

 THE TOYOTA FOUNDATION

Annual Report

Report for Fiscal 2014



Cover picture : The sun rising over the ocean near the Kiritappu wetlands, Hokkaido. Although not shown in this photo, deer prints stretch along the beach and migratory birds traverse the sky in the crisp March air.
Photo by Ken Aoo (International Grant Program)



THE TOYOTA FOUNDATION

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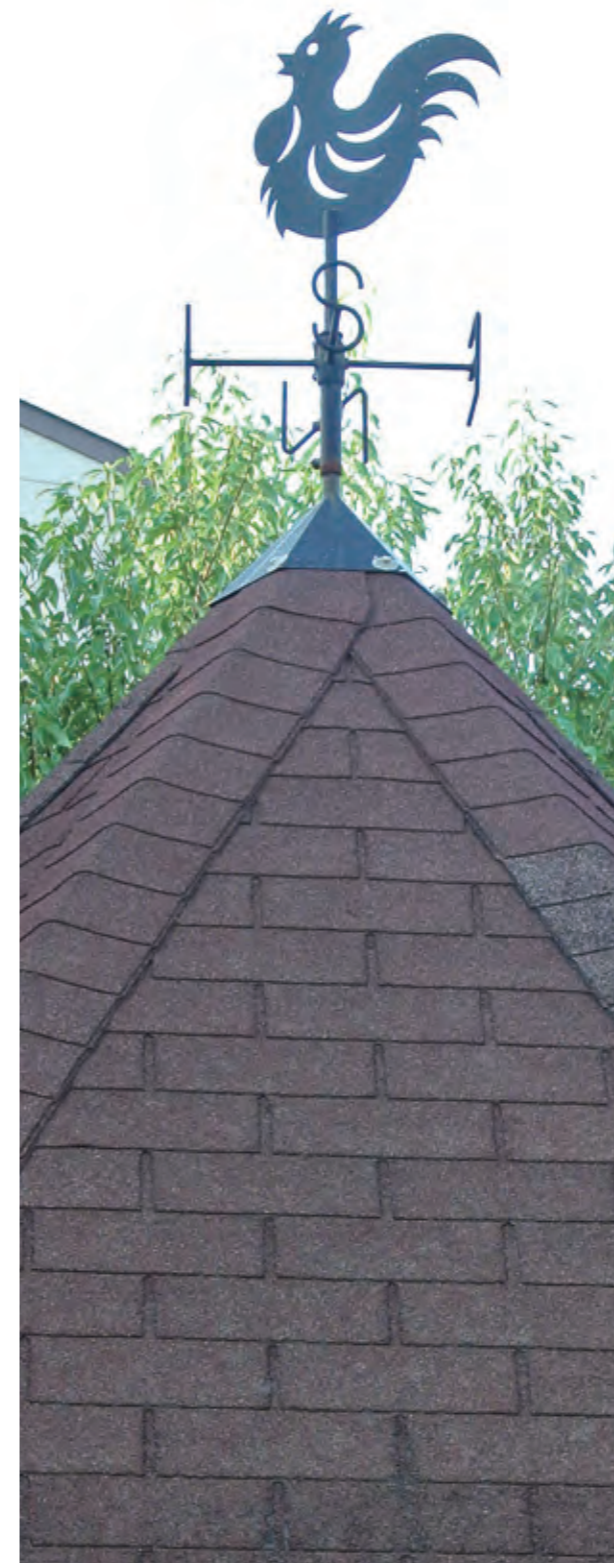
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Message from the President



Atsuko Toyama
President
Toyota Foundation

Introduction

Allow me first of all to express my sincere appreciation for the warm interest and support that we at the Toyota Foundation have continued to receive from you all.

In fiscal 2014 there were a number of noteworthy achievements by Japanese individuals on the global stage. The Nobel Prize in Physics, for example, was awarded to Isamu Akasaki, Hiroshi Amano, and Shuji Nakamura. In the realm of sports, Japanese tennis star Kei Nishikori advanced all the way to the final match of the US Open Tennis Championships, and the Japanese women's soccer team was the runner-up in the FIFA Women's World Cup held in Canada in 2015. In the world of performing arts, the pianist Mitsuko Uchida was awarded the prestigious Mozart Golden Medal. All of these examples demonstrate, I think, how Japanese in the fields of academia, sports, and arts have continued to undertake the challenge of diligently plying their skills overseas and have won respect globally as a result.

In stark contrast to such positive developments, the year saw the emergence of the so-called Islamic State, or IS, in the Middle East, resulting in escalating violence that shocked the world and posed a major ordeal not only for religion but for human-

ity itself.

Japan's Charitable Traditions

During fiscal 2014 we at the Toyota Foundation provided grants totaling 362.9 million yen, centering on our three main programs: the Research Grant Program, the International Grant Program, and the Grant Program for Community Activities in Japan. The overviews of each program—provided later in the program sections—are almost the same as in previous years, but I would like here to note the positive change that occurred in the past year. This improvement is connected to how the Toyota Foundation began to be more proactive in conveying information to outside parties. In fiscal 2014 we conducted report meetings or workshops on 14 separate occasions to share information with relevant parties. These events took place from as far north as the city of Morioka in Iwate Prefecture to the Indonesian capital of Jakarta in the south, addressing a wide range of topics related to current Toyota Foundation programs, such as the graying of the population, multiculturalism, creating employment in local areas, and support for recovery following the 2011 Great East Japan Earthquake. This number of meetings is a noteworthy step forward in our 40-year history compared to the situation up to now, where at most two or three meetings per year—or in some years none at all—were held for outside parties.

Looking back on the past, we can see that most private foundations in Japan have carried out their activities based on the Japanese concepts of *sekizen* and *intoku*, which mean, respectively, the steady accumulation of good deeds and the performance of good deeds without seeking recognition. The two terms stem from the *I Ching*, or *Book of Changes*, which is one of the authoritarian Confucian texts known as the “Four Books and Five Classics.” There it is written that “Families who perform kind deeds will accumulate a fortune that can outlast many generations.”

In the history of Japan we can see that during the Edo period (1603–1868) merchants from the Omi and Ise regions actively sought to contribute to society under the strong influence of this doctrine emphasizing the performance of good deeds. It was around this time that a mercantile economy began to develop within the framework of a feudalistic society. A natural outcome of that progression was that the merchant class began

to accrue wealth. But their increased wealth led to two problems. The first was that some merchants used that wealth in extravagant ways, either frittering it away or spending it on luxury goods, with the result that some ended up bankrupt. The social situation was subtly depicted by the famous dramatist of the time Chikamatsu Monzaemon in his works for the puppet theater, such as *Meido no hikiyaku* (The Courier for Hell) and *Sonezaki shinju* (The Love Suicides at Sonezaki). The second problem was that under the class hierarchy of the time, which descended from the gentry down to the farmers, artisans, and then finally the merchants, no matter how much wealth a merchant might accumulate, he would still remain at the bottom of the social scale, looked down on as a lowly person engaged in the ignoble profession of conducting trade to make money.

The activities that arose from an emphasis on performing good deeds, or *sekizen*, contributed significantly to overcoming these two problems. Members of the affluent class, under the influence of this ideology, turned away from dissipation and luxury in favor of frugal living. This resulted in them using wealth generated from mercantile activities to benefit society in inconspicuous ways, without seeking personal gain. Such uses included building or restoring shrines and temples, financing roads and other infrastructure, and also assisting the needy. This was a way for the merchant class to moderate its own behavior and give positive meaning to the profession of commerce.

The continued influence of this outlook can be seen today in the fact that many of the oldest private foundations in Japan have the word *sekizen* in their names. Japan should take pride in this tradition, which is its version of the idea of *noblesse oblige*.

Private Foundations Becoming More Important than Ever

At the same time, though, there have been drawbacks to the way that Japanese foundations have kept a low profile in line with the concept of *sekizen*. Although it is wonderful to adopt the salt-of-the-earth approach of contributing to society without seeking personal gain or recognition, this can make it hard for others to know what a foundation is doing, so that the organization's activities can easily be overlooked. One area for improvement is for Japanese foundations to make their activities

easier to understand and more visible so that society better recognizes and appreciates what they are doing. There is a need for a foundation to regularly explain its activities to those outside the organization. This is why I am so pleased that the Toyota Foundation has become more proactive in disseminating information on the projects it supports by holding the report meetings and workshops that I referred to earlier.

Our main aim in disseminating information is not to engage in PR for the sake of the Toyota Foundation itself but rather to raise awareness about activities in the private sector aimed at improving society and enhancing people's happiness. These activities are being carried out even though the tendency in contemporary society is for people to focus on economic development and profit. It is becoming clear that sufficient funds cannot be obtained by relying solely on grants from governments and local public agencies. This situation highlights the increasing importance of the activities of private foundations for contributing positively to the everyday lives of people.

More concretely, the Toyota Foundation has placed particular emphasis on creating jobs in regional communities, as reflected in the revisions we made to our Grant Program for Community Activities in Japan in fiscal 2014. This is an issue of great social significance that has been a focus of attention not only in Japan but in other countries throughout the world. It is likely that there will be strong demand in the future for us to actively disseminate information arising from this program.

We intend to build on the ideas and activities arising from the tradition of voluntary contributions to society, encompassed in the term *sekizen*, while at the same time committing ourselves to steady improvements by always evaluating past efforts and trying to come up with something new. Balancing tradition with innovation is something that the Toyota Foundation continually strives to achieve.

Finally, let me call on all of you to keep a close eye on the activities that we are engaged in and take the time to share with us your frank opinions and advice regarding the direction and content of our programs.

July 2015

Looking Back the Toyota Foundation's FY 2014

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

Initiative Program

Results-Reporting Meeting: Community Based NPOs Internship Program

Location: Fujisawa (Kanagawa Prefecture), February 21, 2015

A meeting was held to report the results of an internship program that provided 19 high-school and university students with the opportunity to participate in the activities of one of 12 NPOs over a seven-month period. The culmination of the program was the results-reporting meeting. At the meeting, the interns became official members of the NPO they were active with and introduced the organization to those attend-

ing. Interns planned, prepared, and conducted the meeting on their own, dividing roles and responsibilities among themselves. The internship program will be continued in fiscal 2015.



A scene from the event.

Research Grant Program

Workshop: "Exploring New Values for Society"

Location: Bunkyo-ku (Tokyo), June 7, 2014, and Kyoto (Kyoto Prefecture), June 14, 2014

The Toyota Foundation created the Research Grant Program as a way to support researchers considering basic approaches for successfully navigating the myriad of challenging issues facing society, with the goal of disseminating and applying their results. Researchers and activists gave presentations on their projects at workshops at the University of Tokyo and Kyoto University. Lively question-and-answer sessions took place at both workshops. At the final summary session held at Kyoto University, discussion focused on identifying existing and new values in line with the principle of the Research Grant Program. Many of the roughly 30 workshop participants were current grant recipients, and the event was an opportunity for them to actively present their ideas.



① The workshop at the University of Tokyo's Sanjo Conference Hall was attended by around 30 researchers from related fields as well as representatives of private grant-providing organizations. ② ④ Dr. Toshio Kuwako, chair of the Research Grant Program's Selection Committee, served as commentator for both events. ③ Around 30 researchers from related fields and representatives of private grant-providing organizations attended the workshop at Kyoto University's Inamori Foundation Memorial Hall. ⑤ The summary session saw lively discussion among participants. This photograph shows the event commentator Mr. Sadao Harada, representative director of the NPO Save Hozu River Project.

International Grant Program

"Intercultural Conference in Nagoya: Moving Toward a Prosperous Local Community"

Location: Nagoya (Aichi Prefecture), August 23–24, 2014

Since the 1990s the Toyota Foundation has been providing grants for research and activities in the field of multiculturalism, and since fiscal 2013 the issue of social inclusion for foreign migrants has been a core theme of the International Grant Program. Study seminars intended for grant recipients, experts, and practitioners were held to review issues shared by Japan and other Asian countries. The Nagoya International Center (NIC) and the Toyota Foundation—along with support from the Cabinet Office, the Ministry of Internal Affairs and Communications, the Ministry of Foreign Affairs, Aichi Prefecture, Nagoya City, and the Council of Local Authorities for International Relations—held the intercultural conference to showcase the results of the seminars and innovative initiatives.



① Mr. Hidenori Yano, President of NIC, delivers the opening address. ② Ms. Atsuko Toyama, President of the Toyota Foundation, opens the second day of the conference. ③ Mr. Taro Tamura, Representative of the Institute for Human Diversity Japan, addresses the conference. ④ Professor Keizo Yamawaki, Meiji University, delivers the conference's keynote address. ⑤ The "Nagoya Message" is read and then adopted.

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

Midterm Reporting Meeting: Great East Japan Earthquake "Special Subject" Study-Trip Program

Location: Morioka (Iwate Prefecture), August 27, 2014, and Sendai (Miyagi Prefecture), August 28, 2014

A midterm reporting meeting was held for the study-trip program for the groups involved in rebuilding communities in disaster areas of northeastern Japan. The program supports groups' visits to communities of Okushiri Island, the Chuetsu region, the Hanshin-Awaji region, and Genkai Island that suffered from earthquakes or tsunamis prior to the March 2011 disaster so that the group members can observe and learn from the results of reconstruction in those areas. Nine groups attended the meeting in Iwate Prefecture on August 27, and 11 attended the Miyagi Prefecture meeting on August 28. The

meetings dealt with the timely issue of community rebuilding and attracted the attention of various media.



① Mr. Kenta Yamamoto gives a presentation at the Morioka meeting. ② Ms. Michiko Kuribayashi gives a presentation at the Sendai meeting. ③ A scene from the Sendai meeting.



Grant Program for Community Activities in Japan

Reporting Meeting for Grant Projects: "Nurturing Community Through the Interrelation of Community Members—Enhancing Social Capital Through Community Based Social Business"

Location: Chiyoda-ku (Tokyo), September 28, 2014

A report meeting was held at 3331 Arts Chiyoda in Tokyo regarding grant projects of the Toyota Foundation's Grant Program for Community Activities in Japan. The meeting was an amiable and bustling event that included a special exhibit of photographs provided by grant recipients showing various scenes from regions of Japan. During the first session, grant recipients reported on the current state of projects and provided a breakdown of activities. The second session brought about a better understanding of the content of the program through a lively discussion and debate between Professor Takashi Uchiyama of Rikkyo University and Ms. Natsuko Hagiwara, who is the Selection Committee chair of the Grant Program for Community Activities in Japan and vice chairperson of the Japan NPO Center.



① Project reports were presented during the first session. ② ③ Professor Takashi Uchiyama (left) and Ms. Natsuko Hagiwara during their discussion in the second session. ④ The report meeting featured a special photography exhibit.

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

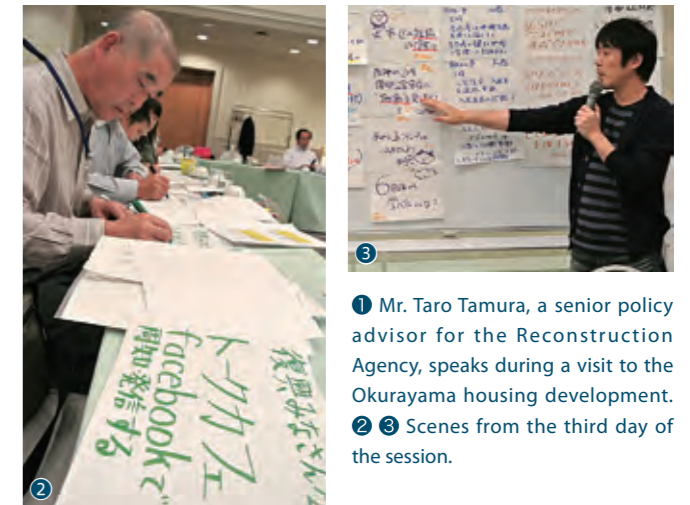
Kobe Study Session: "Community Building in Public Housing Projects in Disaster Areas"

Location: Kobe (Hyogo Prefecture), September 29–October 1, 2014

A study session was held involving six groups that received grants under the fiscal 2014 Great East Japan Earthquake "Special Subject" theme "Community Building in Public Housing Projects in Disaster Areas." The study session aimed to help the six groups further improve their proposals for supporting public housing projects in disaster-stricken areas for



residents who have lost their homes. Toward that end, participants learned about the state of and the support systems for public housing that were part of the recovery process following the Great Hanshin-Awaji Earthquake. Members of the six groups toured sites to learn about the current state of public housing projects for residents who lost their homes, and they also discussed and reviewed methods and techniques for running disaster-housing projects.



① Mr. Taro Tamura, a senior policy advisor for the Reconstruction Agency, speaks during a visit to the Okurayama housing development. ② ③ Scenes from the third day of the session.

Communication with Society Program

Symposium: "Japanese International NGOs Working Toward a Symbiotic Society in Asia—Our Experiences and Appeals"

Location: Chiyoda-ku (Tokyo), February 6, 2015

A symposium was held on the results of a grant project conducted under the fiscal 2013 Communication with Society Program. The symposium, which brought together 12 Japanese NGOs from 19 groups selected in fiscal 2012 for the Toyota Foundation's Asian Neighbors Program's Special Purpose Grant: "Prospects for the Future," served as a forum for disseminating the results of projects carried out by Japanese international NGOs to organizations at the local community level, as well as those in the public and private sectors. At the symposium, the groups presented the results of their activities during the year that addressed the three themes of water, community development, and partnership.



① The Asia Arsenic Network (AAN) presents results under the theme "water." ② The Japan International Volunteer Center (JVC) presents results under the theme "community development." ③ A scene from a group discussion on "partnership."

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

Location: Shinjuku-ku (Tokyo), April 10, 2015



① A view of the ceremony hall. ② Former grant recipients Ms. Chiyomi Mizuki (left) and Ms. Haruko Aito present the results of their activities. ③ Dr. Toshio Kuwako, chair of the Research Grant Program's Selection Committee. ④ Ms. Natsuko Hagiwara, Selection Committee chair of the Grant Program for Community Activities in Japan. ⑤ A grant recipient shares her enthusiasm at being selected. ⑥ Toyota Foundation President Atsuko Toyama presents the grant certificates. ⑦ Commemorative photograph (Research Grant Program). ⑧ Commemorative photograph (Grant Program for Community Activities in Japan).

Grant Award Ceremony of the International Grant Program

Location: Shinjuku-ku (Tokyo), October 17, 2014



① A panel discussion and report presentation were conducted by grant recipients. ② Dr. Akira Suehiro, chair of the International Grant Program's Selection Committee. ③ ④ Toyota Foundation President Atsuko Toyama gives the opening address and presents grant certificates to participants. ⑤ Commemorative photograph taken after the award ceremony.

Fiscal 2014 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. 15:
"Pursuing Community Diversity"

The spring issue of *JOINT* has a summary of the fiscal 2014 plan of operation as well as interviews with individuals involved in three major programs. The newsletter also looks at the future shape of communities and seeks out newly emerging social values.



JOINT No. 16:
"Building New Communities"

This year the Grant Program for Community Activities in Japan is supporting regional-based job development activities. This issue of *JOINT* includes a special feature by Dr. Yoshinori Hiroi and field reports by grant recipients. The newsletter also looks toward the future by considering how to create new communities and sustainable regional societies.



JOINT No. 17:
"Looking at Aging in Asia"

The newsletter includes articles considering the International Grant Program theme of the aging population of Asia. Although Asia is enjoying economic growth, societies in the region are graying. Fostering regional development calls for lively dialogue to address this social issue in a timely manner. This is a problem that not only Japan but all countries will eventually have to face.

A New Approach for Program Administration: "Community Building in Public Housing Projects in Disaster Areas"

A new administration method was introduced in fiscal 2014 for the grant program Great East Japan Earthquake "Special Subject." To give an idea of the extent to which our administrative approach changed, here we provide an overview of the program's key concepts and activities.

A new administration method was introduced for the grant program Great East Japan Earthquake "Special Subject" theme "Community Building in Public Housing Projects in Disaster Areas," launched in October 2014. The following includes a brief sketch of the program and introduction of central issues.

Program Outline

The program aims to support leading projects for community building in publicly provided housing for residents who lost their homes in the Great East Japan Earthquake. These activities include:

- Fostering relations between inhabitants of public housing facilities through the creation of residents' associations.
- Coordinating the community-building efforts of governmental bodies, social welfare councils, and NPOs.
- Building relations with local residents living near public housing facilities.

The scope of the program, however, goes beyond providing support for these projects. The ultimate aims are to identify and find effective solutions to central issues facing community-building efforts for public housing projects and to share the results among local governmental bodies, social welfare councils, and NPOs involved in rebuilding efforts. From 2015 to around 2020, the program will continue to focus on helping to promote community-building efforts at public housing facilities.

Toward that end, the program has provided a total of ¥30 million in grants to six groups, with projects scheduled to run from October 1, 2014, to September 30, 2015.

New Approaches

The new administrative approaches include:

- Using memorandums and report meetings to disseminate the

central issues and effective solutions identified through the activities of the six grant-receiving groups among local governmental bodies, social welfare councils, NPOs, and other groups directly involved in rebuilding efforts.

- Having groups take turns holding meetings every two to three months in different disaster-stricken areas to share information on the current state of their various activities.
- Extensively involving the Foundation Secretariat, with cooperation from the six groups, in disseminating and sharing project results.

Compared to the administrative approach to date, the new system designates a larger role to the Foundation Secretariat, as shown in the chart below.

Our new approach to administrating the program was introduced for the following reasons:

- As victims of the Great East Japan Earthquake move into publicly provided housing and community building begins in earnest, there is a pressing need to disseminate information. Smoothly and efficiently meeting this need requires that information gathered from the activities of the six grant-receiving groups be continually updated and disseminated in a timely manner.
- Transportation and geographical constraints in the disaster areas mean that considerable time and energy are required to travel between the different locations, making it difficult for the six groups to share information and establish networks on their own.
- The Foundation Secretariat plays an important role through its broad-reaching perspective that makes it possible to clearly assess situations in disaster areas. This places it in an excellent position to dispatch information to governmental bodies, such as the Reconstruction Agency and prefectural governments, social welfare councils, and the media, while also assisting the creation of networks.

Difference in grant program administration methods

	Previous method	New method
Foundation Secretariat's relation to grant-receiving groups	Providing support	Visible involvement in program alongside grant recipients
Network building among grant-receiving groups	Responsibility of each group	Foundation Secretariat provides incentives for network building
Information distribution and dissemination	Responsibility of each group	Handled by the Foundation Secretariat

Based on these reasons, a program memo was drafted and distributed to groups directly involved in recovery efforts. Information on project activities was also shared among the six grant-receiving groups. The dates and locations of these information-sharing meetings were as follows:

Information-sharing meetings for the six groups receiving grants

1. Kobe Meeting: Kobe, Hyogo Prefecture, September 29–October 1, 2014 (A study session was held to which groups involved in reconstruction efforts after the Great Hanshin-Awaji Earthquake were invited.)
2. Osaki Meeting: Osaki, Miyagi Prefecture, December 16, 2014
3. Sendai Asuto Nagamachi Meeting: Sendai, Miyagi Prefecture, February 18, 2015
4. Kamaishi Meeting: Kamaishi, Iwate Prefecture, July 13–14, 2015

Reporting meetings

1. Midterm reporting meeting: "Community Building in Public Housing Projects in Disaster Areas," Sendai, Miyagi Prefecture, April 21, 2015 (Attended by around 80 representatives from groups directly involved in post-quake reconstruction efforts.)
2. Reporting meeting: "Conditions at Prefectural Shimokajiro Housing Project and Municipal Usuiso, Toyoma, and Numanouchi Housing Projects in Iwaki City," Iwaki, Fukushima Prefecture, May 27, 2015 (Attended by around 90 representatives from groups directly involved in post-quake reconstruction efforts.)

These information-sharing meetings serve to raise awareness of the importance of the community-building efforts in public housing projects in groups directly involved in reconstruction efforts, such as the Reconstruction Agency, prefectural governments, social welfare councils, and NPOs. We intend to increasingly focus attention on this issue during the remaining period of the program.



to their appearance. This has raised the key issue of how residents can return to their regular patterns of life amid such stark surroundings.



burden for the elderly. It is still unclear how this dilemma can be solved.



slopes in the areas of the housing projects poses a serious problem for elderly residents.

Research Grant Program

Program Title: “Exploring New Values for Society”

Summary

Application Period: April 1 to September 5, 2014

Period of Grants: One year or two years, beginning May 1, 2015

Frameworks: Joint Research Grants (Category A), Individual Research Grants (Category B)

Grant Amounts: Joint Research Grants: Up to around 4 million yen a year per project

Individual Research Grants: Up to around 1 million yen a year per project

Overview:

Conveying a Compelling Message

The program in fiscal 2014 widely solicited proposals from joint and individual research projects presenting progressive, novel visions under the theme of “Exploring New Values for Society.” The dual framework of “Category A” for joint research grants and “Category B” for individual research grants was established in the previous fiscal year under the theme of “Exploring Knowledge to Build a Better Future,” with “Category A” divided into A1 “Research that Aims to Explore New Social Values” and A2 “Research that Addresses Social Issues.” The program was revised for fiscal 2014 to clarify its fundamental aim of supporting projects that, while addressing specific issues in front of us, also search for the basic thinking and methodology to tackle difficult challenges that society needs to solve from a global and futuristic perspective and to widely share their research results.

The proposal submission period was extended from one month to five months to give applicants a chance to better understand the essence of the program and allow them ample time to prepare proposals. In an effort to increase the number of proposals consistent with the aims of the program, Grant Recipient Workshops were held in Tokyo and Kyoto during the proposal submission period to convey program objectives and disseminate the results of previous projects. The workshops also served to further the progress of current projects and promote high-level results by providing grant recipients with opportunities to reaffirm the grant objectives and also interact and share information with other recipients. Both workshops were attended by around 30 potential applicants and current grant recipients, with participants engaging in active discussions of the theme “Exploring New Values for Society.”

A total of 691 proposals were received, a significant increase from the previous fiscal year; around 60% of them were submitted by non-Japanese applicants. Approximately one-quarter of the proposals received were from NPOs, NGOs, or other independent organizations unaffiliated with a university or research facility. The Selection Committee, consisting of outside experts, presented a message of praise and anticipation, asserting that the program’s distinctiveness could be seen in current proposal trends. The Selection Committee also said that the program has provided a compelling message for people inside and outside of Japan, making it possible to respond to a wide variety of needs. As always, the selection process was difficult. Despite following on the heels of a revision of the application process, many outstanding proposals were received that closely considered project proposal guidelines and outlined plans reflecting program objectives. The Selection Committee chose 31 projects, presenting them to the Toyota Foundation Board of Directors. We hope that grant recipients will carry out projects that produce outstanding results and contribute to the theme of “Exploring New Values for Society.”

Research Grant Program for Fiscal 2014

Comments by Selection Committee Chair Dr. Toshio Kuwako

We have reached the fifteenth year of the new millennium. The world has been embroiled in great volatility, especially since the previous year, including disputes over resources and borders as well as conflict between opposing values rooted in ethnicity or religion. The repercussions of these challenging problems are manifested on both the social and individual level.

“Exploring New Values for Society” is the theme of the Research Grant Program created by the Toyota Foundation out of

Grant Results () Fiscal 2013

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
(A) Joint Research Grant	351 (310)	17 (14)	79.6 (76.5)	80.0 (80.0)	4.8 (4.5)
(B) Individual Research Grant	340 (327)	14 (19)	17.7 (23.5)	20.0 (20.0)	4.1 (5.8)
Total	691 (637)	31 (33)	97.3 (100.0)	100.0 (100.0)	4.5 (5.2)

a desire to support researchers who share the view that we will not be able to successfully navigate this dangerous period if we stick to status-quo approaches.

Until the previous year, the Research Grant Program was divided into three different categories: “Research that Aims to Explore New Social Values” (Joint Research Grant A1), “Research that Addresses Social Issues” (Joint Research Grant A2), and “To Build a Better Future” (Individual Research Grant B). But for the current year we decided to focus on supporting researchers who are undertaking the challenge of addressing the unified theme of “Exploring New Values for Society.” In line with this theme, this year we are seeking ambitious projects that aim to go beyond frameworks of existing academic research.

Judging from the content of proposals submitted this year, it seems that researchers are gradually coming to an understanding of the principles of the Toyota Foundation. This is evident from the fact that many of the project proposals clearly incorporate the concept of exploring new values. All of the members of the Selection Committee found this development extremely gratifying.

In total, we received 691 proposals for this year (351 for Joint Research Grants and 340 for Individual Research Grants), of which 31 were awarded grants (17 for Joint Research Grants and 14 for Individual Research Grants). As in the previous year, the competition to receive grants was intense. Despite the difficult odds, many researchers applied for a grant, which reaffirmed to those of us on the Selection Committee the significance of the Research Grant Program.

One characteristic among the proposals for this year was the large number submitted from outside Japan. Some of these proposals involved project teams composed of both non-Japanese and Japanese researchers who were all well aware of the

essential aims of the Toyota Foundation. This seems to confirm the results of our ongoing effort to focus attention on researchers overseas as well. In the end, only a few of the overseas project proposals were actually awarded grants, but the fact we received so many proposals from outside Japan seems to indicate that our program has entered a new stage.

The issues addressed by the projects chosen to receive grants can be broadly divided into three categories: forming a sustainable society, focusing on the weaker members of society by promoting the welfare of the elderly and disabled, and addressing inequality in society.

The Selection Committee discussion pointed out that among the project proposals there was a common understanding and high level of awareness regarding the concept of “exploring new values,” but the committee members also noted that some of the actual methods proposed to carry out research toward that end and to generate results were not adequately convincing.

An area of focus for the Toyota Foundation up to now has been the civic and social aspects of research projects. In our selection process for the current year, too, we have prioritized those projects that seek to balance research with practical applications, and that take the approach of community engagement in terms of research results having practical social applications.

I hope that the research projects that were selected for this year’s Research Grant Program will bear in mind the points mentioned above and also consider the best methods to realize their principles and to channel their research results back to society.

Up to now, the Research Grant Program has made major achievements through the robust support system of its staff, represented by the program officers of the Toyota Foundation. Let me express my hope that all of the grant recipients will stay

in close contact with the administrative staff of the Toyota Foundation for the sake of smoothly carrying out their projects.

The Toyota Foundation aims this year, as in past years, to foster interaction between the grant-receiving projects. We want to put in place a mutually stimulating environment that can raise

the level of research results by allowing participating researchers to keep an eye on of each other's progress and track each other's research results. I sincerely hope that grant program participants will take advantage of this opportunity.

I look forward to the outcomes of the grant recipients' endeavors.

List of Grants Research Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Joint Research Grant		
D14-R-0010	Development of Integrated Azolla-Rice-Duck-Fish Farming System for Sustainably Organic Rice Production in the Mekong River Region of Vietnam Nguyen Khoi Nghia Lecturer, College of Agriculture and Applied Biology, Cantho University University	5,000,000
D14-R-0042	Trans-Asian Multiculturalism: International Collaborative Project of Transnational Cultural Citizenship in East Asia Koichi Iwabuchi Professor, Monash Asia Institute, Monash University	6,400,000
D14-R-0126	The Practical Study on Environmental Conservation Based on the Pico Hydro Power and Farmers' Exchange in Tanzania Ryugo Kurosaki Associate Professor, Faculty of Education, Fukuoka University of Education	6,400,000
D14-R-0197	Future Re-design of a Rural Area for "Local Asset" Accumulation: A Case Study on a Rural Town Close to Metropolitan Area Sawako Shigeto Associate Professor, Academy for Global Leadership, Tokyo Institute of Technology	6,400,000
D14-R-0201	Migration and Southeast Asian Filial Piety: The Impact of Mobility on a Core Asian Value Julian CH LEE Lecturer, College of Design and Social Context, Royal Melbourne Institute of Technology	2,000,000
D14-R-0225	Promoting "End-of-life Care Culture" in Facilities for the Aged in Japan by Means of "Mutual Action Research" Tikayo Koyama Professor, Graduate School of Health Sciences, Niigata University	2,000,000
D14-R-0256	Listening as a Civil Value in Okinawa: A Collaborative Project for Presenting Environmental Sounds as a Natural and Historical Resource for Community Health and Inter-generational Relations in Okinawa Rupert Cox Senior Lecturer, School of Social Sciences, University of Manchester	5,700,000
D14-R-0270	Structuring of "Discrimination" and Development of the Action Transformation Program to Act without the Tacit Consent for Disability Discrimination: Shift from "Looking on," "Indifference," and "Descriptive Understanding" Akiko Nagahama Associate Professor, Faculty of Sport and Health Science, Ritsumeikan University	2,500,000
D14-R-0298	Renovation of an Early Modern Water City for Renewable Energy Era: Re-evaluation of Industrial Remains of Water Utilization in the Early Modern Period from the View Point of Local Empowerment and Their Reconstruction into Eater city of Renewable Energy Industries and Green Tourism Hidenobu Jinnai Professor, Graduate School of Engineering and Design, Hosei University	3,200,000
D14-R-0372	Exploring New Values for Religious Dialogue and Symbiosis: A Study of the Integration of Vietnamese and Catholic Cultures Le Ngoc Thuy Deputy Director, Center for Research Support and Development of Culture	3,500,000
D14-R-0482	A Study to See Agricultural Activities as a New Reference Value for a Sustainable Society through a Fact-finding and Comparative Research in Rural and Urban Area in Japan Makoto Katsumata Part-time Lecturer, Graduate School, Waseda University	4,800,000
D14-R-0637	Commonalities and Differences in the Meaning of Happiness: People's Voices about "Ideal Happiness" Yoshiaki Takahashi Associate Professor, Faculty of Engineering, Information, and Systems, University of Tsukuba	4,000,000
D14-R-0723	Research on the Utilization of Museum Activities for Education for the Young Generation in the Philippines: Development of Mobile Exhibitions to Redress Regional Disparities in Educational Opportunities and Foster Human Resources to Manage Natural and Cultural Heritage Ayumi Terada Affiliate Assistant Professor, The University Museum, The University of Tokyo	3,500,000
D14-R-0798	The Transcultural Research for a New Concept of "Dignity of the Elderly" in Respect of the Present Condition of the Social Care for the Elderly (Including Persons with Dementia) and for a New Model of the Welfare Society Yasushi Kato Professor, Graduate School of Social Sciences, Hitotsubashi University	6,000,000

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Joint Research Grant		
D14-R-0840	Joint International Study on Sustainable Agricultural Development with Small Scale Farmers in the Context of International Agricultural Investment and Land Grabs: The Case of Northern Mozambique Minoru Obayashi Professor Emeritus, Faculty of Economics, Ryukoku University	6,400,000
D14-R-0919	New Value Propositions by Mutual-support Funds and Islamic Finance: A Community-based Economic Philosophy towards a Post-capitalist Society Shinsuke Nagaoka Associate Professor, Graduate School of Asian and African Area Studies, Kyoto University	6,800,000
D14-R-0971	Limit to Urbanization: Application of Integrated Assessment for Smart City Development in India Tetsuo Tezuka Professor, Graduate School of Energy Science, Kyoto University	5,000,000
(B) Individual Research Grant		
D14-R-0011	The Distinction of the Community in Institution for the Blind and Deaf-Dumb of Modern Japan: Acquisition of Historical Perspective in Special Support Education Schools Tomotake Kinoshita Part-time Lecturer, Japan College of Social Work	1,500,000
D14-R-0130	Exploring New Environmental Ethics for Conservation of Peatland Swamp Forests in Peninsular Malaysia Tapan Kumar Nath Associate Professor, School of Biosciences, University of Nottingham Malaysia Campus	700,000
D14-R-0139	A Study on Creative School Architecture in Rural Area of China: With the Aim of Closing the Gap of Education and the Post-earthquake Reconstruction Fan Yi Graduate Student, Graduate School of Design, Kyushu University	1,500,000
D14-R-0145	It Unfolds with Generation of Morals Economy and the Volunteer Economy (an Area) under <Disasters-time Economy>: A Social Economic Assessment of the Revival Kamon Nitagai Professor Emeritus, Tokyo University	1,500,000
D14-R-0172	Creating Livable Space in Cities: The Contestation Over Urban Indigenous Squatter Communities in New Taipei City Tomonori Sugimoto Graduate Student, Department of Anthropology, Stanford University	1,300,000
D14-R-0251	Transforming the Exclusively Local Memories into a Unboundedly Global Tradition: Witnessing an Intercalation of History in Minamisoma's Emerging Disaster Folklore Ryo Morimoto Graduate Student, Department of Anthropology, Brandeis University	800,000
D14-R-0285	Empowerment and Capacity Building of Artisanal Fishery: Community Based Resources Management Fraddy D' Souza Fellow, The Energy and Resources Institute	1,200,000
D14-R-0512	The Potential Power of the Performing Arts in Creating Symbiosis, Interaction, and Collaboration with Others: An Ethnographic Study of the Performing Arts of Religious Minorities in Bali, Indonesia Ako Mashino Part-time Lecturer, Tokyo University of Arts	1,500,000
D14-R-0527	"Open Field Museum" Project in Southern Madagascar Shinichiro Ichino Researcher, The Center for African Area Studies, Kyoto University	1,500,000
D14-R-0795	Searching "Agriculture" and "Food" for New Values towards the Sustainability of Local Communities: Emergence of CSA (Community Supported Agriculture) in Japan Hiroaki Murase Manager, NTT Data Institute of Management Consulting Co. Ltd.	1,200,000
D14-R-0849	Exploring Public Moral Values of Intergenerational Environmental Justice Matthew Cotton Lecturer, Faculty of Social Sciences, University of Sheffield	700,000
D14-R-0854	Community-based Integrated Hazards Mapping: A Disaster Management Approach among the Ifugaos of the Philippine Cordilleras Rachel Guimbatan-Fadgyas Environmental Planner, Philippine Institute of Environmental Planners	1,300,000
D14-R-0993	Disaster Risk Reduction Based on Biodiversity Conservation Akira Mori Associate Professor, Graduate School of Environment and Information Science, Yokohama National University	1,500,000
D14-R-1110	Comprehensive Approach for Improvement of Living Environment in Urban Slum of Indonesia: Analysis on Urban Metabolism and its Harmonization with People's Value System Ken Ushijima Affiliate Assistant Professor, Faculty of Engineering, Hokkaido University	1,500,000

International Grant Program

Program Title: “Cultivating Empathy Through Learning from Our Neighbors: Common Issues in Japan and Other Asian Countries”

Summary

Application Period: April 7, to June 13, 2014
 Period of Grants: One year, beginning November 1, 2014
 Thematic Areas: a) Aging Society, b) Multicultural Society, c) Renewable Energy Practices for Sustainable Community Development
 Grant Amount (maximum per project): a) Project in one of the target countries: 3 million yen
 b) Project in more than two target countries: 6 million yen



Overview: Moving Toward Greater Project Diversity

Fiscal 2014 was the second year of our pilot program “Cultivating Empathy Through Learning from Our Neighbors: Common Issues in Japan and Other Asian Countries,” which focuses on projects in the target countries of Japan, Indonesia, the Philippines, Thailand, and Vietnam. A total of 11 projects were selected, centering on the three themes of aging society, multicultural society, and renewable energy. Grant recipients included researchers, NGOs, NPOs, and others carrying out projects in the target countries that address the challenges and issues that each country faces and propose policy recommendations related to one of the three key themes.

In addition, three projects that received grants in fiscal 2013 were given follow-up grants with the goal of further developing international networks and expanding existing practices.

The program seeks not only to provide grants to individual projects but also to address common problems faced by people in Japan and other Asian countries by building new partnerships that each side can learn from. As part of this effort, we have continued to conduct study seminars for grant recipients and experts that address the three themes from the previous year. Together with the Japanese Ministry of Health, Labor, and Welfare and other organizations, we also co-organized the ASEAN Japan Active Aging Regional Conference, held in Jakarta, Indonesia, on June 20, 2014. During the conference, two grant recipients, Dr. Wako Asato and Dr. Worawet Suwanrada, gave presentations on aging and elderly care in Japan and other

Asian countries. The presentations, which attracted much interest, were attended by around 130 participants, including government officials from ASEAN nations.

The “Intercultural Conference in Nagoya: Moving Toward a Prosperous Local Community” was held on August 23–24, 2014, in Nagoya, Aichi Prefecture. The event was co-organized with the Nagoya International Center and supported by the Cabinet Office of Japan, the Ministry of Internal Affairs and Communications, the Ministry of Foreign Affairs, Aichi Prefecture, and Nagoya City. The conference was attended by more than 200 people involved in promoting multiculturalism inside and outside of Japan, including practitioners and researchers as well as ordinary citizens. During the two-day event, the participants engaged in close discussions of intercultural issues.

We are confident that the program will serve to continue expanding networks and that knowledge gained from the program will be disseminated throughout society.

International Grant Program for Fiscal 2014 Comments by Selection Committee Chair Dr. Akira Suehiro

Outline of 2014 International Grant Program

Since its inception in 1974, the Toyota Foundation has been implementing international grant programs with focus on Southeast Asian countries. From 2009, through “Asian Neighbors Program”, they provided grants to practical projects aiming at solving problems in Asian countries. Meanwhile, the economies have developed and people’s living standards has

Grant Results
 () Fiscal 2013

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
73	14	83.2 (60.0)	100.0 (60.0)	18.6

improved in Asia, including China and India, and other Southeast Asian countries such as Thailand, Vietnam, Malaysia and Indonesia, which are being called “Emerging Asian Economies.” On the other hand, those countries are facing the challenges, namely, aging society with fewer children, growing economic inequality, frequently occurring natural disasters and many other diversified dangers, which Japan has in common.

Reflecting these changes of Asian countries, from 2013, the Toyota Foundation renamed the program from “Asian Neighbors Program” to “International Grant Program” and started a new program targeting four countries which are Thailand, the Philippines, Indonesia and Vietnam, and Japan. Focusing on common issues of these four countries and Japan, the Toyota Foundation decided to implement future-oriented pilot program which expects the grantees to make policy recommendations.

Focal areas and issues of the Program are as follows: 1. Aging society: The Program aims to deal with the aging society which is approaching faster than Japan and other developed countries ever experienced. Especially it focuses on community-based care and active participation of the elderly; 2. Multicultural society: The Program seeks to find ways to tackle the social problems derived from the transnational movement of people. Concretely speaking, it concentrates on how to build inclusive communities for those who have a connection in a foreign country, particularly those with children; 3. Renewable energy: It tries to find alternatives to high energy consuming society which is heavily dependent on fossil fuels, and move to sustainable society which utilizes various energy sources, particularly renewable energies. Namely, it highlights on “Renewable energy practices for sustainable community development.”

Overview of Applications

We got 73 proposals this year (in comparison with in 2013 and 2012, there were 175 and 106 proposals, respectively.) Nationality-wise, 25 are from Japanese and 48 are from non-Japanese (43 and 132 in 2013, respectively.) The reasons for the decline of applications are various: first that applicants were requested to

meet stricter requirements such as asking to review the situations of target countries and create policy recommendations this year. Also, it could be because announcements of call for application were delivered only through the networks of professional practitioners or researchers, and more general tools for the public were avoided. Thematically-wise, there were 17 applications to Aging society, 21 to Multicultural society, 35, which was the most in number, to Renewable energy.

Follow-up Grants to 2013 Projects

In parallel with calling for new applications, we established a new framework to provide follow-up grants for some grantees of 2013 this year. Those who developed a wide range of network and exhibited outstanding performance were selected to develop and brush up their projects. The period of the each project is two years and they will conduct mutual exchanges, including sight visits to mainly Asian countries. In this framework, the Toyota Foundation secretariat had been in preparatory consultation with the expected candidates and the selection committees examined three cases.

Selection Results

The selection committee gave particular attention on following four points: 1. Whether and to what extent the project fits the thematic focus; 2. Its importance and extent from the academic perspectives; 3. Implementation structure of the project and the stability of the members; 4. Message of expected policy recommendation and its feasibility. We also considered following criteria: whether it focuses on specific communities and plans field level exchanges; whether they are capable of sharing knowledge and experience in the targeted four Southeast Asian countries and Japan in empathy with each other; whether they would try to disseminate their results widely in the ways which have big impacts by creating visual materials or implementing site visits, for instance, not only by writing reports and holding a symposium. As well as these, in the selection process, we prioritize the most the quality of the projects ahead of equitable distribution of the grants to three themes or four target countries.

As a result, thematically-wise, newly adopted projects are; three from Aging society, three from Multicultural society and five from Renewable energy. Target country-wise, they are five in Thailand, three in Indonesia, one in Vietnam. Also, there is one project in Vietnam and the Philippines to compare both countries, and one is to disseminate the experience of Japan. The reason that projects in Thailand were more than other countries is only based on our review of the quality of the projects and their feasibility of making policy recommendations.

In the selection process, program officers of the Toyota Foundation worked hard to find and encourage prospective projects and its members. Also, the additional information about the projects were of great help for the selection committee. I would like to take this opportunity to thank them.

Conclusion

As introduced projects shows, in the selection process, the committee firstly placed a criteria on the point that how much the applied projects have close contacts with tangible and practical activity in specific communities, not only working on the survey of policies and projects in national level. Secondly, their plans that how they disseminate and share the knowledge and experience at the community level are important considerations for the committee. Lastly, I would like to point out that, being with the vision of the Toyota Foundation, which targets at more future-oriented and practical projects, these two criteria draws a clear line from the Grant-in-Aid for Scientific Research (Kaken-hi) of Ministry of Education, Culture, Sports, Science and Technology (MEXT) and Japan Society for the Promotion of Science (JSPS).

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
Renewable Energy Practices for Sustainable Community Development		
D14-N-0064	Socio-Technological Approach for Building Sustainable Community Through the Corporative Action Installing Small-Scale-Hydropower in Japanese and Indonesian Rural Area. Isamu Ishii Director, Research Institute of Gokase Renewable Energy	5,500,000
D14-N-0082	Review of Renewable Energy Practices in Philippines and Vietnam: To Develop the Renewable Energy Introduction Metrics for Rural Communities Nguyen Thi Hoang Lien PhD, Lecturer, Faculty of Environmental Sciences, University of Science, Vietnam National University, Hanoi	5,800,000
Continuance Grant		
D14-N-1001	Reconsidering Care Supply System and Multilateral Network Formation Wako Asato Associate Professor, Graduate School of Letters, Kyoto University	14,800,000
D14-N-1002	Improving an Educational Environment Where Language Acquisition of Children Raised in Bilingual Environment is Cared for: Expanding the Network by Cooperating with Korea Shizuyo Yoshitomi General Director, World Kids Community	11,000,000
D14-N-1003	Developing the Asia-Pacific Network of Consensus Building Practitioners in the Field of Renewable Energy Masahiro Matsuura Associate Professor (project appointment), University of Tokyo, Graduate School of Public Policy	13,500,000

List of Grants

International Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
Aging Society		
D14-N-0014	Construction of Effective Network for Health Care of the Elderly in Community - through Cooperative Studies Between Saen Suk, Chon Buri, Thailand and Saku City, Nagano, Japan Yoshiko Tsukada Professor, Saku University	3,800,000
D14-N-0059	Promoting Community-based Care Through Small-scale Multifunctional Care Facilities Masato Kawamori Professor, Graduate School of Human Sciences, Osaka University	3,000,000
D14-N-0107	The Role of Welfare Centers in Ensuring Social Welfare for the Elderly in Vietnam: Review of Current Practice and Potential for Policy Recommendations Nguyen Thi Kim Hoa Dean, Faculty of Sociology, Hanoi University of Social Sciences and Humanity	2,500,000
Multicultural Society		
D14-N-0007	Enhancing Social Inclusiveness for Unskilled Migrant Workers in Thailand Meepien, Jidapa Researcher, Thailand Development Research Institute Foundation	1,800,000
D14-N-0062	Building Inclusive Community Health Care System: Lessons Learned from Good Practices in Thailand and Japan Aoki, Rieko Executive Director, Center for Health and Rights of Migrants	5,500,000
D14-N-0091	Connecting Voices on Multicultural Education for Migrant Children in Chiang Mai, Thailand Nawarat, Nongyao Associate Professor, Chiang Mai University	2,200,000
Renewable Energy Practices for Sustainable Community Development		
D14-N-0019	Regional Value Added and Business Models by Renewable Energies, and the Possibility of Removal to Southeast Asian Nations Takuo Nakayama Researcher, Graduate School of Economics and Faculty of Economics, Kyoto University	5,800,000
D14-N-0021	Mutual Learning Among Southeast Asian Countries and Japan on Geothermal Power Introduction with Consideration for Trade-offs Among Resources Kenshi Baba Associate Professor, Hosei University	5,500,000
D14-N-0035	Renewable Energy and Regional Activation-regime and Actor Analysis, Its Achievement and Further Agenda, Its Appeal to All Japan and Asia- Toru Suzuki Director, Renewable Energy Organization of Hokkaido	2,500,000

Grant Program for Community Activities in Japan

Program Title: “Creating New Communities with Future Leaders: Fostering Local Based Social Ventures”

Summary

Application Period: September 1 to October 31, 2014
 Period of Grants: One or two years, beginning April 1, 2015
 Grant Amounts: Up to 3 million yen a year per project

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

Overview:

Exploring New Work Styles from the Viewpoint of Youth and Women

The program title for fiscal 2014 was “Creating New Communities with Future Leaders: Fostering Local Based Social Ventures.” Proposals were solicited for projects aiming to utilize local resources to address regional issues by creating social ventures and nurturing those who are supporting social startups.

Amid population decline and the graying of Japanese society, one issue of common concern throughout the country has been the aging of community leaders. At the same time, among the younger generation there has been a movement toward forging one’s own path in life by working with diverse regional agents to create businesses that address local issues. The theme for this year was established based on the view that, as Japan’s population declines, fostering the momentum of this movement will contribute to the creation of sustainable communities.

Projects for the fiscal year were solicited under the existing Activity Grants and the new Evaluation and Advocacy Grants, which were introduced for past projects in order to verify their activities and harness their results to create policy recommendations.

Of the 401 proposals for Activity Grants received, 20 were selected, and of the 16 proposals received for Evaluation and Advocacy Grants, 6 were selected by the Board of Directors.

One characteristic of the program in fiscal 2014 is that its theme was geared to appeal to younger applicants and women, and this increased the number of proposals received from these two groups. The average age of grant recipients was 44 years, compared to 52 years in fiscal 2013, and the number of women receiving grants rose from 4 in the previous year to 10. A large number of proposals explored new working styles for local communities in Japan based on the perspectives of younger residents and women. There were also many projects aimed at creating work opportunities for those facing hurdles to participation in society as a result of disability or some other reason. These projects revealed the importance employment has in providing roles in society. We hope the involvement of a diverse range of leaders will lead to groundbreaking activities for vitalizing local communities.

In fiscal 2015 the program will solicit proposals for the same theme. We are considering installing measures to regularly evaluate the program and use feedback from practitioners across Japan to improve grant activities.

Grant Results () Fiscal 2013

* One Declined

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Activity Grant Program	401 (231)	20 (15)	85.8 (50.4)	100.0 (70.0)	5.0 (6.5)
Evaluation and Advocacy Grants	16 (-)	6* (-)	14.2 (-)		37.5 (-)
(Grant Program for Inter Local Associate)	- (67)	- (5)	- (19.6)		- (7.5)
Total	417 (298)	26 (20)	100.0 (70.0)	100.0 (70.0)	6.2 (6.7)

Great East Japan Earthquake “Special Subject”

Program Title: “Community Building in Public Housing Projects in Disaster Areas”

Summary

Application Period : June 9 to July 11, 2014
 Period of Grants : One year, beginning October 1, 2014
 Grant Amount : Up to 6 million yen per project (30 million yen in total)
 Target Area: Iwate Prefecture, Miyagi Prefecture, Fukushima Prefecture

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

Overview:

Promoting Community Building

For more details regarding the goals of the Great East Japan Earthquake “Special Subject” theme “Community Building in Public Housing Projects in Disaster Areas,” as well as the selection process and management issues, readers can consult the post-selection evaluation of Selection Committee Chair Yuta Ando in the following section. Here we would like to briefly explain the background to creating the program theme for supporting community building in public housing facilities.

During fiscal 2013 the grant program supported groups involved in recovery efforts in the Tohoku region by organizing study trips to Okushiri Island, the Chuetsu region, the Hanshin-Awaji region, and Genkai Island so that the group members could learn more about rebuilding efforts in other areas damaged by earthquakes. In early 2014 governmental bodies, NPOs, and the media began to point out the urgent need for community building once people who lost their homes in the disaster move into public housing.

The pressing issue of community building became apparent when Foundation staff visited disaster areas. Since no other private foundation was addressing this issue at the time, the Toyota Foundation was in a position to effectively utilize limited resources to promptly provide grants to foster community building. After consulting with the chair of the Selection Committee and groups involved in recovery efforts, we arrived at a consensus and immediately began building the framework for the program around the theme of community building in public housing facilities.

The program’s management method was set up to maximize the efforts of the six grant-receiving groups. Further information on this is available in the outline provided in the Grant Activities Report.

Focusing on Reviving Local Communities

Comments by Selection Committee Chair Dr. Yuta Ando

The Aims of the Great East Japan Earthquake “Special Subject”

More than four years after the 2011 Great East Japan Earthquake disaster, the recovery effort entered a new stage in which disaster victims began moving from temporary shelters to public housing facilities. This coincided with the emergence of community building within public housing as a new theme in the recovery effort. In line with this, the Toyota Foundation in fiscal 2014 enacted a grant program under the Great East Japan Earthquake “Special Subject” that aims to serve as a case study with regard to appropriate and effective community building, methods for supporting such efforts, and ways of disseminating relevant information to public housing residents, governmental bodies, social welfare councils, NPOs, and other groups involved in the rebuilding effort. The motivation for selecting the theme was to address the following three pressing needs facing residents moving into public housing in disaster areas:

- The need to promptly establish a new community framework based around residents’ associations in response to the change in the community structure that resulted from the earthquake.
- The need to put in place structures to ensure the well-being of elderly residents, who are expected to comprise over 40% of all public housing residents, through a cooperative effort involving governmental bodies, support organizations, and the residents

Grant Results

	Iwate	Miyagi	Fukushima	Others	Total
Number of Applications	3	14	4	4	25
Number of Grants	1	4	1	0	6

themselves.

- The need to foster connections between residents of public housing and already existing communities, where the public facilities will be constructed, to support those living in public housing.

Effectively addressing these three needs requires a coordinated effort among residents, local governmental bodies, and groups supporting the disaster recovery. As I stated before, with construction of public housing in disaster areas getting fully underway in fiscal 2015 and expected to continue into fiscal 2017, it is urgent that the grant program serve as a seminal case study to provide lessons and establish effective methods for supporting community-building efforts.

The Screening and Selection Process

We solicited proposals from June 9 to July 11, 2014, drawing attention to the call for applicants in disaster areas through coverage in such newspapers as *Kahoku Shinpo* and *Fukushima Minyu Shimbun*, as well as the efforts of intermediary support organizations. Of the 25 proposals received, 6 of them were adopted at the July 28 meeting of the Selection Committee and then presented to the Board of Directors. When reviewing project proposals, the Selection Committee emphasized the following aspects: the degree of active interest among the project participants; whether a cooperative structure was created that involves residents, governmental bodies, social welfare councils, NPOs, and other groups; and how well the project was fundamentally organized to promote community building.

Aspects of Selected Proposals

There are two points expected to strongly influence the direction of community building for public housing

facilities in disaster areas. The first is the location of public housing—whether along the coast or an inland area, and whether a rural or urban location. The second factor is the makeup of residents, who may include local disaster victims, victims from other disaster areas, and people evacuated following the Fukushima nuclear disaster. The results gathered from the projects selected covered both of those key areas. Thanks to the pioneering characteristic of this year's program, the lessons and methods learned from it will broadly serve future efforts by other groups.

Looking to the Future: Disseminating Results

The framework for this "Special Subject" focuses on compiling and effectively disseminating the lessons and methods learned through projects. On this point it diverges from conventional Toyota Foundation grant programs. This is why I would like the Foundation Secretariat to consider implementing the following measures:

- Every attempt should be made to provide the six groups with opportunities to learn from one another. While the focus of projects may differ in terms of where groups conduct activities, the location of public housing, and types of residents, they are all connected under the program theme. The groups will benefit greatly from learning together the skills needed to carry out activities and disseminate findings.
- Parallel frameworks for compiling lessons and methods and for disseminating findings need to be created, with information shared by the six groups being analyzed and organized. The involvement of outside experts will be essential to this process.
- To help ensure that information reaches the appropriate end users, key persons should be consulted to determine which groups in disaster areas can best utilize the lessons and methods disseminated through the grant program.

Report on Grant-related Activities

Communication with Society Program

This grant program, which does not solicit proposals, is aimed at broadly disseminating the results and other outcomes of projects supported by Toyota Foundation programs.

In fiscal 2014, as in the previous year, the program supported interaction and cooperation among grant recipients to effectively disseminate the results and methods of projects across society.

Grants were provided to publish the results of previous projects conducted in Myanmar and administered by the Southeast Asian National Research Program and to further promote community foundations and regionally based growth funds in Japan by formulating and widely disseminating operational guidelines and basic policies.

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount (Yen)
D14-SC-0001	Publication of "Biographical Dictionary of Post War Myanmar Writers (1945-2000)" Thant Thaw Kaung Myanmar Book Centre Co, Ltd.	1,200,000
D14-SC-0002	Basic Development Project for Community Foundations and Other Organizations: Developing Guidelines, International Survey of Human Resource Development, and Considerations for Directing Activities Masataka Fukao Community Foundations JAPAN	5,000,000

Example of Funded Project

2015 Community Foundation Japan Forum: Initiatives by US Community Foundations and Japanese Field Surveys as a Reference for Considering the Direction of the Regional Flow of Funds

On June 30, 2015, the Community Foundation Japan held the forum "Initiatives by US Community Foundations and Japanese Field Surveys as a Reference for Considering the Direction of the Regional Flow of Funds" at Ryukoku University. The event was attended by representatives from 14 community foundations and 30 representatives of regions that are considering establishing community foundations, including those from as far south as Okinawa Prefecture and as far north as Miyagi Prefecture.

Community Foundations JAPAN Chairman Masataka Fukao opened the event by speaking about the increased awareness of the social role of community foundations. He noted that amid the increased emphasis on investment to contribute to society, community foundations have a vital role to play in terms of channeling that investment to local areas.

Presentations at the forum included "An Update on Social Investment" by Mr. Masaki Kimura, CEO of the Aichi Community Foundation, and "A Report from a Field Survey of American Community Foundations" by Mr. Yuji Suki of the Sanburi Foundation and Mr. Yasuhito Arii of the Wakayama Jimoto Fund.



A scene from the event.

Initiative Program

This program carries out planned funding jointly with other private-sector organizations for significant projects, including those run in combination with the Toyota Foundation's own surveys and study group meetings.

In fiscal 2014 the program contributed to developing the non-profit sector by supporting projects reinforcing the structure of community foundations and regionally based growth funds

and through grants for projects providing education and training for young people involved with NPOs or those active in regional efforts.

As a private foundation we conducted activities that included organizing symposiums with other organizations and supporting field surveys in line with the new regulations concerning public-interest corporations.

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount (Yen)
D14-PI-0001	An impact survey on implementation of Charities Act 2006 Tatsuo Ohta The Japan Association of Charitable Organizations	2,000,000
D14-PI-0002	2014 Community-Building Internship Program to Connect Regional Youth and NPOs Akemi Tezuka NPO Fujisawa NPO Network	5,500,000
D14-PI-0003	Field Survey of Case Decisions of Nonprofit Corporations Noboru Hayase Japan NPO Center	3,000,000
D14-PI-0004	Examining the State of Recovery in Banda Ache 10 Years After the 2004 Sumatra Tsunami: Learning from the Banda Ache Experiences in Preparation of Next Large Scale Tsunami Disaster Yasuo Tanaka Kobe University	3,000,000
D14-PI-0005	International Symposium on Interdisciplinary Approach to Reconciliation Kazuko Mori Waseda University	1,000,000
D14-PI-0006	Field Surveys of Japanese Community Foundations and Forums for Socializing Projects Masataka Fukao Community Foundation JAPAN	3,200,000
D14-PI-0007	Symposium for Focused Educational Activities Following Ratification of the Convention on the Rights of Persons with Disabilities Yasuo Arashidani Japan Disability Forum	1,500,000
D14-PI-0008	Establishing Grant Programs to Promote Funds Supported by Civil Society and Community Foundations Yoshinori Yamaoka Civil Society Initiative Fund	20,000,000
D14-PI-0009	Support for NPO Internships and Programs to Establish Support of NPO Activities Among Young People Yoshiyuki Takajyo Actionport Yokohama	3,000,000
D14-PI-0010	Sonraku Human Resource Training Boot Camp for Local Innovation Yoshihito Senda Sonraku	4,000,000

Encounters with Diversity Generate Dynamism

The Toyota Foundation conducted an evaluation of 93 projects carried out under the Grant Program for Community Activities in Japan between fiscal 2008 and 2011 (see JOINT no. 16 for more details). The evaluation was led by Mr. Ei-ichiro Adachi, counselor at the Japan Research Institute. The following is an interview that we conducted with Mr. Adachi to find out more about his views on a range of topics, including changes in the outlook and methods of private foundations over the past two decades, global trends in the background of these changes, and his advice on the future direction of the Toyota Foundation's grant programs.



Historic Changes Impact Private Foundations

Q. A couple of decades ago private foundations in Japan were rather reserved in their thinking about grants, but today their thinking and methods are quite different. For instance, 20 years ago they did not think much of disseminating information to the public, but now this is common practice. Similarly, quite unlike the situation before, foundations today are setting their own agendas regarding issues to target and taking an active role in addressing them. Could you share your thoughts on the reasons behind these major changes in outlook and method?

A. One factor we could point to is the end of the Cold War, symbolized by the fall of the Berlin Wall in 1989. A second factor is the spread of the Internet, which started in the late 1990s. And another key factor is the emergence of NPOs.

First, regarding the end of the Cold War, this dissolved the boundary that had existed between capitalism and socialism when the world was still divided between the so-called East and West blocs. As a result of this historical change, globalism made rapid advances, and the world entered a period of mega-competition. The level of competition in the economic sphere rose significantly, making it much more difficult for the private corporations that funded private foundations to make profits. Prior to the end of the Cold War, the expression "giving without expecting any return" was often used in the world of private foundations with regard to their financial contributions, but this magnanimous atmosphere subsequently vanished. Given the intense international competition of the time, private corporations became reluctant just to dish out money, and this attitude spread within the world of private foundations as well.

The second factor I mentioned, the spread of the Internet, is also

closely related to the disappearance of borders as a result of the end of the Cold War. I already noted the dissolution of the line between the East and the West bloc. In the case of Japan, the Internet also eliminated the "us-them" boundary that had existed previously. As a result, on the one hand it became possible for people of different backgrounds living in distant places to become connected with one another. But on the other hand, it has also had the effect of weakening the foundations of trustworthy relations inside organizations based on mutual tacit understanding rather than any clear articulation of views.

This phenomenon has arisen in corporations in their relations with clients, and it has occurred in the world of private foundations too. In the past there was no problem in supplying grants to familiar and trusted persons, but this approach cannot be taken with regard to providing grants to groups or organizations encountered via the Internet. It is necessary to express everything clearly and logically with regard to what sort of themes you would like grant recipients to address and what results you would like to see, while also clarifying the nature of the Toyota Foundation itself. It is also necessary to make specific requests with regard to the activities of grant recipients. The relationship between grant-providing organizations and grant recipients has fundamentally changed.

Finally, there is the third factor that I mentioned, the emergence of NPOs. Since the 1990s a huge number of NPOs have been established worldwide. This NPO growth has also been fueled by the fact that it has become so easy to access and disseminate information thanks to the spread of the Internet. Previously I was involved in work to create ISO 26000, an international standard for evaluating the social responsibility of organizations. In introducing this standard, we adopted a multi-stakeholder approach based on discussions that included not only governmental bodies and companies but also NPOs. The fact that NPOs were considered so essential to the creation of an effective

international standard proves just how important these organizations have become. The emergence of NPOs has created more demand for new grants and raised the level of competition among those seeking grants. And this change has led to feedback that has influenced the thinking and methods of private foundations.

Building a Partnership Between Foundations and Grant Recipients

Q. According to one Swiss banker who runs a private foundation, the biggest change that had come about in the realm of European private foundations was that the former notion that foundations and their grant recipients had of “our cherished small world” is no longer feasible.

Bearing this historical change in mind, what are your thoughts on the future direction of the programs that the Toyota Foundation is currently operating?

A. The first thing I would like to point out is that the Toyota Foundation has various hypotheses and scenarios regarding its programs. One good example of this is how the current Grant Program for Community Activities in Japan assumes that the creation of employment is vital to rescuing local communities. If results are produced on the basis of this assumption, it becomes possible to share them with others. This also makes it possible to submit recommendations to the government about steps that need to be taken in order to attain a particular goal. In order for this approach to make progress, the program officers [hereafter “POs”] need to make some sort of commitment to the groups receiving grants. This is a new sort of outlook, where the foundation itself gets more involved with those seeking to solve problems. The POs can partner with the grant recipients to come up with a recipe for success.

For example, currently I am director of the Mitsubishi Corporation Disaster Relief Foundation, which has embarked on a wine-production project based in Koriyama, Fukushima Prefecture. The aim is to purchase local grapes, which have been hard hit by negative rumors, and then use them to produce wine, thereby creating jobs. Toward that end, our foundation has obtained a business license for selling alcohol which is unusual for a private foundation. But the Toyota Foundation cannot adopt this kind of approach, because you deal with so many different grant projects. This large number of projects also makes it difficult to gauge whether a given project is really benefiting society or not.

It is necessary to increase the funding per grant project while at the same time limiting the number of projects overall. This method of cutting back the number and expanding the scale of each project is a major global trend among private foundations today. How about taking a bold step and limiting projects to a smaller number that specifically match the Toyota Foundation’s themes, concentrating on innovative projects and getting the POs more involved? That seems to be a fruitful approach to me. I don’t really see the point of the

conventional approach up to now of simply providing grants for the usual sort of academic research conducted by university researchers.

Crucial Need for Frontline Engagement

Q. The tradition in the world of private American foundations has been for there to be a clear line drawn between grant-making foundations specializing in actually providing grants and operational foundations handling practical tasks. But you seem to be saying that there is no need to hold on to this separation in order to produce good results. Finally, could you offer us a few more comments on the evaluation you provided us last year regarding the Grant Program for Community Activities in Japan.

A. One thing that was very positive about the program, as I mentioned a moment ago, was the premise that the creation of employment is vital to rescuing local communities. Indeed, if you look globally at grant programs of private foundations, you’ll see that one of the core elements is the focus on assisting economic activity at the local level. Having said that, though, I am concerned about the actual goals of the grant programs of private foundations. When considering local communities in Japan, such programs do not often envisage them regaining the dynamism of the past. Rather, their focus is on slowing the pace of decline. At the root of the problem, it seems to me, is the fact that Japan’s local communities have been unable to break free of the insularity that has marked their history. Japanese communities can be extolled for their traditions and many other positive attributes, but on the other side of the coin, we need to recognize the tendency for them to create spaces that exclude outsiders. Another tendency has been their aversion to dynamism. Even when outsiders are keen to enliven a community, their presence can cause friction.

It is worth emphasizing the point I made earlier about how dynamism arose in the wake of the great historic change that occurred globally after the fall of the Berlin Wall. As a result, people started coming into contact with all sorts of individuals they had never encountered before. Instead of an outlook that concentrates on the past or the emotional attachment to one’s hometown, I think we need to narrow the focus to the question of what needs to be done in the years ahead to survive and thrive.

I have been impressed by the ambitious efforts of Mr. Retz Fujisawa and other members of the RCF Reconstruction Support Team, who have come up with scenarios on how to transform communities by incorporating outsiders from different backgrounds and diverse ideas and have assisted outsiders who seek to take part in those communities. That is an example of the sort of programs I would like to see the Toyota Foundation get involved in. I should add that involvement would entail more than just providing funds; it would also be essential for your POs to be actively engaged on the frontlines of the various projects. If you can generate results through this approach, the Grant Program for Community Activities in Japan could become an important pillar that functions in a way that is quite different from the current “regional revival” policies of government agencies.

Accounting Report

Balance Sheet

As of March 31, 2015



(Unit: Thousand Yen)

Account	Fiscal 2014	Fiscal 2013	Fiscal 2012
I Assets			
1. Current assets			
Cash and deposits	405,327	350,698	296,355
Marketable securities	0	13,060	11,916
Accounts receivable	105,198	112,664	108,397
Other	4,360	4,488	4,160
Total current assets	514,885	480,910	420,829
2. Fixed assets			
Basic funds	25,614,374	25,605,420	25,751,950
Specified assets	16,395,463	15,815,192	15,654,666
Other fixed assets	66,517	62,965	55,342
Total fixed assets	42,076,354	41,483,577	41,461,958
Total assets	42,591,239	41,964,487	41,882,787
II Liabilities			
1. Total current liabilities	422,477	345,543	286,528
2. Total fixed liabilities	79,113	90,322	108,291
Total liabilities	501,590	435,865	394,820
III Net assets			
1. Designated net assets	19,318,306	18,728,770	18,552,171
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(16,318,306)	(15,728,770)	(15,552,171)
2. General net assets	22,771,343	22,799,852	22,935,796
(Amount from above allocated to basic funds)	(22,614,374)	(22,605,420)	(22,751,950)
(Amount from above allocated to specified assets)	(0)	(0)	(0)
Total net assets	42,089,649	41,528,622	41,487,967
Total liabilities and net assets	42,591,239	41,964,487	41,882,787

Statement of Changes in Net Assets

April 1, 2014 to March 31, 2015

(Unit: Thousand Yen)

Account	Fiscal 2014	Fiscal 2013	Fiscal 2012
I Changes in general net assets			
1. Changes in ordinary profit			
(1) Ordinary profit	660,177	687,299	697,538
(2) Ordinary expenses	697,775	676,298	702,573
Current changes in ordinary profit prior to profit/loss appraisal	▲ 37,598	11,001	▲ 5,036
Profit and loss appraisal	9,088	▲ 146,944	399,098
Current changes in ordinary profit	▲ 28,509	▲ 135,944	394,062
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	▲ 28,509	▲ 135,944	394,062
Balance at beginning of the fiscal year in general net assets	22,799,852	22,935,796	22,541,733
Balance at end of the fiscal year in general net assets	22,771,343	22,799,852	22,935,796
II Changes in designated net assets			
Current changes in designated net assets	589,536	176,599	516,539
Balance at beginning of the fiscal year in designated net assets	18,728,770	18,552,171	18,035,633
Balance at end of the fiscal year in designated net assets	19,318,306	18,728,770	18,552,171
III Balance at end of the fiscal year in net assets	42,089,649	41,528,622	41,487,967

Officers and Trustees

As of March 31, 2015

Directors and Auditors

Name	Occupation
Chairman Hiroshi Okuda	
President Atsuko Toyama	
Managing Director (full-time) Hiroshi Ito	
Director Hiromitsu Ishi	Professor Emeritus, Hitotsubashi University
Director Nobuyori Kodaira	Executive Vice-President, Toyota Motor Corp.
Director Jyunzo Shimizu	Chair of the Board, Toyota Tsusho Corporation
Director Akira Suehiro	Director, Institute of Social Science University of Tokyo
Director Makoto Nagao	Professor Emeritus, Kyoto University
Director Shin-ich Hirano	Chair Professor, Shanghai Jiao Tong University
Director Masayuki Yamauchi	Professor, Meiji University
Director Ryuichiro Yamazaki	Special Advisor, Nara Prefecture
Auditor Takeshi Suzuki	Executive Chairman, 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	Senior Advisor to the Board, Hino Motors, Ltd.
Shinich Kitaoka	President, International University of Japan
Nobuyuki Koga	Chairman, Nomura Holdings, Inc.
Takeshi Sasaki	President, National Land Afforestation Promotion Organization
Kyoji Sasazu	President, Aichi Public University Corporation
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Toshiaki Taguchi	Advisor, Toyota Motor Corp.
Fujio Cho	Honorary Chairman, Toyota Motor Corp.
Shoichiro Toyoda	Honorary Chairman, Toyota Motor Corp.
Koich 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	Advisor, Toyota Motor Corp.

