they had a good time enjoying the fine food and drink.



① The address by Secretary General Ohno. ② Inside the assembly hall in the Furukawa Tokamachi public housing. ③ Inside the assembly hall in the Furukawa Nanokamachi public housing. ④ Presentation ceremony and social gathering.

Grant Program for Community Activities in Japan, Great East Japan Earthquake "Special Subject"

Interim Reporting Session for Great East Japan Earthquake "Special Subject" Grants

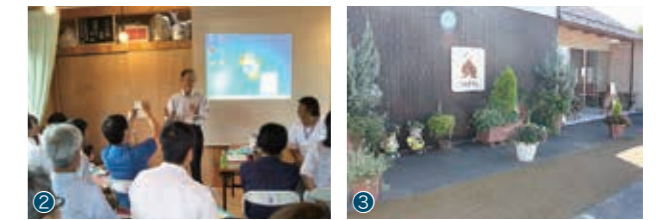
Locations and dates: Rikuzentakata (Iwate Prefecture), September 22, 2017

The Interim Reporting Session was organized for fiscal 2016 Great East Japan Earthquake "Special Subject" grant-recipient projects at Riku Café, a community café operated by the non-profit organization Riku Café in Rikuzentakata, on September 22, 2017.

For its first part, the interim reports were offered by seven grant-recipient organizations. Each told an account on the progress of the implemented project, with the things that have gone well, and those that have not as well. Also shared were what they would like to try in the second half of the grant period, and what they aimed to challenge upon it.

During the second part, on the theme of "Envisioning the Shape of Community After Three Years – What Is To Be Done Beyond the Community Building," given was a case study on another area and a group work followed. The work had four topics, namely: "Relocation Assistance," "Community Care," "Motivating Inhabitants," and "Capacity Building." The points actively discussed were from the exchange of information on

institutional framework they were in, the method of fund raising, and the difficulties faced in day-to-day activities.



① The groupwork. ② The presenter told a case. ③ Riku Café, the venue.

Grant Program for Community Activities in Japan

Interim Reporting Session for 2015 Activity Grant Recipients

Location and dates: Shinjuku-ku (Tokyo), April 15, 2017

The Toyota Foundation held the Interim Reporting Session for fiscal 2015 "Activity Grants" under the Grant Program for Community Activities in Japan at the Shinjuku Mitsui Building. The objective of the Interim Reporting Session was mutual learning among the grant recipients to make their individual activities even better by gaining awareness and knowledge through interaction with other organizations.

The session was attended by a total of 40 people comprised of the fiscal 2015 grant recipients of the "Activity Grants" and "Evaluation and Advocacy Grants" as well as the grant recipients of the "Grant for Activity" for fiscal 2016, whose selection had just been decided.



① Poster session. ② Examples of posters on display. ③ Group work.

Grant Program for Community Activities in Japan

Introductory Survey Design for People Who Earnestly Want to Understand Issues and Grasp Needs

Location and dates: Shinjuku-ku (Tokyo), April 23, 2017

The Toyota Foundation welcomed Eri Mizutani, President and Consultant at Kazetotsubasa Co., Ltd. to run the training on Introductory Survey Design for People Who Earnestly Want to Understand Issues and Grasp Needs at the Shinjuku Mitsui Building.

The training was planned to coincide with the commencement of the grant period for 2016 grant-recipient organizations of the "Grant for Survey" under the Grant Program for

Community Activities in Japan with the intention of assisting in the research activities to be implemented in the future. The training was attended by 25 people from 16 organizations, and the instructor and participants interacted with each other to learn about the fundamentals of social research.



① Eri Mizutani, the instructor. ② Eri Mizutani speaking with the participants during the time for reflection. ③ Jiro Ito from Japan Youth Network of Suicide Prevention, who participated in the training.

Grant Program for Community Activities in Japan

Toyota NPO College Kaiketsu 'Problem Solving' Series of Lectures

Location and dates: Nagoya (Aichi Prefecture), May 18-19, June 15, July 13, August 3 and December 28

With the cooperation of Toyota Motor Corporation, the Toyota Foundation organized its second Toyota NPO College Kaiketsu 'Problem Solving' series of lectures. Toyota NPO College Kaiketsu is a lecture series for NPO staff to learn about Toyota Motor's thinking and methods for "solving problems." Five lectures were conducted in total with attendance of 20 people who studied in groups under five lecturers.

Problem solving, which is basically a more detailed process of what is called the PDCA (Plan, Do, Check and Act) cycle comprises eight steps of "selecting themes," "understanding the present situation," "setting targets," "analyzing factors," "planning countermeasures," "implementing countermeasures," "assessing the effectiveness" and "standardization and routinization of management." Toyota Motor's method is to eventually summarize these steps into a single A3-sized (horizontal) sheet of paper.

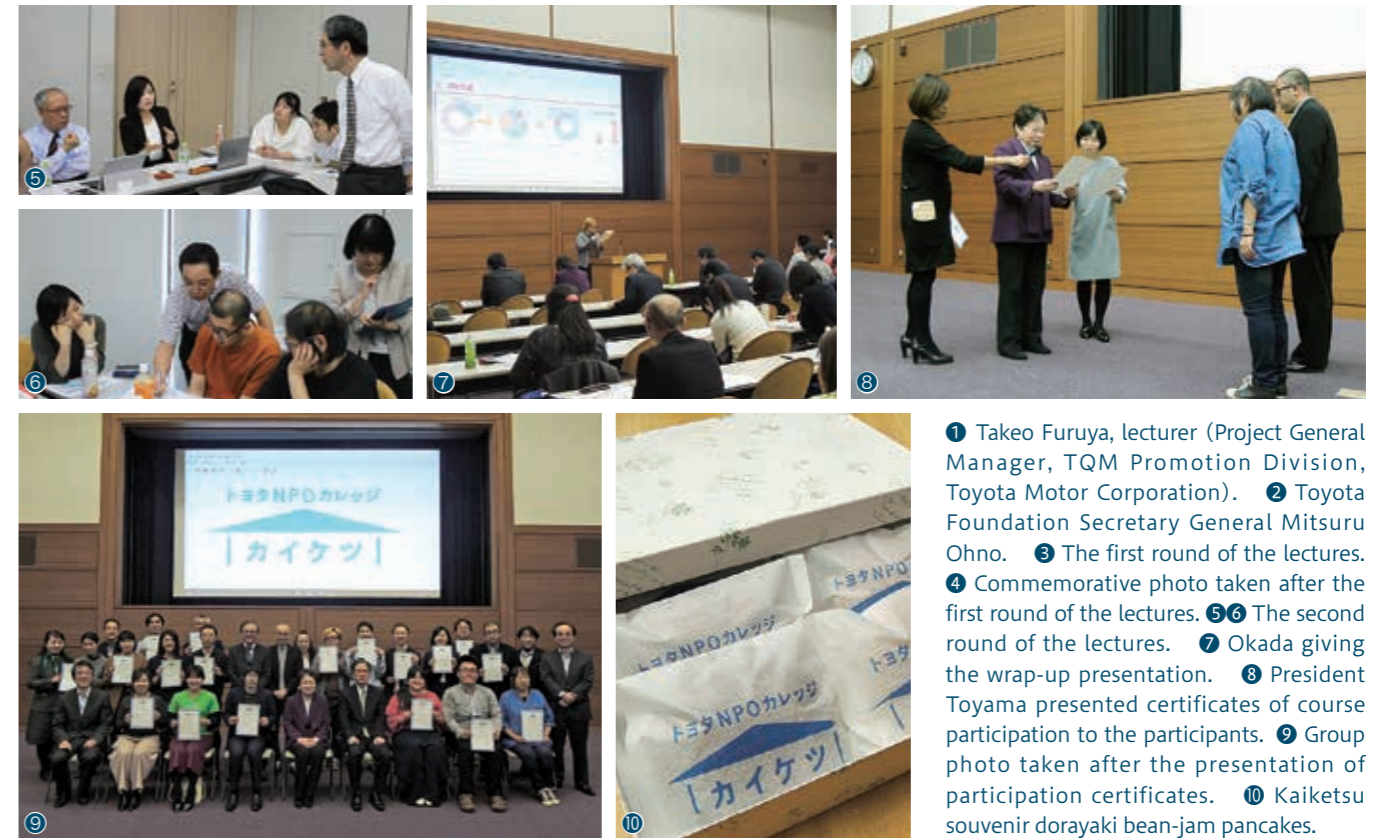
The lectures covered the steps up to "planning countermeasures." The attendees then implemented the countermeasures at their own organizations, conducting the subsequent

steps of assessing the effectiveness and reviewing the standardization and routinization of management, and then presented what they had achieved at the results briefing.

At the results briefing held on November 28, the attendees were divided into four groups to give their presentations during the first half of the briefing. In the second half of the briefing, representatives for each group gave an overall presentation on behalf of the group. The four groups had a rich variety of themes, which were "Increasing the Involvement of Directors in Management" (Yutaka Kiyonaga and Machiko Kiyonaga, NPO Adjust), "Preventing Losses by Improving 2S for Valuable Assets" (Yoshiko Kitamura and Osamu Kanai, NPO Anata no Machi no "Mikawayama" San), "Increasing the Number of Corporate Visit Members" (Susumu Kaneshige, NPO school ICT Supporters) and "Stabilization of Revenue to Build a Sustainable Community" (Miho Okada, Rape Crisis Network). Every organization had implemented the cycle of "understanding the present situation," "analyzing factors," "planning countermeasures," "implementing countermeasures," "assessing the effectiveness" and "standardization and routinization of management" for six months and reported successfully achieving a certain level of success.

According to Okada, who gave a wrap-up presentation, there was initially resistance to quantification of the problems. However, quantification and visualization improved allocation of an organization's resources and also created psychological space, once again allowing a focus on projects that make use of the organization's strengths.

Takeo Furuya, Project General Manager, TQM Promotion Division, Toyota Motor Corporation, who served as a lecturer, discussed his philosophy that "where there is no vision, there is no kaiketsu (problem solving)" and explained that problem-solving requires "visualization (problem sharing)" and "groundwork (activities for understanding)."



1 Takeo Furuya, lecturer (Project General Manager, TQM Promotion Division, Toyota Motor Corporation). 2 Toyota Foundation Secretary General Mitsuru Ohno. 3 The first round of the lectures. 4 Commemorative photo taken after the first round of the lectures. 5,6 The second round of the lectures. 7 Okada giving the wrap-up presentation. 8 President Toyama presented certificates of course participation to the participants. 9 Group photo taken after the presentation of participation certificates. 10 Kaiketsu souvenir dorayaki bean-jam pancakes.

Grant Program for Community Activities in Japan
Charibon at Shinjuku Mitsui Building

Location and dates: Shinjuku (Tokyo), December 19-20, 2017

As an officially certified event for the "Giving December," the Toyota Foundation held the "Charibon at Shinjuku Mitsui Building" with the cooperation of Shinjuku Mitsui Building where the Toyota Foundation is housed.

This "Charibon" (charity books) event is a scheme by VALUE BOOKS in which the purchase amount of used books, etc. is donated to NPOs, as an intra-building campaign. Over 1,000 books were collected during the event period. The Foundation donated an equivalent amount to the purchase amount and donated the combined total to SAVE TAKATA, Non-Profit Organization sopa.jp and Japan Association for Refugees, which are groups registered for Charibon and have received grants from the Foundation in the past.



1 Photo with Yukari Itaya (center) from Non-Profit Organization sopa.jp, recipient of a donation. 2 Over 1,000 books collected during the event period. 3 The lobby of Shinjuku Mitsui Building, which served as the venue for Charibon.



① The participants experienced a traditional dance in a workshop. ② Outdoor discussion ③ Joined by music, the dialogues continued until midnight. ④ A meal in a bamboo house, where they stayed at night ⑤ A stroll around the city center of Baguio ⑥ Chulalongkorn University Centenary Park, which was designed by Kotchakorn Voraakhom ⑦ A discussion at a café in the park ⑧ A visit to a community in a suburb of Bangkok ⑨ A visit to a canal, which is the location of Kotchakorn Voraakhom's activities ⑩ A photo taken at Kotchakorn Voraakhom's home ⑪ ⑫ The participants experienced activities of Art Inclusion Japan Association. ⑬ A workshop held at Art Inclusion Japan Association ⑭ The members participated in Oshiruko Café.

International Grant Program

Dialogue Held with Grantees in Baguio, Bangkok, and Sendai

Location and dates: Baguio (The Philippines), January, 2018, Bangkok (Thailand), February, 2018, Sendai (Miyagi Prefecture), March, 2018

In the International Grant Program, we provide grants to recipients in East Asia and Southeast Asia under the theme of "Cultivating Empathy through Learning from Our Neighbors: Practitioners' Exchange on Common Issues in Asia."

In fiscal 2017, we organized a series of dialogue sessions attended by our past and present grantees and people involved in projects. Each dialogue session consisted of several days of discussions and visits to fields, which also involved program officers. Through the dialogues, the participants shared a wide range of experiences and knowledge, including the challenges faced by the participants in their projects and the important lessons they learned.

In January 2018, we visited Baguio, the Philippines for the first dialogue. Hosted by Ayaka Yamashita, who has been based in the city, the program was implemented with the participation of three other grant recipients.

They discussed the significance of direct communications and exchanges of opinions made by visiting each other's fields, how to select project members from one's own country as well as partners from other countries, the view of unquantifiable impacts, and other topics. There was an opinion that these sessions not only provided the team members of the grant projects with an opportunity to review their own projects, but also motivated them to learn about the management of other projects and make use of the knowledge for the initiatives to follow.

The second was held in Bangkok, hosted by Kotchakorn Voraakhom. Joined by three other grantees, we held sessions at Chulalongkorn University Centenary Park, which was designed by Kotchakorn Voraakhom, and a community along a canal in a suburb, which is one of the fields of her project.

As in the previous dialogue in the Philippines, the sessions were attended by program officers in charge of the International Grant Program. They exchanged frank opinions about the uniqueness of the Grant Program of the Toyota Foundation, opportunities for interactions between the people involved in the grant projects, and the significance of such interactions.

The third dialogue was held in Sendai with cooperation from Yuichi Watanabe and team members of his project, and with the participation of four other people involved in grant projects.

They had dialogues at the base of Art Inclusion Japan Association, a general incorporated association headed by Atsushi Kadowaki, who is a contemporary artist. The program also included visits to facilities as fields of projects, including disaster public housing in Asutonagamachi, where the members participated in Oshiruko Café, a session for enjoying cooking and eating oshiruko (sweet red bean soup served with mochi rice cake); Sendai Arahama Elementary School as

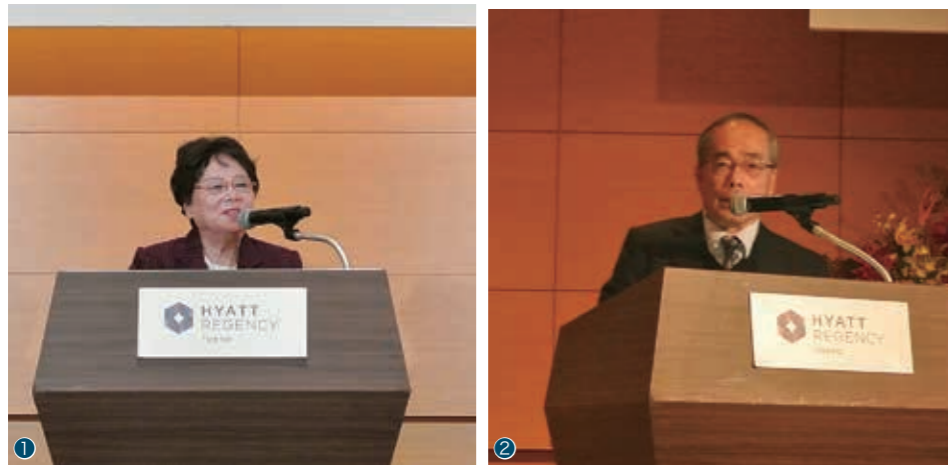
Ruins of the Great East Japan Earthquake, and Sendai 3/11 Memorial Community Center. In the dialogue sessions involving program officers, the grant recipients described the characteristics of the International Grant Program of the Toyota Foundation and expressed requests and expectations for the Program from their own point of view. They exchanged opinions while also sharing their experience of various projects that had been implemented.

The International Grant Program helps share the issues of Asia beyond national and regional boundaries and the processes of solving them. Through the three dialogue sessions, we felt that the operation of diverse projects led the people involved in them to collaborate in the fields beyond national and regional boundaries and obtain inspiration and make new discoveries from the collaborations.

A report on the series of three dialogues is available on the official website of the Toyota Foundation. It is also delivered in the form of a booklet.

Grant Award Ceremony of the International Grant Program

Location: Shinjuku-ku(Tokyo), October 23



① Toyota Foundation President Atsuko Toyama. ② Akira Suehiro, chair of the International Grant Program's Selection Committee. ③ Former grant recipients Mio Nogawa(Left) and Tomoyo Mizutani. ④ Toyota Foundation President Atsuko Toyama presents the grant certificates. ⑤ Commemorative photograph taken with grant recipients.

Research Grant Program・Grant Program for Community Activities in Japan

Grant Award Ceremony of the Research Grant Program and Grant Program for Community Activities in Japan

Location: Shinjuku-ku(Tokyo), April 14



① Toshio Kuwako, chair of the Research Grant Program's Selection Committee. ② Natsuko Hagiwara, chair of the Grant Program for Community Activities in Japan's Selection Committee. ③ Former grant recipients Takumi Hirose(Left) and Takayuki Kitamura. ④ Commemorative photograph (Research Grant Program). ⑤ Commemorative photograph (Grant Program for Community Activities in Japan).

Fiscal 2017 Editions of the Toyota Foundation's Publicity Newsletter JOINT (Japanese Only)

Three times a year the Toyota Foundation publishes the publicity newsletter *JOINT* to convey its activities and viewpoints to as many readers as possible.



JOINT No.24
"Toward a Multicultural Society"

People from diverse cultural backgrounds and roots live together in the society. What can we do to create a society where people recognize mutual differences but do not discriminate against each other and anyone can live comfortably? This issue's special feature collected firsthand voices from people working in the frontlines to create a rich multicultural society.



JOINT No.25
"How to Utilize Local Resources"

A Topic of Local resources is in common between three grant programs of the Toyota Foundation. This issue features field reports on various projects that find new value in resources inherent in local regions and act to utilize the resources and pass them down to future generations. It introduces diverse initiatives for solving issues in local communities.



JOINT No.26
"Agriculture as a Culture"

Agriculture is attracting renewed attention. Attempts are being made in various places to review *agriculture* as a culture that is integrated with people's lives and businesses, as well as to revitalize it as an industry. In the beginning of the New Year, this issue introduces such enthusiasm for *agriculture* and activities.

Research Grant Program

Program Title: “Exploring New Values for Society”

Summary

Public Notification Period: May 1 to September 8, 2017

Grant Periods: One year or two years beginning May 1, 2018

Grant Category: Category A: Joint Research Grants

Category B: Individual Research Grants

Grant Amount: (A) Joint Research Grants: Up to around 4 million yen per year

(B) Individual Research Grants: Up to around 1 million yen per year

Overview

Conducting Research Free from Existing Frameworks

As in the previous fiscal year, the Research Grant Program was entitled “Exploring New Values for Society” in fiscal 2017. The program supports ambitious domestic and overseas researchers who seek new values for society by fundamentally exploring basic philosophies and arts to address difficult issues to be faced by future society; issues that are on a global scale; issues that transcend generations; and nascent problems that will only fully manifest themselves in the future.

In fiscal 2017 again, the Foundation called for grant projects from parties in various fields including universities and research institutions, NPOs and NGOs, regardless of the types of organizations they belong to or whether or not they belong to any organization.

As in the previous fiscal year, the Foundation held open workshops, which consisted mainly of research presentations by grant recipients and discussions with experts, around the start of the call for proposals. Through these workshops, the Foundation strived to convey program objectives and disseminate the results of previous projects. In fiscal 2017, the workshop was held at a venue in Fukuoka for the first time, as well as in Tokyo. The workshops were attended by people who have already received grants from the Toyota Foundation, as well as those considering application to the program. For those who attended, the workshops presumably served as an opportunity to obtain hints as well as motivation for acquiring or utilizing

the grants.

The invitation to the public attracted many proposals from within and outside Japan, with the total number of proposals amounting to 845. Reflecting the growing need to acquire research budgets externally in recent years at universities and research institutions in various countries around world, the number of proposals from abroad has been increasing rapidly. In fiscal 2017, proposals from organizations represented by non-Japanese persons accounted for two-thirds of the total.

As noted in the following comments by the selection committee chair, members of the Selection Committee comprised of external experts evaluated the excellent proposals by young researchers highly. In particular, proposals for joint research grants were evaluated, and they included some proposals from those who had received individual research grants previously, developed the results of the research and submitted new research plans, which were highly acclaimed. This was appreciated by the Selection Committee as an achievement from grants under past programs and follow-up activities of program officers. As a result of a review by the Selection Committee, a total of 31 projects were submitted to the meeting of the Board of Directors and adopted as grant projects for fiscal 2017.

Concerning projects whose grant periods have expired, only the outlines of their reports used to be compiled in a booklet and disclosed on the website. Starting from fiscal 2017, the full text of each report is disclosed on the website (only grant projects from fiscal 2015 or later).

Grant Results () Fiscal 2016

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
(A) Joint Research Grants	452 (429)	18 (17)	83.7 (74.2)	80.0 (80.0)	4.0 (4.0)
(B) Individual Research Grants	393 (449)	13 (23)	16.3 (25.8)	20.0 (20.0)	3.3 (5.1)
Total	845 (878)	31 (40)	100.0 (100.0)	100.0 (100.0)	3.7 (4.6)

It is strongly hoped that these reports will be read by as many people as possible, and that eventually, based on these reports, new research achievements will be made by next-generation researchers who aim to explore “New Values for Society.”

Research Grant Program for Fiscal 2017

Comments by Selection Committee Chair Toshio Kuwako

The Toyota Foundation has adopted Exploring New Values for Society as the theme for its Research Grant Program, pinning our hopes on people who have set their sights on research to seek out new values that will illuminate the future of a world currently in upheaval, amid the trend of fading passion for sublime idea common to all humankind and heightened inclination to self-centered individuals and nations.

Obviously, the foundation expects excellent research outcomes that deliver on the theme of Exploring New Values for Society and contribute to society from such a perspective. However, this is not the only aim of the Toyota Foundation research grants. Another important goal of the research grant program is to support grant recipients to significantly develop as researchers who are able to contribute to society by advancing their own projects.

Now that the selection process for this fiscal year has finished, I am above all conscious of the fact that the researchers running the selected projects are definitely younger than in the past. When we carry out the annual selection for the research grant program, we always pin our hopes on finding promising young researchers. In the past their proposals tended to focus on the individual research grants, but in this fiscal year, we had many excellent proposals for joint research grants. The final selection includes past recipients of individual research grants who have now developed their research outcomes and

submitted new grant proposals as leaders or members of joint research projects.

Among the thirty-one projects selected for the research grant program in this fiscal year, an overwhelming majority of twenty-nine projects are led by researchers who are in their forties or younger. In one case, a 43-year-old researcher leads a project that includes members ranging broadly in ages from their twenties to their seventies.

Of course, we have also selected many excellent proposals from young researchers for the individual research grants including three bold proposals for projects submitted by graduate students.

In today’s gender-equal society, there are high expectations of female researchers. On this occasion, nine of the eighteen projects selected for joint research grants are led by women.

There is yet another matter worthy of special mention. Research aimed at the theme of Exploring New Values for Society tends to be biased toward the humanities and social sciences. However, it is not possible for researchers in other fields such as medicine or science and engineering to avoid involvement with society. The tendency has been to entrust researchers in the humanities and social sciences with research involving society, but this time, we have also selected projects that, while including researchers in these fields, are led by researchers working in medicine or nursing care.

As usual, the foundation received many proposals from both Japan and overseas. The Toyota Foundation Research Grant Program is noted for attracting many proposals from other countries, but it is remarkable how many Japanese researchers are working on projects overseas. The increase in the forms of international collaboration is unmistakable.

The selection committee evaluates the content of the research design submitted with each proposal, but we also pay attention to the structure of the project teams in the expectation that new research will emerge out of collaboration across

diverse fields. We want applicants to keep such considerations in mind and to design innovative projects that bring together researchers from different fields when submitting proposals to the research grant program.

List of Grants Research Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Joint Research Grants		
D17-R-0108	"Reciting" the Cosmology of Life and Death in Medieval Java: The qualitative shift of relief interpretation by audiovisual narrative and its potential for cultural transmission Akiko Nozawa Graduate School of Humanities, Nagoya University/ Postdoctoral Researcher	3,300,000
D17-R-0265	Seeking Nuclear Justice: International survey and comparison of compensation measures/systems for the victims of nuclear tests Seiichiro Takemine School of Humanities, Meisei University/ Associate Professor	6,200,000
D17-R-0293	Transnational Innovation and the Future of Work in the Rural American Midwest Shaowen Bardzell School of Informatics, Computing, and Engineering, Indiana University Bloomington/Associate Professor	2,300,000
D17-R-0362	Educational Values for a Sustainable Society: Head, Hands, Heart, and Happiness in Bhutan and beyond Matthew Schuelka School of Education, University of Birmingham/ Lecturer	5,600,000
D17-R-0421	The Southeast Asian Haze Crisis: Public values as a pathway towards constructive cross-border sentiments and engagement Matthew Ashfold School of Environmental and Geographical Sciences, University of Nottingham Malaysia Campus/ Associate Professor	2,800,000
D17-R-0506	Moral Molecules: How new values are created Oliver Scott Curry Institute of Cognitive and Evolutionary Anthropology, University of Oxford/ Senior Researcher	6,200,000
D17-R-0535	The Rise of Digital Farming: Investigating the role of social interaction and values in the "new agricultural revolution" Oane Visser International Institute of Social Studies, Erasmus University Rotterdam/ Associate Professor	6,200,000
D17-R-0540	A Pursuit of Healthcare Promoting Well-being in Fukushima: Towards the full recovery from the 2011 Fukushima nuclear power plant accident Akihiko Ozaki Department of Surgery, Minamisoma Municipal General Hospital/ Associate Director	1,000,000
D17-R-0563	A Phenomenological Research Toward the Formation of New Concepts to Understand the Experience of Chronic Illness: A different perspective from medical cure or management Shiori Sakai Graduate School of Human Health Sciences, Tokyo Metropolitan University/ Researcher	5,300,000
D17-R-0575	Designing the Concept of Community Continuity Planning (CCP) for Disaster Recovery Eiichiro Kudo Department of Commerce, Seinan Gakuin University/ Professor	3,100,000
D17-R-0635	A Study on Value Structure of Shrine Space for the Disaster Risk Reduction on Nankai Megathrust Earthquake Tomoki Takada Department of Civil Engineering, Kobe City College of Technology/ Associate Professor	5,200,000
D17-R-0678	Development of "Narrative Video Archive" for the Empowerment of Students with Disabilities Yoko Setoyama Faculty of Medicine, Tokyo Medical University/ Assistant Professor	5,700,000
D17-R-0709	Bottom-up Approach to Land Concession in Vietnam: Strengthening effective small and medium enterprises Nghiem Thi Phuong Tuyen Central Institute for Natural Resources and Environmental Studies, Vietnam National University, Hanoi/ Senior Researcher	4,800,000
D17-R-0714	Open Preservation of Historical Wooden Furniture as Cultural Heritage in Use: A study of a new concept of cultural heritage and the practice of its preservation and reuse Misako Mishima The Kyushu University Museum/ Associate Professor	5,100,000
D17-R-0761	Exploring "Atoll Resilience": Strategy of the oceanic atoll to survive weather disaster chain Naoko Fukayama Faculty of Urban Liberal Arts, Tokyo Metropolitan University/ Associate Professor	3,800,000
D17-R-0770	"Children Born of Asian Pacific War": Study of Japanese fathered children under Japanese military occupation of Southeast and East Asia during the Second World War Kaori Maekawa Netherlands Foundation for War Victims in the East: Japanese Archives and Contacts (SOO)/ Representative Director	6,000,000

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Joint Research Grants		
D17-R-0783	Community Project for Research, Preservation and Transmission of the History of Japanese Immigration in Northeastern Mexico Shinji Hirai Northeastern Unit, Center for Research and Advanced Studies in Social Anthropology, Mexico/ Dean	6,000,000
D17-R-0837	Construction of a Social System in which Ebola Survivors Do Not Become Socially Vulnerable Tokiko Watanabe Institute of Medical Science, The University of Tokyo/ Project Associate Professor	5,100,000
(B) Individual Research Grants		
D17-R-0088	Receptivity and Innovation: Is the public's openness to novelty always conducive to aggregate innovation? Yuichi Furukawa School of Economics, Chukyo University/ Professor	1,400,000
D17-R-0128	India's Biometric Identity Project: Data privacy and new social values for wider society in the information age Pawan Deep Singh Faculty of Arts and Education, Deakin University/ New Generation Network Scholar	800,000
D17-R-0143	Functions of Personality and Diversity within a Group: Testing using model organisms and ecological big data Yuma Takahashi Graduate School of Science, Chiba University/ Assistant Professor	1,400,000
D17-R-0147	Beyond Demagogues and Deplorables: Transforming populist rhetoric for participatory futures Nicole Curato Centre for Deliberative Democracy and Global Governance, University of Canberra/ Senior Research Fellow	1,600,000
D17-R-0149	The Practical Possibilities of Compromise Between Chauvinism and Internationalism: A clarification of contemporary developments of the right of natural communication through the case study of the North America Natsuko Matsumori School of International Relations, University of Shizuoka/ Associate Professor	800,000
D17-R-0183	What Happened to "Failed" ODA Projects?: A long-term evaluation of development project from a inter-dependency perspective Jin Sato Institute for Advanced Studies on Asia, The University of Tokyo/ Professor	1,600,000
D17-R-0454	Knowledge in Migration: Deskillling and skill development among Indonesian care workers in the Netherlands Maggi Leung Faculty of Geosciences, Utrecht University/ Associate Professor	1,400,000
D17-R-0498	Remaking of Communities at the Edge of Capitalist Frontiers: An ethnographic case study of displacement in Mozambique Kei Otsuki Faculty of Geosciences, Utrecht University/ Assistant Professor	1,500,000
D17-R-0566	Succession and Reconstruction of Festivals/Folk Performing Arts in Overaged and Depopulated Communities: Focusing on the role of mediator between inhabitants, out-migrants, incomers, and volunteers Shunsuke Takeda School of Human Cultures, The University of Shiga Prefecture/ Lecturer	1,200,000
D17-R-0650	The Immanent Comprehension and the Expression of the Sensibilities of the Others: A cultural anthropological approach to Peruvian modern gastronomy Shu Fujita Graduate School of Arts and Sciences, The University of Tokyo/ Graduate student	1,000,000
D17-R-0669	Reconfiguration of Power Relationship in the Global Governance of Refugee Protection: The role of the global civil society network, APRRN Won Geun Choi Department of Political Science, University of Hawaii at Manoa/ Graduate student	800,000
D17-R-0780	How Can We Talk about Coal Mines?: A folklore study through learning, listening, thinking, and talking with local residents in Chikuh_, a former coal mining area in Japan Akari Kawamatsu Graduate School of Arts and Sciences, The University of Tokyo/ Graduate student	1,400,000
D17-R-0787	What is the Value of "Wild"?: Case studies of recreational hunting in Hokkaido, Japan and Hawaii, USA Akito Yasuda Faculty of Arts and Science, Kyushu University/ Associate Professor	1,400,000

International Grant Program

Program Title: “Cultivating Empathy Through Learning from Our Neighbors: Practitioners’ Exchange on Common Issues in Asia”

Summary

Public Notification Period: March 24 to June 20, 2017

Grant Periods: One year (Nov 2017 – Oct 2018) or Two years (Nov 2017 – Oct 2019)

Thematic Areas: A. Multigenerational and Multicultural Inclusion in Communities

B. Creating New Culture: Toward a Common Platform for Asia

C. Open Field

Grant Amount: a) One-year project: Up to around 5,000,000 yen per project

b) Two-year project: Up to around 10,000,000 yen per project



Overview:

Pursuing a Practical, Future-Oriented International Grant

In fiscal 2017, the International Grant Program upheld the base theme that has been maintained since fiscal 2014, which is “Cultivating Empathy through Learning from Our Neighbors: Practitioners’ Exchange on Common Issues in Asia.” As in preceding fiscal years, the Program covered a total of 18 countries and regions in East Asia, including Japan, and Southeast Asia. Special focus was placed on promoting onsite visits and exchanges between local practitioners on the ground in two or more countries, with an emphasis on *mutual learning* among multiple countries and demonstrating the results of the learning.

Specific thematic areas remained the same from the previous fiscal year, when drastic changes were made. Namely, these are the three areas of (A) Multigenerational and Multicultural Inclusion in Communities, (B) Creating New Culture and (C) Open Field. As a result, reflecting the penetration of the vision of the Program, we received 328 applications, more than 1.5 times the number in the previous year, from a range of Asian countries. A total of 16 projects were selected from among them.

The selected projects comprised five from area (A), five from (B), and six from (C), whose activity themes were as diverse as immigration, peacebuilding, traditional vegetables, bamboo, community art, drama, climate change, ecosystem conservation, organic farming and others. The members of all of these projects gathered for the workshop that was held on the day following the Grant Award Ceremony. They had lively discussions in a way that

is possible only when people from different fields gather. Hopefully, the workshop served as an opportunity for the participants to build new relationships.

On the other hand, there were numerous proposals, mainly among those from overseas countries, which were believed to have been prepared by people who do not necessarily understand the vision of the Program. In response, we held sessions for intensive discussions between past grant recipients and program officers from the Toyota Foundation on the key points of the grants and the significance of the activities. The sessions were held in the Philippines (Baguio) in January 2018, in Thailand (Bangkok) in February of the same year, and in Japan (Sendai) in March. The contents of the discussions are published in the form of a booklet (Japanese/English) and is available on the Foundation’s website. By reading this booklet together with the application guidelines, you will have a better understanding of the intent and concept of the International Grant Program.

In addition to the above, as in the previous fiscal year, we collected and provided a wide range of information by taking advantage of our network with related organizations from nonprofit sectors of various countries. We also provided research assistance to the Doing Good Index, a study on public-interest activities in 15 countries and regions of Asia conducted by the Centre for Asian Philanthropy and Society (CAPS), which conducts research and provides advisory services on philanthropy in Hong Kong. Further, we participated in a conference on development and philanthropy held at the OECD in Paris as the only foundation from Japan and reported on the situations in Japan and East Asia overall.

Grant Results

() Fiscal 2016

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
328(211)	16(18)	100.0 (100.0)	100.0 (100.0)	4.9(8.5)

In the grant-making program, we pursue a practical, future-oriented international grant based on the four perspectives of “Transnational,” “Cross Sector,” “Mutual Learning” and “Foresight,” and carry out follow-up activities continuously and individually for grant projects. We would also like to hold and participate in symposiums, international conferences and other similar events and proactively deliver the knowledge we have obtained as a private foundation in Japan to various countries around the world, including Japan.

In fiscal 2018, we plan to evaluate our grant-related activities from the past five years that were carried out under the theme of “Practitioners’ Exchange on Common Issues in Asia” by reviewing them comprehensively in preparation for the development of a new grant-making program for the next fiscal year and thereafter.

International Grant Program for Fiscal 2017

Comments by Selection Committee Chair Akira Suehiro

Outline of 2017 International Grant Program

Since its inception in 1974, the Toyota Foundation has been administering international grant programs with a focus on Southeast Asian countries. Starting in fiscal 2009, it has provided grants through its Asian Neighbors Program to projects aiming to solve specific problems in countries and regions in Asia.

Across Asia, economies have developed and living standards have improved. At the same time, though, many countries and regions face the same challenges as Japan, including aging societies and lower birthrates, growing economic inequality, and frequent natural disasters. In fiscal 2013, the Toyota Foundation changed the name of the program from the Asia Neighbors Program to the International Grant Program, and in fiscal 2015, adopted an approach of actively supporting projects seeking to propose future-oriented policies on these issues.

However, as a result of the decision to focus the target themes on two fields of an aging society and a multicultural society and

setting fieldwork and mutual exchanges of local practitioners as essential requirements, the number of applications declined to just 68 in fiscal 2015. In addition, project designs also showed a tendency to move toward content that stayed away from originality and risks. Given these circumstances, the Foundation decided to comprehensively review the policy in fiscal 2016, after discussions with stakeholders. Specifically, while maintaining the policies on the theme (Cultivating Empathy Through Learning from Our Neighbors: Practitioners’ Exchange on Common Issues in Asia) and the target countries and regions (a total of 18 countries and regions in East Asia and Southeast Asia) in fiscal 2015, the committee has decided to expand the thematic areas into three: (A) Multigenerational and Multicultural Inclusion in Communities, (B) Creating New Culture: Toward a Common Platform for Asia and (C) Open Field.

There were two factors behind the expansion of the thematic areas: One is that an initiative to review traditions and create a new culture has gotten underway in areas such as film, music, theatrical performance and food culture in Asia, and the other is that a new movement that could be called the “creation of culture common to Asia” has emerged due partly to the rise of social media. We thought that these developments would provide a common base for people to address issues facing Asian societies with empathy.

Below, let me explain the three thematic areas briefly. In area A, the Foundation intends to select projects that will address a group of pressing issues facing local communities in Asia, including, but not limited to, the two themes which we have been focusing on since fiscal 2013; that is, the aging society and the multicultural society. Next, the Foundation has defined area B, expecting highly motivated projects that will present a fertile vision of Asia’s future in fields such as film, music, theatrical performance and food culture. Lastly in area C, we had it in mind that applicants themselves would freely select an area and make proposals about issues that are not included in the other two areas or that would straddle them.

The basic policy in fiscal 2017 is the same as that in fiscal 2016. However, as mentioned in the comments by the chair of the

fiscal 2016 International Grant Program, there were relatively few applications that truly impressed committee members with their unbridled and groundbreaking ideas in fiscal 2016. Based on our reflection that the Toyota Foundation failed to adequately convey the goals of the program, the Foundation has clearly stated its purport of “hoping for more challenging projects” in the proposal guidelines in fiscal 2017.

Overview of Applications

As a result of inviting applications by clearly stating the intentions, the Toyota Foundation received 328 proposals in fiscal 2017, a significant increase from the 211 proposals received in the previous year. By thematic area, we received 84 proposals (26%) for area A (Multigenerational and Multicultural Inclusion in Communities), 86 proposals (26%) for area B (Creating New Culture) and 158 proposals (48%) for area C (Open Field). While the number of proposals was up 55% from fiscal 2016, the distribution of thematic areas has changed little. As in fiscal 2016, many of proposals in the open field overlapped social themes also covered in thematic area A, including disaster prevention, environmental conservation, and the construction of an inclusive society.

What were different from fiscal 2016 were the use of social media in mutual exchanges and the presentation of deliverables. These were found in expressions such as “building of platforms using the Internet” in an application form. This was a dominant form of dissemination common to almost all selected proposals, whether or not they use existing patterns such as the holding of an international workshop and the preparation and printing of its record (publication).

Looking at the distribution of applicants (representatives) by country, 107 proposals (33%), the largest number among the 328 proposals, were from Japan, followed by 75 from Malaysia, 50 from Indonesia, 13 from the Philippines, 12 from Thailand, 10 from Vietnam, 8 from South Korea, 7 each from China and Australia and 4 each from Taiwan, Myanmar and Singapore. By region, 170 proposals (52%), more than half of the total, came from Southeast Asia, 23 from East Asia excluding Japan, 4 from South Asia and 24 from North and South Americas and Europe.

Compared with fiscal 2016, the absolute number of proposals from Japan increased from 84 to 107, but its percentage declined from 40% to 33%. The main reason for the particularly large number of proposals coming from Malaysia and Indonesia appears to be that a track record of applications for research

grants (whether they are accepted or not) has become an important factor in evaluating the academic work of researchers at universities, etc. in the both countries, in addition to the efforts of program officers (POs) of the Toyoda Foundation. For this reason, we did not necessarily receive many high-quality proposals from the both countries, and this has resulted in a large gap between the distribution of applicants by country and that of selected proposals by country.

Selection Results

The Selection Committee comprised six members including the committee chair, as in fiscal 2016. As in previous years, the committee gave particular attention to the following points when screening proposals: (1) whether and to what extent the project fits the thematic focus; the adequateness of the theme set up, (2) the significance of mutual exchange at the practical level, (3) the soundness of the project’s implementation structure and members, and (4) the impact of deliverables and policy recommendations. In addition, regarding thematic area B, the committee decided to take a flexible approach for each project based on its content without setting uniform standards when considering such factors as the member structure and how deliverables are to be announced.

Based on the above guidelines, the Selection Committee met after each committee member conducted a peer review of the application forms. As a result, 16 projects were selected, and the selection rate was 4.9% (8.5% in fiscal 2016), reflecting a stringent process given that the number of applications had increased. In terms of the thematic areas covered by the projects, five projects were in A, five in B and six in C. The choice of an almost equal number of projects for each thematic area was purely a result of discussions based on the content; the committee did not make any adjustment.

With regard to the target countries and regions covered by the projects (multiple countries and regions involved in a single project are counted individually), 11 were focused on Japan, followed by 6 on South Korea, 4 on Indonesia and the Philippines, 3 on Taiwan, 2 on China, Vietnam and Myanmar and 1 each on Hong Kong, Thailand, Malaysia, Cambodia and Timor-Leste.

In addition, the vigorous efforts of the POs of the Toyota Foundation to identify potential projects, consult applicants in advance of their application, and collect additional materials and seek out opinions about project candidates were of great help. It was a demanding task to carefully scrutinize the paperwork for

over 300 proposals, and I take this opportunity to sincerely convey my appreciation for their efforts.

Conclusion

In fiscal 2017, as in the previous year, the Selection Committee selected proposals, bearing in mind the aim of the International Grant Program of the Toyota Foundation, which aims to promote practical, future-oriented projects, distinct from grants-in-aid for scientific research of the Ministry of Education, Culture, Sports, Science, and Technology (MEXT) and the Japan Society for the Promotion of Science (JSPS), which aim to promote academic research. All the committee members had the impression that the quality of the content of applications had improved from the previous year, as a result of the decision to clearly indicate the objectives in selecting applications and the efforts of the POs of the Toyota Foundation to provide explanations in each location.

Here, allow me to mention two points that emerged in the selection process. The first is the bias of project candidates to Japan (or Japanese as an applicant representative), and the other is a tendency toward diversification in the form of dissemination using social media, etc.

The bias to Japan (Japanese) is also a reflection of the bias of application forms to the Japanese language. Except for some limited countries and regions, English is neither a native language nor an official language. For this reason, difficulty usually arises when it comes down to expressing the proposal in

English, even if the idea is fascinating. Therefore, with respect to proposals in English, the committee has decided to place more emphasis on the distinctiveness and future possibilities of projects in the selection process in the next fiscal year in order to reduce any bias. In the final stage, however, the committee will focus on the content, including the clarity of methods and concept in the application forms.

Another point is that projects that would use the web and build a platform as a form of dissemination stood out in fiscal 2017. The problem is that a considerable amount has been budgeted in these areas. It would have been acceptable 10 years ago, but it is not so difficult in the present day to establish a website and build a platform, in terms of both human resources and production cost. What is more important is what the project tries to deliver and to whom and how by using the web and social media. The Foundation has decided to ask applicants to make this point clearer in their application forms in the next fiscal year.



List of Grants
International Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
A. Multigenerational and Multicultural Inclusion in Communities		
D17-N-0030	Development of supporting social independence for disabled children through sports in Japan and China as the first step toward Asia wise program Atsuko Ohama President, Non-Profit Corporation Smile Club	7,000,000
D17-N-0097	Capturing Multiethnic Japan: Foreign Students and Japanese Learning to Live Together Dipesh Kharel Researcher, The University of Tokyo	7,500,000
D17-N-0125	Locating Peace through Diversity: the Cases of Thailand's Deep South and Indonesia's Aceh Province Napisa Waitookiat Director, College of ASEAN Community Studies, Naresuan University	4,500,000
D17-N-0126	Policy recommendations to be made by migrants through proactive exchange and learning among migrants in Japan and Korea Toshihiro Menju Managing Director, Japan Center for International Exchange	6,500,000
D17-N-0238	Through Visual Expressions: Retrieving Confidence within Marriage Migrant Women Yun Ju Chou Freelance Art Programmer	4,500,000
B. Creating New Culture: Toward a Common Platform for Asia		
D17-N-0038	The Preservation and Bonds of Japan, Korea, and Taiwan's "Forest with Traditions" that connects the seas, villages, rivers, and mountains Choonja Lee Part-time Lecturer, Kobe Women's University	6,000,000
D17-N-0107	Developing East Asian model for utilization of genetic resources and related traditional knowledge in Japan, China, and Korea: Practices on traditional vegetables and beekeeping Ryo Kohsaka Professor, Tohoku University Graduate school of Environmental Studies	5,000,000
D17-N-0155	Network-building and Bamboo Workshop manual making towards redefining the value of traditional lifestyle in rural Japan, Philippines and Myanmar Ayaka Yamashita Director, EDAYA	4,200,000
D17-N-0256	Community art project between afflicted areas of Japan and Aceh Yuichi Watanabe Secretary General, The Laboratory for Global Dialogue	7,000,000
D17-N-0257	Reclaiming the joys of agriculture through theater: connecting rural landscapes in Asia Kenichi Abe Professor, Research Institute for Humanity and Nature	7,500,000
C. Open Field		
D17-N-0048	Establishing a Platform for the East Asian Inclusive City Network: From divided to inclusive cities Hong-Gyu Jeon Vice Director and Professor, Osaka City University Urban Research Plaza	7,300,000
D17-N-0049	Finding Best Practices for Tackling Climate Change: Increasing Urban Resilience in Southeast Asian Cities Kotchakorn Voraakhom CEO and Founder, Porous City Network	7,000,000
D17-N-0160	Implementation of Art-Environmental Education events and development of teaching material in Cambodia and Myanmar: Toward learning and solving problems on garbage problem Hidetaka Nakamura Executive Director, Social Compass	4,500,000
D17-N-0185	Building joint research network for promoting basic education and literacy in Asia Takamichi Uesugi President, Japanese Society for the Study of Basic Education and Literacies	7,000,000
D17-N-0250	A community-oriented and watershed-based approach for harmonizing environmental conservation and regional economy in Indonesia, Philippines and Japan Ryohei Kada Professor, Shijonawate Gakuen University	7,300,000
D17-N-0280	Advancing sustainable organic farming in Asia: A focus on Japan, Philippines and Vietnam Yuka Matsushima Co-Founder and Vice President, CROSS FIELDS	7,200,000

Report on Grant-related Activities

Grant Program for Community Activities in Japan

Program Title: "Creating Sustainable Communities with Future Leaders: Fostering Local Based Social Ventures"

Summary

Grant Amount :100 million yen
 Grant Category: A. Grants for Survey
 B. Grants for Activity
 Grant Amounts: Up to 1 million yen for Category A: Grants for Survey
 No limitation for Category B: Grants for Activity (5.19 million yen in average last three years)
 Grant Periods: Category A: Grants for Survey: One year beginning April 1, 2018
 Category B: Grants for Activity: Two years beginning April 1, 2018

*Because this program is limited to activities in Japan, the information regarding grant proposals is only in Japanese.

Overview:

Aiming to Create Participatory Mechanisms

In fiscal 2017, as in the previous year, proposals were solicited for the Grant Program for Community Activities in Japan under the theme of "Creating Sustainable Communities with Future Leaders: Fostering Local Based Social Ventures" that was established in fiscal 2014 in order to build sustainable communities that match local characteristics and where people can relish happiness.

This year, the Foundation newly established the category of "Grants for Dissemination and Advocacy" with the aim of transforming social structures and values by bringing about changes in policy planning and social awareness by way of the project strategy planning and project implementation phases, a mechanism which has been limited to grant-recipients in the past. This new grant category is in addition to "Grants for Survey" that provide grants for preliminary surveys and the planning of business strategies, and "Grants for Activity" that provide grants for full-on implementation of projects.

Through solicitation, a total of 171 proposals were received for "Grants for Survey," a total of 230 proposals were received for "Grants for Activity" and a total of three proposals were received for "Grants for Dissemination and Advocacy." Through the Selection Committee and the Board of Directors, the Foundation decided on providing grants to 16 proposals in the "Grants for Survey" category, 10 proposals in the "Grants for

Activity" category, and one proposal in the "Grants for Dissemination and Advocacy" category. Among the proposals selected in the "Grants for Activity" category, there were two projects to which it was decided to provide "Grants for Activity" based on the results of studies conducted through "Grants for Survey" in the previous fiscal year. At the Selection Committee, there was a high rating for the fact that the structure of the problem and the parties involved had been firmly identified through the "Grants for Survey," and high hopes for the project outcomes were voiced.

The Foundation held training and workshops based on its desire to achieve even better results during a period that is limited to one or two years by reworking project plans toward the desired form at the beginning of the grant period. Eri Mizutani from Kazetotsubasa Co., Ltd. served as the instructor for the "Grants for Survey" category, and Daisuke Tsutsumi from PubliCo.inc served as the instructor for the "Grants for Activity" category.

On April 13, the Foundation held the Fiscal 2017 Grant Award Ceremony at the Hyatt Regency Tokyo. The following day on April 14, we held the "Fiscal 2016 Grant Recipients Interim Reporting Session" for the "Grants for Activity" category in a conference room at the Shinjuku Mitsui Building. At the reporting session, nine groups that had received a "Grant for Activity" reported on the contents of the initiatives they had implemented over the past year and challenges they faced in the implementation of projects one year after the commencement of

Grant Results
() Fiscal 2016

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Grants for Survey	171(199)	16(16)	16.0(15.6)	100.0 (100.0)	9.4(8.0)
Grants for Activity	230 (240)	10 (10)	66.0 (69.5)		4.3 (4.2)
Total	401 (439)	26 (26)	82.0 (85.2)	100.0 (100.0)	6.5 (5.9)
(Communication with Society Program) Grants for Dissemination and Advocacy	3	1	5.0	-	33.3

the grant period in fiscal 2016. The Foundation held the session with the objective of improving project strategies through discussions in the group work and other activities. In addition to the groups that were giving their reports, 23 groups from among the grant recipients in the fiscal 2017 “Grants for Survey” and the “Grants for Activity” categories took part and Hideto Kawakita from the International Institute for Human, Organization and the Earth (IIHOE) attended as a commentator.

As fiscal 2017 marked the final year of the grant period for the fiscal 2014 grant recipients, the Foundation published a progress report that summarized the results of each grant recipient.

The report not only covered the contents of the activities implemented by each of the project teams but also focused on the changes brought about in the communities and people as a result of the activities.

In preparing the report, the Secretary General also reflected on the fiscal 2014 program. In particular, it was affirmed that creating mechanisms to facilitate participation by diverse groups in building sustainable communities is important from the perspective of fostering leaders. In fiscal 2018 and beyond, the Foundation hopes to investigate and translate these perspectives into the improvement of programs with an awareness of creating participatory mechanisms.

Report on Grant-related Activities

Initiative Program

This program carries out planned funding for joint support projects with other organizations, projects that have great significance for private-sector foundations to support and projects run in combination with the Toyota Foundation’s own surveys and study-group meetings, among other projects.

In fiscal 2017, the Foundation provided assistance to projects for NPOs and community foundations to strengthen their bases in addition to an impact study on the reforms to the system governing public interest corporations on grant-making foundations.

The Foundation also provided grants to an international joint research project on the present status (systems, data, issues,

etc.) of non-profit sectors in Asian countries conducted by the organizations that participated in the International Conference on Asian Non-Profit Sectors (ICANS) held in fiscal 2015. It was the second year the grants were provided as a follow-up activity of the Conference.

The Foundation determined that the community building program that continued for three years since fiscal 2014 under the Great East Japan Earthquake “Special Subject” had completed its role and also provided a grant for the Research Project on Best Practice for Community Building in Public Housing Projects Required in the Process of Recovery from the Great East Japan Earthquake as a project for review and evaluation.

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount (Yen)
D17-PI-0001	Research on Social Innovation Eco-System in Asia (2nd year) Ken Ito Keio University	8,000,000
D17-PI-0002	Research Project on Best Practice for Community Building in Public Housing Projects Required in the Process of Recovery from the Great East Japan Earthquake. Seiichi Otaki The Sanaburi Foundation	10,000,000
D17-PI-0003	Enhancement of Bases for Fostering and Reinforcing Community Foundations Nationwide (Promoting the Introduction of Guidelines and Establishing a Consultation System for Bequests and Donations) Masataka Fukao Community Foundations JAPAN	10,000,000
D17-PI-0004	Regional NPO Internship Program “Summary of Achievements and Proposals based on Implementation in Fujisawa and Yokohama” Akemi Tezuka NPO Fujisawa NPO Network	5,600,000
D17-PI-0005	Nationwide Campaign to Strengthen Accounting at NPOs Noboru Hayase NPO Accounting Standards Association	2,500,000
D17-PI-0006	Development of Training Program for Evaluating NPO Activity Noboru Hayase Japan NPO Center	5,000,000
D17-PI-0007	“Civil Society Fund Initiative Program” aimed at Steady Development of Civil Society Funds/Community Foundations (Phase 2)– Development, Management and Renewal of Grant Programs for Civil Society Activities Yoshinori Yamaoka Civil Society Initiative Fund	9,760,000
D17-PI-0008	Impact Study on Reform of System Governing Public Interest Corporations on Grant-Making Foundations-- Setting Out the Challenges and Making Policy Recommendations for the Further Development of Grant-Making Foundations Yoshinori Yamaoka Japan Foundation Center	2,000,000

Communication with Society Program

This grant program is aimed at broadly disseminating the results and other outcomes of projects that the Toyota Foundation has supported.

As in previous years, the Foundation implemented the Communication with Society Program in fiscal 2017 to inform and heighten awareness in society on the achievements and methods of the projects it has supported in a clear-cut manner. Specifically, the Foundation provided a grant to the Project to Develop a Standardized,

General-use Writing and Font System for Ryukyuan Languages and Developing its Electronic Use as a practical activity to heighten awareness of a project which had been supported through its Research Grant Program. The Foundation also provided a grant to a project on Policy Recommendations for Preventing Marine Litter from Inland Areas as support for dissemination and advocacy for a project the Foundation supported through its Program for Community Activities in Japan.

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount (Yen)
D17-SC-0001	Developing and Promoting a Digital Font for Ryukyuan Languages Shinji Ogawa Prefectural University of Kumamoto	6,000,000
D17-SC-0002	Policy Recommendations for Controlling the Occurrence of Marine Litter from the Inland Area: Activities for Building a Post-Plastic Society Started from Community Activities Sadao Harada NPO Project Hozugawa	5,000,000

Example of Funded Project

Enabling Native Speakers of Ryukyuan Languages to Write their Native Language Electronically

People who speak one of the Ryukyuan languages as their native language have no way to write in their own native language, including a writing system. With a 2011 research grant, a team of 20 mainly young researchers established a writing system for Ryukyuan languages and carried out research leading to the establishment of a base for its diffusion. The achievements of the project were summarized in *A Unified Writing System for the Ryukyuan Languages* (Kuroshio Shuppan, October 2015), and a universal writing system which can be used for writing all the Ryukyuan language dialects without any problems was developed.

However, because the environment to be able to write Ryukyuan languages electronically was not in place, challenges remained, including input difficulties, the poor appearance of text, and the inability to write vertically. Therefore, under the 2017 Communication with Society Program, the Foundation provided a grant for the development of character fonts specific to the unified writing system, the development of a system for displaying the character fonts, and the organization of briefings and study sessions for dialect speakers. This is expected to produce ripple effects that include greater recognition of linguistic diversity and the presence of linguistic minorities in Japan.



Shinji Ogawa presenting the writing system for Ryukyuan languages in Okinawa



Discussion Meeting Moderator: Secretary General Mitsuru Ohno

Natsuko Hagiwara × Toshio Kuwako × Akira Suehiro Exploring the New Way of Grant-Making with a Liberal Character Distinctive to the Private Grant-Making Foundation

The Grant Program for Community Activities in Japan, the Research Grant Program and the International Grant Program are the three main grant programs at the Toyota Foundation. In this year's report, we brought together the selection committees' chairs to discuss the outlook of grant activities by the Toyota Foundation, referring to such topics as how to evaluate projects, the variety of forms of collaboration that should be pursued, and the importance of presentation, while reflecting on its past.

The legacy from the Past

Ohno: Starting with Dr. Kuwako, do you notice there are any differences between the Research Grant Program of seven years ago and that of today?

Kuwako: It has been quite a while since we started calling for proposals with the theme of "Exploring New Values for Society." Looking back on how the program has developed over these years, I am certain that its theme has become defined firmer and clearer to a large extent and that applicants came to understand well its scope compared to the time when introduced. They have come up with the research contents as expected.

Considering the nature of the theme, I have anticipated the researches that not only clarify empirically and theoretically the current values and the past ones but also, confronting squarely the issues in the contemporary society, examine and discover the method by

which we could grasp the issues' essences and solve them.

The screening process of the Grant-in-aid for Scientific Research (KAKENHI), often compared with that of the Toyota Foundation, depends on such criteria as objectivity, data-based, making itself not necessarily future-oriented. If future-oriented, what proposed must not be clear whether feasible or not. We do demand something challenging. In that sense, embedded in the theme is our expectation toward theorization and conceptualization of the new values and their presentation.

It has been with these considerations that the theme of the Research Grant has been polished up. Gradually the applicants have come to the understanding of our focus. Consequently, they apply in the direction of, not just dealing with the varied issues on the ground, but recommending what is to be done by clearing their obstacles.

Suehiro: To begin with, the International Grant Program makes much of keeping the distance from the KAKENHI. Anyway, the latter



Natsuko Hagiwara

should be strictly objective and academic and its projects end simply by the academic reports or by the international conferences. That is the job of the government. The Toyota Foundation could seek something else.

My primary concern is how much risk we should take. As Dr. Kuwako said, the challenging plans of future-oriented nature should be pursued even though they could end up in failure. We want the applicants to do boldly something new with determination in taking the risks. In these cases, even though the original plans were set for two years period, we simply let them do provisional only for one year, in view of the risks. Should they progress well, we will make re-grant next year for another year.

Hagiwara: I was an Associate Program Officer at the Toyota Foundation years ago, and, as discussed, from those days its inherited idea has been to make grants to something bold, something not feasible enough, something that could end up in failure, all of which would not be accepted by the KAKENHI. Because it is a private grant-making foundation, in essence, it could operate in this manner. By its grants, the Toyota Foundation's existence is of an extreme importance to make something new. This idea is still being passed even to this day.

In comparison with the thirty-some years ago when the International Grant Program came into being, the confronting issues become now so diversified. Distinctive is that mushrooming of activities by indeed the varied kinds of organizations, people, especially young ones, as the basic framework, or the environment, conducive to start up activities more available.

The grants only the Toyota Foundation can make

Ohno: Apparently cutting-edge has been the very identity of the Toyota Foundation. What is taken for granted today could be



Toshio Kuwako

something the Foundation took an initiative at the time of its inception. What do you think?

Kuwako: I completely agree with that. By cutting-edge, we mean that you find out something others do not do, and you do it on your own. For example, as for universities in natural sciences, supports to start up a business are ready for use. But this does not look as the case of those in social sciences. Yet many social scientists have already got involved with local societies. Hence, it is truly cutting-edge and good to make grants to set up the socially-engaged corporations as a part of dissemination.

During the grant-awarding ceremony, I often heard the grantees saying that "So great to take up us!" Also, often told is that "The KAKENHI would never accept this." The positive development of this year is the presence of excellent research projects by the people in nursing and healthcare. They are the ones from the fields. It was in 2011 when I took part in the selection committee and it was the year when the Great East Japan Earthquake hit, hence varied research subjects concerning Fukushima proposed. This year saw the doctors and staff from a hospital in Minami Soma applying again respectively. The other one is regarding the Ebola fever. The field staffs of an NGO proposed a study about its social aspect. They are truly committed and undertaking research on the spot. They came across an issue that cannot be solved by technology per se and it was the reason that they applied to the Toyota Foundation.

Surprising enough, those in their thirties composed its research team, involving with long-experienced people. Those once supported by the Toyota Foundation upon their post-graduate training, apply now again, leading younger colleagues. Also noteworthy is the presence of many women.

Suehiro: Let me evaluate the Toyota Foundation from a long-term perspective. Once I received dozens of books published under the Foundation's Know Our Neighbours Program translation project. At that time, if the Japanese wanted to do something regarding the Western countries, Japanese translations of the novels from these countries were readily available. When it came to the novels from Asia, on the contrary, hardly any translations existed. So, the Toyota Foundation took lots of time in the translation project. Supposedly many started to study Asia by reading those translations. One of them is none but me who serves as a committee chair now, the connection looks strange enough.

It was in 2013 when the stage of getting to know our "neighbours" ended. Assuming that the issues that Asian countries confronting became on par with those in Japan whether the ageing or the migration, we should swap ideas by exchanging with each other. Though in the form of support, the stage has shifted from one-way to two-way, the higher one on which ideas are shared. It would be only natural that we could evaluate this development only over a span of twenty years or thirty years.

In fact, in running the International Grant Program, we have introduced the category of "culture" covering video, picture, and, drama for the past two years, other than "ageing" and "multicultural co-existence." This is to say that, thanks to the development of SNS, a cultural phenomenon on a societal level takes place in Asia, aside from

individual tastes in paintings, music or movies, like an establishment of the Malaysia Film Studies Association in Japan. By picking up things like this, we could come up with Asia's new vibrations. That is why the "culture" category was included.

Another one is "Open Field". By this, we mean that the applicants are expected to think of the subject on their own, while we leave it open. Some see that to keep it open is negligent on the part of the donor. What do you think?

Hagiwara: I find it fairly interesting. When the Toyota Foundation ran the Research Contest "Observing the Community Environment" from 1979 until 1997, it did not define what the community environment is. Rather, it asked the applicants to do so by themselves. Truly varied definitions came out. The current Grant Program for Community Activities in Japan still inherits the pattern of the thought. By leaving it open, each applicant defines and set his/her subjects on his/her own. It appears as extremely distinctive in nature and facilitative to create the new values.

Suehiro: For example, we cannot judge how the societies relying on AI and IoT would transform the world just over the span of five or ten years. Similarly, following the point we discussed, would it be appropriate to request the two-year project to deliver a tangible result at the end of the period? It is taken for granted that the Foundation requires its grant projects to produce outputs. But, it should not have a say about how far their rippled effects extend. In the long run, the real results would be in the hands of the grantees themselves.

Kuwako: Over the past seven years serving as chair, while my impression differed from year to year, the careers development of young researchers has been always more important than the excellent researches per se. It would take ten to decades for them to build their research career from scratch until they become central figures. With such a span of time, following up what types of researchers developed while keeping the connections with the former grantees, then the true raison d'être of what the Toyota Foundation did would be eventually revealed.

Hagiwara: As a researcher, I worked on both my master's thesis and doctoral dissertation on the topic of the Research Contest, "Observing the Community Environment," and had them published. During the above process, having looked carefully into the localities I studied, I was conscious that the varied actors, the stakeholders, and their partners were evolving there. It would need to take also decades, not a brief span of time, to evaluate them.

Kuwako: The Toyota Foundation could make it publicly known that with what kind of criteria it judges what its grant-making does for society. It is a high time for the Foundation itself to think of the combination of what it has done and the self-evaluation.

Suehiro: But, we ought to be cautious that currently evaluation thoroughly prevails, even in universities. Under increasing pressure, now it is hard, if not impossible, to pursue academic inquiry in a liberal manner and we are simply tired of lots of paperwork incurred from the evaluation. The same goes for that of the Official Development Assistance (ODA). It has become the evaluation for its own sake, making everyone exhausting. The private grant-making foundations do not need to be at the mercy of it. They ought to be more



Akira Suehiro

openhanded.

Ohno: It is understandable that the Toyota Foundation has been with such a liberal thinking, which is a good tradition in itself. But now might be the time when the short-term results are expected to a certain extent.

Kuwako: As it is especially so, what do you think of the very idea that demonstrating the results stocked so far?

Suehiro: It might be necessary to indicate, by the Know Your Neighbours Program, how many books published, how many those who were concerned with Asia in the past. Therefore, we ought to show appropriate criteria in the evaluations. Should we do so with the same tool as the profit organizations, leaving aside the question of short-term or the long-term one, we will cut our own throat.

In Pursuit of the Ways for Collaboration

Ohno: By promoting networking and collaboration of, not just foundations, but many organizations and individuals, we might come up with something new. What do you think?

Hagiwara: For example, should we connect the NPOs supporting the children of foreign roots with the Toyota Foundation's International Grant Program, we will be able to create some new values.

Suehiro: As for the International Grant Program too, we have a similar research. The issue is not just of the immigrants themselves. It has been shifting to their children's generation and addressing those who are born in a receiving country has now become a major concern. The characteristic of the issue would become totally different, depending on if their father immigrated or their mother. Therefore, it would be better, if we could think of the more diversified forms of the collaboration.

Hagiwara: It is important for us to reexamine our activities from the viewpoints of others. Presumably, space would be quite valuable where the grantees could mutually make presentations about what they do. There, something in common might pop up or a fresh perspective would be discovered. The same might go for the academic inquiry.

Kuwako: In that sense, the workshops organized by the Research Grant Program appear quite effective. Those joined are of the same opinion. So far, however, their goal was simply to inform the would-be applicants of what we were doing. Rather, we could proactively set up something facilitative to novel ideas by carefully selecting and inviting the presenters and inspiring them to discuss among themselves.

Suehiro: It is often pointed out that Japan might not be able to produce Nobel Prize laureates any more. The gifted talents could ascend thanks to the liberal research environment widespread from the 1950s up to the 1970s. As the research management tightened in the 1990s, it is no longer possible to expect the world-leading talents on par with the Nobel Prize to rise in the field of science and technology. The same goes for the foundations. Should we fail to secure the liberal climate, the fully inspiring results will not be delivered. My concern is that the Japanese society will be choked step by step. It ought to be necessary to study more to harness the exchanges and presentations among young people over the internet, while I am not following the trend well. This is to keep up with the smartphone generations. Also, it is important to think of initiatives conducive to produce the diversified, various forms of presentations and results.

Hagiwara: As for the Research Contest, out of twenty grant teams at the stage of the preliminary study, only ten would be allowed to move up to the stage of full-blown research, screened via their presentations. Determined to win, every grant teams seriously conducted the preliminary study for half a year. Furthermore, placed among the audience of the presentations were the would-be applicants for the next year.

Suehiro: Perhaps it would be more appropriate if the kind of the contests were organized like a game. As the young people love it, they can enjoy the process of screening per se, rather than simply being screened.

Hagiwara: Also, it was the selection committee members who became supporters for the team. As the names of the selection committee were publicly available, some applicants developed strategies to come through, considering, for example, Mr. Genpei Akasegawa's preference, who was on the committee.

Upon approved, on the other hand, additionally dispatched for the site-visit of a project was usually a member of the selection committee who was not in favor. By this arrangement, we hoped to see the projects from a different angle.

“Fun” Fostering Potentials

Suehiro: In these days, those on the committee might not have sufficient time to do those things. So busy are the today's university professors. In that sense, importantly, a single figure is to get involved with a single project for a long span of time.

Hagiwara: By doing so, it would be easier to see the process of change.

Kuwako: Should we do something similar for the Research Grant Program, we will assign the selection committee members to the grant projects respectively. Like, “it is you who highly recommended the project in the selection, so you are expected to follow it up till the end.”

Hagiwara: It is like escorting.

Kuwako: Though the escorts might not see the delivery of the results at the end, it is important that the selection committee members keep track of the process toward it and the grantees are also aware of being seen. This could be possible and it must be fun. On the occasion of the selection committee, every member pushes the projects they favor through the fierce argument. Then, they would be assigned to the

respective favorites with the responsibility of escort communicating with the project leaders as often as possible. Should they get in contact with not only the Foundation's program officers but the escorts, the officers will be less loaded.

Ohno: What the Foundation's program officers can do is circumscribed and they share no insight of specialist. So, perhaps we can do something by getting in touch with the varied external networks available.

Hagiwara: As for the former “Research Contest,” in addition to the full-fledged members of the selection committee, appointed were the experts with specific knowledge of a particular subject and they were expected to complement what the full-fledged members could not cover. How nice it is to ask for the former members of the selection committees and the experts to become the advisers!

Suehiro: The International Grant Program has delivered the results in the workshops with regard to the respective program themes such as ageing and multicultural co-existence. In the case of the former, a large number of practitioners participated in a symposium held in Shanghai. As for South Korea, initially, Japanese participants did not have high expectation in its results. On the contrary, as a matter of fact, all ended in excitement as the varied ideas popped up, including those of the NPOs. Though their forms differed, they came up with the firm results.

Ohno: Speaking of the multicultural co-existence, this will also become a major problem Japan is to confront from now on. We could think of the possible collaboration between the Grant Program for Community Activities in Japan and the International Grant Program. With the involvement of the scholars from the Research Grant Program, too, and taking advantage of what accumulated over the years, the Toyota Foundation will be placed in a position with a panorama view. Should it succeed in combining all these, a social movement only the Toyota Foundation can make would be set in motion.

Kuwako: Should those advisers conduct site-visits, they will be required to come up with the sort of interim reports about the contents of their advice, the progress of the projects they looked at. These reports would bring about the accumulated evaluation.

Suehiro: I recently participated in a large joint research group at a university. Upon its five-year project, examined was how often covered by television and newspapers. In principle, my position is that, if needed, I approach the media from myself. I wonder if it is appropriate to evaluate only through the media exposure. It will be questionable if the social engagement is judged solely by the media coverage.

Kuwako: The relationship with the mass media is certainly the subject of academic inquiry. How could we state and evaluate something unlikely to deliver quantitative and numerical results? It must be the critical issue.

Hagiwara: When it comes to how to state, it would be of nice to do it like a game. How simulative to everyone!

Suehiro: I have a belief that the sense of play including “laid-back” would allow grant-making by the private grant-making foundations to take a unique path of development.

Ohno: Thank you very much for today.

Accounting Report

Balance Sheet

As of March 31, 2018

(Unit: Thousand Yen)

Account	Fiscal 2017	Fiscal 2016	Fiscal 2015
I Assets			
1. Current assets			
Cash and deposits	462,673	489,617	471,389
Accounts receivable	84,822	88,782	101,381
Other	5,100	4,890	5,243
Total current assets	552,595	583,289	578,012
2. Fixed assets			
Basic funds	25,108,018	25,299,017	25,584,839
Specified assets	15,703,985	14,732,388	14,854,299
Other fixed assets	57,557	57,590	61,164
Total fixed assets	40,869,560	40,088,995	40,500,302
Total assets	41,422,155	40,672,284	41,078,314
II Liabilities			
1. Total current liabilities	407,767	412,665	427,052
2. Total fixed liabilities	78,790	86,292	83,658
Total liabilities	486,557	498,957	510,710
III Net assets			
1. Designated net assets	18,602,396	17,646,095	17,771,164
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(15,602,396)	(14,646,095)	(14,771,164)
2. General net assets	22,333,202	22,527,231	22,796,440
(Amount from above allocated to basic funds)	(22,108,018)	(22,299,017)	(22,584,839)
(Amount from above allocated to specified assets)	(0)	(0)	(0)
Total net assets	40,935,598	40,173,327	40,567,604
Total liabilities and net assets	41,422,155	40,672,284	41,078,314

Statement of Changes in Net Assets

April 1, 2017 to March 31, 2018

(Unit: Thousand Yen)

Account	Fiscal 2017	Fiscal 2016	Fiscal 2015
I Changes in general net assets			
1. Changes in ordinary profit			
(1) Ordinary profit	708,465	676,910	653,646
(2) Ordinary expenses	711,496	699,601	683,123
Current changes in ordinary profit prior to profit/loss appraisal	▲3,031	▲22,691	▲29,477
Profit and loss appraisal	▲190,999	▲246,518	54,575
Current changes in ordinary profit	▲194,029	▲269,209	25,098
2. Changes in extraordinary profit			
(1) Extraordinary profit	0	0	0
(2) Extraordinary expenses	0	0	0
Current changes in extraordinary profit	0	0	0
Current changes in general net assets	▲194,029	▲269,209	25,098
Balance at beginning of the fiscal year in general net assets	22,527,231	22,796,440	22,771,343
Balance at end of the fiscal year in general net assets	22,333,202	22,527,231	22,796,440
II Changes in designated net assets			
Current changes in designated net assets	956,300	▲125,068	▲1,547,142
Balance at beginning of the fiscal year in designated net assets	17,646,096	17,771,164	19,318,306
Balance at end of the fiscal year in designated net assets	18,602,396	17,646,096	17,771,164
III Balance at end of the fiscal year in net assets	40,935,598	40,173,327	40,567,604

Officers and Trustees

As of March 31, 2018

Directors and Auditors

Name	Occupation
Chairman Nobuyori Kodaira	Senior Adviser to the Board, Toyota Motor Corp.
President Atsuko Toyama	
Managing Director (full-time) Yu Asano	
Director Hiromitsu Ishi	Professor Emeritus, Hitotsubashi University
Director Jyunzo Shimizu	Senior Adviser to the Board, Toyota Tsusho Corporation
Director Akira Suehiro	Professor (Dean), the Faculty of International Social Sciences, Gakushuin University
Director Akihiko Tanaka	President, National Graduate Institute for Policy Studies
Director Makoto Nagao	Professor Emeritus, Kyoto University
Director Shin-ichi Hirano	Chair Professor, Shanghai Jiao Tong University
Director Masayuki Yamauchi	Professor, Meiji University
Director Ryuichiro Yamazaki	Former Ambassador Extraordinary and Plenipotentiary, Embassy of Japan in the Philippines
Auditor Takeshi Suzuki	Special Advisor, Aioi Nissay Dowa Insurance Co., Ltd.
Auditor Yoshio Hiramatsu	Certified Public Accountant

Trustees

Name	Occupation
Akira J. Ikushima	Professor Emeritus and Advisor, Toyota Technological Institute
Yoshio Ishizaka	Advisor, Toyota Motor Corp.
Yoshiaki Ishizawa	Professor, Sophia University
Kazuo Okamoto	Advisor, Hino Motors, Ltd.
Shinichi Kitaoka	President, Japan International Cooperation Agency
Nobuyuki Koga	Chairman, Nomura Holdings, Inc.
Takeshi Sasaki	President, National Land Afforestation Promotion Organization
Ichi Shingu	Advisor, Daihatsu Motor Co., Ltd.
Toshiaki Taguchi	Advisor, Toyota Motor Corp.
Fujio Cho	Senior Adviser to the Board, Toyota Motor Corp.
Shoichiro Toyoda	Honorary Chairman, Toyota Motor Corp.
Koichi Fukaya	Advisor, DENSO Corporation
Hiroaki Fujii	President, Mori Arts Center
Fujio Mitarai	Chairman & CEO, Canon Inc.
Kosuke Yamamoto	Advisor, The Japan Commercial Arbitration Association
Katsuaki Watanabe	Senior Adviser to the Board, Toyota Motor Corp.

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