



THE TOYOTA FOUNDATION

Annual Report

Report for Fiscal 2013



Cover picture : people have relaxing time around Hoan Kiem Lake, Hanoi, Vietnam. Many Asian countries, who currently consists of young population, started to face challenges caused by rapid aging.
Photo by : Kaori Osawa(Group for International Grants)



Chairman: Hiroshi Okuda
President: Atsuko Toyama
Founded: October 15, 1974

Shinjuku Mitsui Building 37F, 2-1-1 Nishi-Shinjuku,
Shinjuku-ku, Tokyo 163-0437, Japan
Tel: +81-3-3344-1701 Fax: +81-3-3342-6911
<http://www.toyotafound.or.jp/english/>

Copyright © The Toyota Foundation All Rights Reserved.



CONTENTS

Message from the President 2

Activity Report

Looking Back the Toyota Foundation's FY 2013 .. 4

Report on Grant-related Activities

Administrative Issues and Initiatives for Our Grant Programs 10

Research Grant Program 12

International Grant Program 16

Grant Program for Community Activities in Japan ... 20

Great East Japan Earthquake "Special Subject" ... 21

Communication with Society Program 23

Initiative Program 24

Interview

Interview with Dr. Yasuhide Nakamura, Former Selection Committee Chair, Grant Program for Community Activities in Japan 25

Accounting Report

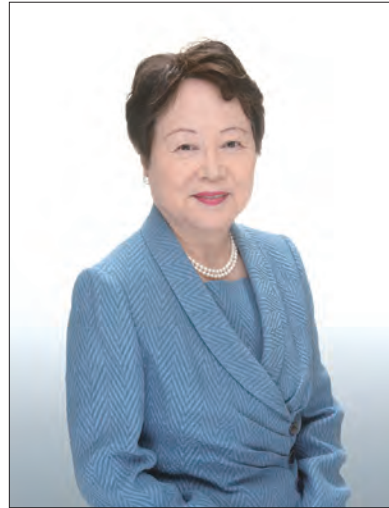
Balance Sheet 27

Statement of Changes in Net Assets 28

Officers and Trustees

Officers and Trustees 29

Message from the President



Atsuko Toyama
President
Toyota Foundation

Introduction

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

Since our establishment in 1974, we have provided a total of around 17.2 billion yen in grants to over 7,700 projects both in Japan and overseas in pursuit of our goal of “contributing to the realization of a human-oriented society for the sake of greater human happiness.” Thanks to the efforts of everyone involved, these grant activities have been well received.

Looking back, we can see that fiscal 2013 included some proud moments for people in Japan, including the announcement that Tokyo will be hosting the 2020 Summer Olympics and Paralympics, as well as the triumph at the Sochi Winter Olympics of figure skater Yuzuru Hanyu, a native of Sendai in northeastern Japan whose gold medal inspired many people living in areas of that region devastated by the 2011 earthquake and tsunami. The year 2013 also saw the official registration of Mount Fuji as a World Heritage Site, an effort that I have been involved with in various ways.

The past year was also one in which I think Japan began to present a new face to the world, bolstered by good news on the

economic front, including the strong message and results of “Abenomics,” which garnered global attention. The increase in the number of foreign visitors to Japan during this same period also attests to the positive change that the nation is undergoing. At the same time, though, Japan continues to face many worrisome problems, such as the heightened tensions among neighboring countries in East Asia as well as the graying of society and low birthrate that has led to a rapid population decrease, particularly in rural communities.

In the midst of this environment, the Toyota Foundation, as a public interest incorporated foundation, will continue to pursue our grant activities while seeking to cooperate with private nonprofit organizations and other sectors with an eye to bringing about a better society by means of contributing even more to the public good.

A Look Back at Fiscal 2013

I would like to take a look back at the activities of the Toyota Foundation in fiscal 2013, beginning with our Research Grant Program.

The theme for our Research Grant Program last year was “Exploring Knowledge to Build a Better Future.” In addressing this theme, we set up a grant framework for research that contributes directly to solving concrete problems facing the real society, along with a separate framework that goes beyond the short-term solving of problems to pursue the creation of new values and principles that can become the foundations for society in the future. The creation of these values and principles takes place in a dimension separate from conducting evidence-based research. In order to convey this point clearly to researchers applying for grants, in consultation with the group members in charge of the Research Grant Program and outside experts we revised the wording and structure of our Project Proposal Guidelines used to solicit grant applications in fiscal 2013. As a result of this revision, there was an increase in the number of ambitious proposals suited to the aims of our program, and I think we were able to provide grants to major pioneering projects of social significance. As in the case of all research, however, a certain amount of time must elapse before the results can be manifested. For this reason, it is likely that we will need to continue for some time to monitor the response to the changes we have made to the program’s theme.

Next, I would like to touch on our International Grant Program. The program responds to the rapid economic growth and related social changes in Asian society, as well as the corresponding

transformation in the relationship between Asia and Japan. With this as the focus, the program is now at the reevaluation stage over two or three years, including the rethinking of its overall direction. Ever since our founding, the Toyota Foundation has provided grants to people in Asian countries, particularly Southeast Asia, to support their international exchange efforts centered on translation-publication programs and initiatives to preserve elements of their indigenous cultures, such as historical documents or temple murals. These grant programs were later expanded to include various projects in such fields as community development. However, with the remarkable level of change in Asian society in recent years and the progress made in securing a certain level of investment funds within the Asian region, the problems facing those societies have come to qualitatively resemble those in Japan. Based on this situation, our International Grant Program Group has consulted with external experts with the aim of building a new, future-oriented partnership going beyond the previous “donor-recipient” relationship by narrowing the focus to the three spheres of “Aging society,” “Multicultural society,” and “Consensus-building on local environmental issues.” In relation to that, we have established a new framework for providing grants that involves international cooperation—and mutual learning—between Japan and four Asian countries. In line with this, the new framework asks grantees to produce policy recommendations as the results of grant project activities. We view this as a new attempt to achieve the maximum benefits from limited grant funds as a means of enhancing society.

Next, there is the Grant Program for Community Activities. This program had taken a number of different directions over the years with regard to its priorities and other aspects, but since fiscal 2004 it consistently has been providing grants based on the idea of comprehensively supporting efforts to address the problems facing local communities across Japan. In fiscal 2013, under the theme of “Connecting People, Activating Localities: Toward Vibrant Communities,” it provided grants to sustainable, enthusiastic projects that aim to directly solve problems by fostering the independence and interrelations of community members. The Grant Program for Community Activities elicited a strong response when it was first launched. In the 10 years since then, the situation in Japan has changed and the stock of previous grant projects has also accumulated to quite a large number. This led us to seek third-party views to evaluate the activities of the program up to now. Based on the results of this evaluation, in fiscal 2014 we want to strive to focus the program more on grant activities whose content is geared to the current situation in Japan.

Another aspect of the Grant Program for Community Activities is the continuing provision of grants to support the recovery effort in parts of northeastern Japan impacted by the 2011 earthquake and tsunami. Three years have already passed since the disaster struck on March 11, 2011, but many of those affected by the disaster still have no choice but to live in temporary housing units. Now that the initial period of emergency response has come to an end, however, the disaster areas have entered a phase where the focus is on recovery. Our disaster-relief projects were transitional measures, but taking the new stage of recovery into account, in fiscal 2013 we introduced a program that provides grants to allow people involved in rebuilding their communities to visit Kobe, Chuetsu, Okushiri Island, and Genkai Island to meet with members of those areas who also experienced major earthquakes or tsunamis in the past and learn from their experiences while also observing firsthand the current conditions in those areas. We want this framework of assistance to the areas affected by the 2011 Great East Japan Earthquake to continue to meet the needs of those in the disaster areas.

The framework of our Initiative Program has also responded to that disaster during the three years since fiscal 2011 by offering a joint grant project with the Panasonic Education Foundation based on the concept of “Building Places for the Children and Growing the Next Generation.” This initiative came to a close in fiscal 2013, but we hope that it achieved its purpose of aiding the sound growth of children affected by the natural disaster that struck in 2011.

Future Outlook

The Toyota Foundation will reach the milestone of its 40th anniversary on October 15. We were the first private grant-providing body in Japan to rely on specialists, whom we call “program officers,” to formulate the plans for our grant programs. There is a risk, though, that the job of providing grants could fall into a routine of merely distributing available funds to various projects. To avoid that situation, we think it is important for those involved in providing grants to always ask themselves whether the grant will indeed be useful to society.

Your guidance and encouragement are essential in order for the program officers and other Toyota Foundation staff to better fulfill their roles. Let me conclude by expressing my hope that you will continue to provide us with frank and constructive advice and feedback in fiscal 2014.

July 2014

Looking Back the Toyota Foundation's FY 2013

Presented herewith are the images of symposium, workshop, and, ceremony which the Toyota Foundation was involved with.

The Toyota Foundation and the Panasonic Education Foundation Common Project for the Great East Japan Earthquake Relief

Debrief Meeting: "Building Places for the Children and Growing the Next Generation"

Location: Shinjuku-ku (Tokyo), April 22, 2014

A meeting was held to present the final report on activities carried out over a three-year period from fiscal 2011 for a grant project administered jointly by the Toyota Foundation and the Panasonic Education Foundation titled "Building Places for the Children and Growing the Next Generation." The aim of the joint project was to become better acquainted with the difficult conditions facing children in areas devastated by the 2011 earthquake and tsunami in order to create spaces that allow children to form new bonds. At the event, three groups that received grants under the project made presentations on their activities. This was followed by a workshop in which participants shared information on the results of their activities and deepened their discussions on the importance of broadly conveying such results to society.



① President Atsuko Toyama delivers the opening address. ② Professor Tetsuya Murakami (Nihon Fukushi University), coordinator of the event, offers his remarks at the meeting. ③ Selection Committee Chairperson Dr. Yasuhide Nakamura addresses the meeting. ④ ⑤ The workshop featured lively discussions among the participants, including President Toyama.

Research Grant Program in Response to the Great East Japan Earthquake "Special Subject"

Report Meeting: The Grant Program for Policy Recommendation Regarding the Fiscal 2012 Research Grant Program in Response to the Great East Japan Earthquake

Location: Sendai (Miyagi Prefecture), February 20, 2014

The policy recommendations by nine groups that received grants under the framework for fiscal 2012 research grants were divided into the following three sessions: "The lives of people in the recovery process," "Infrastructure issues during the recovery process," and "Participation issues during the recovery process." Reports were made on each of these activities. A variety of recommendations were submitted, including the creation of woodland seawalls to protect biodiversity, using woodchips to pave roads, building temporary housing and publicly provided housing suited to resident needs, and creating participation-based digital maps that can respond to changes in the disaster areas. During the Q&A session after the presentations, participants asked specific questions that shed light on the situations in their respective communities

and the issues they faced. The diversity of the recovery-related policies and information at the session revealed the high level of needs that exist in those communities.



① Ms. Chiho Wakana explains a project to preserve and enhance community transportation. ② Presentation by Mr. Taichi Furuhashi on the participation-based project to create maps. ③ A lively exchange of opinions took place among the many participants.

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

Kick-off Meeting: Grant Program for Community Activities for Fiscal 2013, Great East Japan Earthquake "Special Subject"

Location: Morioka (Iwate Prefecture), April 17, 2014

The fiscal 2013 Great East Japan Earthquake "Special Subject" within the Grant Program for Community Activities, provides support to groups involved in rebuilding communities in disaster areas of northeastern Japan by funding trips for the community members to visit other communities that have suffered from earthquakes or tsunamis in the past—such as the islands of Okushiri and Genkai and the areas of Chuetsu and Hanshin-Awaji—to observe and learn from the results of their recovery. The kick-off meeting gathered together representatives from those four parts of Japan and the grant recipients. The host organizations in those four areas made presentations on the process of recovery from the time of the disasters they suffered up to the present day, and the grant recipients reported on the issues they face in their recovery efforts and the hopeful insights they wished to gain from their visits. A reception was held on the evening of the event, during which grant certificates were presented to participants.



① Mr. Mitomu Sato from Okushiri Island, Hokkaido. ② Mr. Takumi Abe from Chuetsu, Niigata Prefecture. ③ Ms. Maki Tosue from Hanshin-Awaji, Hyogo Prefecture. ④ Mr. Atsushi Maki from Genkai Island, Fukuoka Prefecture. ⑤ ⑥ At the reception, grant certificates were presented to participants.

Midterm Workshop for Asian Neighbors Program's Special Purpose Grant: "Prospects for the Future"

What Is the Role of NGOs for International Cooperation?—Learning from Exchange Experiences and the Keywords for the "Prospects for the Future" Program

Location: Shinjuku-ku (Tokyo), July 19, 2013

A workshop was held to look back on the period of about six months since the launch of the Asian Neighbors Program's Special Purpose Grant: "Prospects for the Future" in order to share information regarding the result of experience sharing workshops conducted under the program and future plans, as well as to exchange opinions on the various reports presented on activities carried out under the program. The workshop was attended by 15 individuals from 10 recipient

organizations, who engaged in discussions on the overall arrangement of the program, the manner in which results have been disseminated, and other issues. The event culminated with the participants consulting one another about the final workshop to be held and the dissemination meeting.



① Session 1: Roundtable discussion to convey results of experience sharing workshops conducted under the program to date. ② Session 2: Small group discussions to sum up the "Prospects for the Future" program to date. ③ The commentator of the event was Mr. Michiya Kumaoka, professor of the Japan Institute of the Moving Image and former vice-chairperson of the Japan NGO Center for International Cooperation (JANIC) (second from right).

Final Workshop for Asian Neighbors Program's Special Purpose Grant: "Prospects for the Future"

Results-sharing Workshop: "Prospects for the Future"—Learning from the Experiences of 19 Organizations

Location: Shinjuku-ku (Tokyo), February 4, 2014

A workshop was held at the end of the grant program's one-year period for the participating organizations to report on the results of their projects and exchange views with each other. A total of 16 individuals from 14 recipient organizations participated. The results of the projects were shared in the "Prospects for the Future" reports that each of them submitted. The latter half of the workshop included a discussion of methods to summarize the program, the format for disseminating program results, and other topics, as well as consultations regarding the dissemination meeting to be held at the end of the fiscal year.



① Each organization delivered a report on the results of its activities over the past year. ② A "World Café" discussion was held to convey messages about the program as a whole. ③ Participants offered many key words or phrases regarding the program, including "Japan's civil society and NGOs," "Partnerships," "Learning from each other," and "Helping each other."

Dissemination Meeting for Asian Neighbors Program's Special Purpose Grant: "Prospects for the Future"

Future Prospects Envisioned by International Cooperation of Nongovernmental Organizations

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

A dissemination meeting was held to mark the end of the grant program period, providing an opportunity to present the core of the entire program, an overview of the organizations involved, and the results of their activities. The four participating organizations also used the event as an opportunity to convey information on their activities to fellow grant recipients and others, including NGOs involved in international cooperation, as well as members of the media and policy makers related to international cooperation at the Japan International Cooperation Agency (JICA), the Ministry of Foreign Affairs, and other organizations. In this way, the meeting paved the way for the sort of broad diffusion of information that we are aiming for in the future. The Toyota Foundation also has considered the possibility of having willing grant recipients disseminate information on their project activities in fiscal 2014 based on the results of the one-year special purpose grant.



① Scene on the day of the event. ② (From left to right) The commentator of the event Mr. Michiya Kumaoka, professor of the Japan Institute of the Moving Image and former vice-chairperson of JANIC, and Mr. Masashi Yamaguchi, secretary general of JANIC. ③ Participants get to know each other better at the reception after the meeting.

Grant Award Ceremony of the Research Grant Program and the International Grant Program

Location: Shinjuku-ku (Tokyo), October 31, 2013



- ① A view of the ceremony hall.
- ② Ms. Tamiko Tamura, a former grant recipient and president of the organization Dogulab, presents a report on her project activities involving traditional arts.
- ③ Grant recipient Mr. Shigeharu Nakachi of Kumamoto Gakuen University's Open Research Center for Minamata Studies.
- ④ Dr. Toshio Kuwako, chair of the Research Grant Program's Selection Committee.
- ⑤ President Toyama presents the grant certificates.

Grant Award Ceremony of the Grant Program for Community Activities

Location: Shinjuku-ku (Tokyo), April 19, 2014



- ① A mini-workshop on improving project administration was held as part of the award ceremony event.
- ② Event facilitators were Mr. Takaaki Kawashima, a fiscal 2011 grant recipient (and director of the association City Net Seeds of Growth), and Ms. Akiko Kawashima.
- ③ Professor Kazunobu Onogawa, a member of the Selection Committee.
- ④ President Toyama.
- ⑤ Commemorative photograph taken after the award ceremony.



Fiscal 2013 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.12:
"Exploring New Values for Society"

The Toyota Foundation solicited project proposals for its Research Grant Program under the theme of "Exploring Knowledge to Build a Better Future." In line with the announcement of our fiscal 2013 plan of operation, this issue of JOINT presents our views on fundamental aspects of research aimed at creating new social values without being bound by existing frameworks.



JOINT No.13:
"Fostering a Community-led Recovery Effort"

How much progress has been made on the road to recovery in the two and a half years since the Great East Japan Earthquake? That is the question posed in this issue of JOINT, which features a discussion between representatives of NPOs active in the disaster areas. The newsletter also includes articles and reports on the situation in those parts of Japan and the issues they face, as well as exploring what sort of assistance will be needed in the future.



JOINT Special Edition:
"In Memory of Honorary Chairman Eiji Toyoda: Learning Today from His Ideals"

In September 2013 Mr. Eiji Toyoda, the honorary chairman of the Toyota Foundation, passed away. Mr. Toyoda gave serious thought to formulation of the principles that would be the cornerstone for establishing the Toyota Foundation and to the shape of its activities, and he laid out those views on the direction of the new organization in the September 1974 "Establishment Prospectus." As we approach our 40th anniversary, the Toyota Foundation must build on the legacy bequeathed to us by Mr. Toyoda by learning from his outlook and principles, thereby paving the way for activities that can open up a new era.



JOINT No.14:
"Imagining a Better Society"

Offering policy recommendations is not a task limited to governmental and administrative bodies. All of us have ideas about changes to the status quo to improve society, and these ideas are the buds of future policy recommendations. This issue of JOINT takes a closer look at policy recommendations formulated by community members themselves.

Administrative Issues and Initiatives for Our Grant Programs

As the world enters an era that seems to represent a major turning point, what steps should the Toyota Foundation take in order to leave its mark on society? It is necessary for us to take a bird's-eye view of our activities and general

circumstances during the period extending from our establishment up to fiscal 2013, identify issues related to program administration, and clarify the approach needed to tackle those issues in the future.

The Assets of the Toyota Foundation

While briefly tracing our history, let us review some of the issues that the Toyota Foundation faces in administering grant programs.

The Toyota Foundation was established in 1974 based on a 10 billion yen endowment provided by Toyota Motor Corporation. This was a time when there were only just over 600 private grant-providing organizations in all of Japan. The newly created Toyota Foundation had three powerful assets that those other organizations lacked at the time: First, there were our principles of civic involvement, internationalism, and foresight, which are still universal values today. Second, we had access to significant financial resources by the standards of the day. And third, we were the first in Japan to introduce the specialized job position of "program officer" for the proposing and planning of grant programs. With these important principles and the returns from our ample endowment as the basis, we set about introducing grant programs formulated by our professional organization. This approach made the Toyota Foundation a groundbreaking organization among the private grant-providing bodies of the time.

In addition, the Toyota Foundation gave birth to precious intangible assets by creating an informational network between researchers and activists who shared the goal of wanting to pursue pioneering activities. These individuals eager to receive funding for their activities could visit the Toyota Foundation, which was an important source of funding, and enthusiastically share their plans. Even though this was done with the primary aim of receiving grant funds, the cutting-edge information shared with the program officers at those meetings was a valuable resource. Such valuable information was of enormous importance when it came to devising grant programs. Normally program officers would have had to expend a great amount of energy to gain such information, so it was a welcome approach to be able to gather the parties involved together to share information. Drawing on these powerful advantages, in the late 1970s the Toyota Foundation began to plan and introduce a number of forward-thinking programs, including the Grants for Citizens Activities program to assist community activities, which was based on our principle of civic involvement; the Know Our

Neighbors program, which sought to promote mutual understanding between Japan and Southeast Asia based on our principle of internationalism; and the Southeast Asian Studies Regional Exchange Program (SEASREP), which funded foresight-oriented multinational cooperative research in Southeast Asia.

Later Sources of Funding

As the 1990s drew to a close, the favorable conditions that had existed up to then began to come to an end. But it was also at this moment that the Toyota Foundation demonstrated its foresight. In 1998 the Law to Promote Specified Nonprofit Activities, or NPO Act, was established, which legally incorporated organizations bringing citizens together to perform activities contributing to society. Around the same time, international exchanges between Japan and Southeast Asian countries were becoming much more common.

In line with the legal changes and the growing prominence of grant funding in Japanese society, it became possible to organize into multiple layers the private grants and public subsidies targeting a broader range of people in this later period, from the national to the local level. The funds available in this period were often quite large in scale. This meant that the high-value information that the Toyota Foundation had gathered up to that point began to be dispersed, and we were no longer able to enjoy exclusive use of that information.

During the same period, a number of changes also occurred in quick succession. First of all, interest rates began to fall to the low level at which they have continued to the present. Following this, the returns of the Toyota Foundation on its endowment began to steadily decrease, despite additional funds provided by Toyota Motor Corporation. This led to a plateauing of the scale of grants, which in turn made program officers reluctant to draw up plans for new grant programs. Since the size of grant funds was not increasing, the only way to introduce new grant programs was to scrap existing ones—a decision that required a fair amount of courage to enact. In a situation like this, it was natural for the conservative mindset to emerge of wanting to preserve existing programs, which already were well-developed and had gained recognition within society.

The Toyota Foundation did, in fact, continually try out new grant programs created in consultation with outside experts. But these programs were not as stable over the long term as we might have hoped. Basically, most of the changes amounted to rethinking the frameworks of existing programs without fundamentally altering their structure. This meant that the work of program officers at the time was mainly centered on simply selecting projects and distributing grant funds.

Undertaking New Challenges

As the problems facing Japan and the world are becoming even more acute, the activities of the Toyota Foundation have entered a new phase. Japan has had to deal with the unprecedented natural disaster that struck in March 2011, delivering a major blow to communities in the disaster areas, which have had to grapple with the urgent task of recovery. On top of this, Japan's other domestic issues are becoming increasingly evident, starting first and foremost with the problem of its declining population. Turning to the international scene, we see that the economic growth among Asian countries has led to changes among countries in the region, with Japan losing the predominant economic status it once held. Instead of Asian countries simply being on the receiving end of Japanese aid, as was the case previously, now Japan is in a position where it will need to draw on the wisdom and knowledge of its neighbors. The demands of this new period, in which social problems are much more acute than before, have heightened the need for the Toyota Foundation to formulate new grant programs aimed at responding to those problems. We think that this will lead to solutions to the issues touched on earlier with regard to the administration of our grant programs.

There are two hurdles that have to be cleared in pursuing this goal, however. First, in order to start up new grant programs, it is vital to build up a human network for obtaining and evaluating primary information. In the past we were able to adequately keep pace with the situation by simply waiting for information to be brought to us from project sites by those involved. But now it has become necessary for our program officers to be much more proactive in tracking down such information. The second hurdle concerns the need to create a framework for disseminating the results of activities to the Toyota Foundation's stakeholders. Now that we are faced with such pressing issues as the recovery effort following the Great East Japan Earthquake and the response to Japan's dwindling population, it is important for us to be able to explain clearly what direct results our grant program activities have had in addressing such issues. This is also a task that requires agility and a quick response.

Holding Study Seminars Linked to Grant Programs

Great progress was made in fiscal 2013 toward surmounting both of these hurdles. Traditionally, the Toyota Foundation has focused on providing grants to people in Asian countries, especially Southeast Asia, but starting from that fiscal year a major change was implemented in our grant programs. We shifted our focus away from

frameworks for a broad range of projects under a unified concept toward the specification of concrete topics, such as the graying population or multiculturalism, and the pursuit, in relation to those topics, of the formulation of policy recommendations and international cooperation between Japan and multiple Southeast Asian countries. In administering grant programs capable of addressing such key social issues, and doing so in a way that also leads to policy proposals, the Toyota Foundation needs to create a network of experts who can provide advice and useful information to our program officers. Toward this end, in fiscal 2013 we began to hold regular study seminars bringing together experts from universities, government bodies, and NGOs to discuss such topics as the graying of the population. These meetings provide an opportunity for participants to share information on what is happening and exchange opinions on project plans related to the current situation and the future direction of grant programs. It was the first time in some years for the Toyota Foundation to hold such in-house seminars directly linked to the focal issues of grant programs.

Holding Dissemination Meetings

In line with the study seminars, we held a meeting in Tokyo in March 2014 to present the results of our fiscal 2012 "Prospects for the Future" grant program that aimed for NGOs involved in international cooperation within Japan to conceptually clarify the direction of private-sector international cooperation in the future. We also held a separate meeting in Sendai in February of the same year to report on the results of a grant program aimed at encouraging university and NPO staff involved in the recovery from the Great East Japan Earthquake to formulate policy recommendations.

There is room for improvement with regard to the format of such meetings to present the results of grant programs, but we were pleased by the positive feedback received from participants. In the years ahead, rather than holding meetings for each individual project, it will become increasingly important for the work of our program officers to conduct such meetings conveying information on grant programs as a whole so that information on results can be shared across a broader spectrum. For fiscal 2014, our plan is to expand the scale of the meetings to present results regarding our "Prospects for the Future" program.

In Conclusion

Based on the domestic and international situation in fiscal 2013, we think it is likely that in fiscal 2014 and thereafter we will continue to address the ever-more acute social issues facing us. In doing so, our bedrock principles from the time of our establishment will remain firmly in place, namely, the three principles of civic involvement, internationalism, and foresight. Moving forward, our hope is that, led by our proactive program officers and in collaboration with all of our valued stakeholders, we will strive to establish grant programs based on those Toyota Foundation principles and to broadly disseminate the program results.

Research Grant Program

Theme: “Exploring Knowledge to Build a Better Future”

Summary

Application Period: April 1 to May 7, 2013

Period of Grants: One year or two years, beginning November 1, 2013

Grant Types: Category A (Joint Research Grant), Category B (Individual Research Grant)

A1: Research that Aims to Explore New Social Values

A2: Research that Addresses Social Issues

B: To Build a Better Future

Amount of grants: Category A: Up to around 5 million yen a year per project

Category B: Up to around 1 million yen a year per project

Overview:

Attracting Ambitious Projects

The content of the program in fiscal 2013 followed that of the previous fiscal year, widely soliciting proposals for ambitious research projects aimed at building a better future. The dual frameworks of “Category A” for joint research grants and “Category B” for individual research grants were established, with “Category A” divided into A1 “Research that Aims to Explore New Social Values” and A2 “Research that Addresses Social Issues.” Close attention was paid to the clarity of the format, wording, and other aspects of the project proposal guidelines to ensure that program goals were adequately conveyed to applicants and that proposals consistent with its fundamental aims were submitted.

Despite a slight dip in certain countries, overall the number of proposals remained steady, with a broad range of proposals for each project framework spanning a wide range of fields. Many of the proposals received reflected clearly the careful consideration and preparation of the applicants. The Selection Committee noted in particular an increase in the number of proposals corresponding to the objectives of A1, which had previously not been the case. Especially noteworthy was the number of proposals, especially among younger researchers, aimed at contributing to society by incorporating the activities of a wide range of participants. The Selection Committee anticipates the program will further inspire ambitious proposals.

Following the selection of grant projects, the Grant Award Ceremony was held in conjunction with the International Grant Program. Prior to the ceremony an event titled “To Make the

Best Out of the Grant: Learning from Past Projects Granted by the Toyota Foundation” was held in order for former grant recipients to report on past projects. Current grant recipients listened in earnest as their predecessors spoke about the essence of the grant program and how to carry out a project in a way that best reflects the program’s objectives. We hope this sharing of knowledge and experience will greatly benefit grant projects carried out in fiscal 2014, helping to contribute to a better future.

Research Grant Program for Fiscal 2013

Comments by Selection Committee Chair Dr. Toshio Kuwako

The Research Grant Program 2013, “Exploring Knowledge to Build a Better Future,” is composed of the following three categories: “Research that Aims to Explore New Social Values (Joint Research Grant A1)”, “Research that Addresses Social Issues (Joint Research Grant A2)”, and “To Build a Better Future (Individual Research Grant B)”. For all three categories, the aim is to provide grants to forward-looking research projects geared to solving problems. In general, academic research projects are expected to arrive at objective, scientifically verifiable results. For our program, however, the goal is for grant recipients to engage in the sort of ambitious research projects that go beyond the boundaries of conventional academic research.

The framework for this year was only just launched in the previous year, and during that year the program achieved inadequate results both in terms of the number of proposals submitted and the number of projects selected. This

Grant Results () Fiscal 2012

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Joint Research A1	126 (149)	6 (5)	35.4	40.0	4.8 (3.4)
Joint Research A2	184 (236)	8 (8)	41.1	40.0	4.3 (3.4)
Individual Research B	327 (495)	19 (21)	23.5	20.0	5.8 (4.2)
Total	637 (880)	33 (34)	100.0 (95.09)	100.0 (100.0)	5.2 (3.9)

was perhaps because both researchers and members of the selection committee found it difficult to give shape to the objectives of the program, based on existing methods of research. We have determined, however, that understanding of the program principles has gradually improved during the current year. We base this view on our impression that there surely has been an increase in the number of proposals for ambitious research plans.

The decisions made on which projects to award grants was the outcome of lengthy, multifaceted discussion among the members of the selection committee, which is composed of professors with a wide array of expertise. One difficulty in particular for the committee was the question of how to draw the distinction between the proposals for A1 and those for A2 as there had been quite a number of proposals sitting on the boundary between the two categories. This seems to show, however, that there were many proposals for research that seeks to create new values through an engagement with concrete issues. I think this attests to how well those submitting proposals have understood the aim of the Toyota Foundation Research Grant Program.

For the A1 category, there were a noticeable number of proposals for projects that aim to come up with new ways of looking at the relation between human beings and nature. More specifically, this includes research projects aimed at improving soil conservation by going beyond vertically segmented systems of government administration and policy, searching for the richness of the culture of farming through using and conserving indigenous crops, and fostering aquatic culture in urban areas by preserving pond areas.

The A2 category was characterized above all by proposals for research related to medical, health, and psychological care. These confront a variety of problems facing people

and societies, including the issues of bullying and emotional problems, psychological problems for those affected by leprosy or by the radiation from the Fukushima nuclear disaster, and the transformations of families in Asia.

For category B, the Individual Research Grant, it was touching to see how many pioneering young researchers submitted proposals, particularly women. The variety of research themes included the issue of war and its psychological effects; the culture of medical care; urban hygiene; rehabilitation of criminals; and the rebuilding effort in the Sudan region of Africa. Tackling such serious social problems requires strong motivation and the courage to face difficulties. It is wonderful to see young researchers who are willing to undertake such challenging research. I was particularly surprised to see how many young women submitted research proposals. The researchers are likely to encounter a variety of risks at the frontlines of their activities, so I hope that they will engage in sufficient risk management and arrive at fruitful research results.

The results of the selection process demonstrate how young women have been fostered as researchers and that these young female researchers have been strongly attracted to the Toyota Foundation Research Grant Program. As a member of the selection committee, it is very gratifying to see that the selection results for the program has sufficiently met the expectations towards gender equality, which has also been highly sought after in the field of academic research.

Category B targets individual research, but there were a noticeable number of proposals for research that envisages cooperation with other researchers and stakeholders. Although it is difficult for a young researcher to head up a research group, we would like to see proactive efforts to extend an individual research project into a joint research endeavor, taking into consideration the connection between category B and category A1 or A2.

I hope that the young researchers will not only engage diligently in their research but also capitalize on the opportunity of receiving a grant in order to hone their leadership skills. I would like for them to consider the fact that the Toyota Foundation Research Grant Program focuses on the development of research that goes beyond the conventional framework of academic research to also include the fostering of the researchers themselves.

The table below lists the number of proposals and grants, as

well as the acceptance rate, for the Research Grant Program during the current year. I hope that the grant recipients will gain a firm understanding of the program's principles regarding research that contributes to society and also carry out solid management of their research projects in conjunction with the outstanding program officers of the Toyota Foundation.

I look forward to the outcomes of the grant recipient's endeavors.

List of Grants Research Grant Program

TYTID	Project Title Project Leader Position, Organization	Grant Amount (Yen)
Joint Research Category A1		
D13-R-0053	Institutional Design for Sustainable Conservation of Natural Resources: Institutional Design for Enacting a Soil Conservation Act Tomoyoshi Murata Senior Researcher, National Institute for Environmental Studies	5,700,000
D13-R-0401	International Joint Research on the Concept of the "Elastic Public Sphere" in Cambodia Fuyuki Makino Assistant Professor, Graduate School of Asia-Pacific Studies, Waseda University	5,500,000
D13-R-0413	How Can We Maintain "Richness" of Agriculture? : Focusing on Utilization and Protection of Heirloom Crops Ryoto Tomita Assistant Professor, Graduate School of Agriculture, Shizuoka University	4,000,000
D13-R-0577	Localizing Biodiversity: Introduction of an Environmental Education System to Support Spontaneous Conservation Efforts by the Local Community in Western Tanzania Michio Nakamura Associate Professor, Wildlife Research Center, Kyoto University	8,000,000
D13-R-0669	A New Concept on Water Culture Utilizing the Multi-function of Urban Lakes in Jakarta Metropolitan Area Ami Aminah Meutia Project Researcher, Research Institute for Humanity and Nature	5,100,000
D13-R-0762	From Fukushima to the World from Past to Future: An Interdisciplinary, Practice-Oriented Project to Build a Global Network of Hibakusha and Archive their Narratives Hiroko Aihara Representative Director, Japan Perspective News, Inc.	7,100,000
Joint Research Category A2		
D13-R-0011	Development of Warm-hearted School-community Environment through Mutual Support of Children: Education of Students to Make Them Able and Willing to Help Peers Suffering from Bullying and Mental Difficulties Tsukasa Sasaki Professor, Graduate School of Education, The University of Tokyo	6,000,000
D13-R-0015	Using Life Reviews to Preserve the Narratives of Hansen's Disease Survivors and Improve Nurses' End-of-life Care Skills Makiko Kondo Associate Professor, Graduate School of Health Sciences, Okayama University	3,400,000
D13-R-0055	"Product-based Ethnography" of a Ladakhi Village in Northern India: Challenges of Alternative Approaches to Research Aimed at Contributing to Local Societies Takayoshi Yamaguchi Research Fellow, National Institute for Agro-Environment Science	3,500,000
D13-R-0088	Development of a Continuing Care Model for Older Adults With Stroke in Cantho City, Vietnam Tran Thi Hanh Head of Office, Office for Scientific Research and International Relations, Cantho Medical College	4,500,000
D13-R-0113	Towards the Farmland Development along Senegal River in Mauritania: Flood Control and Traditional Custom of Water Resource Management Mitsuteru Irie Associate Professor, Alliance for Research on North Africa, University of Tsukuba	7,600,000
D13-R-0144	Post-Catastrophe Cultural Psychotherapy: Lessons from Chernobyl and Fukushima Osamu Ieda Professor, Slavic Research Center, Hokkaido University	7,000,000
D13-R-0151	The Socio-Economic Transformation and the Crisis of the Family in Asia Margarita Estevez-Abe Associate Professor, Maxwell School of Citizenship and Public Affairs, Syracuse University	6,000,000
D13-R-0843	Towards a Proposal to Improve the Legal System for the Continual Use of Historical Buildings Toru Ajisaka Professor, Graduate School of Science and Engineering, Kagoshima University	3,100,000

List of Grants Research Grant Program

TYTID	Project Title Project Leader Position, Organization	Grant Amount (Yen)
Individual Research Category B		
D13-R-0016	Picturing What War Has Brought to Soldiers' Mind and Body: Focusing on "War-Neurosis" in Japanese Imperial Army Eri Nakamura Graduate Student, Graduate School of Social Sciences, Hitotsubashi University	800,000
D13-R-0102	Dynamics of the Diffusion Process of Afforestation Technique in the Village of East Africa Ryugo Kurosaki Associate Professor, Faculty of Education, Fukuoka University of Education	500,000
D13-R-0121	Changes of Reproductive Ability and Genetic Structure in Bryophyte Species Affected by the Fukushima Nuclear Accident Emiko Oguri Assistant Professor, Graduate School of Science, Hiroshima University	1,600,000
D13-R-0142	Medical Anthropology of "Savage Healers": The Hybridized Healing Cultures in Okinawa Island and Psychotherapy Kaito Towhata Clinical Psychologist, Nakama Clinic	950,000
D13-R-0175	Sexual Violence against Children in Aceh: Researching Backgrounds and Exploring Local Value to Reconstruct 'New' Socio-Cultural Mechanisms of Child Protection Eka Srimulyani Lecturer, Islamic University of Ar-Raniry	350,000
D13-R-0196	Why They Do Not Utilize Disinfection Technology: A Perspective from a Least Developed Country-Myanmar Hiroshi Sakai Project Assistant Professor, Graduate School of Engineering, The University of Tokyo	1,500,000
D13-R-0200	Establishing a Community-participating Method of Heritage Preservation at the Gansu Site of Stone Caves, China: In Search for the Local Identity as "The East End of the Silk Road" Mei Li Graduate Student, Graduate School of Comprehensive Human Sciences, University of Tsukuba	1,500,000
D13-R-0212	Utilizing Activities of Non-experts for Urban Development: Civil Participation and Self-Help Groups in Ulaanbaatar, Mongolia Ryo Takiguchi Postdoctoral Researcher, Graduate School of Letters, Hokkaido University	1,500,000
D13-R-0292	The New Ideas and Practices on Fund Supplying: Focusing on the GLS Bank Kiminori Hayashi Part-time Lecturer, Tsuru University	1,500,000
D13-R-0379	Changing Identity and Lifestyle of Myanmar Refugees in a Refugee Camp near the Thai-Myanmar Border: Observation through Documentary Film Making Riyo Naoi Graduate Student, Graduate School of Asian and African Area Studies, Kyoto University	1,500,000
D13-R-0408	The Damages from Natural Disasters in Early Modern Japan: Mortality Patterns and its Formation Factor Hiroyuki Ikemoto Research Associate, Kyoto University	1,200,000
D13-R-0420	Photovoice for Vulnerability: Disaster Adaptation in Central Philippines Yanjun Cai Graduate Student, Department of Urban and Regional Planning, University of Hawaii at Manoa	1,500,000
D13-R-0431	The Present and Future of Small- and Medium-sized Companies: A Case Study in the Areas around the Fukushima-1 Plant Kohei Yoshida Visiting Scholar, Graduate School of Humanities, Tokyo Metropolitan University	1,600,000
D13-R-0465	Big Data, Big Visions: Challenges and Opportunities for British Civil Society Engagement with Data-Driven Research William Allen Research Officer, ESRC Centre on Migration, Policy, and Society, University of Oxford	1,400,000
D13-R-0555	Practical Effectiveness of Education Policy to "Quasi-child Labour" in India: Defining a New Framework of the Child Labour Called "Quasi-child Labour" Aika Karatani Graduate Student, Osaka School of International Public Policy, Osaka University	1,600,000
D13-R-0562	Study on Behavior Change Support to Prevent Criminal Act and Reoffending: Focusing on Cognition of Thought and Behavior, and Interaction among Inmates Hiromi Tanabe Graduate School of Human Sciences, Osaka University	700,000
D13-R-0612	Discovery and Transmission of New Values of Cultural Heritages in Local Communities: Aiming to Establish a Basis for Utilization of the Cultural Heritages by Public Participation in Kharakhoriin District, Mongolia Natsuki Shimizu Lecturer, Faculty of Letters, Nara University	800,000
D13-R-0685	An Anthropological Study on the Reorganization of Youth Associations and Their Cooperative Roles in Post-independent South Sudan: Toward the Reconstruction of Local Communities through Fulfilling the Vision of Youth Eri Hashimoto Graduate Student, Graduate School of Social Sciences, Hitotsubashi University	1,600,000
D13-R-0869	Practical Consideration for Participatory Design in the Public Policy: Focusing on the Efforts of International Organization on Participatory Democracy (IODP) Yuki Yoshida Graduate Student, Graduate School of Decision Science and Technology, Tokyo Institute of Technology	1,400,000

International Grant Program

Theme: “Toward Solutions Through Mutual Learning: Issues That Emerging Southeast Asia And Japan Share”

Summary

Application Period: May 7 to June 21 2013

Period of Grants: One year, beginning November 1, 2013

Thematic Areas: a) Aging Society; b) Multicultural Society; c) Consensus-building on Local Environmental Issues

Target Countries: Indonesia, Japan, Philippines, Thailand, Vietnam

Grant Amount (maximum per project): a) Project focusing in one of the target countries: 3 million yen

b) Project focusing in more than two countries with comparative nature: 6 million yen

Overview:

Launch of New International Grant Program

In Fiscal 2013 we started a pilot program “Towards Solutions Through Mutual Learning: Issues that Emerging Southeast Asia and Japan Share.” Based on research conducted in fiscal 2012, the program focuses on projects in the target countries of Indonesia, Vietnam, Thailand, the Philippines, and Japan. A total of 20 projects were selected, with a focus on three themes: aging society, multicultural society, and consensus-building on local environmental issues. Grant recipients were teams of researchers, NGOs and NPOs, and others in the target countries whose projects looked to create policy recommendations in the three thematic areas by drawing on lessons learned from existing practices in local communities.

The program looks to go beyond the fixed framework of individual projects to address common problems in Japan and other Asian countries by building a partnership for each side to learn from the other. The Toyota Foundation will continue to focus energy on creating the necessary networks for this partnership.

The carefully compiled reports presented by the 19 groups chosen for the fiscal 2012 Special Purpose Grant “Prospects for the Future” served to share the experiences and recommendations of the practitioners working in international cooperation. In addition, a workshop was held for 15 Japanese-based organizations that were among those groups participating in the program, providing an opportunity for many opinions to be conveyed on how to use their own experiences to benefit Japanese society and the future direction of international

cooperation.

A dissemination meeting titled “Future Prospects Envisioned by International Cooperation of Nongovernmental Organizations” was held on March 28, 2014, to convey program results, supported by JICA and other organizations. At the meeting, reports were provided by four participating organizations, and presentations were made by Mr. Michiya Kumaoka, a professor at the Japan Institute of the Moving Image, and Mr. Masashi Yamaguchi, secretary general of the Japan NGO Center for International Cooperation.

The results of participants attending the workshop will be disseminated through the Communication with Society Program, which holds workshops and symposiums within Japan.

International Grant Program for Fiscal 2013

Comments by Selection Committee Chair Dr. Koichi Miyoshi

Outline of 2013 International Grant Program

As the Southeast Asian countries got more matured, they came to face critical issues which thus far monopolized by the developed countries. To name a few, aging, environment, and migration are now all casting a gloom over them. The fact is that these problems are identical with those of the Japanese society. In view of this, last year the Toyota Foundation experimentally introduced a grant program to encourage the non-governmental organizations to come up with visions toward the new relationship between the countries and Japan.

This year, the Foundation got so concerned with this change

Grant Results

Number of Applications	Number of Grants	Value of grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
175	20	60.0	60.0	11.4

that it enacted another grant program, pilot in nature, covering four of the Southeast Asian countries and Japan. It aims to have policy recommendation produced, especially relevant to the issues in common throughout them, namely, ageing, multicultural society, and, consensus-building on local environment.

Also the Foundation expects to promote them to “learn from each other,” “think together,” and, “tackling the issues jointly.” Eventually this sort of mutual learning and close collaboration would transform the once dominant hierarchical relationship between Japan and Southeast Asian countries into the one among equals.

Overview of Applications

The program received 175 proposals, up 65.1% from 106 in 2012. Noteworthy is that those by non-Japanese nationals counted 132, overwhelming 43 by Japanese. In other words, a three-fourth was non-Japanese, a sharp contrast with last year when Japanese were 56, non-Japanese 50.

Theme-wise, the local environment attracted 92 proposals, followed by 45 of multicultural society and 38 of aging society.

Selection Process

The Selection Committee carefully reviewed the proposals and especially looked into, consistency with the program aim, potentials, expected impact, and, feasibility. They made much of the proposals projecting a possible new partnership or mutual learning, making avail of past stocks, as well as the ones that could eventually influence many with broad network. In the end, 20 proposals were approved for grant. The rate of approval out of total applications was 11.4%. In terms of theme, 8 were approved under local environment, 6 under multicultural society, and another 6 under aging society. Nationality-wise, 12 were non-Japanese. The approved grant-awardees, needless to say, would tackle those shared challenges, and in the end, produce and disseminate policy recommendations.

While technical weakness inheres in some, the high expectation is that mutual learning and new partnership would come

out, prevailing over those Southeast Asian countries and Japan.

The selection committee would like to thank the Foundation’s program officers, who made a significant contribution to the review process by sharply focusing the program, offering consultation to potential applicants, and collecting additional information about the proposals.

Conclusion

We believe that this program will give an opportunity for Japan and neighboring Asian countries to understand the true image of the others, and to review the old “donor-recipient” mindset. Following the transformation of Japan and other Asian countries, we see more similarity among both urban and rural areas of both sides. Thus we need to understand issues in Asian countries as issues in Japan, and vice versa. We also need to recognize these issues not as isolated issue, but as inter-linked ones. Three thematic areas covered in this program, “Aging society”, “Multicultural society”, and “Consensus-building on local environmental issues” are all common and connected issues in all of these countries.

We believe that each project will have impact, both as an individual project, and also as a part of a program. We hope the whole process - of producing policy recommendation, encouraging mutual learning, and disseminating the findings - can form the foundation of the future partnership between Japan and other Asian countries.

List of Grants
International Grant Program

TYTID	Project Title Project Leader Position, Organization	Grant Amount (Yen)
Aging Society		
D13-N-0022	The Roles and Contributions of Home and Community-based Care-givers for Older People in Vietnam: Review of Current Practices for Policy Formulation Bui Dai Thu Vice Director, Institute of Social and Medical Studies	2,200,000
D13-N-0072	Policies to Strengthen Regional Older People's Organizations to Promote Older People's Participation in Their Communities Eduardo Kliem East Asia/Pacific Regional Director, Help Age International	4,200,000
D13-N-0086	Ageing Asia and Condition of Foreign Care Workers: "Towards Competence Based Human Resource Development and Harmonization of Care" Wako Asato Associate Professor, Graduate School of Letters, Kyoto University	5,600,000
D13-N-0106	Community-based Integrated Approach for Older Persons' Long-term Care in Thailand Worawet Suwanrada Dean, Associate Professor, College of Population Studies, Chulalongkorn University	2,600,000
D13-N-0132	Harmonization of the Standard of Long-term Care Certificate between Japan and Indonesia Taeko Ogawa President, Asian Aging Business Center	3,800,000
D13-N-0193	Thailand as a Hospitable and Inclusive Retirement Destination: Promoting Job Prospects of Foreign Retirees in Thailand Yongyuth Chalamwong Research Director, Thailand Development Research Institute (TDRI)	2,000,000
Multicultural Society		
D13-N-0026	Role of Local Governments' Policies in Creating Multicultural Society: Review of Policy and Practices to Manage/ Support Migrants in Municipality / Provincial Level in Thailand and Japan Kyoko Kusakabe Associate Professor, Asian Institute of Technology	4,400,000
D13-N-0029	Construction of "Glocal" and Educational Support Model for the Future of Filipino Children in Japan Haruko Uchida Member, Learning with Filipino Children Support Group	1,800,000
D13-N-0042	Advocacy and Participatory Action Research on Foreign Migrants Social Inclusion in Tohoku Reconstruction and in Japanese Society Kathryn Doria Goto Tohoku Project Coordinator, Center of Japanese-Filipino Families	1,900,000
D13-N-0097	Policy Proposal to Promote Bilingual Education with the Intention of Ensuring Language Acquisition for Linguistically and Culturally Diverse Students Shizuyo Yoshitomi General Director, World Kids Community / Osaka University	2,400,000
D13-N-0170	The Reintegration/Integration of Unskilled Migrant Workers: The Indonesia, Philippines and Thailand Experience Aniceto Orbeta Senior Research Fellow, Philippine Institute for Development Studies	4,000,000
D13-N-0207	Embracing Diversity: Advocating Educational Reform to Promote Multicultural Values and Mutual Understanding Between Migrant and Local Communities Reiko Harima Regional Coordinator, Mekong Migration Network	3,500,000
Consensus-building on Local Environmental Issues		
D13-N-0017	Draw Lessons from Successful Consensus Building Processes on Local Energy Planning Approach as a Solution for Sustainable Energy Development in Vietnam Through Multi-stakeholders Dialogue and Policy Recommendations Nguy Thi Khanh Executive Director, Green Innovation and Development Centre (GreenID)	2,400,000
D13-N-0060	Community-based Management of Natural Resources and Ecosystem Services Beyond Conservation Areas in West Java Indonesia: Participatory Policy Making Process for a Mutual Consensus Parikesit PhD, Institute of Ecology/Graduate Program on Environmental Studies, Padjadjaran University	2,000,000
D13-N-0080	The Construction of a Platform for Mutual Learning and Mutual Support between Japan and the Developing Nations of Southeast Asia in Disaster-related Fields Hirokazu Nagata Deputy Executive Director, Design and Creative Center Kobe	3,500,000
D13-N-0123	Drawing Grounded Lessons from the Practice of Consensus Building in Asia Masahiro Matsuura Associate Professor (project appointment), University of Tokyo, Graduate School of Public Policy	4,100,000
D13-N-0140	Bridging Policy Practice Gap in the Effective Implementation of REDD+ Programs in SE Asia: Collaborative Learning among Indonesia, Thailand and Vietnam Ganesh Shivakoti Professor, Asian Institute of Technology	3,200,000

List of Grants
International Grant Program

Grant Number	Project Title Representative Organization	Grant Amount (Yen)
Consensus-building on Local Environmental Issues		
D13-N-0209	Building a Common Platform of Local Government and the People in Restoring Customary Forests in Lebak District, Indonesia Myrna Asnawati Safitri Executive Director, Epistema Institute	2,100,000
D13-N-0224	Recommendations to Stipulate Local Environmental Issues in the New National Law on Urban Development Marco Kusumawijaya Executive Director, Rujak Center for Urban Studies	2,100,000
D13-N-0229	In Search of the Sustainable Consensus on Environmental Disputes in Aceh Saiful Mahdi Director, The International Centre for Aceh and Indian Ocean Studies (ICAIOS)	2,200,000



Grant Program for Community Activities in Japan

Theme: “Connecting People, Activating Localities: Toward Vibrant Communities”

Summary

Application Period: October 1 to November 8, 2013
 Period of Grants: One or two years, beginning April 1, 2014
 Amount of Grants: Up to 3 million yen a year per project
 Grant Types: Activity Grant
 Inter Local Associate Grant

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

Overview: Setting Clear Missions and Visions

The fundamental theme for fiscal 2013, as in the previous fiscal year, was “Connecting People, Activating Localities: Toward Vibrant Communities,” and proposals were solicited under the dual categories of Activity Grants and Inter Local Associate Grants.

The Activity Grant Program aims to support activities by residents in specific municipalities in addressing issues that affect their regions, while the Grant Program for Inter Local Associate looks to support activities that connect multiple local areas by allowing them to coordinate efforts to solve their problems. Grants were awarded for projects across Japan, but special attention was paid to projects supporting efforts of young entrepreneurs to create jobs in their local areas. Grants awarded included an Activity Grant for a project in Tono, Iwate Prefecture, to promote the reintroduction of draft horses for logging and a Grant Program for Inter Local Associate project to support the coordination of regional forestry efforts across Japan to restore and protect traditional rural farmland environments.

This year, for the first time, all proposals were received online—the culmination of an effort that began two years ago to shift to a web-based application system. In total, 231 proposals for

Activity Grants and 67 for Inter Local Associate Grants were received. The number of proposals decreased significantly from the previous year, but this seems to be a temporary situation resulting from the introduction of the new application system.

On April 19, 2014, the Grant Award Ceremony was held together with a workshop on ways to improve project efficiency. The workshop brought participants together to share views on their respective project missions and visions. Although time was limited, the workshop allowed participants to reaffirm the importance to project administration of having a clear mission guiding their activities and also provided them with an opportunity to rethink areas that their projects need to address.

Along with efforts aimed at soliciting project proposals, a third-party evaluation of projects was conducted for grant projects carried out from fiscal 2008 to fiscal 2011. Plans also call for the results of the evaluation to be used for planning, selection, and implementing grants.

In the next fiscal year a new system will be implemented to handle documentation and filing procedures necessary after grants have been awarded. The system will not only reduce administrative paperwork but also facilitate communication by allowing the Toyota Foundation to send necessary information to recipients simultaneously.

Grant Results
 () Fiscal 2012

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Activity Grant Program	231 (433)	15 (18)	50.4	—	6.5 (4.2)
Grant Program for Inter Local Associate	67 (75)	5 (5)	19.6	—	7.5 (6.7)
Total	298 (508)	20 (23)	70.0 (80.0)	70.0 (80.0)	6.7 (4.5)

Great East Japan Earthquake “Special Subject”

Theme: “Learning from the Reconstruction and Community Rebuilding of Okushiri, Genkai, Chuetsu, Hanshin-Awaji”

Summary

Application Period : October 1 to November 15, 2013
 Period of Grants : One year starting from April 1, 2014
 Grant Amount : Up to 1.5 million yen per project

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

Overview: Taking the Next Step in the Reconstruction Process

For more details on the goals of the Great East Japan Earthquake “Special Subject” in fiscal 2013, as well as the selection process and expectations for the Toyota Foundation in running the program, readers can consult the post-selection evaluation of Selection Committee Chair Yuta Ando in the following section. The focus here will be on briefly explaining the background to the creation of the project for visiting other regions damaged by earthquakes to learn from their experiences. Groups involved in the rebuilding efforts in Iwate, Miyagi, and Fukushima prefectures visited Okushiri Island in Hokkaido, Genkai Island in Fukuoka Prefecture, the Chuetsu region in Niigata Prefecture, and the Hanshin-Awaji region in Hyogo Prefecture to gain firsthand knowledge of the results of reconstruction in those areas.

The Toyota Foundation began fiscal 2013, which marked two years since the Great East Japan Earthquake, by outlining important areas of focus for grant programs contributing to recovery in areas affected by the disaster. Directly following the disaster, it was necessary to move quickly to meet the wide range of needs among disaster victims. This resulted in broad and unfocused concepts aimed at rebuilding people’s lives and reviving local communities. However, it became a challenge to improve the overall situation in disaster-stricken regions by supporting projects based on such broad concepts, so we felt it necessary to narrow the focus of programs.

Toward this end, in the first half of fiscal 2013 the Toyota Foundation conducted hearings with private foundations, intermediary

support organizations, professionals in post-quake reconstruction, and NPOs involved in recovery efforts in disaster areas. As a result of the hearings, the idea emerged of having those who were directly impacted by the disaster and are involved in rebuilding efforts visit the four sites of previous earthquakes listed above. The aim was for the trips to allow participants to see how reconstruction was being carried out in other areas and to meet and share thoughts with those directly involved in recovery efforts, thereby helping the current reconstruction efforts move on to the next stage. This was the core concept of the program for fiscal 2013.

The downside of this concept, of course, is that it does not adequately bring into focus what issues in particular need to be addressed to effectively foster the recovery of areas impacted by the disaster. The needs of the disaster areas are very broad, including such issues as temporary housing for evacuees, infrastructure rebuilding, publicly provided housing for victims, and the revival of local communities. This means that it is necessary to analyze which specific needs should be addressed. This task of analyzing the situation is something that we will need to accomplish in fiscal 2014 and explain in our 2014 Annual Report.

**Focusing on Reviving Local Communities
 Comments by Selection Committee Chair
 Dr. Yuta Ando**

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

Three years on from the March 2011 disaster, the Great East Japan Earthquake “Special Subject” aimed in fiscal 2013 to

Number of Applications	Number of Grants	Value of grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
39	22	30.0	30.0	56.4

promote efforts to rebuild local communities. In pursuing this goal, the program supported trips by individuals living in disaster areas to other regions of Japan that have recovered from devastating earthquakes. Participants traveled to Okushiri Island (Hokkaido), Genkai Island (Fukuoka Prefecture), the Chuetsu region (Niigata Prefecture), and the Hanshin-Awaji region (Hyogo Prefecture) to meet people who were involved in reconstruction efforts there and gain a firsthand understanding of the issues these communities have faced and how they are dealing with them. Groups involved in the project will need to relay what they learned from the trips to other residents of the disaster areas.

The Screening and Selection Process

We solicited proposals from October 1 to November 15, 2013. Of the 39 proposals received, 22 were selected at the January 7, 2014, meeting of the Selection Committee. During the selection process, the committee noticed that many proposals were concerned with issues of relevance to residents in areas impacted by the March 2011 disaster. The group proposing the study-trip to Okushiri Island addressed the theme of depopulation, noting that merely rebuilding destroyed infrastructure would not solve the problem. The themes of different proposals for trips to various areas struck by earlier disasters shed light on the issues facing the residents of these communities. For example, the Chuetsu trip considered strategies to prevent younger residents from moving away. The Hanshin-Awaji visit, meanwhile, focused on building a sense of community through public housing projects built for residents who have lost their homes. And the trip to Genkai Island addressed the theme of information sharing and strengthening connections among people living in temporary housing. Along with such specific issues facing each community, there were areas of common concern to all of the areas. These concerns included the question of how to provide job opportunities so that younger residents do not move elsewhere and how to care for aging residents. The relatively small number of proposals received for the program was a result, we believe, of the decline in the need for emergency assistance in areas impacted by the disaster and the narrowing focus of programs aimed at reviving local communities. In particular, the small number of proposals from Fukushima Prefecture is an issue that we will need to address.

Requests to the Toyota Foundation

The following are requests from the Selection Committee to the Toyota Foundation:

- In order to prevent the study-trips from becoming mere sight-seeing trips, and to ensure that groups share results with community members, follow-up must be conducted to verify that information and findings are being provided to residents and local government bodies.
- Considering that resident groups receiving grants this year are from such heavily damaged areas as Rikuzentakata, Kamaishi, Kesenuma, Ishinomaki, Higashi Matsushima, and Yamamoto, every effort must be made to promote information sharing and opportunities for exchange among these groups.
- Fukushima Prefecture must remain a central focus. It is difficult to get an understanding of conditions of people impacted by the disaster since they are dispersed over a wide geographic area. However, efforts to revive local communities through such efforts as building public housing will certainly gain momentum in the future. These and other issues need to be built into the frameworks of grant programs for subsequent fiscal years.

Looking to the Future

Although many issues remain three years on from the Great East Japan Earthquake, reconstruction efforts continue to make progress. I can see that as the pace of reconstruction efforts has settled down, those living in areas impacted by the disaster are now turning their attention to the tasks of caring for elderly residents, keeping younger people from moving away, and creating employment opportunities. These issues transcend the disaster and have become universal for small- and medium-sized cities and rural communities across Japan. I hope the Toyota Foundation will maintain a progressive approach in offering grant programs to address these issues.

Report on Grant-related Activities

Communication with Society Program

In fiscal 2013, as in the previous year, this grant program, which does not solicit public proposals, was aimed at disseminating widely throughout society the results and other outcomes of the projects supported by all Toyota Foundation programs.

By supporting interaction and cooperation among grant recipients, the program served to effectively disseminate across society the results of projects conducted as part of the fiscal 2012 Asian Neighbors Program. In addition, the program looked to

garner broad attention for project results by funding the publication of guidebooks and leaflets presenting these results, as well as symposiums.

Grants were also provided to support workshops for publishing the results of projects led by researchers in Vietnam and administered by the Southeast Asian Studies Regional Exchange Program (SEASREP).

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount
D13-SC-0001	Japanese International NGOs Working Towards a Sympiotic Society in Asia: Our Experiences and Appeals Michio Ito Asian Community Center 21	¥10,000,000
D13-SC-0002	Constructing a Comprehensive Community-based Support System for Sexual Assault Victims: Focusing on Dispatching of Information, Training of Supporters, Enlightening and Awareness Building Tokuko Munesue Faculty of Law, Institute of Human Sciences, Kanazawa University	¥2,000,000
D13-SC-0003	Dissemination of Research Results about Living Condition of Residents under Temporary Housing Masaki Iwafune Kagoshima University	¥2,000,000
D13-SC-0004	Enhancement of Academic Writing Skills for International Publishing through a Preparation for a Manuscript of Education for Ethnic Minorities in Cambodia and Vietnam Edited Volume Truong Huyen Chi University of Social Sciences and Humanities - Hanoi	¥2,000,000

Example of Funded Project

Cooperation with Japanese International NGOs

In fiscal 2012 three workshops were held in cooperation with 15 domestic organizations as part of the Asian Neighbors Program Prospects for the Future.

The workshops were based on themes that included "Partnership with Asia" and "Applying Results from Other Parts of Asia in Japan" and provided a platform in Japan for dialogue and dissemination regarding project results. The outcome of these workshops will form the basis of a final symposium planned for early 2015. Reports and videos highlighting the content and results of the workshops will also be created. This project is an excellent opportunity to showcase results achieved to date, particularly the results of Japanese NGOs whose activities, along with those overseas, were broadened to include a domestic focus after the 2011 disaster.



Final project reports from grantees.

Initiative Program

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

Fiscal 2013 saw the continuation from the previous year of the program "Building Places for the Children and Growing the Next Generation," which was carried out in partnership with

the Panasonic Education Foundation in areas affected by the Great East Japan Earthquake.

We also continued our partnership program with the Philippine-based Southeast Asian Studies Regional Exchange Program (SEASREP) to provide education and training for young researchers, as well as a new three-year project that draws on our 20-year partnership with SEASREP.

List of Grants

Grant Number	Project Title Representative Organization	Grant Amount
D13-PI-0004	Southeast Asian Studies Regional Exchange Program (SEASREP) for 2013 Maria Serena Diokno SEASREP Foundation	¥10,000,000
D13-PI-0005	Capacity Building of the Japan Foundation Center Hiroshi Tanaka The Japan Foundation Center	¥3,000,000
D13-PI-0006	Southeast Asian Studies Regional Exchange Program(SEASREP) Maria Serena Diokno SEASREP Foundation	¥30,000,000
D13-PI-0007	Enhancement of the UNESCO Chair International Training Course on Cultural Heritage and Risk Management and Post-training Follow-up Kenzo Toki Institute of Disaster Mitigation for Urban Cultural Heritage, Ritsumeikan University	¥30,000,000

Building Places for the Children and Growing the Next Generation			
Grant Number	Representative	Organization	Grant Amount
D13-PI-0001	Shinji Yamashita	Human Security Forum	¥5,000,000
D13-PI-0002	Chiyo Wakatsuki	BEANS Fukushima	¥5,500,000
D13-PI-0003	Katsuhiko Yamamoto	Children's Empowerment Iwate	¥4,500,000

Example of Funded Project

Dissemination Meeting: "Building Places for the Children and Growing the Next Generation"

On April 22, 2014, a dissemination meeting was held to highlight the achievements of the three-year program "Building Places for the Children and Growing the Next Generation," which was launched in 2011 through a partnership with the Panasonic Education Foundation. The meeting took place at the Shinjuku Mitsui Building in Tokyo. During the first part of the event, project reports were given by three different grant recipients: Empowerment through Participation and Challenge (Iwate Prefecture), the Human Security Forum (Miyagi Prefecture), and Beans Fukushima (Fukushima Prefecture). The reports shed light on efforts to provide safe and stable living conditions for children in disaster areas, which have made it possible for affected children to regain their peace of mind.

During the second part of the meeting, the event coordinator, Professor Tetsuya Murakami of Nihon Fukushi University, shared his thoughts on the results of projects.



Commemorative photograph taken with participants.

Interview with Dr. Yasuhide Nakamura, Former Selection Committee Chair, Grant Program for Community Activities in Japan

Incorporating Diversity to Spark Innovation

In March 2014 Dr. Yasuhide Nakamura, a professor at Osaka University Graduate School of Human Sciences, stepped down as Selection Committee chair for the Grant Program for Community Activities in Japan after six years in the position. In appreciation for his lengthy tenure, we asked Dr. Nakamura to share his initial impressions upon joining the Toyota Foundation's grant programs, as well as his thoughts on the future of the Foundation.



Dr. Nakamura is a medical doctor and university lecturer who also serves as a representative of the international NPO Health and Development Service (HANDS) and as vice-chairperson of the humanitarian aid NGO Japan Platform. Prior to serving as chair of the Selection Committee for the Grant Program for Community Activities in Japan, he was a member of the Selection Committee of the Research Grant Program.

Is there anything the Toyota Foundation has been involved in recently that has caught your attention?

This isn't connected to the Grant Program for Community Activities in Japan, but at the March 2014 dissemination meeting for the Asian Neighbors Program "Prospects for the Future," I was very impressed by the strong sense of equality among the wide variety of groups partnering to carry out the work. Attending the meeting impressed upon me the degree to which the interests and concerns of Japan and other countries in Asia are intertwined; Asia's problems are Japan's problems, and vice versa. We share a multitude of similar issues and challenges with regard to such issues as the aging of society. The way in which these problems are being solved is analogous to how local communities turn to NPOs and other outside support to address issues that are beyond their own ability to solve.

Even as issues for Japan and other countries in Asia become increasingly similar in nature, there is a tendency within Japan to allocate resources, especially public funds, according to the fixed categories of "domestic" or "international." I often wonder if there should be more flexibility.

I'm very concerned that Japanese are becoming more rigid, blindly following precedent and always looking through old manuals for guidance. I was born just after the baby-boom generation, but until the 1960s Japanese society had many more individualistic thinkers. These people were often the driving forces behind important social causes, and our government ministries used to be full of such people. There seems to be fewer individualistically minded people among the younger generation.

Could you elaborate on this point?

I often tell my students not to shy away from being in the minority and remind them that even though the present is formed by the majority, the future will be created by today's minority. The point, in other words, is that people shouldn't just fall into step with what others around them are doing. Looking at the Toyota Foundation grant programs, I can't help but feel that our earlier concepts were bolder.

Bold programs stand out and attract people who think outside the box, and I think private foundations have the type of foresight to be able to foster such unorthodox ideas. For the majority of people, who are advocating more conventional ideas, government grants and other public funding are sufficient.

After graduating from the University of Tokyo's medical school and practicing medicine for a while, I considered traveling to the United States for additional training. That was the typical path leading to an "elite" career at a distinguished university or

hospital, and it seemed to be an image of my own future. But following that prescribed course didn't appeal to me, and in the latter half of the 1980s I decided to accept a position in Indonesia as a healthcare specialist for an organization involved in providing medical assistance internationally. Interestingly enough, when I told an older university colleague I was going to Indonesia, he said I should pay a visit to another University of Tokyo doctor who had been working there. I met the other doctor and was surprised to discover that he had been practicing in Indonesia since being stationed there during World War II. In the 40 years between the time he began working there and my arrival, not a single graduate from the University of Tokyo's medical school had practiced medicine in Indonesia.

One of my fondest memories is of the bonds I formed with locals. Villagers were indifferent to the fact that I had graduated from the University of Tokyo. Free of the heavy burden of expectations associated with the university, I was able to enjoy an open and honest relationship with these people. I was surprised to find how fun it was to cast aside the trappings of academic background and affiliation. Those who make a big show of their elite background end up only associating with people who share a similar background.

You spoke about bold programs. What characteristics do you feel are necessary for those involved in planning programs?

That is a question that organizations involved in international cooperation are always asking themselves. My answer is that it is important not to be too much of an "expert." The best and the brightest can easily spend their time behind a desk planning and writing reports, but they lose a sense of what it is like in the field. To prevent this from happening, some international organizations initially send personnel out into the field for half a year or so before putting them behind a desk. Being too focused on the field also has its pitfalls, though. What's important is to maintain a holistic view.

What would you consider to be a bold program?

In the field of healthcare there is the idea of primary health care. At the heart of this is the concept that fostering a spirit of self-reliance and self-determination can help promote health at the community level in developing nations. The emphasis is not only on doctors but on nurses and midwives as well, and even co-workers and other members of the community have an important role to play. Unfortunately, the concept and practices of primary health care have gone by the wayside since the World Bank took the approach of gauging programs according to the

standards of "effectiveness" and "efficiency." This is an issue that needs to be looked at more closely.

In the 1970s I spent some time visiting local communities in Nagasaki Prefecture along with a midwife from the area. The midwife, who was in her seventies, told me that she assisted around 200 births a year during the 1950s and 1960s. When I asked if it was hard to have been so busy, she said, "No, actually it was very rewarding because everyone was so appreciative and respectful of what I did." This reminded me of the time in Japan when trust had a distinct value.

I mentioned this when talking with medical colleagues working in Sudan, Ghana, and Afghanistan, and they all agreed wholeheartedly that appreciation and respect were highly motivating factors. Instead of considering these factors, the World Bank's approach places the emphasis on monetary incentives. A wonderful thing about Japanese society is that appreciation and respect carry more weight than money, and I think that sort of outlook has a global appeal.

In recent years we can see that primary health care, which has been fading away in many parts of the world, has been reborn in the developing world under the new model of "universal health coverage," which is a low-cost approach that does not follow the monetary-incentive model that has spread elsewhere.

Finally, do you have any other advice you would like to share with the Toyota Foundation?

I think it's important for the personnel in charge of planning programs to come from a wide variety of backgrounds, such as staff from other countries or older people. Fostering such diversity is a way to come up with innovative ideas and initiatives.

Thank you for your time, and we look forward to your further guidance and cooperation in the future.



Accounting Report

Balance Sheet

As of March 31, 2014

(Unit: Thousand Yen)

Account	Fiscal 2013	Fiscal 2012	Fiscal 2011
I Assets			
1. Current assets			
Cash and deposits	350,698	296,355	437,457
Marketable securities	13,060	11,916	10,391
Accounts receivable	112,664	108,397	116,858
Other	4,488	4,160	6,191
Total current assets	480,910	420,829	570,897
2. Fixed assets			
Basic funds	25,605,420	25,751,950	25,307,329
Specified assets	15,815,192	15,654,666	15,133,940
Other fixed assets	62,965	55,342	50,419
Total fixed assets	41,483,577	41,461,958	40,491,688
Total assets	41,964,487	41,882,787	41,062,585
II Liabilities			
1. Total current liabilities	345,543	286,528	386,911
2. Total fixed liabilities	90,322	108,291	98,308
Total liabilities	435,865	394,820	485,219
III Net assets			
1. Designated net assets	18,728,770	18,552,171	18,035,633
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(15,728,770)	(15,552,171)	(15,035,633)
2. General net assets	22,799,852	22,935,796	22,541,733
(Amount from above allocated to basic funds)	(22,605,420)	(22,751,950)	(22,307,329)
(Amount from above allocated to specified assets)	(0)	(0)	(0)
Total net assets	41,528,622	41,487,967	40,577,366
Total liabilities and net assets	41,964,487	41,882,787	41,062,585

Statement of Changes in Net Assets

April 1, 2013 to March 31, 2014

(Unit: Thousand Yen)

Account	Fiscal 2013	Fiscal 2012	Fiscal 2011
I Changes in general net assets			
1. Changes in ordinary profit			
(1) Ordinary profit	687,299	697,538	763,211
(2) Ordinary expenses	676,298	702,573	751,448
Current changes in ordinary profit prior to profit/loss appraisal	11,001	▲ 5,036	11,763
Profit and loss appraisal	▲ 146,944	399,098	▲ 89,133
Current changes in ordinary profit	▲ 135,944	394,062	▲ 77,370
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	▲ 135,944	394,062	▲ 77,370
Balance at beginning of the fiscal year in general net assets	22,935,796	22,541,733	22,619,104
Balance at end of the fiscal year in general net assets	22,799,852	22,935,796	22,541,733
II Changes in designated net assets			
Current changes in designated net assets	176,599	516,539	297,838
Balance at beginning of the fiscal year in designated net assets	18,552,171	18,035,633	17,737,794
Balance at end of the fiscal year in designated net assets	18,728,770	18,552,171	18,035,633
III Balance at end of the fiscal year in net assets	41,528,622	41,487,967	40,577,366

Officers and Trustees

As of March 31, 2014

Directors and Auditors

Name	Occupation
Chairman Hiroshi Okuda	
President Atsuko Toyama	
Managing Director (full-time) Hiroshi Ito	
Director (Honorary Chairman) Tatsuro Toyoda	Senior Advisor to the Board, Toyota Motor Corp.
Director Setsuho Ikehata	Professor Emeritus, Tokyo University of Foreign Studies
Director Hiromitsu Ishi	Professor Emeritus, Hitotsubashi University
Director Masami Iwasaki	Advisor, Toyota Motor Corp.
Director Akira Suehiro	Director, Institute of Social Science University of Tokyo
Director Makoto Nagao	Professor Emeritus, Kyoto University
Director Hiroaki Fujii	President, Mori Arts Center
Director Masamoto Yashiro	Former Chairman of the Board and President, Shinsei Bank Ltd.
Director Masayuki Yamauchi	Professor, Meiji University
Auditor Takeshi Suzuki	Chairman, Aioi Nissay Dowa Insurance Co., Ltd.
Auditor Yoshio Hiramatsu	Certified Public Accountant

Trustees

Name	Occupation
Koji Asaoka	Professor Emeritus, National Museum of Japanese History
Akira J. Ikushima	Professor Emeritus and Advisor, Toyota Technological Institute
Yoshio Ishizaka	Advisor, Toyota Motor Corp.
Yoshiaki Ishizawa	Professor, Sophia University
Takashi Imai	Honorary Chairman, NIPPON STEEL & SUMITOMO METAL CORPORATION
Kazuo Okamoto	Senior Advisor to the Board, Hino Motors, Ltd.
Shiro Sasaki	Advisor, Toyota Motor Corp.
Takeshi Sasaki	President, National Land Afforestation Promotion Organization
Kyoji Sasazu	President, Aichi Public University Corporation
Iichi Shingu	Advisor, Daihatsu Motor Co., Ltd.
Ken'ichi Suematsu	Advisor, Sumitomo Mitsui Banking Corp.
Fujio Cho	Honorary Chairman, Toyota Motor Corp.
Shoichiro Toyoda	Honorary Chairman, Toyota Motor Corp.
Fujio Mitarai	Chairman & CEO, Canon Inc.
Kosuke Yamamoto	Advisor, The Japan Commercial Arbitration Association
Katsuaki Watanabe	Senior Advisor to the Board, Toyota Motor Corp.

