

Annual Report

Report for Fiscal 2016

April 2016 - March 2017

Message from the Chairman Nobuyori Kodaira



Since its establishment in 1974 the Toyota Foundation has continued to carry out internationally recognized grant activities under the stewardship of such venerable former chairmen as Mr. Eiji Toyoda, Mr. Tatsuro Toyoda, and Mr. Hiroshi Okuda. It is an honor to have been selected to succeed Mr. Okuda during the thirty-first meeting of the Toyota Foundation Board of Directors on June 27, 2016. As chair I will work to carry out my duties with the humility and respect fitting one of Japan's leading private foundations.

The first executive director and future-thinking scholar Mr. Yujiro Hayashi is attributed with establishing foresight, participatory orientation, and international perspective as guiding principles for the Toyota Foundation's activities. After more than 40 years these ideals retain their original luster and illustrate the deep insight of early leaders such as Mr. Eiji Toyoda and Mr. Hayashi when establishing the foundation. As chairman I will work to ensure the foundation carries out activities according to these guiding principles. It will be particularly important to exercise foresight

to read and stay ahead of constantly shifting trends. Humans are inclined to slip into habits of comfort, however, and fulfilling this principle will be easier said than done. Now more than ever, though, we need foresight to consider the challenges that lay ahead.

Having passed the milestone of 70 years since the end of World War II we now stand at an important turning point in history. In Europe, the Middle East, Asia, North America, and elsewhere long-established frameworks have begun to waver. Japan is not exempt and faces an aging population and other diverse issues that challenge the very structure of the government, economy, and society. In such times of change it is up to the Toyota Foundation to demonstrate its true value through insightful grant activities to find solutions to a wide variety of challenges.

Let me conclude by expressing my sincere appreciation for the warm interest and support that we at the Toyota Foundation have continued to receive, and I look forward to the continued advice and guidance of all our partners.



THE TOYOTA FOUNDATION
Annual Report
Report for Fiscal 2016

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Cover picture: Bougainvillea trees blossoming along both banks of Han River that flows through downtown Da Nang, a city in the central part of Vietnam, taken in early summer on a visit to the city. When the photo was taken, the riverside was bustling with people strolling in the cool of the evening, people fishing and tourists taking in the scenes.
Photo by: Hideo Tone (International Grant Program)

Message from the President

Introduction

In fiscal 2016, the Toyota Foundation made grants totaling approximately 350 million yen to 99 projects primarily through the Research Grant Program, the International Grant Program and the Grant Program for Community Activities in Japan. As we worked to review and improve these three programs, the scope and message of each became clearer. In the Research Grant Program, our attention is placed on the strength of “value” in changing society in a good way over a relatively long period of time. In the International Grant Program, we focus on sharing knowledge and sympathy among Asian countries with respect to harmonious co-existence between countries, ethnic groups and all age groups as well as cultural creation. With the Grant Program for Community Activities in Japan, we aim to “foster local based social ventures.” We believe that by shaping the characteristics of these major programs we have been able to make strides towards achieving the mission of the Toyota Foundation, “contributing to the realization of a more people-oriented welfare society and resulting increase in human happiness.” This was achieved through collaboration among the Toyota Foundation secretariat including the program officers, the Selection Committee members and other knowledgeable persons outside the Toyota Foundation, as well as the grant recipients. Going forward, we are resolved to break from complacency and endeavor for further evolution of these programs, while working to discern the needs of the times and society.

Letting the World Know

For private grant-making foundations, another important responsibility is to disseminate the results of grants. In this regard, we held international symposiums related to cross-border migration and aging in January 2017 in Kobe (at Kobe University)

and in February 2017 in South Korea (at Wolgye Social Welfare Center), respectively.

The migration, with resulting multicultural communities, and aging are pressing issues common to Asian countries. The symposiums were effective in terms of sharing information on these issues across the national borders and creating human networks, and presented messages to the world. Aside from such events, we are pleased to know that the grant recipients have worked hard to disseminate the results of the three programs within their own fields.

Toward Even Greater Results

In addition to these ordinary grant activities, the Toyota Foundation organized for the first time in fiscal 2016 the Toyota NPO Kaiketsu ‘Solution’ College, a series of six lectures designed for the staff of NPOs to learn about the organizational management methods of Toyota Motor for “solving problems (mondai kaiketsu).” The lectures were aimed at sharing the very methods and their ways of thinking, which Toyota Motor has long fostered, with NPO staffs who are working to solve social issues on actual sites. It was a groundbreaking event both for the Toyota Foundation and Toyota Motor.

In Japanese society, a clear line has been drawn to distinguish for-profit organizations from non-profit ones. This is regrettable, however. A closer look at the history of philanthropy and private grant-making foundations reveals that the people of the Rockefellers, who established the Rockefeller Foundations, considered their own profit-making business and non-profit grant activities as two sides of the same coin. For the Rockefellers, both of these were their initiatives to realize the glory of God in this world, born from the common roots of their Protestant

beliefs. As for cases in Japan, it is well known that many for-profit companies in the private sector have coordinated with NPOs to actively provide support in the reconstruction process following the Great East Japan Earthquake. We hear that, through such activities, a new concept of “Tomonomics” (friendship economics) has emerged and spread in the impacted areas. This concept is reflected in the economic activities by the stricken localities and the corporate citizens in tackling to solve the mounting social issues through their core business activities toward reconstructing Tohoku. The activities of Tomonomics must have generated various ways of thinking and methodologies toward reconstruction via solving problems. All of us should mutually learn in a proactive manner what can be shared beyond the barriers of “for-profit” and “non-profit” organizations. We will continue to hold the Toyota NPO Kaiketsu ‘Solution’ College in fiscal 2017. We hope that the enthusiasm of the lecturers and the participants will be combined to generate even more vibrant activities.

As typically exemplified by this Kaiketsu ‘Solution’ College, we at the Toyota Foundation have been placing more weight in recent years on activities that should maximize the effectiveness of grants, our main tool. In the Research Grant Program, we periodically hold workshops, in cooperation with the grant recipients, to present the purposes of the program to the public. Similarly, in the Grant Program for Community Activities in Japan, we organize lectures for grant recipients to share methodologies for fully identifying the problems of their local communities. In the International Grant Program, our program officers are encouraged to get involved in the project formation from the very beginning by exchanging views with the people considering application. These endeavors are made because we want to see the results of the Toyota Foundation’s grants benefitting

Atsuko Toyama
President
Toyota Foundation



society, stepping beyond the conventional attitude of Japan’s private grant-making foundations in which they are satisfied with just distributing grants. As Mr. Eiichiro Adachi, Director of The Japan Research Institute, who served as the Selection Committee chairman for the Great East Japan Earthquake “Special Subject” previously wrote in the annual report at that time, private grant-making foundations are currently shifting towards working to solve the on-site issues in a more focused manner, instead of simply making grants, on a global scale. We at the Toyota Foundation are also resolved to proactively conduct such attempts.

Closing

To close my remarks, I would like to comment on the Great East Japan Earthquake “Special Subject,” the program we have implemented since the outbreak of the Earthquake in order to support reconstruction of the stricken areas. Over these years, the program has been focusing on building communities at the public housings there. More recently, however, we hear that progress has been made in the enhancement of public support and subsidy systems on this issue. Accordingly, with considerations given to the comments from the Selection Committee, we have decided to put an end to the said “Special Subject” program, with fiscal 2016 set as the final year. We will conduct research and studies, however, as to whether we can continue providing our support effectively to those who suffered within the framework of the Grant Program for Community Activities in Japan and, if yes, what grant methods would be most appropriate.

I sincerely hope that you will warmly watch over the Toyota Foundation’s activities going forward and provide us with advice and support.

July 2017

Looking Back the Toyota Foundation's FY 2016

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

Research Grant Program

Workshop: "Exploring New Values for Society"

Locations and dates: Bunkyo-ku (Tokyo), April 16, 2016 and Kyoto, July 9, 2016

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

In fiscal 2016, the Toyota Foundation held public workshops in Tokyo and Kyoto. The following outlines the public workshop in Tokyo (April 16, 2016 at the Fukutake Hall, The University of Tokyo).

In the first session, introductions were made for projects that employ practical approaches to the issues for which international coordination and development of policies is difficult to realize, such as multicultural harmony and refugees.

First, a report by a researcher, who also commutes to Bali, Indonesia as a player of gamelan, on the possible role of performing arts in multicultural harmony, from the viewpoint that performing arts connects people with different religious backgrounds and perspectives. Next, a researcher from Bulgaria presented on refugee children who drifted to Bulgaria learning about local history together with local elementary school students and creating a picture book so to develop attachment to the area. Each were ambitious reports as the researchers endeavored to present new values, in pursuit of



new methods to realize harmony and build peace from the respective standpoints.

In the next session, two reports were given, one on Myanmar and another on South Sudan, concerning refugees from the countries and matters of self-identification and recreation of community.

One report which presented a documentary film about a boy coming to the U.S. from a refugee camp in Myanmar, indicated that his "homeland" is the refugee camp. Going forward, the presenter hopes to jointly consider community building with related people by showing the film, and record where new values are created. Another report, made by a project surveying refugees in South Sudan, showed that people living in a fragile country are not necessarily fragile, and that such people, who have fled slaughter and lived most of their lives as refugees, maneuver existing knowledge and norms to create new values of solidarity. The two reports pointed out that forced segregation and fixing of ethnic groups and regions by administrative organizations and international support groups may cause conflict or make life difficult for



① Fukutake Hall, The University of Tokyo. ② Dr. Toshio Kuwako, chair of the Research Grant Program's Selection Committee. ③ Dr. Eri Hashimoto. ④ Dr. Hidenobu Jinnai (Right) and Mr. Sakuhito Horio. ⑤ Inamori Center, Kyoto University. ⑥ Dr. Takahito Sato. ⑦ Dr. Masahiro Yamada.

refugees.

In the final session, two reports were made with regard to local communities. One was about an effort in Kiryu (Gunma Prefecture), which was once called a "city of water," to restore forgotten memories of water. The report produced opinions claiming that repeatedly holding workshops to newly connect various organizations and individuals has given the region the vigor to develop a history and generate its own identity and pride in a movement removed from economic activities.

Another report was about an effort in Fujimimachi, Nagano Prefecture, to achieve voluntary consolidation and circulation of local assets, departing from the attitude that values solicitation-type and urban-type marketing. The report reiterated the difficulty for the researcher, who is an outsider to the area, in connecting with local residents, citing their apprehension. As an effective method to connect with local residents, the report suggested establishing objectives that allow for participation by anybody beyond respective standpoints, such as "serving for children."

The reports and discussions mentioned above produced several results. The first session demonstrated the possibility of creating new values through such soft approaches of performing arts and preparing picture books in the face of the difficult issues of multicultural harmony and migration. In the second session, which elaborately studied refugees, it was confirmed that the values generated by the researchers and research itself were just as important as the process through which the research subjects were generating values.

The final session that handled local communities showed that creating connections between people is important in creating new values, and that researchers can be a catalyst for that. These findings may give hints to not only grant recipients but also to those that are considering applying. The discussions on the creation of new values continued through the venue of a friendship party, with the presenters and the participants together, creating an opportunity of unique intellectual exchange.

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

Dissemination Meeting on "Community Building in Public Housing Projects in Disaster Areas"

Locations and dates: Sendai, Miyagi Prefecture, May 19, 2016 and September 15, 2016, and Ishinomaki, Miyagi Prefecture, November 17, 2016

The dissemination meetings were respectively held on May 19 and September 15, 2016, co-sponsored by the Organization for Promoting Co-Existence of Tohoku Gakuin University, with regard to the management of residents' associations (jichi-kai), which play a core role in community building, and ways to support them. Six grant-recipient organizations gave presentations, and deep discussions were held with comments by such knowledgeable persons as Professor Teruo Honma, Tohoku Gakuin University, and Mr. Masakatsu Okamoto, Special Advisor to the Cabinet. A total of 160 people from the Reconstruction Agency, the related local authorities, as well as from the local councils of social welfare (shaki fukushi kyogikai) and NPOs attended the two meetings.

On November 17, Ishinomaki Jichiren (Federation of Ishinomaki Post Disaster Residents' Associations), one of the grant-recipient organizations, also organized a dissemination meeting at the Shintateno Public Housing in Ishinomaki City, where the group is located, on the themes of how the leader-

ship of residents' association chairpersons should be exercised and how important it is to utilize common spaces for flower beds, vegetable gardens and other purposes in community building. Approximately 70 people involved in reconstruction initiatives from nearby Higashi Matsushima City, Minamisanriku Town and Onagawa Town, etc. attended the meeting.



1 Hoy Memorial Hall of Tohoku Gakuin University, the venue. 2 Meeting venue. 3 Mr. Masakatsu Okamoto (Special Advisor to the Cabinet and former Vice Minister of the Reconstruction Agency). 4 Professor Teruo Honma (Organization for Promoting Co-Existence of Tohoku Gakuin University). 5 Participants from the 6 grant-recipient organizations that made presentations. 6 A memorial photo taken after the meeting. 7 Mr. Hiroshi Ito, Managing Director of the Toyota Foundation (left), conferred certificates of grants to the representatives of respective projects. 8 Vegetable garden at the Shintateno No. 2 Public Housing. 9 Shintateno No. 1 Public Housing in Ishinomaki City. 10 Shinhebita Second Assembly Hall in Ishinomaki City.

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

Location and dates: Shinjuku Ward, Tokyo, December 19 and 20, 2016

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

This "Charibon" (charity books) event is a scheme by VALUE BOOKS in which the purchase amount of used books, etc. is donated to NPOs, as an intra-building campaign. Over 2,000 books were collected during the event period. The Foundation donated an equivalent amount to the purchase amount, and donated the combined total to SAVE TAKATA, Non-Profit Organization sopa.jp and Japan Association for Refugees, which are groups registered for Charibon and have received grants from the Foundation.

1 Introduction of the event at the symposium commemorating the "Giving December". 2 Poster of "Charibon at Shinjuku Mitsui Building". 3 Over 2,000 books collected during the event period.



Grant Program for Community Activities in Japan
Toyota NPO College Kaiketsu 'Problem Solving' Series of Lectures

Location and dates: Nagoya City, May 19-20, June 16, July 14, August 18 and December 16, 2016

With the cooperation of Toyota Motor Corporation, we started to implement a project called Toyota NPO Kaiketsu 'Solution' College, which is a series of lectures for NPOs to learn about Toyota Motor's thinking and methods for "solving problems," in May 2016. Five lectures were conducted in total with attendance of 30 people, who studied in groups under five lecturers.

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

tal) size sheet of paper.

The lectures covered the steps up to "planning countermeasures." The attendants then implemented the countermeasures at their own organizations, conducting the subsequent steps of assessing the effectiveness and reviewing the standardization and routinization of management, and then presented what they had achieved at the results briefing.

Mr. Shinya Takahashi (SESSE Mutual Aid Services for Living), one of the attendants, is engaged in a business in which young people who want to become self-reliant solve issues for the elderly, etc. in the community, such as shoveling snow and gardening, in Kushiro City, Hokkaido, under the guidance of paid volunteers. At the lectures, he worked on problem solving on the theme of "increasing earnings of ordinary work in order to continue providing informal support."

The process of understanding the present situation revealed that they were not able to receive orders for pruning and collection of waste articles, which feature good profitability, even though there were such needs. Then he conducted



① A get-together party held after the first lecture. ② The first round of the lectures. ③ Takeo Furuya, lecturer (Project General Manager, TQM Promotion Division, Toyota Motor Corporation). ④ At the first group presentation session of the results briefing, attendants from the general public also proactively participated in the discussion, scattered in groups. ⑤ President Toyama conferred certificates of course completion to the participants. ⑥ A group photo taken after the presentation session attended by all.

factor analysis to find such factors as shortage of personnel for pruning and collection of waste articles as well as shortage of vehicles dedicated to the business, and implemented countermeasures for these matters. Consequently, the number of paid volunteers was increased by two and profits showed an improving trend by the end of the lectures, where he shared these results.

Understanding the present status using data and analyzing the factors clarified which businesses that focus should be placed, and seems to have enabled Mr. Takahashi to take appropriate measures, such as clearly showing what skills are needed when recruiting volunteers. Reviewing the lectures, he said he would work to establish the base of his business by continuously accumulating and analyzing data without fail.

Moreover, one of the lecturers reflected that a lot was learned from the class attendants regarding human relations because, unlike employment, management of volunteers has to appeal to a persons' heart.

At the end of the results briefing, Mr. Takeo Furuya (Project General Manager, TQM Promotion Division, Toyota Motor Corporation) stated that "it is a pity that, in Japan, problem solving and quality control have expanded only in the manufacturing sector, as I believe problem solving is the basis of all work," "where there is no vision, there is no Kaizen (improvement)," and "you cannot make progress in problem solving if you look away from inconvenient truths, so I would like you to firmly grasp the current situation through data and work

to solve problems."

The lectures were the first such attempt for the Foundation, and we were a bit concerned as to whether the business sector know-how would be applicable to NPOs. Eventually, however, the respective attendants were able to solve the subjects they set up to a certain degree. What is more, the presentations in the results briefing were made based on solid accumulation of data, not relying on subjective thinking or feelings. All presenters made presentations in an easy-to-understand manner, with key points well summarized, within the limited time of ten minutes each. From this point of view, we also confirmed that the lectures had an impact on participants to a certain degree. When we interviewed the attendants some months later, a number of people pointed out that they had gained a "habit of considering matters quantitatively and working to improve them."

We expect that what they learned through the lectures will lead to realization of the visions of the respective organizations, instead of becoming temporary knowledge, as they continuously make improvements to their daily operations. Going forward, we at Toyota Foundation also want to make efforts and improvements to the value we can provide to NPOs that endeavor to solve social issues.

International Grant Program Site Visits, Workshops and Public Symposium in Kobe and Osaka on the Theme of Multicultural Society

Location and dates: Kobe City and Osaka City, January 20 -22, 2017

Along with site visits, workshops and a public symposium were held on January 20 through 22, 2017, under the theme "Multicultural Society: International migration and diversified communities." Researchers and practitioners, centering on those involved in grant projects, who conduct field work in six countries (Japan, South Korea, Thailand, Myanmar, Cambodia and the Philippines) were invited to Kobe and Osaka. Approximately 30 people participated in the events as core members including those related to the Research Center for Promoting Intercultural Studies of Kobe University, the co-sponsor.

The participants were practitioners and researchers who have been working and studying on a microscopic and macroscopic perspective the subject of creating a society that integrates people with diversified backgrounds from the viewpoint of both migrant receiving and sending countries, and proposing policy recommendations. The events were aimed at sharing knowledge obtained by jointly visiting the sites where endeavors to create inclusive societies are being made in Kobe and Osaka, and utilizing such in the future activities and research of each participant.

During the three days, the participants made site visits to inspect the current status of the multicultural communities and relevant endeavors in Osaka and Kobe. On the first and

the last days, workshops were held in which the introduction and review of respective endeavors were discussed.

In Kobe, a public symposium was held at the Kobe Center for Overseas Migration and Cultural Interaction, a previous base for sending migrants from Japan to South American countries.

In Osaka, visits were made to Osaka City Minami Elementary School, where approximately 40% of the 180 pupils are of foreign origin, and "Korea Town" located in Ikuno Ward, Osaka City, which is an area with a concentration of Koreans living in Japan. At the school, the participants received presentations on the difficult situations the school must face every day with regard to the pupils and their guardians, as well as new approaches to classes that introduce dialogue-type learning of the Japanese language, classroom management for multicultural harmony based on each pupil's understanding of culture and other such endeavors. The participants also observed how classes are actually conducted. The visit to Korea Town was guided by Mr. Kim Kwangmin of the Korea NGO Center, who shared his experiences and shared with participants the roots of his activities.

At the Takatori Community Center in Kobe City, the participants listened to explanations from Dr. Shizuyo Yoshitomi, Executive Director of the Center, on how the Center was established and about its present activities. She reported that, in rehabilitating from the Great Hanshin-Awaji Earthquake, people became conscious of providing mutual aid to neighbors, regardless of their origins, and a variety of organizations that gather at the Center became more active. Given



① Teaching at Osaka City Minami Elementary School. ② Korea Town. ③ A shop in Korea Town. ④ Greetings by Atsuko Toyama, President of the Toyota Foundation. ⑤ Panel discussion. ⑥ A recital of Latin-American music held after the Symposium. ⑦ A memorial photo of participants.

the fact that the Center is good at conducting activities to support self-reliance and vigorously conducting cooperation with municipalities, the participants understood and appreciated the Center for its production of model cases of a multicultural society one after another.

Approximately 80 people participated in the public symposium held at the Kobe Center for Overseas Migration and Cultural Interaction in Kobe City. Researchers at Kobe University and grant recipients gave reports and presented topics at the symposium.

People from grant projects introduced cases of supporting multicultural families, with an eye on the liquidity of children in the phenomenon of international migration, and explained the situation of supporting foreign permanent residents in Japan as well as emphasizing the importance that supporting bodies must also exhibit diversity. They also reported on endeavors such as seeking for ways to accept foreign immigrants as equal members of society, overcoming the thinking of “tolerance” or “condoning undesirable residents.” Meanwhile, people affiliated with Kobe University reported on historical and political analysis and civic integration policies of the EU from a macroscopic perspective as well as on civic integration policies and the latest trends in the U.S. On top of these, indications were made on the importance of coordination between migrant receiving and sending countries, both on a global and a civic level, and reflecting the thinking of involved parties, including children and future generations.

In addition, the panelists of the panel discussion discussed such subjects as the role of communities and whether or not it is appropriate to separate immigrants into legal and illegal categories. With attendants asking questions, various opinions were exchanged toward realizing a “multicultural society” extending beyond regions and activities.

At the workshops held on the first and last days, participants earnestly exchanged opinions on issues such as “Why do we support others, and how should we let society understand our activities?” The workshops provided an opportunity to re-consider the motives of their activities, which tend to be taken for granted simply because they have been engaged in them for a long time. Moreover, there was talk on how to deepen and spread people’s understanding toward achieving a multicultural society, as an issue that must not be overlooked.

It is expected that these events will trigger new activities and actions to be taken going forward.



① Visit to Wolgye Social Welfare Center. ② “Silver Café” for the elderly. ③ Nowon Elderly Welfare Center. ④ Mr. Oh Dong Joon, Wolgye Social Welfare Center. ⑤ Dr. Sung-won Kim (Associate Professor at Meiji Gakuin University), who made the keynote speech and moderated the panel discussion. ⑥ Symposium venue. ⑦ A group photo of symposium participants.

International Grant Program Site Visits, Workshops and Public Symposium in Seoul on the Theme of Aging Asia

Location and dates: Seoul, February 26-March 1, 2017

Following the theme of multicultural society, site visits, workshops and a public symposium were held in Seoul, South Korea, on the theme of aging.

Researchers and practitioners, centering on those involved in grant projects, who conduct field work in six countries (Japan, South Korea, China, Thailand, Vietnam and Singapore) were invited to Seoul, South Korea, on February 26 through March 1, 2017.

While it is well known that Japan has already become a super-aged society that is unprecedented in any other country in the world, South Korea is also aging at a speed even faster than that in Japan. The events were intended to let practitioners and researchers in these countries, including Japan, learn about endeavors are being taken in Seoul with regard to this issue and for the Toyota Foundation to serve a role as a bridge in sharing knowledge on the efforts made in various areas to cope with aging societies and utilize what is learned in activities and researches going forward.

During the period, the participants visited a social welfare center, a base for local welfare activities, and observed what efforts are being made onsite in Seoul in the midst of an aging society. In addition, briefings were given by persons in charge of welfare in Seoul City, and workshops were held by the participants, among other events.

The program in Seoul was highly regarded for its pioneering endeavors, and was implemented in partnership with Wolgye Social Welfare Center, of which the Director and

other staff were members of a grant project. Social welfare centers provide comprehensive support to elderly people, children and multicultural families (families with foreign origins), among others. The centers provide a variety of services including meals for the elderly, prevention of dementia, piano lessons, computer classes and Korean language courses for multicultural families.

Many shops, restaurants, barber shops and tutoring schools, etc. in the local community are participating in a project titled, “Beautiful Neighborhood,” initiated by Wolgye Social Welfare Center. A restaurant, for example, provides meals for ten persons each day to the elderly or those in need without compensation (for which a tax exemption is applied). Participation provides publicity for the restaurant, resulting in an increase in sales. As such, an interesting scheme of mutual benefit has been established. This project has been recognized and acknowledged as a case of advanced initiatives, and has now expanded throughout Seoul City with as many as 15,000 shops participating.

The participants also considered, in view of the conditions in their own fields, how local resources should be utilized to support the livelihood of all residents including the elderly, instead of just providing services for the elderly. This led to active discussions at the symposium and workshops that followed.

After the site visits and a dialogue with an administrative officer of Seoul City, a public symposium was held at Koreana Hotel with approximately 100 people attending that filled up the venue. In addition to the people and researchers related to the social welfare centers, NGOs and social enterprises in Seoul, people from Japan also attended this event.

Presentations were given regarding the situation of aging

and related issues to be addressed in Japan, South Korea, China, Thailand, Vietnam and Singapore. These were followed by reports on the issues aging societies face, made by the recipients of three grant projects (“Training of the Trainers” Program of Community Health and Social Service for Older Persons, Exploring the System of Livelihood-Centered Community Building for the Elderly in China and Japan, and Proposing Support for People Confronting Double Responsibilities of Care) from each of their perspectives. In the question and answer session, there was a Japanese participant who asked a question to a South Korean participant, and the South Korean participant then asked a question in return. Some local participants to the Symposium voiced their opinion that the event was extremely epoch-making, as they had never heard of a meeting that pursues joint endeavors of the entire region, including Southeast Asia, by sharing information, although it is widely recognized domestically that aging is a fundamental issue for South Korea and exchanges with Japan on the issue are frequently made.

The International Grant Program focuses on mutual exchanges and sharing knowledge as the main themes. This was also reflected in the workshops and the symposium in Seoul, where the participants strongly demonstrated an attitude of making joint endeavors on common issues, instead of certain advanced countries unilaterally supporting the others. It is expected that, as the chair of the International Grant Program Selection Committee Akira Suehiro (Professor, Faculty of International Social Sciences at Gakushuin University) said at the end of the symposium, the participants will take on new activities and actions based on the knowledge and personal relationships they have acquired through the events.

International Grant Program
Grant Award Ceremony of the International Grant Program
 Location: Shinjuku-ku(Tokyo), October 24



① A view of the ceremony hall. ② Former grant recipients Mr. Sung-won Kim (Left), Ms. Yanyan Li (Center), and Ms. Keiko Azuma. ③ Toyota Foundation President Atsuko Toyama gives the opening address. ④ Prof. Akira Suehiro, chair of the International Grant Program's Selection Committee. ⑤ Mr. Keiichiro Oizumi, The Japan Research Institute discoursed at the ceremony. ⑥ Toyota Foundation President Atsuko Toyama presents the grant certificates. ⑦ Commemorative photograph taken with grant recipients.

Research Grant Program・Grant Program for Community Activities in Japan
Grant Award Ceremony of the Research Grant Program and Grant Program for Community Activities in Japan
 Location: Shinjuku-ku(Tokyo), April 14



① Dr. Toshio Kuwako, chair of the Research Grant Program's Selection Committee. ② Ms. Natsuko Hagiwara, chair of the Grant Program for Community Activities in Japan's Selection Committee. ③ Former grant recipients Ms. Ayumi Terada (Left) and Mr. Shinya Takahashi. ④ Commemorative photograph (Research Grant Program). ⑤ Commemorative photograph (Grant Program for Community Activities in Japan).

Fiscal 2016 Editions of the Toyota Foundation's Publicity Newsletter JOINT (Japanese Only)

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



JOINT No.21
 "Kaiketsu 'Solution' College to Start Lectures"

The Kaiketsu "Solution" College, established by the Toyota Foundation, will finally start its series of lectures for the purpose of enhancing the management capabilities of NPOs and other non-profit organizations. This issue describes the situation of the kickoff symposium, and proposes practical methods for "solving problems" in order to achieve a better society that matches the new era.



JOINT No.22
 "Live together in Asia"

Consider how "culture" should be as a common issue for Asian countries? the Toyota Foundation's International Grant Program established "creation of new culture" for the future of Asia as a new grant area. This issue carries the theme of "live together in Asia" and explores the issues in grant activities and the future direction of society.



JOINT No.23
 "Embracing Society"

How can we realize a society where everyone can enjoy living in a secured manner? As we are in an era with mounting difficult issues such as aging, fewer children and child poverty, this issue considers how an "embracing" society should be to address such issues, surpassing various gaps and diversified cultural barriers.

Research Grant Program

Program Title: “Exploring New Values for Society”

Summary

Public Notification Period: May 16 to September 2, 2016

Grant Periods: One year or two years beginning May 1, 2017

Grant Category: Category A: Joint Research Grants

Category B: Individual Research Grants

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

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

Overview

Conducting Research Free from Existing Frameworks

For the Research Grant Program, the Toyota Foundation maintained its current theme in fiscal 2016, the third year since it was revised. The program, titled “Exploring New Values for Society”, supports ambitious projects that seek new values for society by fundamentally exploring novel philosophies and arts to address difficult issues to be faced by future society; issues that are on a global scale; issues that transcend generations; and nascent problems that will only fully manifest themselves in the future.

In calling for grant projects, the proposal submission period was held for approximately four months in fiscal 2016, as in previous years, in order to attract applications that conform to the grant objectives as much as possible and to give applicants ample time to consider the program theme and prepare proposals. Just as in fiscal 2015, grant recipient workshops were held publicly in Tokyo and Kyoto around the start of the call for proposals to convey program objectives and disseminate the results of previous projects.

The workshops were attended by many people who have already received grants from the Toyota Foundation, as well as those considering application to the program. For the grant recipients that attended, the workshops presumably served as an opportunity to obtain numerous hints as well as motivation for implementing their own projects, as they were able to reaffirm the grant objectives, share information and conduct mutual exchange.

The invitation to the public attracted many proposals from within and outside Japan, with the total number of proposals amounting to 878, an increase of roughly 30% from the previous fiscal year. Reflecting the growing need to acquire research budgets externally in recent years in various countries around world, the number of proposals from abroad increased approximately 50% year-on-year to 598. They came from 97 countries and regions outside Japan in total.

As noted in the comments by the selection committee chair, members of the Selection Committee comprised of external experts unanimously stated that, while they acknowledged the increase in the number of applications that are well planned with a full understanding of the grant objectives, new attempts on research methodology were few and applicants resolutely working to create new values with more innovative ideas were encouraged.

For the adopted grant projects, the program officers of the Toyota Foundation will provide as much support as possible as the projects proceed, interviewing project representatives and providing comments based on their experiences with a number of projects of various types that have either succeeded or failed. We expect the grant projects for fiscal 2016 will generate major results that will contribute to the creation of new values for society, and we shall provide necessary support for such endeavors of each project as demonstrating its progress and achievements.

Grant Results () Fiscal 2015

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
(A) Joint Research Grants	429 (347)	17 (17)	74.2 (81.1)	80.0 (80.0)	4.0 (4.9)
(B) Individual Research Grants	449 (352)	23 (15)	25.8 (18.9)	20.0 (20.0)	5.1 (4.3)
Total	878 (699)	40 (32)	100.0 (100.0)	100.0 (100.0)	4.6 (4.6)

Research Grant Program for Fiscal 2016

Comments by Selection Committee Chair Dr. Toshio Kuwako

The Toyota Foundation’s Research Grant Program, based on the theme “Exploring New Values for Society,” aims to select and support pioneering research projects.

Modern society seems to be at a turning point. The twentieth century saw the “end of ideology” in which opposition, strife, and wars founded in differing ideologies gave way to deepening turmoil rooted in national and religious differences. And now, in the new century, it seems that the values of freedom, equality, and diversity are in retreat. The ways in which states and individuals are embracing egoism bears a close resemblance to the way the advanced civilization of ancient Greece plunged into a period of civil strife.

At a time when “mob rule” threatened the foundations of Grecian democracy, Socrates raised the question of what it meant to be absolutely good and just, ultimately meeting his death because of his fiercely inquisitive spirit. His disciple Plato followed in his footsteps by pondering the value of Socratic questioning and the Socratic method.

To explore new values for society, we must earnestly strive to decipher and confront the core issues of the changing age in which we live and seek answers to those issues. Much like the developments derived through the questioning and answering of the Socratic method, it is necessary to develop focused debate for exploring new values for society and uncovering ways to address critical issues.

Selection Committee members for Research Grant Program in this fiscal year discussed in length the need for focusing on methods. Our impression was that even though many of the proposed projects presented a firm understanding of the

program objectives, these failed to provide new strategies in research methodology.

Forging a new methodology is understandably a challenging undertaking and can make it difficult to forecast research results. However, Selection Committee members endeavored to evaluate projects in terms of the methodologies they applied in seeking to create new values, believing that fresh approaches can bring about new knowledge of current issues.

Selection Committee members possess broad perspectives along with unique outlooks, and in evaluating projects we gave weight to the points each committee member raised rather than simply making decisions in line with a priori criteria. In other words, we selected projects that had a captivating quality over those that looked good on paper even if there was a risk that the results could fall short.

Selection Committee members concurred that many of the proposals received this fiscal year for the individual research grants were interesting in terms of the perspective outlined above. Proposals for joint research grants tend to strike a balance among the varying interests of project members, and it is important for the representative to exercise leadership so that highly original ideas can emerge. The Toyota Foundation takes a proactive approach to supporting young researchers, but we also expect joint research projects that involve veteran researchers to present lively, fresh outlooks.

Projects for this year’s Research Grant Program could broadly be divided into the following nine categories: “Community Development, Heritage Preservation”, “Family and Society”, “Dialogue and Participation”, “Elderly Welfare, Disparities/Redistribution”, “Medical/Health Care”, “International Migration”, “Peace-building, Reconciliation, Symbiosis”, “Human and Nature, Environment/Landscape Conservation”, and “Science/Information Technology and Society”.

List of Grants
Research Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Joint Research Grants		
D16-R-0032	Revisiting Cross-national Variations in Preference for Redistribution: Attitudes to inequalities, social beliefs, and welfare systems Sébastien Lechevalier Professor, Fondation France-Japon de l'École des hautes études en sciences sociales (EHESS)	4,000,000
D16-R-0167	Embedding the Apology in the Media: How civil society contributes to reconciliation Claudia Astarita Fellow, Asia Institute, The University of Melbourne	5,000,000
D16-R-0211	Messaging Mobility: Exploring and creating new narratives about migration and human movement in a changing world William Allen Research Officer, Centre on Migration, Policy, and Society, University of Oxford	6,400,000
D16-R-0238	Community Initiative of Activities for Preparing against Radiation Exposure in the Vicinity of a Uranium Mine in Mongolia: An effectiveness study of assisting approaches and influential factors Chieri Yamada Professor, School of Graduate Education, Fukushima Medical University	6,200,000
D16-R-0242	Assessment of Socially Assistive Robotics in Elderly Care: Toward technologically integrated aged care and well-being in Japan and Australia Anthony Elliott Research Professor, University of South Australia	5,000,000
D16-R-0256	Revitalizing the Endangered Biocultural Heritage of the Ryukyus, a Linguistic, Cultural, and Biological Hot Spot of Extinction Masanao Toyama Appointed Researcher, The Institute of Regional Study, Okinawa University	5,400,000
D16-R-0286	Measures for Smooth Livelihood Re-establishment of Climate Refugees from Island States in the Pacific: Towards harmonization of climate refugees and the residents of host community Mikiyasu Nakayama Professor, Graduate School of Frontier Sciences, The University of Tokyo	5,000,000
D16-R-0404	Living with the Bomb: A-bomb and air-raid survivor memories and their daily lives Yutaka Kimura Research Fellow, Japan Society for the Promotion of Science	3,800,000
D16-R-0433	Organizational Efforts to Prevent Harmful Online Communication: A cross-national analysis of online platform providers' policies Sabine Einwiller Professor, University of Vienna	2,800,000
D16-R-0611	A Historical Study on the Construction of a Standardized Image in Maternal and Child Health Hideki Yui Senior Researcher, Kinugasa Research Organization, Ritsumeikan University	4,100,000
D16-R-0647	Cooking History: Food recipes and heritage in Mozambique Sandra Manuel Research Associate, Kaleidoscopio Research Institute, Mozambique	2,400,000
D16-R-0661	Comprehensive and Quantitative Evaluation of the Effect of Theater Workshop Targetting Multi-generation in the Community Rengyou Director, Eisei Theater Company	5,800,000
D16-R-0718	Sustainable Development Strategies for Native American Diaguita Communities: Cultural heritage research and protection in the Eastern South Andes, Argentina Julián Salazar Professor, National University of Córdoba, Argentina	1,400,000
D16-R-0736	Community Policing in Southeast Asia: Assessing the impact on community security and police reform Saya Kiba Assistant Professor, Faculty of Policy Studies, Doshisha University	5,800,000
D16-R-0751	International Comparative Study on the Effect of Philosophical Dialogue in Self-help Groups Taizo Yokoyama Graduate student, Graduate School of Advanced Integrated Studies in Human Survivability, Kyoto University	2,800,000
D16-R-0817	Reconstructing Social Responsibility and Sharing Values by Collaboration among Corporates, Governments and NPOs: Comparative studies of corporate social responsibility between Japan and Korea Toru Oga Associate Professor, Faculty of Law, Kyushu University	5,000,000
D16-R-0836	A Multi-country Comparative Study on End-of-life Care in Residential Care Facilities for Older People in Japan, Korea, and Thailand: Towards developing an Asia-oriented educational program Sumie Ikezaki Associate Professor, Graduate School of Nursing, Chiba University	3,300,000

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(B) Individual Research Grants		
D16-R-0083	Positive Health Outcomes by Environmental Design: The role of spatial configuration in designing physical environment for people experiencing dementia Farhana Ferdous Lecturer, School of Architecture, Design & Planning, The University of Kansas	1,200,000
D16-R-0103	Global Biodiversity Analysis Using Open Wildlife Data from Citizen Scientists Noriyuki Suzuki JSPS Postdoctoral Research Fellow, University of California, Berkeley	800,000
D16-R-0136	Examining the Dialogue Mechanism in Restorative Justice Masahiro Suzuki Graduate student, School of Criminology and Criminal Justice, Griffith University	500,000
D16-R-0176	Mitigation of Conflict between Local Community and Fishing Cats in Hail Hanor, Northeastern Bangladesh: Interdisciplinary survey on conflict and possibility of participatory research in conflict mitigation Ai Suzuki Graduate student, Graduate School of Asian and African Area Studies, Kyoto University	1,400,000
D16-R-0243	From "Burdens" to "Benefits": Exploring refugee-led humanitarian assistance in Kampala and Berlin Evan Elise Easton-Calabria Graduate student, Refugee Studies Centre, University of Oxford	1,500,000
D16-R-0259	Digital Nomads and Social Responsibility in Chiang Mai, Thailand Paul Green Lecturer, Faculty of Arts, University of Melbourne	300,000
D16-R-0320	The Study of Transferring Events of Negative Memories at the Public and Local Memorial Spaces in Cambodia: Recognition of "the positionality of negative events" and conducting the formation of an active database Fuyuki Makino Research Fellow, The Institute of Asia-Pacific Studies at Waseda University	1,400,000
D16-R-0341	Ethnography of Immigration Detention and Migrant Advocacy in Japan and Canada: A comparative analysis of civil society in illiberal and liberal immigration regimes Kazue Takamura Faculty Lecturer, Institute for the Study of International Development, McGill University	1,100,000
D16-R-0344	Senses of Field Studies Standing on Peoples' Livelihood: The search for phenotype of interdisciplinary research to take advantage of the video media Kenichi Sawazaki Video artist/Film director	1,400,000
D16-R-0397	Impact of Climate Changes and Socioeconomic Factors on Dengue Vulnerability in Peninsular Malaysia Shafi Mohammad Tareq Associate Professor, School of Bioscience, The University of Nottingham, Malaysia Campus	600,000
D16-R-0408	Exploring a New Value of Shared Decision-making for Prevention of Breast Cancer in Women with BRCA Gene Mutations Yeoh Kar See Graduate student, Faculty of Medicine, University of Malaya	1,300,000
D16-R-0424	On the "Boundary" that Lies between Nature and Human: To open up new possibilities for "image folklore" Tomoki Imai Documentary film director, Studio-Garret	1,400,000
D16-R-0439	Living with a "Troublesome" Species: Emerging ways and skills to coexist with yamabiru (mountain leech) in Japan Satoshi Watanabe Lecturer, Faculty of Contemporary Management, Aichi Gakusen University	800,000
D16-R-0543	Should "Ikumen" be Ideal Model of Fathers in Japan?: The effect of "ikumen" boom and something that we lost by the boom Kenji Takehara Chief, Division of Health Policy Development and Research, Department of Health Policy, National Center for Child Health and Development, Japan	1,300,000
D16-R-0576	How Sexual Minorities Experience Aging: Identifying and tackling challenges toward an inclusive aged society Ryo Hirayama Research Fellow, Tokyo Metropolitan Institute of Gerontology	1,400,000
D16-R-0692	Why Protect Nature? Understanding Social-ecological Processes of Relational Values Kazuaki Tsuchiya Assistant Professor, Graduate School of Agricultural and Life Sciences, The University of Tokyo	800,000
D16-R-0760	An Empirical Study on Community Gardens as a Step toward Multicultural Inclusive Societies Naomi Shimo Assistant Professor, Faculty of Life and Environmental Sciences, University of Tsukuba	1,400,000
D16-R-0788	Research on Families Formed via Donor Conception Yukari Semba Project Research Fellow, Institute for Gender Studies, Ochanomizu University	1,100,000
D16-R-0798	A Socioeconomic Analysis on Reversed Gender Disparity in Education from Development Studies Perspective: A case from the Philippines Masayoshi Okabe Graduate student, Graduate School of Arts and Sciences, The University of Tokyo	1,300,000
D16-R-0799	Multi-level Governance of Agricultural Landscapes: Role of value perspective on farmland tenancy arrangements in Japan Maiko Nishi Graduate student, Graduate School of Architecture, Planning and Preservation, Columbia University	700,000
D16-R-0806	A Comparative Study on the Bottom-up Initiatives by Local Citizens in Promoting Water Environment Utilization and Preservation in Japan and China Aiguo Chen Lecturer, School of Humanities, Shanghai Jiao Tong University	1,300,000
D16-R-0820	Dilemmas for Medical Professionals in Determining the Course of Care for Oldest-Old Patients: Reconsidering "cure-oriented" values in the realm of medicine Chiho Shimada Theme Leader, Human Care Research Team, Tokyo Metropolitan Institute of Gerontology	1,300,000
D16-R-0847	Building an Approach to Evaluate Irrigation Ponds Environment by Using Environmental Factors for Biodiversity Akiko Nakagawa Representative Director, Nature Restoration & Reserve Fund	1,500,000

International Grant Program

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

Summary

Application Period: April 11th to June 10th, 2016
 Project Duration: One year (Nov 2016 – Oct 2017) or Two years (Nov 2016 – Oct 2018)

Grant Amount (maximum per project): a) One-year project: JPY 5,000,000 (approx. USD 44,500);
 b) Two-year project: JPY 10,000,000 (approx. USD 89,000)

Thematic Areas:

- A) Multigenerational and Multicultural Inclusion in Communities
- B) Creating New Culture: Toward a Common Platform for Asia
- C) Open Field

Overview:

Diversifying Themes and Expanding Geographical Area of Activities

As in fiscal 2016, the International Grant Program upheld “Cultivating Empathy through Learning from Our Neighbors: Practitioners’ Exchange on Common Issues in Asia” as the base theme. The Program covered a total of 18 countries or regions in East Asia, including Japan, and Southeast Asia. Special focus was placed on promoting mutual learning between multiple nations through transnational, onsite visits and exchanges between regional practitioners in two or more countries, with an emphasis on “mutual learning” on shared issues among multiple countries and demonstrating results.

While the basic theme remained the same from the previous fiscal year, drastic changes were made to the thematic areas. Specifically, the three areas of (A) Multigenerational and Multicultural Inclusion in Communities (including “Aging Society” and “Multicultural Society,” the grant areas through fiscal 2015), (B) Creating New Culture and (C) Open Field.

During the period of calling for applications, our program officers proactively visited the covered countries and regions, setting opportunities for interviews and briefing sessions in an effort to find high-quality projects that better match the vision of the Program. As a result, we received 211 applications, more than triple the number in the previous year, from various Asian countries. In the end, a total of 18 (amounting to 100 million yen) comprising 6 from each of the (A), (B), and (C) areas were selected. The selected group of projects covered 14 countries or

regions out of the targeted 18 countries or regions, excluding Mongolia, Brunei, Singapore and Macau. The geographical extension represents a major change from the conventional Program.

In parallel with the grant-making program, site visits and workshops were held in Kobe (January 2017) and Seoul, South Korea (February 2017), mainly for participants in grant projects, on the two themes of “Aging Society” and “Multicultural Society,” which had been the focused grant areas for the past three years. The events were held for the purpose of newly learning from each other and establishing networks. As part of the events, public symposiums were conducted with the participation of approximately 80 and 100 people, respectively. Both symposiums were favorably accepted and appreciated. (For the two symposiums, please refer to the articles starting from page 9.)

Moreover, with an aim to maintain and expand the networks established at the International Conference on Asian Nonprofit Sectors (ICANS) held in fiscal 2015 at the International House of Japan in Tokyo, we decided to support related projects under the Initiative Program in fiscal 2017 and thereafter (refer to Example of Funded Project on page 29). We also dispatched a program officer to Hong Kong (May and September 2016), Delhi (November 2016) and Mexico City (February 2017) to participate in the international conferences on philanthropy. The conferences featured reports on the current status of nonprofit sectors in respective countries, case studies of new initiatives, and common societal issues, among other items. Participants were engaged in lively discussions about future coordination and cooperation among grant making

Grant Results () Fiscal 2015

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
211(68)	18(15*1)	100.0 (82.89*1)	100.0 (85.0)	8.5(17.6*2)

*1. Including Forum Grant *2. Excluding Forum Grant

foundations, intermediate support organizations and research institutions, etc.

Through soliciting proposals, the Toyota Foundation will find and support projects that are full of “free, unrestricted ideas that are ahead of the times” (review after selecting projects for fiscal 2016), and will provide opportunities in which actors in the respective Asian countries can mutually exchange, learn and find solutions by proactively holding and participating in symposiums, international conferences and other events. At the same time, we, as a Japanese private foundation, will proactively disseminate the obtained knowledge both in Japan and abroad.

International Grant Program for Fiscal 2016 Comments by Selection Committee Chair Prof. Akira Suehiro

Outline of 2016 International Grant Program

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

Across Asia economies have developed and living standards have improved. At the same time, though, many countries face the same challenges as Japan, including aging societies and lower birthrates, growing economic inequality, and frequent natural disasters. In fiscal 2013 the Toyota Foundation implemented a pilot program seeking to propose future-oriented policies on these issues. It changed the name of the program from the Asian Neighbors Program to the International Grant Program and narrowed the scope to the target countries of Indonesia, the Philippines, Thailand, and Vietnam, as well as Japan. In fiscal 2015 the International Grant Program inherited the existing structure while including the following five new policies.

First, the description of the program was amended to include “transnational on-site visits and exchanges between regional practitioners in two or more countries” so as to clearly underscore an emphasis on “Learning from Our Neighbors.” Second, the program areas were focused on “Aging Society” and “Multicultural Society,” and the inclusion of mutual exchanges and policy recommendations were made mandatory conditions for grant selection. Third, the number of target countries and regions was expanded from 4 Southeast Asian countries and Japan to a total of 18 countries and regions: 7 in East Asia (including China, Hong Kong, and Macao) and 11 in Southeast Asia (including Timor-Leste). Fourth, from the perspective of supporting practically oriented projects, an emphasis was placed on creating tangible output that has a visual impact rather than simply calling for grant recipients to survey and analyze the situation in target countries related to program themes. Fifth, to improve project quality, grant recipients were requested to submit the “Record of Changes” to the Toyota Foundation detailing changes in the awareness and actions of project members and related persons over the course of the grant period.

As a consequence of focusing the program themes on “Aging Society” and “Multicultural Society” and adding the requirement of on-site visits and exchanges between regional practitioners, we received only 68 project proposals for fiscal 2015. Moreover, projects tended to enlist more orthodox methods and avoided novel and risky approaches. In contrast, Asia is seeing an attempt to reevaluate traditions and create new culture and performing arts in a wide variety of areas, including food, video images, music, and theater. This new movement to establish a shared culture across Asia is being aided by the spread of social media and will come to serve as a common platform for addressing issues that communities face.

In fiscal 2016 the program preserved the overall theme and target countries but expanded thematic areas to (A) Multigenerational and Multicultural Inclusion in Communities; (B) Creating New Culture: Toward a Common Platform for Asia; and (C) Open Field.

Thematic area A includes projects related to the previous program areas “Aging Society” and “Multicultural Society.” Thematic area B was established with an eye toward ambitious projects that paint a vibrant picture of Asia through such cultural aspects as food, video images, and fine and traditional art. Thematic area C covers applicant-driven proposals addressing issues that fall outside or straddle the scope of the other thematic areas. As in fiscal 2015, projects were expected to carry out activities and conduct mutual exchanges aimed at solving issues, create and disseminate tangible output so as to optimize impact, and produce and submit the “Record of Change.” Finally, the Toyota Foundation revised the program’s target areas with the aim of attracting a diversity of applicants and proposals along with expanding the number of countries and regions where projects are carried out.

Overview of Applications

As a result of the above changes, we received 211 proposals in fiscal 2016, a significant increase from the 68 proposals received the previous year. By thematic area, we received 47 proposals (22%) for A, 56 (27%) for B, and 108 (51%) for C. The Open Field thematic area drew over half of all proposals because of its accessibility. Many of these proposals, however, overlapped social themes also covered in thematic area A, including disaster readiness, environmental issues, ecotourism, health care, and support for people with disabilities.

By country, 84 proposals were from Japan, 26 from Malaysia, 21 from Indonesia, 12 from the Philippines, 9 from Thailand, and 8 each from China, South Korea, the United States, and Vietnam. By region, 85 proposals came from Southeast Asia, 19 from East Asia excluding Japan, 6 from South Asia, and 17 from North America, Europe, and other regions.

Selection Results

In response to the expansion of the program’s thematic areas, the Toyota Foundation in fiscal 2016 increased the Selection Committee from four to six members. Three members, including the committee chair, retained their positions and were joined by three new appointees. As in the previous year, the committee gave particular attention to the following points when screening proposals: (1) whether and to what extent the project fits the thematic focus; (2) the practical level of awareness regarding mutual exchanges; (3) the soundness of the project’s implementation structure and members; and (4) impact and the way the results, including policy recommendations, are to be conveyed. In addition, regarding the newly established thematic area B, it was agreed at a Preliminary

Evaluation Meeting in late June 2016 that the committee would take a flexible approach for each project when considering such factors as program structure, tangible output, and how findings were to be disseminated.

The Selection Committee met on July 29, 2016, and chose six proposals from each of the three thematic areas based on the above guidelines. The committee discussed the merits of each proposal extensively, and the subsequent choice of an equal number of projects for each thematic area was quite coincidental, not a conscious decision. Looking at countries covered by projects, 13 focused on Japan; 5 on Thailand; 4 on Cambodia, Indonesia, and South Korea; 3 on Laos, Malaysia, Myanmar, and Vietnam; 2 on the Philippines and Taiwan; and 1 each on China, Hong Kong, and Timor-Leste. A major characteristic of the program in fiscal 2016 was the increase in target countries. As projects were required to cover multiple countries, a greater number were covered than suggested by the 18 proposals chosen by the Selection Committee. The only countries not the focus of projects were Brunei, Macao, Mongolia, and Singapore.

In addition, the program officers (POs) of the Toyota Foundation vigorously worked to unearth potential projects, consult applicants in advance of their applying, and request that project candidates provide additional materials. It was a demanding task to carefully scrutinize the paperwork for over 200 proposals, and here I would like to sincerely convey my appreciation for their efforts.

Examples of Selected Projects

Out of the 18 projects selected in fiscal 2016, here I would like to introduce one project for each of the three thematic areas, briefly discussing their characteristics and significance.

1. Thematic Area A: Multigenerational and Multicultural Inclusion in Communities

Songil Kim, President, Kobe Foreigners Friendship Center
“The Decent Work Promotion Project for Immigrant Youth Empowerment in Japan and South Korea”

This project involves immigrant youth and their host societies in Japan and South Korea working together to investigate the situation of immigrant youth in those countries, clarify the issues, and then consider support activities. Participants are organizations and researchers who have good track records in the field, including the Kobe Foreigners Friendship Center and the University of Hyogo in Japan and Yonsei University, Sungkonghoe University, and various NGOs in South Korea, so there is

no problem concerning the project’s execution.

The project considers the situations in Japan and South Korea on an equal footing and seeks involvement by soliciting immigrant youth to become coordinators and interns. The Selection Committee gave the project high marks on this last point for presenting a forward-looking, constructive approach. Youth in both countries who are chosen for the above positions will compile field notebooks to be used for educational and practical purposes. These notebooks will then be used to develop policy recommendations to empower immigrant youth. This activity plan is both unique and significant in that it connects with the next generation, which corresponds to the purpose of the International Grant Program.

2. Thematic Area B: Creating New Culture

Tadamori Fujisawa, Associate Professor, Showa Womens University

“Design and Art Exhibition Consortium of a New Style in Asia Using the Various Cultural Climates of Country and Landscape”

This program delves into the distinct modern art worlds that have developed in each target country separate from regionally based and Western traditions. It not only looks to mutually share this art but also will establish a cross-functional design and art exhibition consortium with members. The program will offer joint workshops involving planners, creators, spectators, researchers, and the media and plans to hold the First Design and Art Triennial in Phnom Penh. If realized, the event will become an important initiative for art activity in South and Southeast Asia, distinct from the already established Fukuoka Asian Art Triennale.

The Association of Southeast Asian Nations (ASEAN) is comprised of three pillars: the Political-Security Community, Economic Community, and Socio-Cultural Community. The Selection Committee received a number of proposals that considered ways to construct the Socio-Cultural Community, which has been the slowest of the three in developing a framework. This program has the potential to bolster this framework going forward. As the project is largely being carried out through the efforts of Associate Professor Tadamori Fujisawa of Showa Women’s University and other Japanese members, however, some on the Selection Committee felt there was a need to increase the number of counterpartners.

3. Thematic Area C: Open Field

Arihiro Minoo, Assistant Professor, Toyo University/Director,

NPO APLA

“Project for Fostering Youth Farmers’ Leaders Toward the Practice of ‘Natural Circularity Agriculture’ in the Cash Crop Cultivating Areas”

This project aims to facilitate interaction among young farmer leaders in Southeast Asia toward advancing economically sustainable cyclic agriculture in areas reliant on cash crop cultivation. The Selection Committee is hopeful for the success of this project not only because of the expertise the project representative has in the field from years monitoring the fair trade of coffee in Laos but also the wealth of experience he has in international cooperation and his extensive network of NGO members in Laos and other countries.

Combining mutual exchange among youth in Southeast Asia with efforts to foster environment-friendly agriculture is far from a new idea. However, the Selection Committee chose this project because, among other reasons, it includes a clear intent to foster cooperation among Laos, the Philippines, and Timor-Leste; it was the only proposal focusing on Timor-Leste; and its plan to convey results through reports and video images is appropriate.

Conclusion

In fiscal 2016, as in the previous year, the Selection Committee considered proposals in line with the Toyota Foundation’s desire to set the International Grant Program apart from academic research funded by the Ministry of Education, Culture, Sports, Science, and Technology (MEXT) and the Japan Society for the Promotion of Science (JSPS) by promoting practical, future-oriented projects. The expansion of thematic areas to include aspects of culture and performing arts along with various social issues brought a positive level of tension to the selection process. The committee members unanimously felt that the greater number of proposals was influential in lifting the overall quality of applications.

Unfortunately, however, this time there were no applications that astonished committee members with their unbridled and epoch-making ideas. This was largely the result of applicants’ interpretations of the Toyota Foundation’s overall image for the grant program, such as its focus on the soundness of projects. It also showed a failure to adequately convey the goals of the program through the theme “Creating New Culture.” On this point, several committee members pointed to the need for the Toyota Foundation to convey a clear message to applicants next year and beyond on its website and by other means.

List of Grants

International Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Multigenerational and Multicultural Inclusion in Communities		
D16-N-0007	Combined Solution for Dementia Care via Nursing and Medical Treatment, along with a Creative Plan for Building an Elderly-Oriented Society Qing Wang Representative, Japan-China Welfare Planning	4,000,000
D16-N-0034	The Decent Work Promotion Project for Immigrant Youth Empowerment in Japan and South Korea Songil Kim President, Kobe Foreigners Friendship Center	8,000,000
D16-N-0059	Holistic and Comprehensive Strategy for the Asian Ageing Society from the Perspective of "Active Ageing": Implication from the Experiences in Japan, Taiwan and Thailand Hiroko Miura Department Director, National Institute of Public Health, Japan	6,500,000
D16-N-0074	Attitudes Towards Language Choice and Ethnicity: Multigenerational Divergence and Rapprochement Chong Shin Associate Professor, University Kebangsaan Malaysia	4,500,000
D16-N-0113	Strengthening Social Engagement in Elderly Care in Changing Economic and Family Structure in Asia: Policy and Practical Dialogues Between Local Communities in Vietnam and Japan Tran Thi Minh Thi Deputy Director, Institute for Family and Gender Studies, Vietnam Academy of Social Sciences	6,500,000
D16-N-0121	Recognizing and Promoting the Value of Former Generations' Domestic and Community Contribution to Nutrition, Health and Family Balance in Disadvantaged Urban Areas Hart Feuer Program-Specific Assistant Professor, Kyoto University	4,000,000
(B) Creating New Culture: Toward a Common Platform for Asia		
D16-N-0033	Design and Art Exhibition Consortium of a New Style in Asia Using the Various Cultural Climates of Country and Landscape Tadamori Fujisawa Associate Professor, Showa Womens University	7,500,000
D16-N-0077	Creation of Sustainable Development Model of the Village Through the Use of Housing and Dwelling Culture Ikuro Shimizu Professor, Department of Architecture and Building Engineering, School of Engineering, Shibaura Institute of Technology	7,000,000
D16-N-0162	The Improvement of Literacy Towards the Conservation of Urban Heritage in the ASEAN 5 Countries Shin Muramatsu Professor, The Institute of Industrial Science, The University of Tokyo	7,500,000
D16-N-0185	Practice of Co-Learning for Community Based Tourism in Sambor Prei Kuk, Cambodia and in Najyo Okinawa Through an Online Experience Sharing and a Social Platform Mai Yoshikawa Founder, Napura-works.Co., Ltd.	4,200,000
D16-N-0197	Creating a New Environment of Raising Children Through the Creativity of Art Shingo Yamano Director, Koganecho Area Management Center	4,200,000
D16-N-0201	Bamboo Workshop Manual Making Towards Redefining the Value of Traditional Lifestyle in Rural Japan and the Philippines Ayaka Yamashita Director, EDAYA	4,000,000
(C) Open Field		
D16-N-0013	Collaboration among Stakeholders for Adjustment of Forest Policies to International Framework to Reduce CO2 Emission Makoto Inoue Professor, Department of Global Agricultural Sciences, Graduate School of Agricultural and Life Sciences, The University of Tokyo	7,800,000
D16-N-0062	Promoting Employment of People with Disabilities in Japan and Indonesia: Building an Inclusive and Sustainable Society Yuka Matsushima Co-Founder and Vice President, CROSS FIELDS	4,000,000
D16-N-0073	Joint Research on the Situation and Support for Offender's Families in Asia: Focus on Japan, Korea and Taiwan Kyoko Abe President, NPO World Open Heart	4,500,000
D16-N-0128	Diversity and Commonalities of Birth from Women's Voice Sharing Naoko Arimori Professor, Niigata University	7,500,000
D16-N-0157	Project for Fostering Youth Farmers' Leaders Toward the Practice of 'Natural Circularity Agriculture' in the Cash Crop Cultivating Areas Arihiro Mino Assistant Professor, Toyo University/Director, NPO APLA	4,300,000
D16-N-0210	Empowering Intercultural Youth from Creative Approach Shuko Ebihara Founder, kuriya	4,000,000

Report on Grant-related Activities

Grant Program for Community Activities in Japan

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

Summary

Application Period: September 1 to September 30, 2016

Grant Period: Two years from April 1, 2017

Grant Amounts: 85.2 million yen for two years in total (26 projects)

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

Overview:

Aiming to Achieve Even Better Results

In fiscal 2016, as in the previous year, proposals were solicited for the Grant Program for Community Activities in Japan, under the theme of "Creating Sustainable Communities with Future Leaders: Fostering Local Based Social Ventures." This was based on our awareness that, in order to build sustainable communities that match local characteristics and where people can appreciate happiness, it is essential to foster businesses and their leaders to solve local issues.

The Foundation revised the grant category in fiscal 2016, renaming the conventional "Activity Grants" to "Grants for Activity" and newly establishing the category of "Grants for Survey." "Grants for Survey" are aimed at providing grants to preliminary surveys in preparation for full-on implementation of projects as well as to the planning of business strategies. The new category has been set up based on the thinking that, in order to solve problems, it is important to accurately understand the situation and structure of the issues.

Through solicitation, a total of 439 proposals were received for the two categories combined, and the Foundation decided on providing grants to 16 proposals in the "Grants for Survey" category and 10 proposals in the "Grants for Activities" category, with the grant amount totaling 85.2 million yen.

For the "Grants for Survey" category that was newly established in fiscal 2016, the Foundation held an "Introductory Lecture on Social Surveys for NPOs and for Creating Communities,"

inviting Mr. Kazushi Tamano (Professor at Tokyo Metropolitan University) as lecturer, at the solicitation stage, along with a solicitation briefing session. The event was held so that the intent of the "Grants for Survey" would be understood, as well as for practitioners to learn the basics of social surveys, for which there is hardly any opportunity to learn systematically, before they send proposals.

Moreover, after the grants were determined, a lecture titled "Introductory Training of Survey Design for People Who Earnestly Want to Understand Issues and Grasp Needs," was held by inviting Ms. Eri Mizutani (President, Kazetotsubasa Co., Ltd./Consultant), in consideration of the comment made at the Selection Committee that "many projects are weak in their hypotheses, which are essential to surveys." The Foundation held the lecture with a focus on "understanding the basis of social surveys" and "understanding survey design for establishing highly accurate hypotheses," with the aim to produce better results in the granted surveys.

In the category of "Grants for Activity," we made a new attempt of asking the applicants to describe their "logic models" in their proposal statements. Logic models visualize the causal relationship between the long-term goals (how the communities or the society should be) and the activities. The attempt was aimed at letting them plan their projects after clarifying the relationship between their long-term goals and the businesses they conduct during the grant period. Questionnaires to the applicants revealed such comments as "our intent of planning was also improved as we build our logic models" and "our proposal was rather intuitive but it is now more specific; we understand that

Grant Results
() Fiscal 2015

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Grants for Survey	199	16	15.6	100.0 (100.0)	8.0
Grants for Activity	240 (280)	10 (18)	69.5 (90.0)		4.2 (6.4)
Evaluation and Advocacy Grants*	— (18)	— (4)	— (10.0)		— (22.2)
Total	439 (298)	26 (22)	85.2 (100.0)	100.0 (100.0)	5.9 (7.4)

*No request for proposal in fiscal 2016

preparing the proposal statement itself has significance.” In addition, when the grant projects were determined internally but not yet made official, a “Logic Model Enhancement Seminar” was also conducted under the consultation of Mr. Keita Yamamoto (Representative Director and COO, PubliCo.)

Moreover, together with the Grant Award Ceremony, the Foundation held the “Fiscal 2015 Grant Recipients Medium Reporting Session” on April 15, 2016 (Saturday) at a conference room in Shinjuku Mitsui Building, for mutual learning among grant recipients. The session was attended by a total of 40 people

comprised of the grant recipients of the “Activity Grants” and “Evaluation and Advocacy Grants” for fiscal 2015 as well as the grant recipients of the “Grants for Activities” for 2016, whose selection had just been determined.

With the Grant Program for Community Activities in Japan, the Foundation will continue to investigate what support it can offer in addition to the grants so that the grant projects will produce results and contribute to creating better communities in various areas.

Report on Grant-related Activities

Great East Japan Earthquake “Special Subject”

Program Title: “Toward Sound Community Building in Public Housing Projects in Disaster Area”

Summary

Application Period : November 9 to December 9, 2016

Period of Grants : One year, beginning April 1, 2017

Grant Amount : Up to 4 million yen per project

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

Overview:

Aiming to Better Utilize Common Spaces

As the Foundation has supported community building at public housings in the Earthquake and Tsunami stricken areas, it learned that a key to the community building is to smartly use the common spaces, namely the meeting halls (shukaijyo), flower beds and vegetable gardens, attached to the public housings.

The residents could organize karaoke and cooking schools at the meeting halls, plant seasonal flowers in flower beds, leading to lightening their once depressed hearts. In addition, they could share with neighbors the seasonal vegetables harvested from the vegetable gardens. These activities should help deepen intimate relationships among the residents toward community building. Eventually, such public housing will make lifelong homes for the residents who lost their houses in the Earthquake and Tsunami.

These activities, however, in the common spaces such as running the meeting halls, caring for the flower beds and vegetable gardens cost money. Moreover, cleaning the meeting halls and managing the garbage dumps are often tiresome. In any case, the residents are aging and inevitably face economic and physical restrictions. Therefore, the residents’ associations, especially their leadership, have to patiently persuade the fellow residents to understand how meaningful it is to do such activities, though they cost some money and are tedious, for building communities of mutual help. It is also highly significant for NPOs and other external support organizations to lend their hands to the

residents’ associations for them to act. What we should not forget, at the end of the day, is that the community building has to be done by the hands of the residents living their everyday lives there. External support organizations are required to give a hand in the most modest manner from the background.

To close this article, we are quite pleased to inform you that two organizations supported by this Program, namely, Ishinomaki Jichiren (Federation of Ishinomaki Post Disaster Residents’ Associations) and Minpuku (Iwaki Council to Support Victims of March 11, 2011 Earthquake) were honored the “New Tohoku” Reconstruction Award in February 2017 by the Reconstruction Agency in recognition of their contributions to community building.

Great East Japan Earthquake “Special Subject” Comments by Selection Committee Chair Mr. Eiichiro Adachi

Encourage Initiatives and Willingness of Residents Aim of the Great East Japan Earthquake “Special Subject”

Since fiscal 2014, the Toyota Foundation has provided grants under the theme of “Community Building in Public Housing Projects in Disaster Areas,” with a purpose of supporting the reconstruction of the areas hit by the Great East Japan Earthquake. This theme has been set up for the following reasons.

- The affected people, who have lived in the emergency

Table 1 Grant Results

	Iwate	Miyagi	Fukushima	Others	Total
Number of Applications	1	8	1	0	10
Number of Grants	1	6	0	0	7

temporary shelters, are increasingly moving into the public housings that should serve as their lifelong abode.

- They are the ones who suffered trauma in terms of family and human relationships.
- Many of them are aging with inadequate monetary resources.
- The six years since the Earthquake have made the living conditions of those suffered diverse. Noteworthy are those who are left in solitary in the public housings.

In view of the above, the Foundation provided support, under the fiscal 2015 Great East Japan Earthquake “Special Subject,” to the NPOs engaged in community building in the public housings. It eventually came up with methods for effectively promoting the building of the communities, and disseminating methods among the residents of public housing as well as the external support groups, such as local government agencies, social welfare councils (shakai fukushi kyogikai) and NPOs.

Revealed through the grants over the past two years was the role of common spaces, particularly the meeting halls (shukai-jo) in community buildings. Accordingly, in fiscal 2016, while keeping the theme of “community building in public housing,” as it was, the Foundation solicited grant projects that focus activities on maximizing the role of common spaces. In addition, we emphasized that such projects should “promote discussions and wisdom sharing among the residents about how to use the common spaces” and that “the residents should decide what to do by themselves and work hand in hand.”

This was based on our thinking that, while the residents’ associations (jichi-kai) and external support organizations have their respective jobs, we expect the former to stand on their own feet if and when the latter withdraws from the field. Encouraging is the fact that now the financial support by the local authorities for the residents’ associations is on the rise.

Screening and Selection Process

We solicited proposals from November 9 through December 9, 2016, drawing attention to the call for applicants in the areas hit by the Earthquake and Tsunami through those groups involved in reconstruction. As a result, we received 10 proposals, mainly from NPOs active in the field. The Selection Committee meeting held on January 18, 2017, concluded to recommend 7 projects to the Board of Directors meeting.

In evaluating proposals, the Selection Committee closely examined such points as whether the projects can gradually encourage the initiatives and willingness of the residents, communicate with them, and involve more residents in community building; whether they can make good practices through successful collaboration of the key personnel of the residents’ associations and the external supporting organizations; and whether they can effectively disseminate their results and experiences.

Looking to the Future of the Program

The public housings are constructed in such a manner that move-ins by the sufferers has already peaked. We also see that the monetary subsidy systems by the respective local municipalities to facilitate community building at public housings have been enhanced to a significant degree.

As for the Great East Japan Earthquake “Special Subject,” we presume that it has already fulfilled its role in the past three years, as the number of applications in fiscal 2016 was as small as ten and the number of groups that have continuously applied for grants was only four. While expecting the current grant recipients would commit themselves to the goal, for the activities in fiscal 2017, we on the Selection Committee would like to propose that the Foundation will conduct reviews and assessments of its grant activities over the last three years with respect to the community building.

While the construction of public housing has been going on, however, some point out that it is at a slower pace than the case of the Great Hanshin-Awaji Earthquake, where its public housing projects were completed in a mere five years. Eventually the

ongoing Grant Program for Community Activities in Japan (featuring the current theme of “Creating Sustainable Communities with Future Leaders: Fostering Local Based Social

Ventures”) that will be implemented in the years to come, could proactively support such projects lending their hands to the residents in public housings.



Communication with Society Program

This grant program is aimed at broadly disseminating the results and other outcomes of projects that the Toyota Foundation has supported. The program does not solicit proposals.

As in previous years, the Foundation implemented the Communication with Society Program in fiscal 2016 to inform and heighten awareness in society on the achievements and methods of the projects it has supported in a clear-cut manner.

Specifically, the Foundation helped prepare a curriculum designed to understand the significance of “fostering children who can support struggling peers and nurture solidarity” that it supported in the Research Grant Program. The Foundation also assisted advocacy activities, which had been supported through its Grant Program for Community Activities in Japan in the previous year, to establish model cases and develop recommendations related to employment and livelihood support for people with disabilities.

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount (Yen)
D16-SC-0001	Development and practical use of materials for educating adults to encourage children who support peers suffering from mental difficulties and bullying: Towards development of warm-hearted, mutually-supporting schools and communities Tsukasa Sasaki Graduate School of Education, The University of Tokyo	4,000,000
D16-SC-0002	Disseminating the “scheme of livelihood support” as the base to work and live Kumi Katsuta Deputy Director, Project Memuro	5,690,000

Example of Funded Project

Education Program on Emotional Problems

Development and practical use of materials for educating adults to encourage children who support peers suffering from mental difficulties and bullying: Towards development of warm-hearted, mutually-supporting schools and communities

It is said that approximately 20% of people will suffer from some form of mental illness at some point in their lifetime. In terms of the age at which people develop such illnesses, it has been found that teenagers face serious risk. In consideration of such facts, this project aims to develop an education program for children and the adults in their lives to learn about the emotional problems caused by bullying or mental disorders and how to support one another. The program is also intended to be firmly incorporated in school curriculums across Japan.

In the first two years since being initiated in 2013, the project was supported by the Foundation’s Research Grant Program in developing an education program for children and teachers/staff, and received much attention. Furthermore, under the Communication with Society Program, the project prepares educational materials for guardians and other adults to support children learning about emotional problems in depth. By doing so, it aims to foster children who support peers struggling with mental difficulties, and to build a culture of cooperation and mutual aid within communities.



Educational materials for children, teachers and guardians

Initiative Program

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

In fiscal 2016, the Foundation continued to assist a variety of projects including efforts of NPOs in human resource development designed to strengthen their foundations, enhancement of bases for fostering and reinforcing community foundations, fostering personnel for evaluating NPO activity, holding of the

East Asia Civil Society Forum for realizing mutual understanding and reconciliation among Japan, China and South Korea, and improvement of archives at the International House of Japan.

The Foundation also provided grants to an international joint research on the present status of non-profit sectors in Asian countries conducted by the groups that participated in the International Conference on Asian Non-Profit Sectors (ICANS) held in fiscal 2015. The grants were provided as a follow-up activity of the Conference.

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount (Yen)
D16-PI-0001	2016 Internship Program to Connect Regional Youth and NPOs Akemi Tezuka NPO Fujisawa NPO Network	5,000,000
D16-PI-0002	Enhancement of Bases for Fostering and Reinforcing Community Foundations Nationwide Masataka Fukao Community Foundations JAPAN	10,000,000
D16-PI-0003	Development of Training Program for Evaluating NPO Activity Noboru Hayase Japan NPO Center	6,000,000
D16-PI-0004	Research on the Social Innovation Eco-System in Asia Ken Ito Keio University	8,000,000
D16-PI-0005	Holding of the East Asia Civil Society Forum on the Theme of “Civil Society and Social Innovation” Tatsuo Ohta The Japan Association of Charitable Organizations	800,000
D16-PI-0006	Enhancement of Archives at the International House of Japan Takashiro Furuhashi International House of Japan	3,000,000

Example of Funded Project

Research Project Surveying Five Asian Countries

Research on Social Innovation Eco-System in Asia

The Toyota Foundation provided grants to the project, “Research on Social Innovation Eco-System in Asia” covering five Asian countries (Japan, China, South Korea, Thailand and Singapore), as a follow-up activity of the International Conference on Asian Nonprofit Sectors (ICANS) that was held in January 2016. The research surveys and analyzes the eco-systems that generate social innovation in the target countries, with an aim to introduce advanced cases and provide findings on the process of how social systems are created, as well as offer a bird’s-eye view of Asia, to audiences both in Japan and abroad.



Held in Seoul, South Korea, in November 2016

The research is expected to serve as a base for various sectors in the countries to create strategies on social innovation for maximizing the social impact from the viewpoint of total optimization for the region, as opposed to individual pursuit of partial optimization.

Balance Sheet

As of March 31, 2017

(Unit: Thousand Yen)

Account	Fiscal 2016	Fiscal 2015	Fiscal 2014
I Assets			
1. Current assets			
Cash and deposits	489,617	471,389	405,327
Marketable securities	0	0	0
Accounts receivable	88,782	101,381	105,198
Other	4,890	5,243	4,360
Total current assets	583,289	578,012	514,885
2. Fixed assets			
Basic funds	25,299,017	25,584,839	25,614,374
Specified assets	14,732,388	14,854,299	16,395,463
Other fixed assets	57,590	61,164	66,517
Total fixed assets	40,088,995	40,500,302	42,076,354
Total assets	40,672,284	41,078,314	42,591,239
II Liabilities			
1. Total current liabilities	412,665	427,052	422,477
2. Total fixed liabilities	86,292	83,658	79,113
Total liabilities	498,957	510,710	501,590
III Net assets			
1. Designated net assets	17,646,095	17,771,164	19,318,306
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(14,646,095)	(14,771,164)	(16,318,306)
2. General net assets	22,527,231	22,796,440	22,771,343
(Amount from above allocated to basic funds)	(22,299,017)	(22,584,839)	(22,614,374)
(Amount from above allocated to specified assets)	(0)	(0)	(0)
Total net assets	40,173,327	40,567,604	42,089,649
Total liabilities and net assets	40,672,284	41,078,314	42,591,239

Statement of Changes in Net Assets

April 1, 2016 to March 31, 2017

(Unit: Thousand Yen)

Account	Fiscal 2016	Fiscal 2015	Fiscal 2014
I Changes in general net assets			
1. Changes in ordinary profit			
(1) Ordinary profit	676,910	653,646	660,177
(2) Ordinary expenses	699,601	683,123	697,775
Current changes in ordinary profit prior to profit/loss appraisal	▲22,691	▲29,477	▲37,598
Profit and loss appraisal	▲246,518	54,575	9,088
Current changes in ordinary profit	▲269,209	25,098	▲28,509
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	▲269,209	25,098	▲28,509
Balance at beginning of the fiscal year in general net assets	22,796,440	22,771,343	22,799,852
Balance at end of the fiscal year in general net assets	22,527,231	22,796,440	22,771,343
II Changes in designated net assets			
Current changes in designated net assets	▲125,068	▲1,547,142	589,536
Balance at beginning of the fiscal year in designated net assets	17,771,164	19,318,306	18,728,770
Balance at end of the fiscal year in designated net assets	17,646,096	17,771,164	19,318,306
III Balance at end of the fiscal year in net assets	40,173,327	40,567,604	42,089,649

Officers and Trustees

As of March 31, 2017

Directors and Auditors

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

Trustees

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



Chairman: Nobuyori Kodaira

President: Atsuko Toyama

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