



WHAT BRINGS

US BEYOND

UNDERSTANDING

TO EMPATHY?



理解から共感を  
もたらすものとは？



Series of Dialogues for Sharing the Concept of International Grant Program

国際助成プログラム 対話と学びあいの記録



## FOREWORD – WHAT YOU WILL FIND IN THE BOOKLET

This booklet provides a deeper explanation of our International Grant Program.

Members from 12 projects were invited to the Philippines, Thailand and Japan. They participated in dialogues facilitated by program officers (POs) of the Foundation and shared their lessons learned. By reading the discussions, you will learn how the people involved are changed through their projects and the new expectations they have gained for the future. Also, you will see what kind of challenges they faced because of the nature of each project.

The focus of our grantees varies; however, this booklet explains how the Toyota Foundation intends to support their mutual learning exchanges that go beyond many boundaries.

We hope this booklet will help you, too, as you make efforts to understand and build empathy with others on shared issues in Asia.

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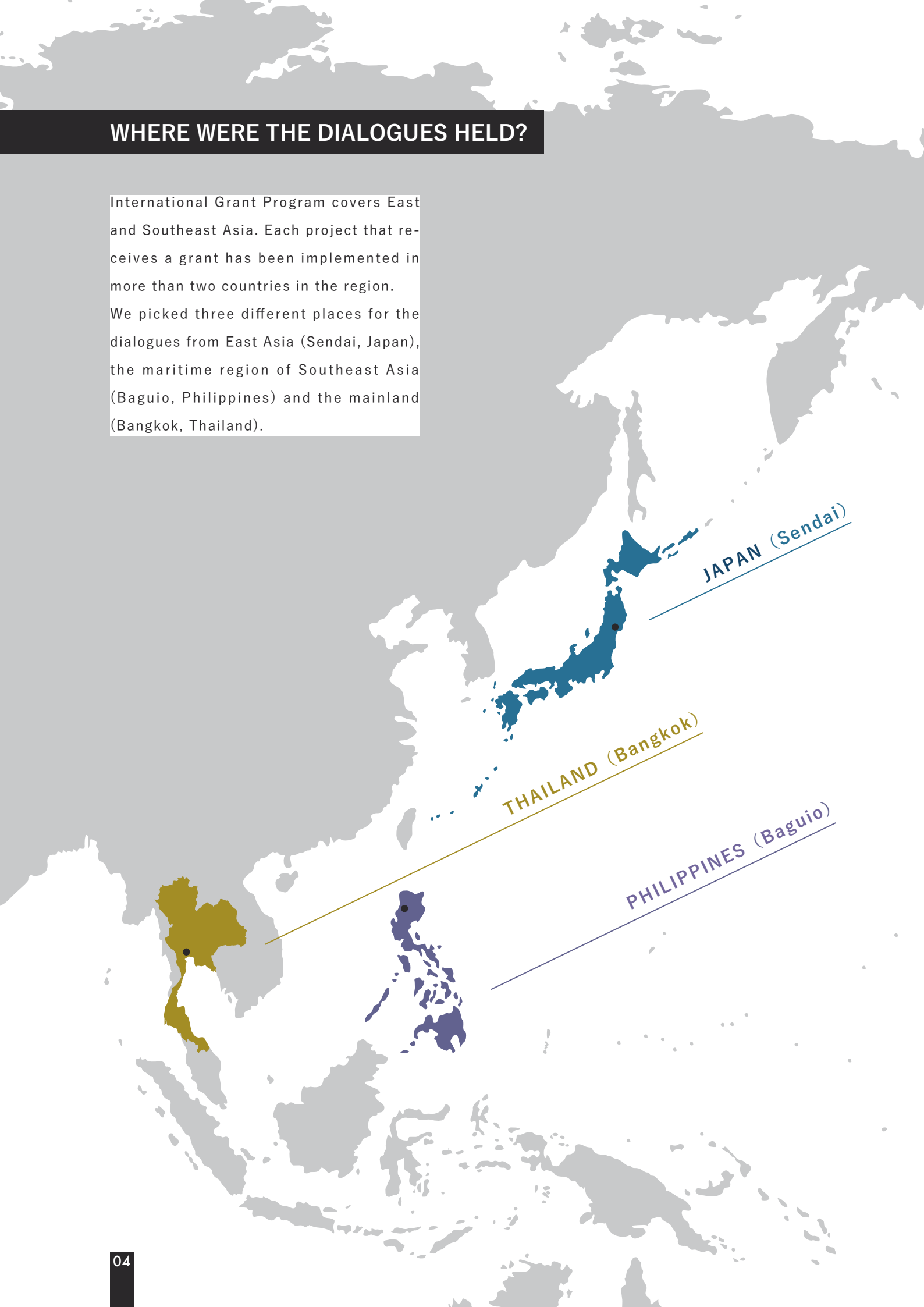
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## WHERE WERE THE DIALOGUES HELD?

International Grant Program covers East and Southeast Asia. Each project that receives a grant has been implemented in more than two countries in the region.

We picked three different places for the dialogues from East Asia (Sendai, Japan), the maritime region of Southeast Asia (Baguio, Philippines) and the mainland (Bangkok, Thailand).



## ABOUT THE DIALOGUES

The Toyota Foundation cites four elements in the International Grant Program: Transnational, Cross Sector, Mutual Learning and Foresight. Regardless of the issues of the projects, we value the methodology and processes of teambuilding and addressing the issues.

This series of dialogues aimed to identify and illustrate the vision of our grant program through informal, honest and direct conversations.

vol.1

### PHILIPPINES

The dialogues kicked off in Baguio, Philippines. Dr. Asis from Manila, Mr. Terada, whose field is in Negros, and Ms. Yoshikawa from Cambodia gathered at Ms. Yamashita's place in the city. This dialogue literally went from early morning until midnight, covering a broad range of topics: difficulties of cross-sector team building, international projects, perception of impact and the importance of sharing knowledge with others from different projects. What kind of challenges did they face and how did they cope?

vol.2

### THAILAND

Bangkok was chosen as the second venue of the dialogues. It was joined by four grantees, namely Ms. Voraakhom, who is based in the city and just started her project, Professor Shin Muramatsu, who is leading an ongoing project, Mr. Fujisawa, who is preparing for an upcoming Design Art exhibition, and Mr. Koyama, who started a new project making use of the past grant. Even though they all included Thailand in their projects, because their focus is different, they mentioned the importance of exchange beyond their area of focus and background and the value of networking from a long-term perspective. We understand the difficulties of understanding others; however, it was a fresh reminder of recognizing the importance and value of continued dialogues.

vol.3

### JAPAN

The third dialogue was held in Sendai, Japan. In addition to Mr. Watanabe, Mr. Kadowaki, Ms. Nakagawa, Mr. Mori, Ms. Kitagawa and Mr. Uchiyama, whose projects are currently in progress, Mr. Fujimoto, who completed his project a few years ago, and Mr. Ogawa, who has extensive experience in international exchange, also joined. With the coordination of the Art Inclusion Japan Association based in Sendai, the participants conducted collaborative work with disabled people and those affected by the Great East Japan Earthquake. In the final dialogue, the importance of communication was emphasized and suggestions to the Foundation were also frankly raised.

# PHILIPPINES

vol.1

January 25-27, 2018



# Introduction



Located in Northern Luzon, which is also known as the Cordillera region of the Philippines, Baguio has a population of around 350,000. The city is famous as the summer capital, because it has the official summer residence of the president. Recently, the city was listed by UNESCO as one of the Creative Cities, drawing more attention from tourists in and outside of the Philippines. It takes around four hours to travel from Manila by bus, although it largely depends on traffic.

Session Road, the main street of Baguio, is the busiest place in town. It is filled with nice shops and restaurants on both sides of the street. There is also a big shopping mall at the end of the street, but after you turn into a small alley, you will find a lively local market filled with

energy. Everyone enjoys its atmosphere, which has rich color from many kinds of rice, vegetables, fruits, fishes and daily goods. Additionally, you will be delighted the aroma of roasted coffee beans from several places in Cordillera.

Ayaka Yamashita, who kindly helped the Foundation to arrange this Dialogue Program in the Philippines, started EDAYA project in 2012. As a Baguio-based social enterprise with a non-profit arm, they produce and sell handmade accessories with the motif of the cultures and lifestyles of the Cordillera region, as well as originally designed tribal music instruments. The main material in these works is bamboo. Using instruments and artworks, EDAYA offers a variety of experiences, from bamboo workshops, art exhibitions, musical

performances and more. In the icebreaking session at the beginning of our dialogue, all participants tried to make their own bamboo instruments and played and danced together in a circle.

The head office is only 10 minutes from the center of the city. It was built and designed by bamboo artist Edgar Banasan, co-founder of EDAYA, and his friends. The two-story bamboo house contains his studio and its outbuilding, which is a two-story cottage with circular stairs in the center of the room. Actually, they are available as a guest house for tourists. We stayed there during this program, which made it possible for us to have an intense discussion from early morning to midnight.



# Members

## Redefining the value of traditions through bamboo



**Ayaka Yamashita**  
2016, 17 grantee  
Director, EDAYA

With Edgar Banasan, native of Kalinga Indigenous community in the Philippines and a master bamboo craftsman, Ayaka Yamashita co-founded unique bamboo art project called EDAYA in 2012. In 2017, EDAYA published its first art book.



### Bamboo Workshop Manual Making Towards Redefining the Value of Traditional Lifestyle in Rural Japan and the Philippines

The aim of the activity in 2016 was to design workshop that redefines the value of vanishing traditional mountainous cultures in Tosayama, Kochi, Japan and Northern Luzon Philippines, through the use of

bamboo as a common material. From 2017, the activity adds Myanmar as a field site and aims to discover solutions to some of the problems shared by rural communities in Asia.

## Community-based tourism by the community



### 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

We implemented the mutual learning exchange project between Sambor Prei Kuk in Kampong Thom Province, Cambodia and Nanjyo city, which has Se-fa Utaki, in

Okinawa, Japan to establish community based tourism programs in both communities. Both sites are registered as World Heritage in 2017 and in 2000, respectively.



**Mai Yoshikawa**  
2016 grantee  
Founder,  
Napura-works.Co., Ltd

Few years after her graduation from Waseda University, Yoshikawa moved to Siem Reap, Cambodia to join the restoration team for Angkor heritage as public relations coordinator. Later, she founded Napura-works.Co., Ltd, a unique travel agency, whose key concept is "connecting ancient world and modern society for designing our common future."



Life stories of migrant children



**Maruja Asis**  
2015 grantee  
Director,  
Research and  
Publications,  
Scalabrini Migration  
Center

Maruja M.B. Asis is Director of Research and Publications at the Scalabrini Migration Center in Manila, the Philippines. She is a sociologist who has been working on international migration and social change in Asia.



**Towards an Inclusive Environment for Children of Migrant and Multicultural Families in The Philippines, Japan and South Korea**

Our “Enable Kids Project” aimed to map out existing policies and programs focusing on children of migrant and multicultural families in the Philippines, Japan and South Korea. Existing initiatives and good prac-

tices are shared and disseminated. Also the project disseminated lessons learned and policy recommendations for promoting the inclusion of children of migrant and multicultural families.



Facilitate experience exchange of young farmers

**Project for Fostering Youth Farmers' Leaders Toward the Practice Natural Circularity Agriculture in the Cash Crop Cultivating Areas**

Our activity aimed to facilitate interactions by the youth small-holders who are the members of the agricultural organizations which are the partners of APLA (Alternative People's Linkage in Asia) in Laos, Timor-Leste and the Philippines. This proj-

ect attempted to realize interaction to deepen mutual understanding on local issues and to reevaluate the diversity of their own ecosystem, practice the natural circularity agriculture and inherit the practice to the next generation.



**Shun Terada**  
2016 grantee  
Staff, APLA

Shun Terada is a staff of APLA in charge of the Philippines and PR in Japan and joined the project funded by the Toyota Foundation as a coordinator, facilitator and translator.

# vol. 1 Dialogue in Baguio

The Baguio session of “Dialogue with Asian Neighbors” started

with questions from the Toyota Foundation on difficulties and challenges which all participants shared.

## 1 Team building

**We understand that you all have had some difficulties in team building. Would you share more on the process of bringing together people with different backgrounds and producing an effective team?**

*We focused on the role of coordinator.*

▼ **Shun Terada (T)** APLA, the Japan-based non-profit organization I belong to, focused on the role of coordinator with this project.

We chose three to four farmers from each targeted country, namely Philippines, Laos and Timor-Leste. Our colleagues are based in those countries and we discussed how to select the members at first. We made the process fully open, meaning that the farmers themselves would decide the members to join the exchange project. We had not decided the members while writing the application because the selection process was included in the project. It lasted around 6 months. The first few meetings were only for explaining the purpose of the project.

▼ **Mai Yoshikawa (MY)** It was the same in our case. Although the core members were concrete, members to join the field trips were yet to be decided.

▼ **Ayaka Yamashita (AY)** I think nearly everyone wanted to go abroad. That was in part what made it so difficult.

▼ **T** Actually, people began recommending others, saying, “She is better than me.”

▼ **MY** You gave them ownership of the project. The process of selecting members was different and unique for each team. In my case, I talked with a number of differ-

ent communities and it took almost 3 months to decide the members. It took longer than I had expected.

**Marla, you had 27 children of migrants participate as interviewees to hear their life stories. How did you find and select them?**

▼ **Maruja Asis (A)** We had country coordinators and I asked for their suggestions.

They know who the children are. There were also some ethical issues we needed to consider, so we prepared consent forms and some children used pseudonyms. Initially, we wanted them to write their own stories but found that this was difficult for some, so we had to adjust the plan and hold interviews.

▼ **AY** Member selection for Philippines was easy because we have known each other for some time. Our objective is to make modules so we decided to include people who have that experience. One person is a photographer. We also invited others that are well-versed in the arts and culture, as well as young professionals. I know the key persons in Japan and Myanmar who serve as country coordinators.

*We tried to look for individuals with the passion to continue the project even after it finished, or even if there is no funding.*

▼ **Edgar Banasan (B)** One of the more important points on finding team members is the sustainability of the project. We tried to look for individuals with the passion to continue the project even after it finished, or even if there is no funding. We were also very careful in reviewing their background and character, as well as how they work for and talk to their communities.

## 2 Context and Interpretation

▼ **MY** One of the difficulties faced was local context or protocol. Some of my project members are really normal people in a village. They have a lot of passion but they just don't know how to show it to others. There was a language barrier, of course. On the other hand, despite the barriers, we shared the same vision. The facilitator and the translator need to think about the backgrounds of both sides of the team, but it is quite difficult.

▼ **AY** We had the same challenges. We would like to avoid them in the second year.

▼ **A** Our members can speak English fluently and the partners were very good at translation. We also prepared translated documents and slides for the presentations.

▼ **MY** Maybe we should have invited the translators to come to the communities beforehand and have them help to develop a basic understanding between the parties.

▼ **AY** It depends on the project. Like farming, for example, you can see the farm-

ers are demonstrating their skill. If it is a project for policy making, the translation problem is more likely to occur. If there is more going on to come up with deeper ideas, miscommunication as a problem becomes larger.

▼ **T** Even in our farming projects, translators had difficulty because we used very specific terms. The translators were actually also facilitators in our project developing their own skills. During site visits, the members had reflection meetings each evening. After that, the facilitators had a discussion to reflect on the program of the day and developed the program for the following day.

In our case, because many farmers were skeptical about new techniques, and because most of our project members from Laos were female, sharing their experience with elders of the community without the





assistance of Japanese facilitators was overwhelmingly difficult.

**If there are good translators and facilitators in your project, the representative can focus on the goals and contents of the project.**

▼A Diversity is a reality of our region and a real challenge to mutual understanding. We are in a sense forced to communicate in English, but sometimes it fails to cover the nuances of the local languages and context.

▼T We were quite flexible in the field work to reflect member opinions in the meetings at the end of each day.

Facilitators always consulted with each country team as they were shy at first. However, they grew confident once their opinions gained some attention from among the other members.

*Despite several barriers, it is still possible to work together.*

▼A Despite several barriers, it is still possible to work together. The difficulties we shared are part of the process of gaining an understanding and clarifying things. Finding answers cannot be guaranteed.

▼AY There have been tons of fantastic moments like, “Ahh! I really understand you!” during the project, which is really lovely!

▼MY Yes. Through a number of those moments, we feel like we are connected directly beyond boundaries. Cambodians tend to assume Japan is a kind of perfect place and always has something to teach. However, during the project, I met a man from Cambodia who had created an impromptu dance when he learned the local stories. He then invited those from Japan to dance together. He had become the teacher. That was a kind of breakthrough, I found.

▼T Our project involved three countries and we found that one was able to be a kind of observer while the other two countries engaged in discussion. The third

could moderate in a sense, comparing the two and considering which position was more applicable to their own.

**That is so-called peer learning. Project members did not operate in a teacher-student kind of one-way relationship, but in a more equal and two-way mutual learning.**

▼T Exactly. It gave them higher motivation.

### 3 Impact of the projects

**Could you share your thoughts on the impact of the project and follow-up after it ended?**

▼MY Regarding the project’s impact, people in the tourism industry always talk about two things: one being income and the other being the number of guests. In

that sense, we were very lucky to work with the Toyota Foundation’s program, which focuses on understanding other parties, something that people working in the tourism industry often do not pay much attention to. There are a lot of grants for NGOs in Cambodia. About 10 years ago, many NGOs rushed in to develop community-based tourism and others, but most of them finished within 3 years; it’s all gone. Seeds were planted, but there is nobody to water the seedlings.

▼AY We are actually careful when talking to someone and make sure if he or she is the right person and also if it is the right timing, including for their community. This is because if we tell them this project is funded by someone, even though we really want to collaborate with them, they may think they will be used. Unfortunately, this has been a common case in the past.

When we recruit somebody to our project, we do not talk about incentives like, “You can go to Japan,” but instead try to focus

on their passion for culture and skills for making modules. Money is always difficult as once it is involved the mindsets of some people change.

By the way, for the end of this project, on Cordillera Bamboo Day in September, we plan to involve the tourism section of the Baguio City government.

▼B When you go into a community, the people are not naive. They will think, “You are using us for your own benefit.” Researchers go there and interview members of the community but will never come back, for instance. We want to show them what we are doing in regard to the community by bringing back the fruits of our efforts after holding an exhibition or conducting research.

▼AY Initially it was a 1-year project, then we put a lot of effort into discovering what we could do for the local people in Tosayama and Kalinga, our project sites. I then applied and was granted funding from the Toyota Foundation again. New side projects have been blooming up outside of the granted project. One is an elementary school video letter exchange project and another is a massage studio in a bamboo house in Tosayama.

**What about long-term impacts?**

▼A One cannot measure the long-term impacts now. By that I mean, the impact of our initiatives like this program would be more for the long term. Even for us, project wise, since it was only a 1-year project, the long-term impacts cannot be seen right away.

After some years, I might find, “Oh this is because I learned about the strategies of younger farmers at the dialogue.” It is very difficult to measure the benefits as well as the negative impacts.

Still, there are other things happening even after the project has been completed. One collaborator in South Korea started a study on Korean-Filipino students in Korea. I can probably say that the project

may have contributed in starting that new research.

The question of impact is important, but perhaps measurement will require involving different methodologies. We have to think about which impacts can or should be measured. So-called “objective indicators” cannot be applied to all projects.

Sometimes we need to appreciate what motivation we have provided. I think it is important to consider the difference we made. It may be not confined to objective measurements.



*You cannot measure the long-term impacts now.*

**We expect there to be something that functioned as a catalyst and propelled your project into the future, but that will come to light later.**

**What about follow-up plans for after the project?**

▼A I am happy to share with the Foundation what has been happening. In fact, I do not tend to think, “Oh, this all happened because of the Toyota Foundation’s project!” But when you followed up with us, it made me realize and recall what happened or has not happened since then. You may ask, “How is the situation now?” 3 or 5 years down the line, and I’ve come here because I am genuinely interested in talking about it.

4

**Network and diversity**

**Do you think diversity among projects is an advantage for the Foundation?**

**Perhaps we should focus on a specific issue in order to have more significant impacts?**

▼AY When I joined the project presentation after the grant ceremony, I was quite interested in all of the presentations. I’ve gotten to know some of the people who were there last year, 2016, and Professor Fujisawa (see Bangkok session) suggested that our project could be a part of the conference he was designing. This year, I also visited Ms. Kotch (see Bangkok session) when I went to Thailand. Her project is about water and she has a background in urban design. I am not sure how our path will cross, but I am really interested in the pools of people working through the Toyota Foundation.

▼A The combination of thematic and open grants is good. It allows for flexibility and it can allow you to have balance between what you think is important and what other people think is important, i.e.,

emerging from the ground up.

▼MY On Facebook, we post some success stories, which helps to encourage us. However, we tend to learn more from the episodes that we struggle with and find challenging.

There are many barriers in Cambodia. If I share the situation with people working in the Philippines or other places, their experience might introduce to us new approaches for addressing our own challenge. Sometime I feel very isolated — as if I am the only person struggling with the topic. If I am alone, I cannot break from this kind of assumption, so it is great to hear and learn from one another.

▼A I feel the same way. Our projects are different but I have a sense that they are inter-connected.

5

**Uniqueness**

**Let us ask how unique or how different you found our grant program to be?**

**Any advice on how we can improve?**

▼A One thing we appreciate about the Toyota Foundation is that you trust the grantees, especially in the financial aspect. You trust that people will spend the funds in a judicious manner.

For example, one foundation has very strict rules for accounting and auditing. Actually, I felt bad that we had to allocate a substantial amount of the budget to the external auditor, rather than to the operation of the project. The Toyota Foundation does not interfere very much with budget allocation.

▼AY I want to mention one different thing. I was able to contact some other projects by coordinating with the Foundation. Talking with them broadened my horizon. Their topics were different from mine, but probably the context was similar, so I learned a lot.

▼T Some foundations have very limited focus on organic farming or community, but the Toyota Foundation is very open. Our activities are not limited to one specific field. I think that is why we can make positive impacts on communities.

Our NGO, APLA, is active in the Philippines and Timor-Leste. Laos is a new region, so we have been thinking how to connect the three. We connected them in this project and it made us very busy!

I would say this project opened a door. Seeds have been planted for the next generation of farmers. We will need to water the seeds occasionally and get them to bloom, though. To do that, what is important is maintaining contact. Otherwise, the communities would stop organic farming. The grant period is ended, but the farming activities are still going on.

Other foundations would just say, “Please send a report on the successes and impacts as well as all the receipts,” so I was very surprised that the Foundation staff visited our field in Timor-Leste and we were very happy as he observed our activity directly. It is very unique.

▼MY I had the impression that they would come with a check list in their hands and check things one by one! But actually, they provided advice in a very casual manner.

**We have no limitation on applicants. Any individual can apply but not as an organization.**

▼AY I find the Foundation unique in that there is no limitation on applicants. Although I belong to EDAYA, the project itself is not one under that organization. Some other grants are for organizations, and they have more requirements; 5 years of performance and track records, etc. However, applicants to the Toyota Foundation can be awarded grants as individuals and not under the name of organization. Various people are already accepted as grantees. In my case, a freelance journalist who was accepted as a grantee of a

research grant encouraged me to apply. She also suggested that I speak with the Foundation prior to application, which they actually welcome.

**Prior consultation is not compulsory, but we suggest speaking with us before application so that you can come up with a better proposal. Even if it is a good idea, we cannot accept a proposal if the applicant doesn't follow our guidelines. Yoshikawa-san, how did you come to know of our grant program?**

▼MY I have a good friend who has been working together with many communities in Japan. He once told me that the Toyota Foundation had a very good grant program and they communicate with the grant candidates into the future. I established a private company in Cambodia. I used to work for an NGO but knowing that there are some negative aspects of NGOs in Cambodia, I preferred to go private. I wanted to place a bit of distance between myself and the NGOs.

However, I had no idea how to get funding because those grants are typically for non-profit organizations. My friend mentioned that the Toyota Foundation's grant is open and not only for non-profits and suggested I try and apply.

▼A That's very interesting. While private-sector organizations are naturally considered as for-profit companies, it is vastly different in reality. This is a unique quality of the Toyota Foundation.

▼AY The Toyota Foundation is very open and they don't see the organizations, but rather the people more holistically. You don't have to belong to big organizations.

▼MY By the way, how can this network be passed on to the next generation? We cannot be the only ones to benefit from it.

▼AY I think younger generations have a different point of view regarding the spread of information as a result of their upbringing in an increasingly globalized world and their ability to travel abroad

*Exchange programs are difficult to measure, and it is difficult to show success and findings.*

with relative ease.

▼MY The members and I experienced transnational projects and communicate together with people from other countries. But I did not design my project as inter-generational.

How can I transfer this kind of information to communities? Our Cambodian members can share what they learned in their native language in their communities. However, it's difficult to share with the older people, as well as people in authority. In that sense, I think if we can create opportunities for teenagers to talk, that could be key in helping to share their experience inside the community.

## 6

### Challenges of exchange

**Do you have any advice for future grantees?**

▼A Visa is a problem! The Embassy of Japan has many requirements. They also asked for a profile of the Toyota Foundation. For instance, before it was okay to submit documents in a PDF format, but when I applied, they asked me to send the original. They changed their requirements and I had to write to the Foundation to make an emergency request to send materials.

▼MY Yes. Visa problems might cause you trouble. In our case, to visit Italy, we had to send all the applications to the Italian Embassy, which was in Bangkok, although I live in Siem Reap. I explained that I received a grant from the Toyota Foundation. However, we were asked to write that the Italian residents covered all the costs.

▼AY I used the Toyota Foundation's memorandum as certification. The project leaders need to be aware that they should make sure to explain to all the people who

travel in the project to prepare for their travel well beforehand.

**Could you give us some final words?**

▼MY The opportunities provided not only by this grant but the follow-up work as well are very important. I have to become a window; several factors including the networks and experience should be passed along to the communities and partners I interact with.

▼T Exchange programs are difficult to measure, and it is difficult to show success and findings. Even if the faces of the participants change, others including the donors cannot quite understand what took place. I want to make new value for the future.

▼A I thank the Toyota Foundation's initiative, and also this dialogue. I think the Toyota Foundation considers grantees as partners; the relationship doesn't end with the grant. It could lead to new ideas, new approaches and a new generation of leaders!

▼AY I'm very happy that I have come to know each of you personally. Our friendship will last for many years down the road. Thank you very much for this opportunity that allows us to try something new.

**We want to encourage our grantees to try out new things and pursue that which the world has yet to see. There are risks, of course, but we venture to take that risk and support our grantees in a long-term perspective. We truly appreciate you all for joining this session and sharing your deep insight.**



# THAILAND

vol.2

February 8-10, 2018



# Introduction



Bangkok is one of the largest cities in Southeast Asia, home to about one fourth of the total population (68 million) of Thailand. The city center features many skyscrapers and luxury shopping malls. While the traffic is very heavy during the day, in the evening, the streets are full of young locals and overseas tourists, who make this such a lively city.

Enjoy walking not only in the busy shopping areas, but also in the calm streets of the suburbs without using the trains or tuktuks from the central area.

Bangkok has been facing serious problems with flooding, as most of its urban districts are located in the lower part of the downstream area of the Chao Phraya River. Because the floods that occurred in large cities

create extensive damage including traffic interruptions and the destruction of houses, methods are needed to address this issue. One of the grantees, Ms. Kotchakorn Voraakhom, focuses on this topic and her team has been working to solve these issues by raising awareness of climate challenges among local communities and by creating site-specific design solutions generated by dialogues and co-working with local communities.

The participants in this Dialogue Program visited two places. First was the site of the project, a canal in Bangkok where a few community groups reside along its riverside. They have been asked to move due to the construction work to widen the canal and improve water flow. The

participants learned about the process of consensus building among related parties and the prospective residential design for the communities.

The other is Chulalongkorn University Centenary Park, located in the central area of Bangkok, which is designed by her landscape design firm. Not only is it a recreational spot providing greenery to city residents, it has a retention pond and underground water drainage system to make use of rain water.

Through the dialogue and site visits, the participants gained insights into the water issues faced by Bangkok and the actions being carried out in response.



# Members



**Kotchakorn Voraakhom**  
2017 grantee  
CEO and Founder,  
Porous City Network

A landscape architecture social enterprise working to increase urban resilience in Southeast Asia cities. She has worked on notable projects including a major urban ecological park at the heart of Bangkok. Her actions also include the productive public green space for climate vulnerable communities along the floodplain and coastal area.



Designing flood resilient city with local communities

## Finding Best Practices for Tackling Climate Change: Increasing Urban Resilience in Southeast Asian Cities

Many cities in Asia are targets for ongoing effects of climate change, particularly in Southeast Asia where major cities lie at sea level. We will select climate-vulnerable sites in Bangkok, Thailand; Penang, Malaysia; and Jakarta, Indonesia, and co-create design solutions to increase local climate resilience through dialogue with the com-

munity. We will create a social media platform to engage a wider audience as well as the design guidelines and recommendations for implementation in Bangkok, Penang, Jakarta, and other cities with similar climate issues. This raise public awareness of climate challenges and solutions across Southeast Asia.



Sharing values of modern architecture with citizen and youth

## The Improvement of Literacy Towards the Conservation of Urban Heritage in the ASEAN 5 Countries

Affected by the development due to changes of economic growth and political situation in the recent years, a lot of valuable modern and contemporary architectural and urban heritage is in danger of demolition in the ASEAN countries. However, the importance of urban heritage is not necessarily recognized in the field. Therefore, in coop-

eration with the members and of Japan and the ASEAN countries, we will target literacy improvement of on the conservation of urban heritage by recognizing the city of current situation, envisioning the future of the cities, and participation in the cities with responsibility.



**Shin Muramatsu**  
2016 grantee  
Professor, The Institute  
of Industrial Science,  
The University of Tokyo

He specializes in architectural history, urban history, and conservation. In 2001, he launched mAAN (modern Asian Architectural Network) and carried out the research on Architecture and Urban areas, conservation activities, education activities on Architecture, and held international conferences.



Promote Asian network through transnational and cross sectoral approach



**Tadamori Fujisawa**  
2016 grantee  
Associate Professor  
at Showa women's  
University



Architect, Designer and Producer. Worked at FOM architectural office, Dublin Ireland and London. Taught at the Nagaoka Institute of Design University as an Associate Professor from 2003-2009. Engaged in several projects including the Great Wall pavilion design and architectural planning, Beijing, etc.

**Design and Art Exhibition Consortium of a New Style in Asia Using the Various Cultural Climate of Country and Landscape**

Although there is a lot of exhibitions of various kind of designs and art in Asia, it is hard to get the entire picture. The design, art and its exhibitions using the various cultural climate of country and landscape are also rare. We would like to establish Design and art exhibition consortium of a

new style in Asia. Through symposium and workshop, various fieldworks, we would find the new type of design, art and its exhibitions. Consortium would plan 1st Design and Art Triennial in Phnom Penh, Cambodia. Activation of design and art, its exhibition in Asia is a target.



Living together for peaceful death



**Hiroki Koyama**  
2015 grantee

Organizer of tour "Creating your own way of life from your own way to death through visiting North east Thailand".

**Placemaking of Spiritually Rich Death for Home Based End of Life Care: Various Japanese and Thailand Home Based Care Practitioners Exchange Knowledge and Experience About End of Life Care at Nishinomiya, Amagasaki City and Ubon Rat District Khon Kaen Province**

Thai and Japanese end of life practitioner, exchanged experiences and knowledge by visiting both fields. Japanese side learned that Thai people have view of life and death in root of their daily life and starts making place where various generations learn together and discuss about view of

life and death. Thai side learned need of updating function of their temple. More and more care of end of life will be needed. A Thai monk in our member is starting new program requires cooperation of people from various generations and job categories.

Based in Udonthani, Thailand and from 2017, organizer of Tour "Creating the way of life from the way to peaceful death". He has Bachelor of Nursing Science in KhonKaen University Thailand, and Master of cultural anthropology in Kyoto Bunkyo University.

# vol.2 Dialogue in Bangkok

The second session was held in Bangkok with participants from diverse backgrounds.

We have started with the question of how we can build empathy.

## 1

### How can we build empathy?

**What are the advantages of involving a wider range of people?**

**Can you share any particular methods or guidelines that you use?**

*First, have good text books. Second, hold workshops to involve people from a range of sectors and generations. Direct communications.*

▼Shin Muramatsu (M) We have shared our ideas through the internet and workshops. In Japan, we hold a lot of programs for children in elementary schools, and I bring my students every year. In Hanoi, we call on students from universities, and we do this in Jakarta and in Yangon as well. Upon asking them to help discuss the importance of modern architecture, we discover that the meaning of “modern” is very different in their cultures.

▼Hiroki Koyama (K) Looking back on my project after two years, I became aware of the lack of empathy among my team members. It was only after the project period that I managed to talk about my personal motivation for the project. It was based on my experience of my mother’s death and her terminal care. It was tough and embarrassing to speak out about how I felt, including my negative reaction to my mother’s aging. As a result of my confession, however, I received feedback with empathy for the first time.

In our project, we tried to share our experiences and findings beyond sectors. However, we were unable to free ourselves from our social positions and status; a doctor was a doctor, and a monk was a monk. Although I wanted to build up communications beyond affiliations, I could not drive them at that stage.

▼Kotch Voraakhom (V) Involving various people in the project can be a great advantage. I even learn from my students. For instance, when teaching climate change to design students, there is no textbook because what we are doing involves new knowledge.

▼M Kotch, how did you find the local partners in Jakarta and Penang?

▼V Actually, the grant program pushed

me to do so. I asked my friends so that I could expand my projects and expertise, which only had to do with Bangkok, to Southeast Asia level. Without this project, I could not have involved my students or people in the community.

▼K At the end of my project, I asked one

woman who has good facilitation skills to coordinate the concluding workshop. Even though it was first time that she had been involved in the topic of peaceful death, she continued to hold workshops in her local area after the project period. In her workshop, everybody talks about peaceful death freely and equally. This is one of the unexpected outputs of my project, and it brought me a feeling of achievement.

Before conducting my project, I thought that there was “good” quality and “bad” quality death. Now, I no longer adhere to this perspective. We cannot choose where, when and how we die. There is no good or bad. The most important thing is to think and talk together about death while we are alive.

## 2

### What is success in your project?

**Unexpected things happening after the project may mean that the Foundation-funded project was a trigger. In this regard, how do you think we can evaluate the long-term impact of the project?**

▼Tadamori Fujisawa (F) I will hold an exhibition in September 2018 in Phnom Pen, Cambodia. The next venue might be East Timor. The exhibition is planned to be a triennale, and to adopt an Olympic-like voting system. This year’s exhibition is only the first one, so the funded project is a clear trigger for us.

As a quantitative figure, I can show the number of visits to our project website. By the end of the project, it will be over 20,000.

▼M In terms of impact, in my case, I say that I was raised by the Toyota Foundation. My boss received funding in the 1980s, and we surveyed Japan. I think that the Japanese people have understood the importance of modern heritage.

I am now representing a project that has a lot of younger scholars and students. I would say that we have continuity – my





professor, me, and my students. I thank the Toyota Foundation sincerely. Although its support is not a very large fund, it has been very important.

**How do you think we can measure this kind of long term impact?**

**In your field, it is important to have academic outputs. Accordingly, you also have an academic aspect and educational aspects in your project.**

▼M Maybe counting the number of professionals we nurtured in different countries is one way to measure the impacts of our projects. This can be recognized as both qualitative and quantitative. We wrote histories of modern architectures and contributed to laws and regulations on their conservation in each country. I hope we will be able to continue our project and obtain further funds; not for me, but for my younger successors.

If I have finished an event and enjoyed it, it is just a result. It is difficult to measure the educational impact. Still, it is not so difficult to follow their demands, because it is a kind of technique or skill.

▼V We need to understand that there should not only be a direct impact. For instance, after a workshop, the participants go back and affect their communities in some way.

▼M One tip is to have an interview sheet, and to hold interviews to ask their opinions before and after the project.

**As you say, it is very important to evaluate what happened, but maybe we can do something within the project period. Maybe in the longer term, such as after three years or five years, we can carry out some follow-ups on the past grantees by holding interviews.**

▼V I think that is very necessary. Our project occurs like a journey, and the proj-

ect on the canal might finish in two years' time, or it may take five years to see any impact. But it started from the funding, so I think you should be able to claim it as part of your success as well.

▼M Since I have been working on modern architecture for a long time, I already have good networks and partners in Asia. The local general public does not have any idea what it is, but they have gradually begun to understand the importance of modern architecture in the course of these 30 years.

We started our project in around 1988 or so. It was before the rapid economic growth in East Asia, and although there were a lot of good buildings, their importance was neglected. We selected the buildings in Shanghai, for instance, which we considered to be important, and made an inventory of those buildings. They are now part of the national heritage.

▼V The role of the architecture is important for understanding the values. Perhaps simple guidelines for walking tours would be useful for educating people.

▼M I used to work for a research institute that promotes transdisciplinary projects, which involve connecting experts and the general public and initiating local communities to adopt a global environment.

The institute covers Asia. Let me ask the Toyota Foundation, how do you differentiate yourself to this institute?

Because your funding is not so large, I assume that you might need to somehow collaborate with the institute.

on funding. If the Foundation focuses more on projects than people, it's easier to explain. But if the fund is for "this person" instead, it could be more sophisticated.

We appreciate the fact that the Foundation has many networks in Southeast Asia. The topics are diverse, but can be combined to create more dynamics.

Even when our projects are finished, I can gain inspiration by seeing others. I might reach you ten years later, since I know you. Hopefully you will keep investing in people and the network so that it can inspire others in it.

### 3

#### How can we promote the approach-focus program?

**We accept proposals not only because they are skillful, but because we believe that they have good foresight or potential. If we continue with the approach-focus program, we may need more skills and knowledge on the approach.**

▼M I would suggest that before every project starts, you should undertake a training course by hiring professionals.

▼V Maybe a leadership training program? It could be training on moderating and facilitation skills in diverse cultures. That is very general knowledge. In addition, we should all have specific skills. For example, Mr. Koyama's issue is very sensitive and very spiritual. It needs to be undertaken with extreme caution.

▼F Do you have some effective methods

*It could be training on moderating and facilitation skills in diverse cultures...*

▼V Let me ask, does the Toyota Foundation invest in people or projects? What I am asking is the Foundation's philosophy

or techniques for doing that? Because it is difficult to be touched by others.

▼K After I finished my project, I thought



it might be better if I had a chance to discuss it with the other grantees in the middle of the project period. Because it was my first experience of receiving funding, I wanted to talk to the other grantees about how they made progress. But there was no opportunity for discussions with the other teams. So this dialogue is very important for me.

**When and at what stage/phase in your project did you realize the importance of such skills?**

▼V Since they are only one- or two-year projects, the training can be undertaken at the beginning. In the middle, we check our projects again through this type of session. If we consider that it looks perfect at that stage, that is great, but we can make it better by reflecting on the process and looking back at what has been done. I learned the importance of involving others in the very beginning, which is collaboration, and it is the key to the success of the project and its impact. We also want to give back what we have learned. I am learning from the other participants, although the topics are different. Your skills can be helpful for my project workshop.

4  
**Importance of “Open Field”**

**One of the answers is setting Open Field in our grant program, as we want to find new aspects. We want to learn from our grantees.**

*Celebrating diversity is the Toyota Foundation’s identity.*

▼M I would like to say that 20 years ago, the Toyota Foundation was unique. You funded small projects carried out by ordi-

nary people. Celebrating diversity is the Toyota Foundation’s identity. I checked the different types of foundations in Japan. Some foundations focus on specific topics such as the environment or engineering. But you cover a very broad area and have a long history. I think that this is unique. Your identity is potentially supporting different types of grantees.

▼V I really admire the “Open Field” and wide range covered by the Foundation, because I learn from the other grantees.

▼F I agree. In fact, I invited one of grantees from the same year to my exhibition. That only happened because we had the opportunity to get to know each other at the grant giving ceremony and grantees workshop. This kind of horizontal relationship is one of the advantages.

▼V For those who have a very particular topic such as aging (covered in thematic area A) or art and culture (B), the importance of promoting the network is very clear. It is not possible to say that it is clear with regard to “Open Field (C),” however. Still, this should be the most interesting aspect for the Toyota Foundation, because it involves opening the gate to other topics such as climate change, historical aspects, etc.

I would like to suggest that instead of arranging conferences focusing on topics, we simply hold the Toyota Foundation annual gathering or something similar. Climate change can be involved in immigration, and aging can be combined with arts and culture. Everyone can learn from

each other.  
▼M It depends on your vision.  
▼V When I was reading the guidelines, I

understood this to some extent. But when I joined the presentation session and saw the other grantees’ topics there, what you are looking for became much clearer. The Foundation should argue that your concern is not just one topic.

In addition, mutual leaning is something that really can lead to solutions, so its impact, as well as the impact assessment, is extremely important.

▼M I think that Mr. Koyama’s project is unique and has significant meaning for the Foundation. In 20 years’ time, his project might make a lot of changes.

▼K I strongly feel that this is my lifetime project. I believe that it will bring about changes to our society in future.

**We fear that we are only enjoying the legacy of our past programs and predecessors who were in the Foundation 20 years ago. There was no impact at that time, at least from the point of view of the program officers.**

**Twenty years later, however, we are finding that there are a lot of professors and other professionals who used to be our grantees and appreciate our support in Asia. They kindly introduce us young and prominent researchers or active players in non-profit sectors as possible grantees.**

▼V In three or four years, I will be very happy to come back and share what I have done with others through your network. I could even do it 15 years later.

I think it is very important to invest not in money but in networks of people. That is one of the reasons why I applied as an international project, rather than finding a grant in Thailand. It makes a difference.

So now we are getting to know each other, and we are building strong relationships, and this is one of the communities I can

consult if I have problems. It can be seen as just a friendship among the grantees, but I think it is very important.

**We do welcome networks and collaborations among the grantees.**

▼ V The initiative of the Toyota Foundation is extremely important. If you depend on us, you will lose the connections. If you maintain the networks, they will come back after many years.

▼ M If the grantees want to be part of the network of the Toyota Foundation, they must be open and not focus too much on their project alone.

## 5

### Common issues in Asia

**While our International Grant Program targets Asia, you might have some ideas or assumptions for an Asian perspective. Shall we wrap up the dialogue by sharing what we have in common as Asian Neighbors?**

*I love Asia, and my team members love Asia. We love Asia!*

▼ F The main purpose of my project is to establish a Design Art Consortium in Asian countries. The first Design Art Exhibition will be held in Phnom Penh, Cambodia this coming September.

I have no intention of comparing Europe and Asia, but I must say that Western countries have controlled the mainstream of design art.

Why are bags made in Europe so much more expensive than those from Asia? I have found plenty of good designs and creative, quality products in Asia, but

regrettably they are not well recognized. I would like to collect and disseminate information on how, where and when people showcase their products in Asia.

I anticipate that it may lead us to the Asian value of design and art. I love Asia, and

my team members love Asia. We love Asia!

▼ M When I mention “Asian,” I do not mean to counterpose it to “European.” Globally, we also have Africa, North America and South America. It is merely part of diversity.

I think that Japan also sacrifices the other Asian countries. Why do the Japanese need to take the leadership position?

▼ V I feel a little uncomfortable with the idea that “art is something exhibited in a museum.” In Asia - or at least here in

Bangkok - art can be everywhere in our lives. Maybe we even need to start talking about the definition of design and art!

▼ M Actually, even at the end of the dialogue, I cannot say “I understand you!” to any of the participants. But I do not mean that it is unfruitful. Having dialogues with people from different fields, cultures and generations stimulates me, and I think it is important to be interested and keep learning.

**Let us now return to the main question of this dialogue, “What brings us beyond understanding to empathy?” At least we are now aware of the differences and have the passion to understand what creates these differences.**

**Thank you all very much for your commitment, and I hope that we can keep this channel open for further communications.**

*There is no end in ‘Understanding each other,’ but it causes us to keep having dialogues.*



# JAPAN

vol.3

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Sendai is the capital of Miyagi Prefecture, the largest city in the Tohoku region of Japan. It is known as “Mori no Miyako, which means the “City of Trees.” At Sendai train station, the flow of trains, cars and people seems endless. Many office buildings, restaurants, shops, hotels and more are located around the station, which is characteristic of the busy but fun-filled city.

Sendai has well-known traditional festivals such as Sendai Tanabata, the annual star festival where the streets are brightly decorated with flowing cloth, and it is also famous as the origin of figure skating in Japan and the home of a professional baseball team.

On March 11, 2011, the Great East Japan Earthquake hit this lively city. The coastal areas of Sendai were

heavily damaged by the tsunami that followed the earthquake.

Even seven years later, the damage from the tsunami remains in two of the five wards along the coast.

The following participants of past and present grantees took part in the final round of the Dialogue sessions hosted by Yuichi Watanabe and Atsushi Kadowaki. Three participants from Aceh, Indonesia, who are involved in the project represented by Yuichi Watanabe, also took part.

The participants, including the program officers of the Toyota Foundation, visited the project’s fields, where Atsushi Kadowaki bases his activities as a Modern Artist. They also visited the office of the Art Inclusion Japan Association, Oshiruko Café, Sendai Arahama Elementary School, which is a ruin of the

Great East Japan Earthquake, and the Sendai 3/11 Memorial Community Center.

At the Art Inclusion Japan Association, the participants joined with staff members who are physically or mentally challenged to try some art. At Oshiruko Café, they helped cook a traditional Sendai dish and a popular Southeast Asian dish. Additionally, they visited the exhibitions and listened to the storytellers and city officials at Sendai Arahama Elementary School and the Sendai 3/11 Memorial Community Center.

During the dialogue sessions, the participants discussed the characteristics of the International Grant Program and considered requests to the program.



# Members

Sharing memories of the disasters through arts



**Community art project between afflicted areas of Japan and Aceh**

It's a common issue for Aceh and Japanese people how to take over the experiences of being got damages by huge earthquake disaster to the next generation in order to avoid repeating the tragedies. Solving this issue, we will apply "community art", which can promote regional revitalization, intergenerational exchange, cross-cultural understanding, and show new aspect of disaster tourism. Japanese can learn know-how on the disaster tourism from Aceh, and Aceh people can find a new form of tradition for taking over experiences in current changed society that declining disaster prevention consciousness through community art.



**Yuichi Watanabe**  
2017 grantee  
Secretary General, The Laboratory for Global Dialogue

Freelance movie director. In 2002, he established "The Laboratory for Global Dialogue" to make communication opportunity for people in far distance and pursue the possibility to use movie as interactive media.



**Atsushi Kadowaki**  
Modern artist,  
Atsushi Kadowaki  
Art Office

2017 Toyota Foundation IGP grantee  
He pursues the possibility of the art as a communication tool. Managing a community art project to keep memory of disaster in Tohoku area since The Great East Japan earthquake occurred in 2011. He has been part of community art projects held in various parts of Japan such as Shioyama (Miyagi), Kabuki-cho (Tokyo), Shiga prefecture, etc.



**Makiko Nakagawa**  
Director,  
The Laboratory  
for Global Dialogue

2017 Toyota Foundation IGP grantee  
In 2016, she joined the Laboratory for Global Dialogue as well as started to work at a local travel agency in Cebu, the Philippines to coordinate study tours. From 2013 to 2016, she worked for Thai-Japanese Association school Sriracha as a primary school teacher and issued social-study guidebook for students "Our living town, Sriracha".



**Toru Mori**  
Director,  
The Laboratory  
for Global Dialogue

2017 Toyota Foundation IGP grantee  
While working as a copywriter since 1991, he joined The Laboratory for Global Dialogue in 2002. He has been involving with many projects such as Japan NGO Network for Education, ODA watcher group by MURAI Yoshinori from 1989, Association Sending to Picture Books for Lao Children from 1992.



**Tadashi Ogawa**  
Professor,  
Atomi University  
Faculty of Letters

He earned his Ph.D. in International Relations from Waseda University, Tokyo, Japan. He had worked with the Japan Foundation for 35 years from 1982 to 2017, in management positions that included Managing Director of the Japan Foundation Center for Global Partnership, Department of Japanese Studies and Intellectual Exchange, New Delhi Office, and Regional Director of Southeast Asia.





For the future of Asian organic farming

### Advancing sustainable organic farming in Asia: A focus on Japan, Philippines and Vietnam

Countries in Asia have seen a rise in the awareness for organic farming in recent years. Yet, it has not spread enough compared to other regions such as Europe and North America to address the issues of environmental and health issues. With the aim to accelerate the solving of the common issue of organic farming in the region, we promote both diverse interaction of stakeholders involved in organic farming, and collective learnings of good practices between various countries in Asia, beginning with Philippines, Vietnam and Japan.



**Tomoko Kitagawa**  
2017 grantee  
Project Manager, NPO  
Cross Fields

She joined Cross Fields in 2016, working as a Project Manager for the "Corporate Volunteering Program (CVP)," in which Japanese employees are dispatched to NGOs and social enterprises in South East and South Asian countries. Previously worked at Japan Broadcasting Corporation (NHK) from 2011 to 2016 as a program producer.

### Developing East Asian model for utilization of genetic resources and related traditional knowledge in Japan, China, and Korea: Practices on traditional vegetables and beekeeping

Benefits from genetic resources are utilized for developing medicines, foods and cosmetics. It is necessary that related traditional knowledge to be acknowledged when relevant resources are utilized. There are distrust between provider and user countries and Access and Benefit Sharing arising from utilization of genetic resources (ABS) became an urgent global issue. This time we focused on traditional vegetables and beekeeping as genetic resources. By doing so, mutual culture understandings in Japan, China, and Korea is facilitated by learning and practices on producing and cooking the resources.

#### Conservation and utilization of genetic resources through food and agriculture



**Yuta Uchiyama** 2017 grantee  
Assistant Professor, Tohoku  
University Graduate school of  
Environmental Studies

His major interests are urban-regional planning and geographical information science. After obtaining his doctorate, he worked for the Research Institute for Humanity and Nature and Kanazawa University College of Human and Social Sciences. He is currently engaged in evaluating the biodiversity and ecosystem service in Asia Pacific Region.

### Socio-Technological approach for building sustainable community through the corporative action installing Small-Scale-Hydropower in Japanese and Indonesian rural area

#### Sustainability of local communities enhanced by renewable energy



When we implement renewable energy in the local level, we should overcome lots of challenges. From the experience of learning making process of "Kincir" (handmade wooden micro hydro-electric generator from Indonesia), we saw great potential in its traditional know-how. Therefore, we held Kincir workshop to install the traditional know-how into Gokase village. Local people and foreign students from several countries joined the workshop. It inspired them to leverage renewable energy derived from the natural environment. They also could share the local challenges for community life.



**Tokihiko Fujimoto**  
2014 grantee  
Associate Professor, Shizuoka  
University Faculty of Agriculture

He earned his doctoral degree of Engineering at Kyushu University, Japan. He got the current academic post of Shizuoka University in 2014. He is the technical standard committee member of International Center on Small Hydro Power (ICSHP) and the co-author of World Small Hydropower Development Report 2016.

# vol.3 Dialogue in Sendai

Following the dialogues held in Baguio and Bangkok,

another dialogue was held in the atelier of a general incorporated association,

Art Inclusion, based in Sendai. We invited grantees of new and old grant programs and experts.

## 1

### Working in harmony with culture, art and others

**The themes of your Foundation-funded projects differ, from community art, organic farming to traditional vegetables and natural energy. Nevertheless, they are issues of equal importance in Asia, where we live.**

*Technologies do not enter other countries independently. Instead, they establish themselves in harmony with the local values and culture.*

▼Tadashi Ogawa (O) The key word that is common to all projects of those participating today is culture. Mr.Watanabe focuses particularly on interactivity in an attempt to overcome differences through community art. The organic farming that Ms.Kitagawa is working on has the possibility to develop a link with culture. I think it is necessary to fully understand the cultural background of each society, because culture can lead to a breakthrough when taking future development into account.

It is important to nurture affection and empathy in the China-Japan-Korea traditional vegetable project worked on by Mr.Uchiyama.

The small hydraulic power project worked on by Mr. Fujimoto may sound technical,

but it is actually based on the sense of values and ideas of the local area. The new way that it encourages Japan to learn and collaborate to achieve something together is intriguing, because it is different from the old stereotype, in which Japan provided support unilaterally.

▼Tokihiko Fujimoto (F) I received a grant in 2014, and the framework of the International Grant Program at the time was

slightly different from today. The aim of our project was to interact with the people in Bandung and to emulate their small hydraulic power initiative in Gokasecho, Miyazaki Prefecture.

The transfer of technology to Bandung was initiated by the Germans in the 1990s. However, only one type remained in the area, and there must have been many reasons for this. The one thing I can say is that technologies do not enter other countries independently. Instead, they establish themselves in harmony with the needs, ideas, culture and climate of the local area.

▼Atsushi Kadowaki (AK) I carry out art activities with people from all walks of life. The advantage of creative activities is to be able to shape something interesting into a form and to show it to people in a

way that is not easily consumed by the media. Although it might be difficult to name, it is art as long as it has been formed creatively. People become energized by expressing themselves. I thought that creating a place where people can express themselves and welcoming people to join was art.

I organize Oshiruko Café (sweet red-bean soup) once a month at the Asuto Nagamachi Temporary Housing Complex, which is ultimately a place to gather, cook and eat. However, I consider this to be an art activity. This place inspires creativity, allowing mothers to put their heads together.

▼Tomoko Kitagawa (TK) While awareness of organic farming differs by country, common issues exist. Providing the necessary support to share processes through dialogues and interactions with a view to develop communities that can think together is the aim of the Toyota Foundation International Grant Program. Some may think that it is faster to solve each issue individually. However, it is beneficial for communities to think together to acquire different perspectives.

▼O When it comes to interaction, some say that it is possible to interact via Skype, instead of going back and forth physically. Do you have an opinion on this?

▼Yuichi Watanabe (W) Of course direct interaction is better. However, it may be difficult for small children, although junior high school and high school students should be able to visit other countries physically. Funding may also be an issue or there might be places where an actual visit is not an option, such as in regions of conflict. The best way forward is to combine them. For example, it is possible to visit once, then continue to interact via Skype later.

▼Toru Mori (M) Some people are afraid of facing others directly. Children might find it easier to talk to people on a screen, because they can do so as a group with other classmates. They often say that they want to know more about each other's countries after communicating via Skype. Once they interact with people who live in a country far away, they feel close despite





the distance. I hope that the young people who experienced such interactions will be able to visit Japan physically in the future.

## 2 Projects where unexpected incidents might occur

**Have you come across any difficulties or unexpected incidents that you did not anticipate before starting your project?**

*It is important to find and nurture people who can forge relationships.*

▼F Unexpected incidents occurred in the project funded by the Toyota Foundation. I asked woodworkers and construction workers from Gokasecho to actually visit Indonesia. Working together with the local workers, they cut down trees and produced hydraulic turbines to generate electricity. They described the experience as thrilling. This project was stimulating and allowed them to discover something new. Technologies do not develop in a single step. In this case, the workers needed to start by doing something that they could accomplish, and after trial and error, the things best suited to their needs remained and developed. The most important thing was to make the first attempt by themselves.

After returning to Japan, the workers from Gokasecho made the most of what they had learned in Indonesia and produced the machinery necessary for small hydraulic power using what was available in their hometown. They successfully generated power and are currently visiting schools throughout Kyushu to pass on these skills.

**It is more interesting and rewarding for us to hear cases that did not go according to the schedule originally described**

**in the proposal or cases that involved unexpected incidents. In order to positively evaluate such experiences, the Toyota Foundation International Grant Program now asks each member to submit a free descriptive document every six months to record changes, in addition to the overall project report.**

▼W Issues other than funds include a loss of human resources. We focus on people who are likely to remain in Aceh for a long

period of time with a view of transforming them into people who can shoulder responsibility. However, some talented young people who have learned a lot after occasionally being invited to Japan choose to relocate to other countries to move on to the next step. When this happens, we lose someone who can shoulder responsibility, albeit temporary.

Having said that, the people of Aceh love their hometown dearly, and the majority wishes to return someday, even if they spend time overseas. I am hopeful that we can work with such people again in the future.

▼TK The leaders from each country are very committed to our project and fortunately we have not come across cases of mismatched expectations, although sub-members do change from time to time.

▼F We appointed a young member to work for the representative to run the executive office. He returned to his hometown Gokasecho when we were setting up the project. He spoke English fluently, besides, he was the only Japanese member who smoked. He was valuable because he was able to become acquainted with villagers in Indonesia through smoking. In

Indonesia, men open their heart quickly to those who smoke. For this reason, they remembered his name instantly.

▼O Those stories make me realize the role of people who can forge relationships and the importance of finding and nurturing people who will potentially shoulder that responsibility. On the other hand, a relationship with such potential key workers is not without risks. A relationship with specific individuals may fall into a routine or change with other relationships in society. It is crucial to consider how to involve them as well as to maintain a healthy distance.

▼AK The outflow of talented human resources is related to issues that can be found across Japan, such as the aging population and depopulation. What we do here (Art Inclusion) is part of the earthquake disaster reconstruction initiatives. Nevertheless, I think it is important that our knowledge can be applied to such issues, or can be shared to resolve different types of issues.

We used to hold regular meetings three times a year with people across Japan who had received a grant from a different foundation designed for those in the art community. While each art project was run independently, we used each meeting as a place to share experiences. This grant program is no longer available, but we maintain the relationships developed through the meetings.

▼O People in each project are working in different areas and fields, however, each project has a common concept and similar aims. One of the roles of the Foundation is to connect people.

While there are many foundations that ask for quantification and short-time outcomes, we want the Toyota Foundation



to continue to provide grants to long-term initiatives that cannot be realized quickly, as Japan's leading corporate foundation.

▼ Makiko Nakagawa (N) Empathy gained beyond differences is important. The Laboratory for Global Dialogue, where I serve as Director, focuses on how to communicate with people who live in a distant location.

When it comes to art, the number of exhibition visitors can be expressed using numerals, while real experiences, such as dialogues and interactions with others, are not. I would like each of us to think about how to connect, how to learn from one another and what to take from the lesson beyond sectors and borders, as well as its value.

▼ TK We are grateful that the Foundation provided a grant to a community that was unable to foresee its future. The Foundation offered an opportunity for them to try what they had in mind before deciding whether to move forward with it as a business.

On the other hand, it is true that programs commence only when a grant is received. It is important to plan projects from a long-term perspective, while also taking into account how to persuade those who would rather provide funds to projects that yield outcomes in a short span of time. From time to time, funding issues prevent us from inviting people, while our intention is to involve more people.

▼ Yuta Uchiyama (U) People often focus on how to resolve issues through projects. At the same time, it is equally important to find or create some kind of value. The importance of finding or creating value is not recognized, which is an issue we still need to address.

Our project is designed to resolve issues and to create value. I think the Toyota Foundation provides grants and support to those who are unable to foresee their future clearly and those in an uncertain situation as long as they have a long-term vision. As for support for research, such as Grants-in-aid for Scientific Research, your contribution to a certain academic field is questioned. Funds are made available to those who have produced specific outcomes.

**On the other hand, there is an interesting framework for Grants-in-aid for Scientific Research, such as Challenging Exploratory Research, which appears to provide flexible support similar to that of private institutions.**

▼ U Nevertheless, Grants-in-aid for Scientific Research may not allow us to look at things that we looked away from or did not even think about previously.

### 3

#### Communication with PO

**The applicant guidelines for the Toyota Foundation International Grant Program clearly states that preliminary consultation prior to application is recommended. Those who participated in this dialogue program had a preliminary consultation and received some suggestions.**

▼ W In our case, after reading the applicant guidelines, we agreed to have a consultation with the Foundation first, and we received more specific suggestions from them than any other foundation. We are grateful that they frankly told us the good and bad points, although it was a slightly scary experience. (laughs)

On the other hand, we are not certain, even

to this day, why our proposal was accepted. We would be grateful if you would let us know what you look for during the selection process, or points if there were any, for us to refer to when applying to another foundation in the future.

**The aspects looked for differ greatly from one foundation to another. The character and ideas of committee members also have a significant influence on the selection processes. A proposal that the committee members of the Toyota Foundation think it is outstanding will not necessarily be highly evaluated by other foundations. I can only say that your proposal best reflected the purpose outlined in the applicant guidelines that year, as it was accepted.**

▼ O Based on my experience, selection processes are highly subjective, although they may appear objective. Points given differ from one committee member to another; even their subjective perceptions can be influenced by mutual discussion.

There are cases where some proposals, which were highly recommended by just one committee member and no one else, have turned out to be great projects in the end.

▼ F The most important thing is to sincerely answer the questions and requests asked by the Foundation. All items that the Foundation wants to know are already written in the question section of the proposal. It is also important to continue to communicate with the Foundation after your proposal was accepted and maintain a good relationship, allowing both to enjoy the exchange of feedback.

Incidentally, we did not attach importance to short-term outcomes, such as results after 1 or 2 years, when outlining the proposal for the project for which we received a grant at a later stage. We highlighted our intention to develop a system that would lead toward the future. Nevertheless, we included outcomes that were likely to materialize in a short time in the application form, although the project was designed for the long-term (20 to 30 years). I think proposals that do not include a short-term vision will not look attractive.

**Program Officers (POs) of the Foundation carry out surveys every year to learn what is required within the current framework of the International Grant Program and amend the Program accordingly. It even undergoes a complete change once every few years. We urge those who are considering to**

**apply not to hesitate, but to get in touch with POs to initiate communication.**

4

**Toward the development of places that nurture empathy**

**We intentionally invited people from different sectors to participate in today's dialogue.**

*I feel as though I have acquired fresh perspectives or lenses.*

▼N I felt empathy during the site visits arranged through this dialogue program. I also agree with the stories of some of those who are implementing different projects. On the other hand, there were times where the discovery of different views shifted my perspective or allowed me to acquire fresh ones.

▼TK My previous media job brought me to Sendai in the wake of the earthquake. This time, I could objectively see how much things had changed since then. I talked about earthquakes, tsunamis and reconstruction with people in Aceh, as well as differences and commonalities between us. What impressed me was the empathy that I felt this time. You are all implementing different projects thanks to the grants provided by the Toyota Foundation. I feel as though I can visualize the outlook of our project, after hearing the stories of those who have already completed their projects.

▼U While I could not imagine what would happen before participating in this

dialogue program, the experience of sharing with people of different backgrounds has allowed me to look at things from which I previously looked away. As for my project, I feel as though I have acquired fresh perspectives or lenses. I would like to share this experience with others.

▼F When I participated in the art activity organized by Mr.Kadowaki for people with disabilities, I felt that the environ-

ment developed for group members who trust each other was very welcoming and enriching. Dialogues tend to become discussions to pursue justice if done rigidly. People are diverse and some may not be able to participate in such dialogues. I was moved because it was such an enriching place developed not only through dialogues, but also by nurturing and sharing creativity.

▼O I realized once again that communities can connect via a network of empathy. It was very good that three members from Indonesia, where Sharia law is being adopted, attended and engaged in today's dialogue.

Global nations are not in sync and we are witnessing protectionism. This is a critical era to discuss what kind of role Japan should play in international cooperation. I hope that at this time, the Toyota Foundation, as a major organization that represents Japan, sends a clear message not to let international cooperation regress. I also feel that those who have received a

grant find the Toyota Foundation accessible. This must be the result of their communication with POs. I think this mutual relationship can be utilized more from both sides.

**We communicate with grantees whenever necessary and make efforts to participate in the field works and symposiums related to their projects.**

**We also organize workshops for all grantees the day after the grant giving ceremony, and have set up a grantee-only Facebook group each year. Interactions among grantees from different years are something we need to look into in the future.**

▼F Grantees of any foundation are hoping that grant providers will keep an eye on their progress even after their projects have been completed. They want to let grant providers know that changes have occurred thanks to the grants they received. In that sense, I am extremely happy to have been invited back many years after my project. It is good to simply share a meal together. By bringing people together who are working toward a goal, they might come up with new ideas or support each other to start new projects.

**We received excellent feedback on the Toyota Foundation through this dialogue. We are hoping to develop initiatives that continuously support the relationships among grantees. Thank you.**



## MESSAGE FROM THE TOYOTA FOUNDATION



**Selection Committee Chair**

Professor, Faculty of International Social Sciences, Gakushuin University

### Akira Suehiro

Since its establishment in 1974, the Toyota Foundation has fostered grant activities in Asia for more than 40 years. Its prospectus claims the Foundation views events from a global perspective as it works to support activities that bring broad, long-term benefits to society. It identifies issues in a wide range of fields in line with the needs of the times, including human and natural environments, social welfare, and education and culture, and provides grants for research and projects that address these issues.

A grant-making foundation is principally expected to demonstrate its ideas and philosophies through its grant programs and by doing so contribute to the establishment of an affluent society. The Toyota Foundation

has allocated program officers from its inception who have been creating grant programs and building bridges between projects and society. This three-series dialogue is also arranged by the program officers. They have met with grantees in person and committed to share the achievements of projects, unique characteristics of participants and their frank opinions, regardless of the differences in countries, fields and status.

In the field of academics, the goal is perhaps to present conclusions or make recommendations based on research and study. However, the grant projects of the Toyota Foundation have an additional component—the grantees further realize their ideas, address issues through interactions with society and aim to produce new value. In this process, failures might be the result of boldly tackling difficult issues, and we can probably state that one important aspect of private foundations is fostering second chances.

Moreover, as stated in the dialogue, we believe that it is necessary not only to seek cost-effective performance, but also to measure project outcomes using two criteria: social contribution and a longer timeline. Because

we often hear from groups conducting excellent projects that the catalyst was, in fact, a Toyota Foundation project from 10 years ago. How can we support activities that do not instantly produce outcomes? That is where the capability of the foundation is required.

In the International Grant Program, since fiscal year 2016, we have set an “Open Field” to accept projects from a wider range. Also, since fiscal year 2018, we have stated the required aspects of projects in the key words “transnational,” “cross sector,” “mutual learning” and “foresight” and deepened the emphasis on structures of members and approaches to issues. As the scheme for skills and knowledge is complicated and the specialization of fields has accelerated, we believe it is important for grant-making foundations to embrace free-thinking and unique ideas that transcend, cross and bend the borders of specialties. By centrally setting “interactions” and “mutual learning,” continuously expanding fields for grants, and accumulating specific cases, we are hoping to see “the Toyota Foundation Way.”

## The International Grant Program Team



### Kenta Kusuda

As stated in the guidelines, our International Grant Program anticipates projects that can form a cooperative and creative alliance by fostering a process of mutual learning, instead of conventional linear relationships such as supporter and supportee or instructor and trainee. This can be applied to the relationship between the Foundation and the project members. That is to say, we hope to be involved with grantees as equal partners in tackling common issues beyond such a superficial relationship as grantor and grantee. From that perspective, we believe that this dialogue is one of the outputs produced by the ideas of the program. We appreciate all participants who addressed our relentless requests and provided productive moments!



### Tomomi Maekawa

I felt that I could be part of the actual involvement in grantees' projects that essentially could only be experienced by joining the project as a participant. These experiences seem to have a variety of elements, such as a spirit to face challenges, a sense of achievement and uncertainty. I deeply appreciate the warm cooperation of all participants and local individuals and organizations that kindly helped us with the dialogue series. It was a wonderful time for me to learn that there is great potential in field-based mutual learning. Through this dialogue series, it was indicated that this field-based mutual learning can be a method for bringing about many more new perspectives and developments when it is carried out beyond the boundary of each project.



### Michiru Sasagawa

When documenting the concept of a grant program, we mainly use abstract and general expressions like “cross sectoral cooperation,” “sharing experience” and “direct exchange of knowledge.” In this dialogue series, we believe that we have successfully highlighted what actually happens at the site of each project. I hope that this will help you to share the approaches and changes in values that include failures and accidents.



### Hideo Tone

To address any issue, we need to collaborate with others. However, it might be impossible to completely understand them due to a variety of barriers, such as languages, different values and also sectors and organizations. Still, through the dialogue, I have learned that we were able to support our grantees to create space and continue their efforts to understand each other and to build empathy among the region for a better future through our grant program.

## ABOUT THE TOYOTA FOUNDATION

The Toyota Foundation is a grant-making foundation established in 1974 by the Toyota Motor Corporation. The Foundation views events from a global perspective as it works to support activities that bring broad, long-term benefits to society. It identifies issues in a wide range of areas in line with the needs of the times, including human and natural environments, social welfare, and education and culture, and provides grants for research and projects that address these issues.



## INTERNATIONAL GRANT PROGRAM OF THE TOYOTA FOUNDATION

Since 2013, the Toyota Foundation have been setting our main focus on “common issues in Asia” on its International Grant Program. Three themes, namely Aging, multiculturalism by international migration, and environment-related issues with particular focus on consensus building and renewable energy in local communities in Asia are our target issues in the beginning. During the first few years, we have found that cultural and philosophical dimensions are also critically important to understand the backgrounds of challenges in local communities. Also, the approach we had supported, which were mutual learning through exchanges and sharing experience beyond sectors as well as international boundaries, can be integral portion and

applicable to other efforts.

In this regard, we redesigned our International Grant Program. In addition to include cultural dimensions and make no conditions on its target issues, we put more focus on supporting local players on the ground to go beyond sectors and their collaboration.

Current and coming challenges in the world are too complex and cross border and multi-sectoral cooperation are essential to find signs of solutions.

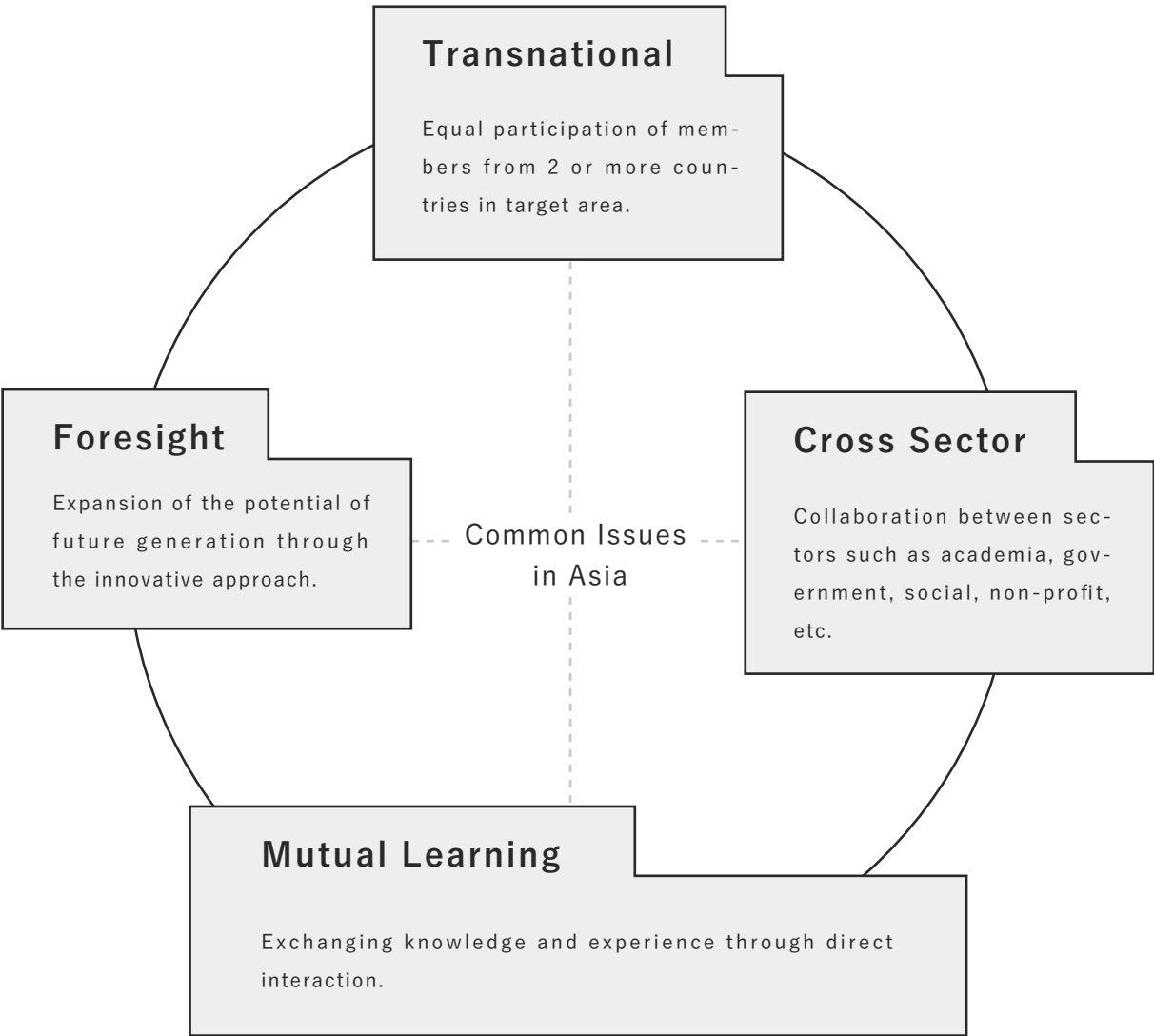
We hope our International Grant Program supports to connect leaders in all sectors from the ground up in our neighboring East and Southeast Asia.



# FOR FUTURE APPLICANTS

In 2018, the International Grant Program of the Toyota Foundation provides grants to the projects which address the common issues in Asia.

With multinational teams comprised of participants from diverse backgrounds, projects can avoid conventional linear relationships, such as “supporter and supported” or “instructor and trainee,” and instead form cooperative and creative alliances that consider, act on, and construct solutions to shared issues. The grant program anticipates that these partnerships, which extend beyond such factors as nationality, age, and organizational affiliation, will produce significant social change through fostering a process of mutual learning.



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