



Annual Report

Report for Fiscal 2019

April 2019 - March 2020

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This shot was taken at a village, two hours away by car from the central Hanoi, the capital of Vietnam. The village, inhabited by the Tai group, the largest among the ethnic minorities in Vietnam, preserves its tradition, lifestyle, and, culture, while making the best use of them for ecotourism to accept the tourists, both domestic and overseas.
Photo by: Hideo Tone

Message from the President



Dr. HANEDA Masashi
President
The Toyota Foundation (Public Interest Incorporated Foundation)

The Efforts in FY 2019

In FY 2019, the Toyota Foundation made grants along the lines of four major grant programs, namely, the Specific Subject program that is composed of “Co-creating New Society with Advanced Technologies” and “Migrants and Japanese Society, the Grant Program for Community Activities in Japan that is designed to foster to make mechanisms for problem solutions, the Research Grant program that is intended to seek new values for society and the International Grant Program that is aimed at supporting practitioners working on common issues in Asia to learn from each other through exchanges. In total, the Toyota Foundation awarded grants about 370 million yen to 79 projects.

Among these efforts, particularly noteworthy was the launch of “Migrants and Japanese Society” under the Specific Subject program. With a rapidly shrinking and graying population, Japan faces a shortage of workforce at a lot of scenes of socioeconomic activities. It looks as if it is inevitable for the country to accept and use more foreign personnel. If so, a pressing challenge is to set up an environment allowing them to perform to the best of their abilities. It is necessary to conduct researches and studies from a wide range of perspectives. Also, it is of critical importance to formulate the specific structures and institutions addressing the challenge, putting them into operation.

In the past, most of the Toyota Foundation’s grant programs had broad scopes with the intention to flexibly cover a broad spectrum of issues. In contrast, the Specific Grant Program makes grants by adopting a method of exclusively focusing upon a high-priority issue in society. Both approaches have advantages and pitfalls. From now onward, the Toyota Foundation will strive to combine the two methods subtly in an attempt to do more effective grant-making. When it comes to “Migrants and Japanese Society,” its budget amount was initially 40 million yen. With many superb proposals submitted, the budget was expanded to 45 million yen. It is expected that excellent practices will emerge out of the grant

awarded projects. Needless to say, the Toyota Foundation per se will make efforts in full force to disseminate the results of those projects throughout society.

The Facets of World Came to Light under the COVID-19 Crisis

The outbreak of COVID-19 that expanded at the end of FY2019 profoundly impacted the whole world. At the moment of crafting this message, fortunately, Japan has not gone through its catastrophic spread. With the slowdown of the pandemic, the advanced countries are now opting to reopen social and economic activities. We need to be, however, extra-cautious until an effective vaccine and a decisive drug will be developed. As long as the proportion of those who have immunity remains low, we ought to maintain our readiness for the second and third waves of COVID-19 strike. Through the framework of its Initiative program, though in fy 2020, the Toyota Foundation swiftly made a grant for the running cost of crowd-funding, “Fund for the Activities to Contain New Corona Virus Pandemic,” which was commenced by READYFOR Company. This crowd-funding was planned for those medical workers and NPOs committed to containing the spread of COVID-19. As you might be aware, it gained a lot of public attention.

The COVID-19 crisis dragged out many issues at the various levels, both national and international, into the light. We were not conscious of these issues before the outbreak. One of the examples is an embarrassing lack of international coordination. The whole world must counter COVID-19 which is a global pandemic in a concerted manner. In reality, however, every major counter-measure to prevent the spread of COVID-19 has been devised and carried out by the individual central government and the local authorities under them. While the countries shutting down their borders were rampant, it was difficult, if not impossible, to see an instance of a well-coordinated policy initiative to address the pandemic, making the best use of trans-boundary exchange of beneficial information and views.

Why international coordination has shown little, if not no, progress? With disappointment, I sigh. On second thought, however, the international relations might have fallen into a bad shape even before the outbreak of the pandemic. The instances of the US hostilities toward Russia and PROC, the discord between Japan and ROK, and the chaos associated with the Brexit revealed that there were inherent problems in the cooperation and collaboration on an international level. The COVID-19 crisis merely brought these cracks out to light.

The Efforts from Now onward

In envisaging the perspectives of the Toyota Foundation’s forthcoming grant programs, it is imperative, with full awareness, to take a deeper look at the issues that the current crisis has revealed. Presently, those centering around the Research Grant group are making every effort to elaborate on the potential theme of next generation’s Research Grant program which will launch in fy 2021. The outline of the fresh theme is scheduled to be disclosed at some point before the end of this year. On the outline, the problems and issues that the COVID-19 crisis brought to light will not be overlooked. Certainly, the on-going themes and frameworks of the Grant Program for Community Activities in Japan and the International Grant Program would be adjusted too, where appropriate, in light of the current state of affairs.

Regardless of the experience of the COVID-19 crisis, “to seek greater happiness of human being and to contribute toward the development of welfare society in future,” the idealistic aim carried by the Toyota Foundation when it made a start, has not lost its value at all and remains to be a great beacon light. Toward the actualization of the idealistic aim, we shall make steady strides forward. Your continued support would be deeply appreciated.

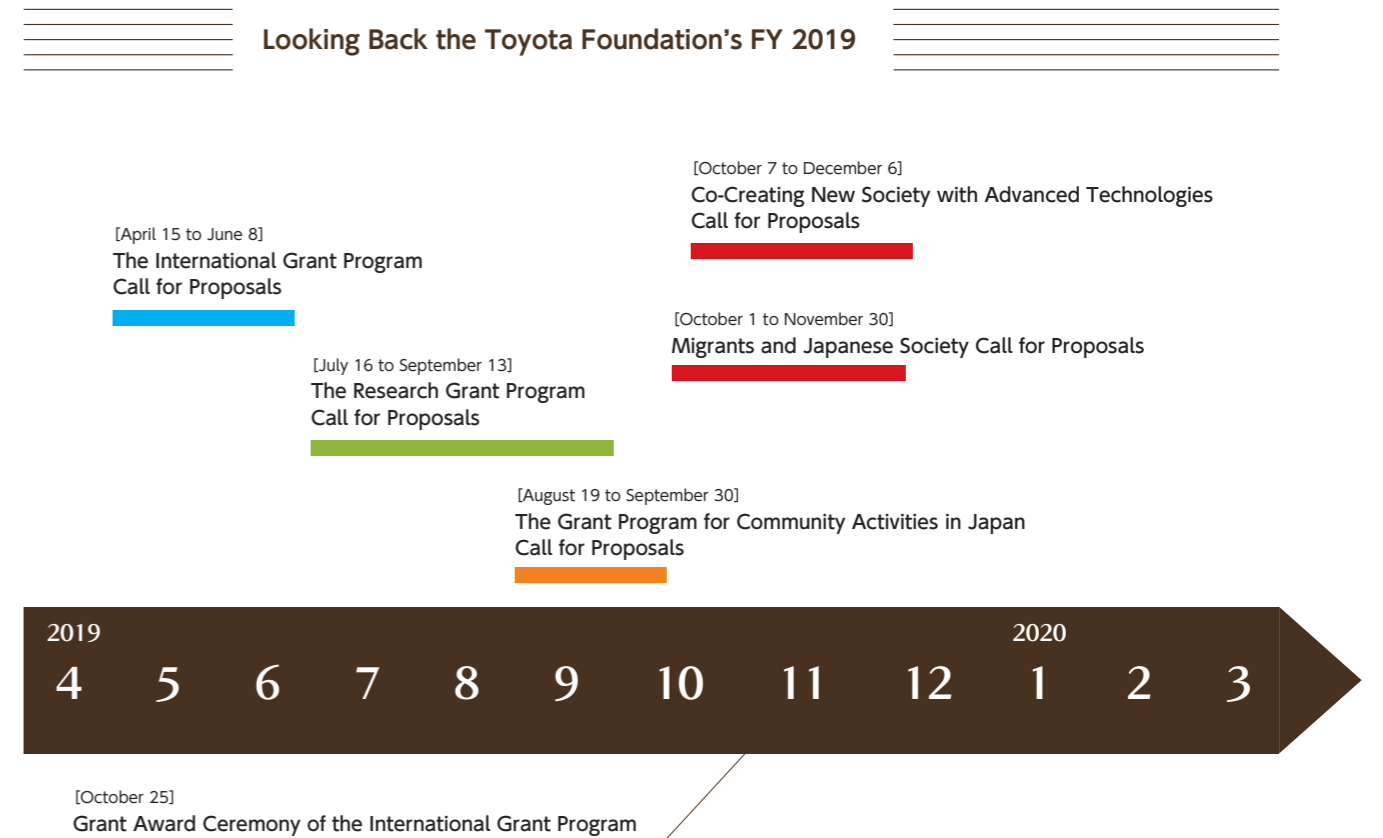
July, 2020

[April 1, 2019 to March 31, 2020]

The Challenges the Toyota Foundation Tackled in FY 2019

In fy 2019, the two Specific Subjects: “Co-Creating New Society with Advanced Technologies” and “Foreign Talents and the Japanese Society” were implemented. Also, the grants were made through the on-going three programs which called for proposals publicly: The Grant Program for Community Activities in Japan, the Research Grant program, the International Grant program as well as the two programs without calling for proposals publicly: the Communication with Society Program, the Initiative Program.

Below is the outline of the respective grant programs:



Programs with a public call for proposals

The Specific Subject
Co-Creating New Society with Advanced Technologies

The research initiatives dealing with the social changes and challenges caused by the new technologies with the icon of artificial intelligence were sought.

The International Grant Program

The grants were provided to the efforts of ground to ground exchange across national boundaries and problem-solving dealing with the common issues in East Asia including Japan and Southeast Asia, initiated by the local practitioners from more than two countries within the regions.

The Grant Program for Community Activities in Japan

The following were carried out: “Survey Grant” providing grants for the investigations toward practices; “Nurture Grant” for the actions toward problem-solving in the neighborhood and its agents-development; “Dissemination and Advocacy Grant” for the policy recommendations, based upon the results of the past grant-awarded projects.

The Specific Subject
Foreign Talents and the Japanese Society

The grants were made to the efforts for investigations, surveys, and practices which could be expected to contribute to the overall institution building to accept the foreign migrants.

The Research Grant Program

The highly-motivated projects inquiring into the fundamental thinking and the methodologies, from the broad viewpoints surveying the world and looking ahead at the future, thereby squarely facing the challenges which the future society would confront were sought.

Programs with closed application process

The Initiative Program

The projects conducive to the development of next generation's grant programs such as the attempts to boost the non-profit sector, the collaborating grants with other donors and the efforts worthy of the exclusive support from the private grant-making foundations were proactively identified and supported.

The Communication with Society Program

This program aimed to disseminate the deserving results and methods out of the past projects to a society with a high impact. Specifically, the qualified projects were selected through monitoring (both mid-term and final). Once approved, the projects were presented to the society through the efforts of the program officers partnering up with the selected grantees.

The Pilot Program within the frame of the Initiative Program, the Program for Boosting Civic Participation, composed of “Capacity Building Grant” and “Investigation Grant”

The pilot grants were provided based on the idea that every common citizen, not just the actives, were to voluntarily participate in actions to make neighborhoods and societies better, thereby solving the problems.



The Special Subject Co-Creating New Society with Advanced Technologies

Overview

Program Title

Co-Creating New Society with Advanced Technologies

Call for Proposals

October 7 to December 6, 2019

Project Period

One to three years beginning April 1, 2020

Total Amount of Grants

Forty million yen in total, up to five to ten million yen per project

This program was embarked upon in fy 2018 as a special subject of the Research Grant program, publicly calling for proposals. It deals with the fields associated with the social challenges triggered by advanced technologies. In this fiscal year, while actively seeking proposals in line with the framework of fy 2018, “Co-Creating New Society with Advanced Technologies” became an autonomous program publicly calling for proposals, independent of the Research Grant program. It is expected that this would allow a wide spectrum of researchers related to advanced technologies, not just the researchers belonging to research institutions, to submit proposals.

“Co-Creating New Society with Advanced Technologies” particularly aimed at the research projects corresponding to the social issues related to cutting-edge technologies

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
32	7	40.0	40.0	21.9

against the backdrop of the so-called Digital Revolution, including AI, IoT, Big Data, Robot, and Block-chain. The program sought the highly-motivated projects concerned with those questions about the transformation of our society by cutting-edge technologies and the ideal state of mankind and society in the future.

As for the application requirements, as in fy 2018, only joint research carried out by cross-sectional and inter-disciplinary group was eligible and the group leader must be 45 years old or under. Also, the requirements set were: the main scope was, not the technological development per se, but bridging the fields and sectors; contributing to international investigations and activities; spelling out the method for dissemination of the results. Following last fiscal year, the three approaches were assumed specifically: examining academically and theoretically the influence of cutting-edge technologies over a society based on a mid-to long-term perspective; applied investigations verifying, based on experiences on the ground, how cutting-edge technologies can be utilized in social life and challenges posed by them; promoting a network of young researchers, across the boundary between liberal arts and sciences. On the occasion of calling for proposals, the public

orientation meeting-cum-mid-term report back meeting was held to widely spread the details of application requirements and to oversee the advancements of the grant-awarded projects.

Though the number of proposals received was 32, roughly half of 56 proposals in the last fiscal year, the proposals with a precise understanding of the program’s aim, for example, not intending technological development, were increased. The number of grant-awarded projects was seven, as in the previous fiscal year. All of the projects were ambitious, centering around the liberal arts scholars and the practitioners at the early stage of their careers, aiming to take a deeper look at the future society utilizing advanced technologies. It is expected to provide a platform for active discussion regarding the challenges associated with advanced technologies and society, as the approved projects included those: figuring out the utilization of advanced technologies from the viewpoint of users on the ground; attempting to see the big picture of the issues needed to be examined in introducing advanced technologies into a society; deliberating the policies and the designs toward utilization of advanced technologies.

Comments

Comments by Selection Committee Chair Hideaki Shiroyama

The Toyota Foundation Research Grant Program established Co-Creating New Society with Advanced Technologies as a Special Topic in fiscal 2018*. In the face of emerging advanced technologies like AI, the objective is to support research that deals with questions based on the perspective of the users of advanced technology, such as how these technologies should be handled in society and what kind of vision there should be for human society in the future. The user-side settings are diverse rather than uniform. They range from medical and welfare settings through to transport and industry settings and can also include security settings. This year the Research Grant Program conducted its second call for proposals for this Special Topic, received 32 applications with a broad range of

content, and finally selected seven projects.

The projects selected can be roughly divided into three categories.
 The first category of projects examine the possibilities and challenges of using advanced technology in specific settings. This year, two projects with a particular focus on social inclusion for people with a disability were selected. These projects are D19-ST-0015 “Interactive Arts and Disability: Creative Rehabilitation and Activity for Individuals with a Disability,” Shigenori Mochizuki (Associate Professor, College of Image Arts and Sciences, Ritsumeikan University) and D19-ST-0014 “Promoting a Children-Centered Society Where Disabled and Non-Disabled Children Can Coexist by Using Digital Art and Sensors,” Yuki Oka (Rep-

* Special Topic “Co-Creating New Society with Advanced Technologies” has been separated from Research Grant Program of the Toyota Foundation since 2019.

Resentative Director, NPO Ubdobe). The former is a project that aims to build new designs based on an international network while the latter is a project that will explore sustainable models through frontline dissemination. In addition, D19-ST-0012 “Effects of Implementing Mental Health Support App for Athletes: Benefits and Challenges of Introducing High Technology to Interpersonal Services,” Yasutaka Ojio (Researcher, National Center of Neurology and Psychiatry) is a project that will attempt to examine ideals for interpersonal services utilizing advanced technology in the area of the mental health of athletes, a unique setting for issues.

The second category of projects will attempt to comprehensively examine the political, social, and ethical challenges involved in introducing advanced technology into society. D19-ST-0006 “Advanced Technology and International Relations: Exploring Challenges Related to International Relations over Security, Economy, and Information and Communication Technologies, and Platform Formation,” Yoshiaki Takayama (Research Fellow, Center for Disarmament, Science and Technology, the Japan Institute of International Affairs) will address technology and security, important issues that are rarely analyzed directly. D19-ST-0019 “Requirements for Social Decision-making by/with AI: Research on ‘Good’ datasets and ‘Desirable’ Outputs,” Hirotsugu Ohba (Research Fellow, Department of Ethics, Graduate School of Letters, Kyoto University) will directly address the problem of ultimate value selection associated with the use of technology.

The third category of projects will aim to propose specific policies and frameworks for when we utilize advanced technology. D19-ST-0020 “A Study on the Impact of the Spread of Digital Health on Patient Dynamics and Medical Systems,” Kuichiro Taguchi (Representative Director, The Future Lab) is a project that will attempt to empirically verify the impact of using digital technology on patients, healthcare costs, and the healthcare system in collaboration with large-scale regional scientific research to provide the basis for practical policy proposals. D19-ST-0025 “Research and Trial for Molbot Roadmap based on Cross-Disciplinary and International Perspectives,” Ryuma Shineha (Associate Professor, ELSI Center, Osaka University) is an attempt to specifically trial a roadmap based on an extensive network of stakeholders as a framework for the practical implementation of “Responsible Research and Innovation (RRI)” related to future technology in molecular robots, an interdisciplinary field of robotics and life science.

Conclusion

Young researchers and practitioners in the humanities and social sciences play central roles in the seven projects above, and we believe them to be ambitious projects that will attempt to examine the ideals and challenges for society in utilizing advanced technology. However, it is hoped that there will be repeated dialogue with frontline scientists and engineers when these research projects are carried out. In addition, the specific research themes this year seem to have been somewhat weighted toward the welfare of people with a disability. Although a project that deals with security is included in this round of grants, we look forward to research proposals with a wider range of fields as specific themes in the future.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D19-ST-0006	Advanced Technology and International Relations: Exploring Challenges Related to International Relations over Security, Economy, and Information and Communication Technologies, and Platform Formation Yoshiaki Takayama, Center for Disarmament, Science and Technology, Japan Institute of International Affairs/ Research Fellow	6,500,000
D19-ST-0012	Effects of Implementing Mental Health Support App for Athletes: Benefits and Challenges of Introducing High Technology to Interpersonal Services Yasutaka Ojio, National Center of Neurology and Psychiatry, National Institute of Mental Health , Department of Community Mental Health & Law/ Researcher	6,000,000
D19-ST-0014	Promoting a Children-Centered Society Where Disabled and Non-Disabled Children Can Coexist by Using Digital Art and Sensors Yuki Oka, Non-profit Organization Ubdobe/Representative Director	5,800,000
D19-ST-0015	Interactive Arts and Disability : Creative Rehabilitation and Activity for Individuals with a Disability Shigenori Mochizuki, College of Image Arts and Sciences, Ritsumeikan University/ Associate Professor	3,900,000
D19-ST-0019	Requirements for Social Decision Making by / with AI : Research on "Good" Datasets and "Desirable" Outputs Hirotsugu Ohba, Department of Ethics, Graduate School of Letters, Kyoto University/ Research Fellow	6,100,000
D19-ST-0020	A Study on the Impact of the Spread of Digital Health on Patient Dynamics and Medical Systems Kuichiro Taguchi, General Incorporated Associations, The Future Lab./ Representative Director	4,700,000
D19-ST-0025	Research and Trial for Molbot Roadmap Based on Cross-Disciplinary and International Perspectives Ryuma Shineha, Research Center on Ethical, Legal, and Social Issues (ELSI), Osaka University/ Associate Professor	7,000,000



The Special Subject Migrants and Japanese Society

Overview

Program Title

Migrants and Japanese Society

Call for Proposals

October 1 to November 30, 2019

Project Period

Two or three years beginning May 1, 2020

Total Amount of Grants

Forty million yen in total, up to five to ten million yen per project

The Special Subject, “Migrants and Japanese Society” was a grant program launched in fy 2019 against the backdrop that, in the spring of 2019, the Japanese government announced the measures to accept as many as 340,000 foreigners in the next five years. From the viewpoint of supplementing the workforce in specific fields such as elderly care and construction, the discussion about accepting more foreigners made a dramatic shift from “whether Japan accepts

them or not” to “how best it can go about accepting them”.

With this, the Toyota Foundation gathered information from the front line of support and the concerned researchers in the first half of 2019 to design the Special Subject on the theme of accepting foreigners. What found in common was the idea that foreigners should be seen as “players of a society,” not as “minorities in need of special aid.” Hence, it would be of critical importance to make an environment in which the foreigners and those with diversified cultural backgrounds could demonstrate their abilities and skills to the fullest. In other words, it was a posture to accept foreigners as co-members in creating a society. The posture also implies that, through re-grasping the issue in a broader framework, creating an environment in which everyone can demonstrate their abilities and skills to the fullest would be conducive to everyone’s happiness.

Therefore, this grant program set five challenges including

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
90	7	45.0	40.0	7.8

the environment creation allowing the best use of the foreign human resources’ abilities and skills by themselves. The grant would be devised to award for the survey, research, and practice which are expected to contribute to the comprehensive institution-building for accepting foreigners. Also, along with the implementation of approved projects, the following three points would be aimed to achieve:

- To survey the impact and influence over various aspects of Japanese society, caused by the increasing foreign human resources;
- To investigate factors bringing about the obstacles against foreign human resources;
- To create a common platform for the problem-solving, by connecting those supporting the foreign human resources on the ground with such stakeholders as concerned scholars, government administrators, and locals.

Its application was opened in October 2019 with the best

efforts to seek proposals. While the orientation meetings on the application guidelines were organized twice, they immediately became full the next day after opening the application. Hence, the additional orientation meeting was held promptly. Simultaneously, prior consultations, both online and face to face, were conducted more than 50 times. Consequently, 90 proposals were submitted nationwide at the time of closing application at the end of November 2019. Nine grant projects were selected and approved through the selection committee in January and the Board of Directors meeting in March 2020.

In its second year, fy 2020, the application will be opened with the same theme. Also, while monitoring the approved projects from fy 2019, the Toyota Foundation itself will share and dispatch the realizations by organizing symposiums, report back meetings, and participating in conferences.

Comments

Comments by Selection Committee Chair Akihiko Tanaka

The grant program 2019 titled “Migrants and Japanese Society” targets five issues with which applicants struggle. During the grant period, we requested applications from projects designed for building mechanisms and systems to bring solutions to the issues and achieve improvements, and for deepening insights in issues related to the acceptance of foreign human resources.

- (1) Creation of an environment for maximizing the skills and potential of foreign human resources
- (2) Minimizing gaps among foreign human resources in their access to information
- (3) Review of human resources leading the care and support system and of existing resources
- (4) Attracting skilled human resources
- (5) Learning and lessons from insights and experiences gained through Japanese companies’ overseas operations

During the application period from October 1 to November 30, 2019, 90 applications were received.

At that time, the Foundation held three briefing sessions for potential applicants. After three members of the selection committee reviewed and examined the application documents, the selection committee met on January 30, 2020, and chose seven applicants as candidates for grant recipients (45 million yen in total).

The budget for grants for this fiscal year is 40 million yen in total. Because this is the first year of the program, a discussion by the selection committee led to a decision to choose more candidates covering as many objectives as possible. This means an increase in the budget of 5 million yen, to 45 million yen.

The following is an outline of the candidate projects.

D19-MG-0016 Ayako Kohno (Graduate Student (PhD Candidate) in Department of Health Informatics, Graduate School of Medicine, Kyoto University)

“For Japanese medical care to be better for people from Islamic countries in Southeast Asia as well: Interactive communication strategy and social implementa-

tion through mixed-methods research”

Providing foreigners with safe access to medical institutions is essential for coexistence. Religion is an important factor when consulting with a medical institution. This project aims to develop halal medical services for the increasing number of Muslim residents to feel secure when seeking care. This is expected to contribute to Issue (1) through contribution to (3).

D19-MG-0031 Noriko Yamada (Research Fellow, Institute for Future Engineering)

“Survey and promotion of multicultural society through supporting children with international roots -Creating a community where information can be shared and trust can be established across cultures and languages”

Many children with foreign citizenship who come to Japan with parents seeking jobs can be mentally vulnerable. Sometimes it is pointed out that a high proportion of those children have autism or emotional disorders and are thus enrolled in special needs classrooms. However, some previous studies have denied this. We need to discern the facts about this issue. This project aims to verify the facts and provide foreign parents and boards of education with the necessary information.

The project can be considered comprehensive, encompassing Issues (1), (2) and (3).

D19-MG-0034 Osamu Nimonjiya (Operating officer, AHP Networks)

“Transformation from Home Care to Elderly Care National Insurance: Stabilization and Establishment of Cross-Cultural Cooperation for Foreign Employees at Japan’s Nursing Homes”

Consisting of relevant persons from organizations and facilities accepting foreign care workers, the project team surveys facts about nursing care practices. Through interviews with returnees, the project aims to identify their problems that are different from those of foreigners staying in Japan, and to provide extensive information by organizing seminars. The written report is aimed at serving as a manual for accepting foreign care workers. The project is regarded as contributing to Issue (1).

D19-MG-0035 Yuko Takeda (Professor at Department of Medical Education, Faculty of Medicine, Juntendo University)

“Implementation and dissemination of ‘Easy Japanese’ training for health care professionals and students through a workshop assisted by foreign residents in a community”

The number of interpreters in healthcare is below the mini-

um level required. It is unrealistic to rely solely on interpreters for communication with foreigners at medical institutions. Since today many foreigners learn Japanese and are becoming proficient in the language to some degree, spreading “Easy Japanese” is more realistic and urgently needed. This project aims to organize workshops on a national scale based on past efforts and to spread “Easy Japanese” to medical institutions in 10 prefectures with higher proportions of foreigners in their populations. The project is expected to contribute to Issue (3).

D19-MG-0051 Yoshihiko Doi (Representative Director, Resource Center for Multicultural Community Tokai)

“A Strengthening Project of a Multilingual Consultation Service System Through Public-Private Partnerships? Towards Reaching Sustainable Management of (Japan’s) Newly Formed Multi-Cultural General Information Consultation System ‘One-Stop Centers’”

The project aims to build a system for providing foreign residents with diverse information and advice that they need and to discuss and promote measures to build a sustainable system, including the development of counselors and interpreters. More specifically, a fact-finding survey on consultation services will be implemented and an Aichi Model will be structured in accordance with the regional facts in an effort to train counselors and interpreters. This can be regarded as a project undertaken squarely by an experienced team for Issue (2).

D19-MG-0062 Shohei Sugita (Project Assistant Professor, Keio University Law School)

“Building a comprehensive platform for systems related to the acceptance of foreign workers”

When hiring foreigners, emigration- and immigration-related laws and labor-related laws of Japan as well as similar laws in the countries of the foreign workers must be followed appropriately. However, understanding the diverse and complex laws is not easy. The project surveys the laws of four countries, including Vietnam, China, Indonesia and the Philippines, and emigration- and immigration-related laws and labor-related laws of Japan, with an aim to build an information ecosystem where these laws are available. The project is regarded as squarely undertaking Issue (2).

D19-MG-0086 Sayuri Ogino (CEO, B&M Inc.)

“Research and Verification survey for a Support Model for local foreign highly skilled personnel by the Industry-Academia-Government-Bank collaboration”

Miyazaki Prefecture has introduced an industry-academic-government partnership to match Bangladeshi human

resources highly skilled in IT with local companies as a measure to boost industry and to address the shortage of human resources. To encourage this initiative, the project will form a local platform involving the industry, academia, government, financial circles and volunteer groups and will build a program for supporting the lives of foreign residents. The project is regarded as undertaking Issue (4).

Comments

Many projects ambitiously concern Issues (1), (2) and (3). This is natural because these Issues are necessary for building an inclusive society with foreign human resources.

We adopted one project relating to Issue (4). However, we have a limited number of applications relating to this Issue. Applications for projects relating to Issue (5) are more lim-

ited and none of the projects adopted is related. Discovering projects relating to Issue (4) or (5) may require attempts to attract applicants interested in business management.

As a backdrop in developing this grant program, a new status of residence for foreign nationals called “Specified Skilled Worker” has been introduced since April 2019 by the Government. However, we have received very few applications for projects directly related to the status. This may be because the residency status is very new and the number of those who have those statuses was far below initial assumption of the Government. In inviting applications for the next fiscal year, the program guidelines may need to be reviewed in terms of, for example, problems and desirable changes in the above new status.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D19-MG-0016	For Japanese medical care to be better for people from Islamic countries in Southeast Asia as well: Interactive communication strategy and social implementation through mixed-methods research Kohno Ayako, Graduate Student (PhD Candidate) in Department of Health Informatics, Graduate School of Medicine, Kyoto University	4,500,000
D19-MG-0031	Survey and promotion of multicultural society through supporting children with international roots —Creating a community where information can be shared and trust can be established across cultures and languages Noriko Yamada, Institute for Future Engineering/ Research Fellow	8,500,000
D19-MG-0034	Transformation from Home Care to Elderly Care National Insurance: Stabilization and Establishment of Cross-Cultural Cooperation for Foreign Employees at Japan’s Nursing Homes. Osamu Nimonjiya, AHP NETWORKS/ Operating officer	6,500,000
D19-MG-0035	Implementation and dissemination of “Easy Japanese” training for health care professionals and students through a workshop assisted by foreign residents in a community Yuko Takeda, Department of Medical Education, Faculty of Medicine, Juntendo University/ Professor	4,000,000
D19-MG-0051	A Strengthening Project of a Multilingual Consultation Service System Through Public-Private Partnerships—Towards Reaching Sustainable Management of (Japan’s) Newly Formed Multi-Cultural General Information Consultation System “One-Stop Centers” Yoshihiko Doi, Resource Center for Multicultural Community Tokai/ Representative Director	9,000,000
D19-MG-0062	Building a comprehensive platform for systems related to the acceptance of foreign workers Shohei Sugita, Keio University Law School/ Project Assistant Professor	7,500,000
D19-MG-0086	Research and Verification survey for a Support Model for local foreign highly skilled personnel by the Industry-Academia-Government-Bank collaboration Sayuri Ogino, B&M Inc./ CEO	5,000,000

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
152(361)	12(12)	60.0(60.0)	60.0(60.0)	7.9(3.3)

researchers themselves would self-question the social significance of their research through the realization of their relations with society, thereby becoming the explorers of challenges-cum-creators of future society.

This fiscal year's grant budget was shrunk to 60 million Japanese yen from last fiscal year's 100 million yen due to the launch of the Specific Subject, "Co-Creating New Human Society with Advanced Technologies." In consideration of this as well as the trends of other research funding agencies, (a)"Collaborative Research Grant" and (b)"Individual Research Grant" were combined, thereby supporting the project teams composed of three or more. Also, the project leader in the application was required to be 45 years old or under to focus upon supporting the young scholars. Because, in "Exploring New Values for Society," it is considered to be necessary for young scholars to deepen their awareness about the challenges with flexible ways of thinking and to have an opportunity to enhance their capabilities for managing research projects. Also, it was an attempt concerning eligibility that the project lead-

er's main residential place got restricted to Japan. With this change, the collaboration among the grant-awarded projects would be promoted further. Also, more support would be provided for the dissemination of the projects' results toward the domestic stakeholders in Japan.

The number of applications received was 152, less than half of the previous year's 361, partly due to the restriction on the project leaders' place of residence. Twelve projects were approved, as in the last fiscal year. Also, the grants were able to be awarded to the projects from the wide spectrum of disciplines and research fields such as health-welfare, education, the natural environment, resource management, urban-planning, diversity and, co-habitation. Particularly, the projects dealing with the natural environment and resource management, including topics like climate change, public policy on energy and, man-nature relations stood out. The grant-awarded projects addressing the respective challenges by approaches cutting across expertise or international partnership in this fiscal year are expected to create the new values toward the future.



The Research Grant Program

Overview

Program Title

Exploring New Values for Society

Call for Proposals

July 16 to September 13, 2019

Project Period

Two years beginning April 1, 2020

Total Amount of Grants

Up to eight million yen per project(Up to fifteen million yen per project for project teams of two persons or less)

* Due to the launch of the Specific Subject, "Co-Creating New Human Society with Advanced Technologies" in 2018, the grant budget was reduced to 60 million Japanese yen and that has remained for this year's grant budget.

The Research Grant Program, following the previous fiscal year, widely sought research projects, without specifying research fields and disciplines, on the theme of "Exploring New Values for Society." It aimed to support the interdisciplinary and cross-sector projects investigating the basic thinking and methodologies to address the hard challenges that the future society will be forced to respond to. Based on this design, as in the past, the projects by diversified people such as the practitioners, the citizens active in nonprofits, and the private researchers, not just by the researchers belonging to the universities and the research institutions, were invited to apply.

Also, in this fiscal year, the application guidelines and the application form were revised to request the applicants clarifying much more the question to be pursued and "Exploring New Values for Society," the very backdrop set against the question. It is considered that "Exploring New Values for Society" refers to the reflective process that the

Comments

Comments by Selection Committee Chair

Hideaki Shiroyama

Based on the theme, "Exploring New Values for Society," the objective of the Research Grant Program has been to support ambitious researchers who explore fundamental ways of thinking and methodologies to address difficult issues to be faced by future society in Japan and around the world and seek to create new values for society.

In modern society, there are a variety of short-term and manifested issues associated with the aging population, globalization, and other trends. However, it is also important to discover potential issues that are not yet fully visible and hone new social values in order to overcome these issues. Collaboration between actors at various sites triggers the discovery of potential issues. International collaboration between various sites to address issues through international comparisons can also be a valuable tech-

nique.

Starting from last year, the application process added the condition that the age of the project representative should be no more than 45 at the commencement of the grant. This does not have the intention of excluding a range of age groups in research study. However, it is based on the perception that deepening the awareness of young researchers and enhancing their research management capabilities is indispensable to the discovery of potential issues in future society and clarification of the direction for new social values. The average age of the representatives of the selected projects in this round of grants is 39. In addition, starting this year, we requested that the project representative be a researcher based in Japan on a trial basis. Although such a policy could be a constraint, at the

same time, it is hoped it will lead to closer communication between project representatives and the Toyota Foundation as well as help to encourage communication and collaboration between research projects.

This year, a total of 12 projects were ultimately chosen from among the 152 applications. Below we introduce several projects that are very interesting as examples of those selected. Going forward, we look forward to projects with even bolder and more ambitious themes.

D19-R-0007 Tomoko Kubo (Assistant Professor, Faculty of Life and Environmental Sciences, University of Tsukuba)

“International Cooperative Research for the Establishment of a Sustainable Urban Development Model: To Manage both Competitiveness and Residents’ Quality of Life in Japanese Cities”

This project will organize international cooperative research to compare Chicago, Toronto, Tokyo, and other cities based on the theme of a vision for the 21st century city and can be described as research that will attempt to dig deep into basic issues such as acceptance of degeneration, social justice, aging in place, and the role of cognitive-cultural capitalism in the 21st century city.

D19-R-0050 Hitomi Yamaguchi (Associate Professor, Faculty of Agriculture, Kagawa University)

“Implementation Strategy for a Bountiful Sea from Clean Seawater: Management of the Environment and Natural Resources in the Seto Inland Sea”

This project is based on understanding gained from scientific research on the mechanisms of nutrient concentration fluctuations. It will attempt to propose a vision for managing environmental resources based on broad viewpoints such as the environment and tourism as a shift in strategy from “clean sea” to “bountiful sea.” It is expected to be a very interesting project as a specific example of an attempt at collaboration between scientific research and social strategy concepts.

D19-R-0087 Hiroe Ishihara (Assistant Professor, Graduate School of Agriculture and Life Sciences, the University of Tokyo)

“Rethinking Biodiversity Conservation from a Local Stakeholders’ Perspective: Case Studies of Relational Values in Japan and the US”

This project will attempt to theoretically and empirically clarify the new value of relational values of human beings and nature based on collaboration in Japan and the U.S. A

vision for the future of the relationship between human beings and nature/the environment has been a constant theme for the Toyota Foundation programs. This project is expected to provide new perspectives and subject matter on such fundamental issues.

D19-R-0126 Ryuichi Suwa (Associate Professor, Department of Subtropical Agro-Environmental Sciences, Faculty of Agriculture, University of the Ryukyus)

“Fusion of Local Traditional Wisdom with Science in the Development of Countermeasures against Mosquito-Borne Infectious Diseases: Grandma’s Wisdom Enhances Resilience in the Event of a Disaster”

This project is expected to provide opportunities for considering the social and institutional position of traditional wisdom and its potential for international strategy through an empirical clarification of ideal form of traditional wisdom called “Grandma’s wisdom” and its potential in Okinawa.

D19-R-0153 Naoyuki Ieko (Chief Analyst, Evidence-Based Policymaking Unit, Mitsubishi UFJ Research and Consulting Co., Ltd.)

“A Study of Knowledge Brokering in Child Welfare Area: Modeling Workings and Piloting Implementation”

This can be described as a unique type of on-site project that will attempt to build a system for collecting and utilizing evidence in social services, such as child welfare, based on an awareness of problems through concrete experience in think tank policy practice.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D19-R-0007	International Cooperative Research for the Establishment of the Sustainable Urban Developmental Model: To Manage both Competitiveness and Residents' Quality of Life in Japanese Cities Tomoko Kubo, Faculty of Life and Environmental Sciences, University of Tsukuba/ Assistant Professor	6,600,000
D19-R-0008	Toward Heterogeneous Solidarity with Minorities: Re-evaluating the Dalit Liberation Movement in Contemporary India and Digitally Archiving Shurei Sasai' s Collection Tatsushi Nemoto, University of Tsukuba, Faculty of Humanities and Social Sciences/ Assistant Professor	3500,000,
D19-R-0042	Energy Survival of the Marginalised: Case Study of Electric Charging Station for Urban Informal Sector in Jakarta and Bogor Dinita Setyawati, Graduate School of Global Environmental Study, Kyoto University/ Graduate Student (PhD)	1,200,000
D19-R-0049	The Database Construction of " Narratives" by Family with Medically Dependent Children: As a Social Resource to Nurture Communal Connection and Support Ryoko Hatanaka, SHOBI University/ Associate Professor	5,200,000
D19-R-0050	Implementation Strategy for a Bountiful Sea from Clean Seawater: Management of the Environment and Natural Resources in the Seto Inland Sea Hitomi Yamaguchi, Faculty of Agriculture, Kagawa University/ Associate Professor	5,500,000
D19-R-0087	Rethinking Biodiversity Conservation from Local Stakeholder' Perspective: Case Studies of Relational Values in Japan and US Hiroe Ishihara, Graduate School of Agricultural and Life Sciences, the University of Tokyo/ Assistant Professor	6,200,000
D19-R-0102	The Extinction of Experience: Understanding its Nationwide Nature, Extent and Implications Masashi Soga, Graduate School of Agricultural and Life Sciences, the University of Tokyo/ Associate Professor	5,800,000
D19-R-0109	Practical Study on Learning Support for Delinquent Young Generation: Paradigm Shift on Theory of "Desistance" Koshi Takahashi, Nagoya City University Graduate School of Humanities and Social Sciences, Osaka University/ Lecturer	5,000,000
D19-R-0111	Climate Crisis and Grassroots Infrastructures: Experiments in Economic and Technological Localization and Pursuit of Autonomy Atsuro Morita, Graduate School of Human Sciences, Osaka University/ Professor	6,400,000
D19-R-0126	Fusion of Local Traditional Wisdom with Science in the Development of Countermeasures against Mosquito-borne Infectious Diseases: Grandma’s Wisdom Enhances Resilience in the Event of a Disaster Ryuichi Suwa, Faculty of Agriculture, University of the Ryukyus/ Associate Professor	5,600,000
D19-R-0145	Interdisciplinary Study of Special Needs Schools Open to Local Communities: For the Initiative of Laboratory School Utilizing Local Learning and Cultural Resources Satoshi Miyamoto, Department of Education, Faculty of Human-Environment Studies, Kyushu University/ Assistant professor	6,000,000
D19-R-0153	A Study of Knowledge Brokering in Child Welfare Area: Modeling Workings and Piloting Implementation Naoyuki Ieko, Mitsubishi UFJ Research & Consulting/ Chief Analyst	3,000,000



Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
147 (242)	9 (11)	70.0 (70.0)	70.0 (70.0)	6.1 (4.5)

In FY2019, the International Grant Program followed the basic theme and design of the previous fiscal year, to learn from each other through mutual exchanges of the practitioners in East Asia including Japan and Southeast Asia, thereby moving toward problem-solving of the common challenges, or at least, improving the situation.

The priority area, in other words, the sub-theme, was set to make grants to those projects regarding mutual learning on the ground toward the actualization of “Multicultural Inclusion in Communities” It was an equivalent of “Creating New Culture: Toward a Common Platform for Asia” implemented last fiscal year. Also, the area of “Open Field” was continued to open the door to the proposals concerning the new social challenges. The total grant amount was 70 million Japanese yen, as in the last fiscal year. On the other hand, as a new application requirement, the representative of the proposed project is obliged to reside mainly in Japan.

Consequently, the number of applications was 147, and three projects in the priority area, six projects in the “Open Field” totaling nine, were approved through reviewing. While the shrink of the budget from 100 million Japanese yen in FY 2017 to 70 million yen in FY2018 greatly decreased the number of applications from 328 to 242, the introduction of the new requirement about the representative’s residence pushed the declining trend further.

Also, the Symposium, “The Ways to Have a Better Dialogue for Empathy: Mutual Learning and Exchanges” was co-organized with Integrated Human Sciences Program for Cultural Diversity (IHS) of the University of Tokyo, on February 7 and 8, 2020. Its venue was Hall Bldg 18 of the University of Tokyo, Komaba Campus. The six grantees from the Toyota

Foundation’s International Grant Program and the teaching staff from the IHS, along with its students, were invited to talk about the significance, value, and difficulties of partnering across the national borders and the differences in the social positions, looking ahead of the landscapes beyond them. Their learnings and realizations from them were introduced, too. In total, more than 130 audiences attended over the two days. Even upon the symposium itself, a lot of ideas were exchanged among the speakers, the participants, and the organizers. Moreover, the workshop (by the people involved) was held to promote dialogues, with the grantees from the International Grant Program, based on their experiences, answering the questions raised by the post-graduate students feeling conflicted between research and practices. In addition to the post-graduate students’ realizations, the exchange of ideas was very lively among the grantees who were committed to boosting mutual learning and exchanges, though their themes are different, in East Asia and Southeast Asia.

In FY2019, the Toyota Foundation officially affiliated to Asian Venture Philanthropy Network (AVPN), an intermediary organization dealing with the development of the social investment and the strategic philanthropy market in Asia. The aim of the affiliation is as follows: to strengthen networking on the development of the non-profit sector; and to gather information toward feedback to the grant programs; to build human relations. The Toyota Foundation will continue to actively support human and intellectual exchanges in East Asia and Southeast Asia by grant-making activities and its initiatives as well, including participation in the AVPN’s annual assembly and other international conferences both in Japan and overseas.

The International Grant Program

Overview

Program Title

Cultivating Empathy Through Learning from Our Neighbors: Practitioners' Exchange on Common Issues in Asia

Thematic Areas

- A. Multicultural Inclusion in Communities
- B. Open Field

Target Countries

East and Southeast Asia**

Call for Proposals

April 15 to June 8, 2019

Project Period

One or two years beginning November, 2019

Total Amount of Grants

Seventy million yen in total

- a) One-year project: Up to five million yen
- b) Two-year project: Up to ten million yen

* 1 East Asia: Japan, China, Hong Kong, Macau, Taiwan, South Korea, Mongolia
 Southeast Asia: Brunei, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, Vietnam

Comments

Comments by Selection Committee Chair **Shigeto Sonoda**

Since the foundation in 1974, the Toyota Foundation has been providing large amount of grants to Southeast Asian countries. Since the Asian Neighbors Program was initiated in fiscal 2009, the foundation has called for applications

and provided financial support to the projects aiming to solve issues that Asian countries are facing. The program was renamed the International Grant Program in fiscal 2013. Grants were provided to policy-proposing projects with

sights set on the future of Asia before fiscal 2015, but since then, the foundation has been supporting projects which try to tackle common issues in Asia through exchange and mutual learning. The basic foundations of the International Grant Program 2019 were established in the course of these continuous efforts.

The Toyota Foundation has discussed the principle of emphasizing grant programs since the previous fiscal year. The prioritized area (Area A) of the International Grant Program is on projects required to promote “Multicultural Inclusion in Communities,” and diverse related proposals are to be reorganized as the Open Field (Area B).

The foundation has set five grant policies; they are 1. Great significance for society, 2. Anticipating internal and external issues, 3. Future-oriented, 4. Sustainable and developable, and 5. Expected to have a ripple effect. Based on these policies, the foundation has highlighted four elements specific to international grant programs since last year so that the applicants can easily understand the desirable requirements for the proposed projects. This fiscal year continues to adopt the same elements as well as the same total budget.

(1) Transnationality: Whether the proposed project covers at least two East or Southeast Asian countries or regions, and project members are from at least two countries or regions. The project is to bring about results or effects in multiple countries.

(2) Cross sectoral approach: Whether the specialists (e.g. researchers, activists, and civil service in charge) are systematically involved and participate in the proposed project.

(3) Mutual learning: Whether participants have established relationships for mutual learning during the implementation of the proposed project.

(4) Foresight: Whether the proposed project addresses overtly or covertly important issues, is highly conscious of its outcomes, and has prospects for further development.

There is one point that is different from previous years. That is, the proposed project was expected to have a representative whose main residence is located in Japan. The goal of this change was to allow representatives of projects to communicate more closely with the Toyota Foundation in different phases of the project management; that is, before, during and after the awarding of grants (close communication is one of the requirements for candidates), but the change has greatly affected the number and the contents of the applications as will be described below.

Overview of Applications

There were 147 applications in fiscal 2019, reflecting a continuation of the recent trend of reduced applications in number (328 in fiscal 2017, 242 in fiscal 2018).

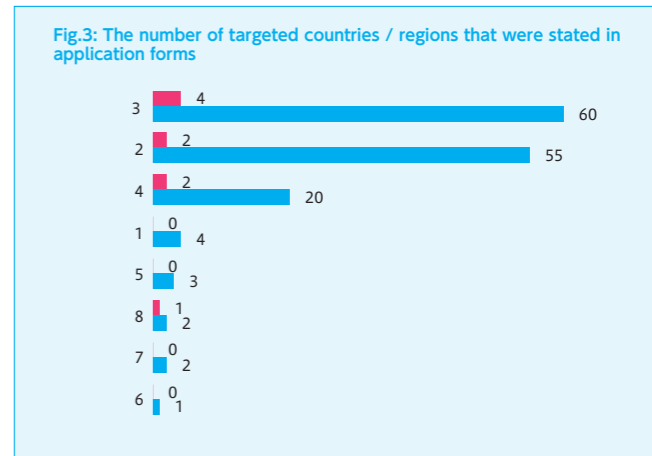
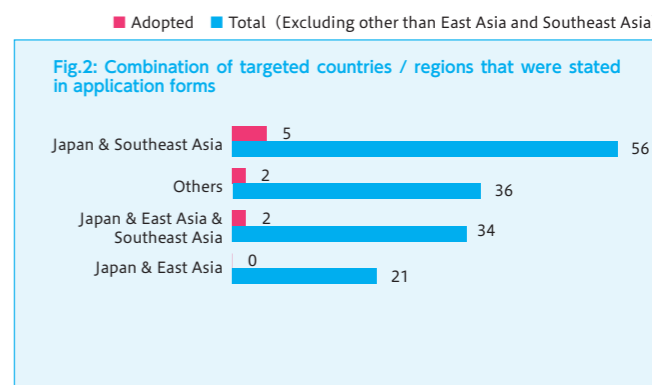
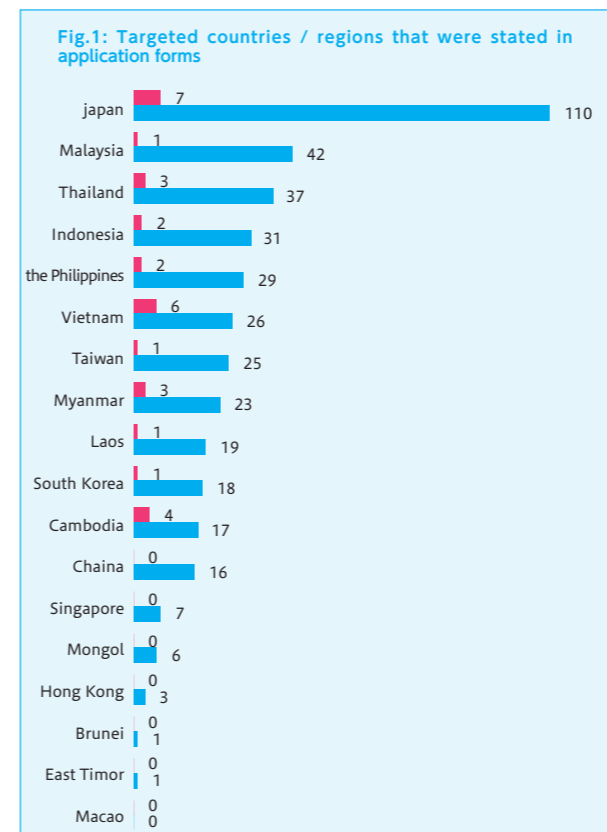
The tendency can be traced if we look at the changes in thematic areas and the characteristics of project representatives.

In terms of the thematic areas, 54 applications were in Area A (37%) and 93 applications were in Area B (63%). In other words, two thirds of applications corresponded to the Open Field. In the previous fiscal year, 130 applications were made for the Non-open Field (roughly corresponding to current Area A). Obviously, there was a drastic decrease in applications in this area.

The distribution of the nationalities of project representatives also changed: the ratio of Japanese representatives doubled, increasing from 36% in the previous year to 71% this year. Looking closely at the reduced number of applications made from countries other than Japan, we can find that the number of applicants from Southeast Asian countries dropped dramatically: 24 dropped to 9 from Malaysia, 18 to 8 from Indonesia, and 17 dropped to just 2 from the Philippines. There was only one application from the U.S.A. (9 in the previous fiscal year) and none from China (4 in the previous fiscal year). The number of proposals from those countries, which used to have many applicants, also decreased significantly.

The declining number of applications from Southeast Asian and other countries in the Non-open Field was caused by the new requirement that representatives of projects should have their main residence in Japan. Conversely, more proposals for projects targeted Japan than before. Figure 1 lists the countries or regions where projects are to be implemented as stated in application forms. The figure shows that 76%, roughly three quarters of all applications, are intended to be implemented in Japan.

Consequently, some changes were witnessed in terms of the combination of countries or regions that projects targeted. The number of projects targeting Japan and Southeast Asia was 56, exceeding the number of projects targeting countries and regions other than Japan (see Fig. 2). Thirty-four proposals were targeting Japan, East Asia, and Southeast Asia, though these combinations are the most difficult to manage.



It is thus understandable that not so many countries were targeted in a single project, considering the high transaction cost to fulfill the element of “mutual understanding” (See page 4) for the proposal. In fact, 115 projects targeted just two or three countries or regions, accounting for 78% of the proposed projects (see Fig. 3).

Selection Results

The selection committee was made up of four members including the committee chair. Two of them have continued in their positions from the previous fiscal year, while the remaining two were newly appointed.

Figure 3 shows that four applications are targeting a single country: obviously, these applications do not meet the first element of “transnationality” (See page 4). Three program officers (POs) first eliminated those applications which did not satisfy four elements before they asked each committee member to inspect the remaining applications.

At the next stage, the four committee members read the applications carefully and each recommended ten projects, considering the number of selected projects in previous years. Each member gave a weight on each of the projects that he or she recommended and added personal comments. If a member had any question about the proposal, he or she asked the applicant through the POs, who collected

additional information from the applicants. The members of the selection committee tried to read all the applications including those which were eliminated by the POs.

At the end of the selection process, selection committee meeting was held after the review process was completed. They discussed each of the 22 applications that at least one of the members had recommended. Each member explained why he or she recommended or did not recommend the project. They discussed any disagreements and sought to select the projects fairly and objectively. Then, the members checked if each project corresponded to the thematic area the applicant had self-reported. They made the final decision, having considered all information collected by the POs and checked the balance between two thematic areas and among targeted countries or regions. Finally, nine projects were selected this fiscal year. As the low selection rate (6.1%) suggests, selection was very difficult.

The projects selected for fiscal 2019 have the following characteristics (see Figs. 1, 2 and 3).

Firstly, as many as seven out of nine selected projects are targeting Japan. Even the two projects that do not target Japan have Japanese representatives. In other words, the committee did not (or could not) select a project which was not related to Japan/Japanese. We must wait to see

if this criteria of selecting projects was right or not until the selected projects will be completed.

Secondly, the number of selected projects targeting East Asia was only two (Taiwan: 1; Korea: 1), far less than those targeting Southeast Asia. There were no applicants from China, and there were no projects targeting China. It is a pity, considering China's greater presence in Asia as well as from the fact that it is experiencing more and more of the same kinds of social problems found in other Asian countries.

And thirdly, in terms of the selected projects by thematic area, the rate of selection (33% in Area A and 67% in Area B) is roughly equal to the distribution of the applications. However, there were more appealing applications in Area B. It may be necessary to find the better ways to increase the number as well as the quality of the proposals for Area A in the future.

The number of adopted projects decreased from last year (11 projects) by two. This may be caused by the less appealing applications (especially in Area A) and fewer challenging proposals. Notably, two committee members continuing in position from the previous year mentioned that it was easier to select projects than before.

Introducing Adopted Projects

The following introduces a couple of projects which received relatively better evaluation by the committee members, one each for Area A and B (the countries in brackets show non-target countries of the International Grant Program).

1. Thematic Area A: Multicultural Inclusion in Communities

Toshihiro Menju, Managing Director, Japan Center for International Exchange

Guarantee of Adequate Information Provision in Transnational Migration - Toward a Realization of a Fair and Robust Migration
Target Countries and Regions: Japan, Korea, [Nepal], and Myanmar

Mr. Toshihiro Menju, Managing Director and Chief Program Officer of the Japan Center for International Exchange, has been engaged in international exchange in Japan for many years. He proposed a very appealing project based on the center although it may seem low-profile.

In the usual migration of workers, there has been an overwhelming imbalance in information sharing. There have been such problems as the unjust invitation/mediation of workers, violation of employment rights, and a gap between required talents and job seekers' skills as the

underground activities of brokers suggest. The project aims to encourage specialists to cooperate with each other in Japan and Korea whose national governments are planning to accept more immigrants from other Asian countries and to make cooperative action plans together with experts and the organizations run by those who have experienced working abroad in the home countries of workers so that the immigrants from Nepal and Myanmar can enjoy fair treatment. It is an attempt to realize a guarantee of information accessibility for immigrants. Greater outcomes can be expected if cooperation with governmental sectors as well as other public organizations is possible, and outcomes can be shared in a creative manner.

2. Thematic Area B: Open Field

Yuichi Tomohiro, Representative Director, General Incorporated Association TSUMUGIYA

Cultivating intermediate players who can coordinate local resources and creating a learning platform across countries/sectors through a designers' residency program

Target Countries and Regions: Indonesia, Cambodia, Vietnam, Taiwan, [India], Thailand, Philippines, Malaysia, and Japan

Mr. Yuichi Tomohiro, head of NGO named Tsumugiya, submitted an ambitious proposal based on his own experience of having implemented the stay-based program called DOOR to ASIA (DTA) in Rikuzentakata, which was devastated by the Great East Japan Earthquake, from 2015 to 2018. The project aims to build a platform for mutual learning/assistance across activity fields/sectors/countries by sending young designers and mentors to specific regions to create charming products of appealing design based on understanding of the uniqueness of the region (and selling the products to external markets).

The organization has already accumulated a track record. A wide range of mutual learning can be expected because the participants in the past projects will also join the project, and they already have a broad network of cooperators around Asia. They are highly aware of the functions of "intermediate players" who can compensate for the shortcomings of the conventional model of endogenous development; thus, there is potential for future development.

Conclusion

The themes in the prioritized area for this fiscal year have been set in order to accept the proposals for concrete solutions for various problems caused by demographic changes in Asia (e.g. the issue of multicultural coexistence and other social issues caused by increasing number of

foreign migrants which is triggered by different population pyramids in Asia). Regrettably some applicants seemed to have chosen wrong thematic area, possibly because of the ambiguous nuances of the Japanese explanations, compared with the more straightforward English expression. In addition, the number of applications in the prioritized area was small, which might be a reflection of the reality that the applicants in Japan may be less experienced in discussing and dealing with the issues of immigration and multicultural coexistence from the viewpoint of cooperation across Asia.

The selection committee fully realizes that proposals directly

reflected what the representatives of the projects had done and experienced. It may be difficult for NPO staffs, who are busy managing daily activities, to convincingly explain about the significance of their project and its expected outcomes to a third party while researchers, who are well-trained in academic proposal writing, might have found it challenging to write an appealing application for the International Grant Program if they are not aware of concrete solutions for the issues they are researching. Hopefully, more people will overcome such difficulties and apply for the International Grant Program in the next fiscal year.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
A. Multicultural Inclusion in Communities		
D19-N-0096	Enhancing the Capacity of Countries of Origin in Facilitating Equitable Migration to Japan Reiko Harima, Mekong Migration Network/ Regional Coordinator	9,500,000
D19-N-0119	Guarantee of Adequate Information Provision in Transnational Migration - Toward a Realization of a Fair and Robust Migration Toshihiro Menju, Japan Center for International Exchange/ Managing Director	8,000,000
D19-N-0140	Entrepreneurship, Advocacy, and Research to Combat Aging and Migration in Asia - Interaction of Ex-EPA Nurses/ Careworkers from the Philippines, Indonesia and Vietnam Michiyo Yoneno-Reyes, Institute for Advanced Studies on Asia, The University of Tokyo/ Associate Professor	8,500,000
B. Open Field		
D19-N-0032	Community-based Utilization of Ancient Water Resource and Management System of Mainland Southeast Asia Mamoru SHIBAYAMA, Kyoto University/ Professor Emeritus	7,200,000
D19-N-0043	Sustainable Agriculture of Rural Area in Mekong Delta, Vietnam and Mountainous Area, Japan by Community-based Action for Effective Utilization of Bio-wastes Resources Fujimoto Tokihiko, Associate Professor, Faculty of Agriculture, Shizuoka University/ Associate Professor	9,300,000
D19-N-0049	Building a participatory civic platform through project-based ecotourism for the mitigation of ocean plastic pollution YOSHIKAWA NARUMI, Prefectural University of Hiroshima/ Professor	6,000,000
D19-N-0070	Cooperation on the realization of societies where people can have access to justice in Vietnam, Cambodia, Laos and Japan Masatoshi IKEUCHI, Japan Federation of Bar Associations/ Chairperson of Committee on International Relations	8,000,000
D19-N-0103	Solution transfer beyond border through exchange of management personnel - With social sectors of Japan and Vietnam Saki Kumezawa, NPO Cross Fields/ Division Manager	4,500,000
D19-N-0128	Cultivating intermediate players who can coordinate local resources and Creating a learning platform across countries/sectors through a designers' residency program Yuichi Tomohiro, General Incorporated Association TSUMUGIYA/ Representative Director	9,000,000



Activity Report

1 2

The Visit to Vietnam

Dates: April, 2019

Social Entrepreneurs from Vietnam and Thailand working on community-based tourism made mutual visits to their respective grounds. Their exchange of views and actions is going on regarding not only the travel contents like home-stay program, culture, and natural environment but also the question of tourism beneficial for the neighborhood.

3 4

The Visit to Okinawa

Dates: June, 2019

The nonprofit workers, the academicians, and the member of the parliaments from the deep south of Thailand which is witnessing the secession insurgency as well as those from Aceh, Indonesia which experienced its independent movement and recently achieved the special autonomous status visited Okinawa to learn its relationship with Tokyo as well as the history of the Ryukyu Kingdom and its peace.

5 6

The Visit to the Philippines

Dates: June, 2019

The practitioners and the academicians strive to restore the environment and secure economic sustainability targeting the water catchment areas in the Philippines, Japan, and Indonesia, teaming up with the local neighborhoods, visited the grounds. They studied the efforts by the local authorities and fishermen to preserve water quality, to protect the growth environment for fry and the edible garden centering on the indigenous plants.

7

The Visit to Taiwan

Dates: July, 2019

The residents of a community located in the North of Jakarta, the community once demolished several years ago but now under reconstruction, visited a small community on the outskirts of Taipei. The mutual learning concerning the consensus-building among the residents and that between the residents and local authorities took place together with the town builders from Japan as well as the academicians from Kyoto.

8 9 10

The Grant Award Ceremony of the International Grant Program

Locations and dates: Shinjuku-ku(Tokyo), October 25-26, 2019

The Grant Award Ceremony of the International Grant Program was held at the Hyatt Regency Tokyo. In the first part, the Toyota Foundation's managing director gave opening remarks, followed by the introductory remarks by the Program Officer and the lecture given by Prof. Shigeto Sonoda of the Institute for Advanced Studies on Asia, the University of Tokyo⁽⁸⁾. Also, Dr. Dipesh Kharel and Mr. Atushi Kadowaki⁽⁹⁾, awarded grants in fy 2017 for their efforts, reported their results. In the second part, President Dr. Masashi Haneda of the Toyota Foundation gave remarks. Upon the feedback about the selection process given by Prof. Sonoda, chaired the selection panel, President Dr. Haneda presented the grant certificates to the respective grantees of this fiscal year. On October 26, the workshop was organized to introduce the grant-awarded projects and to promote exchanges among the grantees. The fresh grantees, the project members, and the Toyota Foundation's program officers attended.

11 12 13

Symposium

Locations and dates: Meguro-ku(Tokyo), February, 2020

The Symposium, "The Ways to Have a Better Dialogue for Empathy: Mutual Learning and Exchanges" was co-organized with Integrated Human Sciences Program for Cultural Diversity (IHS) of the University of Tokyo. The grantees from the Toyota Foundation's International Grant Program, the IHS scholars, and its students exchanged points of view about the significance, the values, the difficulties of collaboration across the national borders, the disciplines, and how to raise concern among the public.



	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Survey Grant	105 (147)	16 (20)	15.98 (16.0)	20.0	15.2 (13.6)
Nurture Grant	228 (162)	11 (14)	81.83 (66.05)	80.0	4.8 (8.6)
Dissemination and Advocacy Grant	8 (9)	1 (2)	3.96 (9.35*)	100.0	12.5 (22.2)
Total	341 (318)	28 (26)	101.77 (82.05)	110.0	8.2 (6.5)
(Initiative Program) Pilot Program	—	7	88.20	—	—

*1The grant amount of the Grant for Dissemination and Advocacy in FY 2018 is excluded from the total amount as the FY 2018 Grant was made under the Communication with Society program.

for actions, in partnership with diversified stakeholders, toward structure-building for problem-solving and agents-development; “Dissemination and Advocacy Grant” providing grants for those initiatives devised to transform the structure of society and the prevailing values. The “Dissemination and Advocacy Grant” sought proposals exclusively from the past grantees.

On the occasion of calling for proposals, as in the past, the application orientation meetings were organized nationwide at nine places, partnering with the intermediate organizations to support the nonprofits countrywide. During the application orientation meetings, while basic information such as the intention of the program and the framework of the grant was carefully delivered, the changes took place in fy 2019, the points considered seriously, and the expected points were emphatically explained. In almost all the application orientation meetings, some of the past grantees were invited to speak about their stories related to the grants. For those planning to apply, the excellent opportunities were offered to grasp the specific ideas of “Survey Grant” and “Nurture Grant.”

Upon closing the application: “Survey Grant” received 105 proposals; “Nurture Grant” received 228 proposals; “Dissemination and Advocacy Grant” received eight proposals. In total, 341 proposals were submitted. Through the assessment panel and the board of directors meeting, the following were approved: “Survey Grant” 16 projects; “Nurture Grant” 11 projects; Dissemination and Advocacy Grant” one project.

As for the Program for Boosting Civic Participation carried out in fy 2018 as a pilot program, the second grants were made under the Initiative Program. While its “Capacity Building Grant” continued, “Rolling Out Grant” was replaced by a new “Investigation Grant.” Toward the affluent neighborhood and society, the Program for Boosting Civic Participation expected that the diversified citizens and res-

idents would actively play the vivid roles in making and transforming neighborhoods and society through voluntary participation into a wide range of neighborhood activities and social actions. In fy 2019, under “Capacity Building Grant,” six grants were awarded to the civic organizations and the neighborhood organizations dealing with “structure-building” and “agents-development.” When it comes to “Investigation Grant,” one grant was made to a research project for clarifying the neighborhood organizations’ current state and future vision through taking a deeper look into the existing literature about community organizations, town organizations, welfare commissioners, and the parent-teacher associations. Based on the findings from the results of these projects, including those under “Capacity Building Grant” and “Rolling Out Grant,” the design of the next generation of the Grant Program for Community Activities will be elaborated.

The grant awarding ceremony usually held in early April was canceled to contain the spread of COVID-19 this year. Consequently, the mid-term report back meeting of “Nurture Grant,” which is a part of the grant-award ceremony, was decided to postpone and will be rescheduled at some point later. The mid-term report back meeting originally aimed to make the latter half of the two year grant period of “Nurture Grant” more fulfilling, thereby facilitating the project results. The progress reports, reflections, and discussions during the meeting about the grant-awarded projects by the participants would offer an opportunity to have learning and realizations which could be feedback to the projects.

As this program supports diversified projects toward sustainable communities, it is recognized that the realizations and vitality emerge from the meetings by the grantees addressing the same challenge or from the same locality would affect positively the projects afterward. Greater efforts must be made to create such opportunities from now onward.

The Grant Program for Community Activities in Japan

Overview

Program Title

Creating Sustainable Communities with Future Leaders: building a problem-solving system

*This program is limited to activities in Japan.

Grant Category

Survey Grant

Nurture Grant

Dissemination and Advocacy Grant

Call for Proposals

August 19 to September 30, 2019

Project Period

Survey Grant: One year, beginning April 1, 2020

Nurture Grant: Two years, beginning April 2020

Dissemination and Advocacy Grant: One year, beginning April 1, 2020

Total Amount of Grants

Survey Grant: Up to one million yen per project

Nurture Grant: No limitation

Dissemination and Advocacy Grant: Up to six million yen per project

While the fy 2019 Grant Program for Community Activities in Japan followed the viewpoint on “development of problem-solving agents” from fy 2018, its basic theme was set to be “Sustainable Community Created together with Fore-runners for Future through Vital Problem-Solving Structure Open to Neighborhood,” to further enhance the message that to build “structure” toward problem-solving in the neighborhood is vitally important. As in fy 2018, its framework of grant-making was composed of the following three categories: “Survey Grant” providing grants for a series of investigative actions regarding strategic planning for implementation of activities; “Nurture Grant” providing grants



Activity Report

1

FY 2017 "Nurture Grant" Report Back Meeting

Locations and dates: Shinjuku-ku(Tokyo), April 13, 2019

Nine fy 2017 grant-awarded organizations under "Nurture Grant" reported their efforts in the past year in line with the logic model of the respective activities. The twenty-eight fy 2018 grant-awarded organizations under "Nurture Grant" and "Survey Grant" attended the meeting, facilitated by Mr. Toshiaki Goibuchi of CR Factory.

2 3

Toyota NPO College Kaiketsu

Locations and dates: Shinjuku-ku(Tokyo), May 13-14, June 13, July 18, August 8, Bunkyo-ku(Tokyo), November 29, 2018

The fourth term of Toyota NPO College "Kaiketsu" was organized in cooperation with the Toyota Motor Corporation. This seminar was designed for the nonprofits to learn the thinking and methods of the Toyota Motor Corporation's "Mondai Kaiketsu" (Problem-Solving). During this term, nearly thirty people from twenty organizations attended. The Toyota way of "Mondai Kaiketsu" was carried out to deal with their respective challenges over about seven months.

4

The Application Orientation Meetings

The application orientation meetings were organized nationwide at nine cities.

5 6

Site Visit, "Kanagasaki College of Arts"

Locations and dates: kanegasaki-Town(Iwate), June 30, 2019

The site of "Establishing the Kanegasaki College of Arts toward today's Rasuchijin Association," led by Mr. Kaneaki Chiba, in Kanegasaki town, Isawa county, Iwate prefecture was visited. Walking around the town in search of the site of an open-air tea ceremony scheduled in October. (5) The meeting was held upon returning to the base in the evening. (6) The residents in the town and the visitors exchanged opinions from their respective standings.

7 8

Site Visit, "Nagashima Future Design LLC"

Locations and dates: Nagashima-Town(Kagoshima), July 15, 2019

In Fukuoka, on June 30, this workshop was held in cooperation with Akatsuki, a nonprofit, regarding planning and management as to how nonprofits can make the best use of research for the benefit of civic participation.

9

FY 2018 "Survey Grant" Mid-term Report Back Meeting

Locations and dates: Chuo-ku(Tokyo), August 27, 2019

The twenty fy 2018 grant-awarded organizations reflected the first half of the grant period and re-designed the plans toward its latter half in the form of group-work. Also, the inputs from the past grantees' cases were made.

10

Site Visit, "Senmaya Association of the One Hundred Women"

Locations and dates: Ichinoseki City(Iwate), November 13, 2019

The site of "The Senmaya Women Multiplied by Creating the Attraction of the Town toward the Development of the Actives through Vitalizing the Square in front of the Station," led by Ms. Masumi Onodera, in Ichinoseki City, Iwate prefecture was visited. The venue for vitalizing the square in front of the Senmaya station was observed.

11 12

Site visit, "Yufuin Foundation"

Locations and dates: Yufu City(Oita), December 6, 2019

The site of "Universal Tourism: Developing the Neighborhood with Culture multiplied by Heart multiplied by Ecology," led by Mr. Naohiko Osawa, was visited. The obstacles on the streets were found out by moving with the electric-powered wheelchair, "WHILL."

13 14

Site Visit, "Cloud Japan"

Locations and dates: Kesenuma City(Miyagi), February 2, 2020

The site of "the Kesenuma Project: The Town where Mums Smiling toward the Happiest Parenting Households in Japan by Everyone's Effort," led by Mr. Atsutoshi Tanaka, was visited. The launching ceremony of the shared house "Omusubi" attached with a nursery and a break room for mums raising kids was attended.



The Initiative Program

Overview

In this fiscal year, as in the past, this program without a public call for proposals (“invited application” basis) made grants to types of projects aiming to advance the non-profit sector such as the capacity building of non-profit organizations and the promotion of civic participation. Also, the projects conducive to the development of the Toyota Foundation’s grant-making programs of next-generation, which is the original scope of this program, were supported, such as the collaborating grants with other donors, the efforts worthy of the exclusive support from the private grant-making foundations, and the Foundation’s research initiatives.

Specifically, the grants were awarded to the following: the effort for the capacity building of non-profit organizations; the activity to disseminate the academic result about the Jewish culture to the general public; the project for policy recommendation based on research concerning the charity accounting in the U.K.; the attempt to identify seed of the academic inquiry of the third category.

Also, the Program for Boosting Civic Participation, a pilot grant program of the Grant Program for Community Activities in Japan, composed of “Capacity Building Grant” and “Investigation Grant” was carried out under this program.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Representative Organization	Grant Amount(Yen)
D19-PI-0001	Accelerating the Study regarding Jewish Culture and Network Utilizing the Diary of Yitskhok Rudashevski Hisashi Shigematsu, Graduate school of Arts and Sciences, The University of Tokyo	5,970,000
D19-PI-0002	The State of Policies for Small-Scale Organizations and Charity Accounting in the UK Takako Amemiya, The Japan Association of Charitable Organizations	1,000,000
D19-PI-0003	The Editing and Publication Project for the Enlarged and Revised Edition of "The Chronology of Volunteer, Nonprofit, and Civic Action in Japan" Noboru Hayase, Osaka Voluntary Action Center	2,000,000
D19-PI-0004	The Project to Develop and Disseminate the Technology of Cooperation Akira Matsubara, Cooperation World	5,630,000
D19-PI-0005	The Inquiry to Identify the seed of the Third Category Research. Hiroyuki Yoshikawa, Japan Science Support Foundation	3,000,000
D19-PI-0006	Let's Unite the Power of the Neighborhood through "the New Supporters for the School" Shizuka Akita, Machida Daigo Elementary School, PTA	830,000
D19-PI-0007	Toward Realization of the Open Community by the Participation of Diversified Residents Norio Yamaki, Utase Association for Dementia	1,000,000
D19-PI-0008	The Project to Nurture both the People and the Organization toward Wealthy Neighborhood Iku Furuyama, Partners for Civic Actions toward Public Good	1,000,000
D19-PI-0009	The Project to Safeguard the Festival and the Neighborhood: the Future of our Town by the Youth Ryo Miyaguchi, Kishiwada Council of Youth Groups	1,000,000
D19-PI-0010	The Project for the Next Generation of Town Building: Making Partnership from Those Who Are Supported Hidemi Hasegawa, Coco Color Kit	990,000
D19-PI-0011	Boosting the Project to Popularize the Japanese-Style Veranda in Town and Develop its Enthusiasts Hiroaki Kobayashi, The Nagano Project for Cultivating Japanese-style Veranda in Town	1,000,000
D19-PI-0012	A Study on the Current Situation of Community Activity Groups Utilizing Local Connection and the Ideal Way of Support Miki Yasui, Faculty of Social Policy and Administration, Hosei University	3,000,000
D19-PI-0013	Advancing the New Information System Project: Toward the Development of the Entire Grant-Making Foundation Community By the Enhanced Raison D'Etre Yoshinori Yamaoka, The Japan Foundation Center	6,000,000
D19-PI-0014	Development of Grassroots Nonprofits' "Reflecting" Evaluation Method Making Use of the Narrative Approach Kensuke Nagata, Akatsuki	4,970,000
D19-PI-0015	"Social Security for the Innovative Society from the Perspective of "Two Retirements" of Professional Athletes" Shinichi Yamashita, Faculty of Law, Fukuoka University	4,760,000

*The seven projects with grant numbers from D19-PI-006 to D19-PI-0012 are under the Pilot Program for the Boosting Civic Participation within the framework of the Grant Program for Community Activities in Japan.



The Communication with Society Program

Overview

This program without a public call for proposals (“invited application” basis) is designed to disseminate the results and methods out of the past projects under all grant programs toward a society with a high impact.

Specifically, a grant was awarded to the project for recon-

structing town-centers and capacity-building of social education institutions including the town centers, by making use of an effort intended to solve problems in neighborhoods through town centers, which was supported in the past under the Grant Program for Community Activities in Japan.

List of Grants

*Note: The project titles among other things on this list are those at the time of grant approval.

Grant Number	Project Title Representative Organization	Grant Amount(Yen)
D19-SC-0001	Aiming for a society migrants Can Live post retirement feeling reassured. Takao Kinoshita, Tokai Daily Life Support Center for Foreigners	3,960,000
D19-SC-0002	Reverse innovation for social education institutions and their leaders by establishing [KOMINKAN] in Japan and Egypt. Shinnosuke Minami, 10000people community meeting	8,500,000

*The grant number D19-SC-0001 is the dissemination and advocacy in the frame of the Grant Program for Community Activities in Japan.

PICK UP

Special Contribution, “Toward Affluent Neighborhoods and Better Towns” Yoshitaka Nishiyama, Water Cooler Meeting of Ten Thousand People

The project, “the Reverse Innovation for Social Education Institutions and their Actives by Developing Town Centers in Japan and Egypt,” will deal with (1) publication of a book compiling the past efforts, (2) nationwide caravan to propagate the autonomous town-center (kominkan) for problem-solving, (3) invention of reverse innovation at model bases in Japan.



Many would wonder what the kominkan is, though it should sound a little familiar. The kominkan refers to a place with a function of the central hub of town-building, which has overseen Japan’s neighborhoods at the forefront. Further, the kominkan was originally envisioned to be somewhat like a dining room where newborn babies to grandfathers and grandmothers could gather without barriers. While there are nearly 14,000 kominkans throughout Japan, they were hardly run in tune with the original vision. Hence everyone does wonder about the kominkan. Against this backdrop, we have been building a kominkan in Egypt, modeled after the Hantagawa kominkan, headed by Mr. Shinnosuke Minami, under the attempt of “Global Kominkan.” The kominkan in Egypt will be officially launched in this year.



Upper Photo: The 2020 January Kick-Off Meeting at the Japanese Embassy in Egypt
Lower Photo: Messrs. Abdelmeguid Mohamed, Minami, and Nishiyama (From Left)

“Reverse Innovation” might sound a little difficult to understand. The point is that kominkan in Japan per se does not work well in Egypt. The kominkan suitable for the Egyptian context has been considered. As we became aware that what we learned in this process could be utilized for present Japan’s kominkan and social education, this project made a start. Those who were involved with a job creation project, headed by this author and the Hantagawa kominkan in Naha planned shoulder to shoulder, having brought the respective experiences and achievements together.

Let me go back a little and touch briefly upon learning through the development of the kominkan in Egypt. While the Japanese kominkans’ basic roles are said to be: gathering; connecting; learning, “cooperation” and “actualization” were added in Egypt. We attached importance to “actualization,” no matter how small it was. Also that Egyptians did not enjoy the culture of cooperation very much and the experiences of success were needed to fully realize its democracy was taken into consideration. Even in Japan, it is difficult to carry out cooperation and actualization, though their significance is understood intellectually. So we are convinced that we can learn again from the Egyptian experiences.

Also, the Egyptian kominkan is hard to be subsidized by local authorities, management that centers around autonomy and sustainability, associated with fund-raising for its running cost is required. As it has been quite long since regional vitalization (chihou sousei) became a slogan nationwide in Japan, those locally based organizations and associations, including kominkans might learn a lot.

While this project has just made a start, we would like to make advancements toward more affluent neighborhoods and better towns through the efforts.

Accounting Report

Balance Sheet

As of March 31, 2020

(Unit: Thousand Yen)

Account	Fiscal 2019	Fiscal 2018	Fiscal 2017
I Assets			
1. Current assets			
Cash and deposits	515,873	494,412	462,673
Accounts receivable	71,777	76,389	84,822
Other	5,420	6,420	5,100
Total current assets	593,070	577,221	552,595
2. Fixed assets			
Basic funds	24,760,421	25,065,779	25,108,018
Specified assets	15,071,986	15,224,879	15,703,985
Other fixed assets	50,973	53,162	57,557
Total fixed assets	39,883,380	40,343,820	40,869,560
Total assets	40,476,450	40,921,041	41,422,155
II Liabilities			
1. Total current liabilities	476,072	445,881	407,767
2. Total fixed liabilities	77,699	82,065	78,790
Total liabilities	553,771	527,946	486,557
III Net assets			
1. Designated net assets	17,934,796	18,084,179	18,602,396
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(14,934,796)	(15,084,179)	(15,602,396)
2. General net assets	21,987,884	22,308,916	22,333,202
(Amount from above allocated to basic funds)	(21,760,421)	(22,065,779)	(22,108,018)
(Amount from above allocated to specified assets)	(0)	(0)	(0)
Total net assets	39,922,680	40,393,095	40,935,598
Total liabilities and net assets	40,476,450	40,921,041	41,422,155

Statement of Changes in Net Assets

April 1, 2019 to March 31, 2020

(Unit: Thousand Yen)

Account	Fiscal 2019	Fiscal 2018	Fiscal 2017
I Changes in general net assets			
1. Changes in ordinary profit			
(1) Ordinary profit	673,289	711,597	708,465
(2) Ordinary expenses	688,963	698,551	711,496
Current changes in ordinary profit prior to profit/loss appraisal	▲15,674	13,046	▲3,031
Profit and loss appraisal	▲305,358	▲37,332	▲190,999
Current changes in ordinary profit	▲321,033	▲24,286	▲194,029
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	▲321,033	▲24,286	▲194,029
Balance at beginning of the fiscal year in general net assets	22,308,916	22,333,202	22,527,231
Balance at end of the fiscal year in general net assets	21,987,884	22,308,916	22,333,202
II Changes in designated net assets			
Current changes in designated net assets	▲149,383	▲518,217	956,300
Balance at beginning of the fiscal year in designated net assets	18,084,179	18,602,396	17,646,096
Balance at end of the fiscal year in designated net assets	17,934,796	18,084,179	18,602,396
III Balance at end of the fiscal year in net assets	39,922,680	40,393,095	40,935,598

Officers and Trustees

Directors and Auditors

As of March 31, 2020

Name	Occupation
Chairman Nobuyori Kodaira	Former Executive Vice President, Toyota Motor Corp.
President Masashi Haneda	Executive Director and Vice President, The University of Tokyo
Managing Director (full-time) Akihiro Yamamoto	
Director Jyunichi Sato	Chairman, The Japan Federation of Engineering Societies
Director Yasuhiko Sato	Operating Officer, Toyota Motor Corp.
Director Atsushi Seike	President, Promotion and Mutual Aid Corporation for Private School of Japan Adviser for Educational Affairs, Keio University
Director Akihiko Tanaka	President, National Graduate Institute for Policy Studies
Director Kanetaka Hisatsune	Chairman, Toyota Dealers Association
Director Hiroschi Yoshikawa	President, Rissho University
Auditor Masahide Yasuda	Audit and Supervisory Board Members, Toyota Motor Corp.
Auditor Fusahiro Yamamoto	Certified Public Accountant

Trustees

As of March 31, 2020

Name	Occupation
Mitsuhisa Kato	Chairman, Toyota Central R&D Labs., Inc.
Shinichi Kitaoka	President, Japan International Cooperation Agency(JICA)
Nobuyuki Koga	Chairman, Nomura Holdings, Inc.
Hiroyuki Sakaki	Managing Director, Toyota Technological Institute
Shoichiro Toyoda	Honorary Chairman, Toyota Motor Corp.
Shigeru Hayakawa	Vice Chairman, Toyota Motor Corp.
Shin-ichi Hirano	Chair Professor, Shanghai Jiao Tong University
Koichi Fukaya	Former Executive Chairman, DENSO Corporation
Masanori Mitsui	Chairman, Daihatsu Motor Co., Ltd.
Senta Morioka	Vice Governor, Aichi Prefecture
Shinji Yazaki	President, Yazaki Corporation



Chairman: Nobuyori Kodaira

President: Haneda Masashi

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