



# Annual Report

Report for Fiscal 2020

April 2020 - March 2021

Kampong Thom, a regional city in Cambodia, is located between the capital city of Phnom Penh and Siem Reap, famous for Angkor Wat. A snapshot of parent and child water buffalos relaxing in the water. The Sambor Prei Kuk temple ruin, an archaeological site added to the UNESCO World Heritage List in 2017, lies in the outskirts of Kampong Thom. Development for tourist destination has yet to be making headways. The temple ruin sits as a part of people's everyday life in the local village to this day.  
Photo by: Hideo Tone



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April 2020 - March 2021

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# Message from the President



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

## The Efforts in FY 2020

Fy 2020 was such a long year. From its beginning to its end, not only Japan but also the whole world had to respond to major challenges posed by COVID-19. Under this harsh circumstance, the Toyota Foundation made grants totaling 280 million Japanese yen (the 2021 equivalent to approximately 2.5 million US dollars) to 48 projects through its two Specific Subjects, the Grant Program for Community Activities in Japan, and the International Grant Program, etc. The Research Grant Program was put on pause for a year to refocus its theme which I will touch upon later.

As far as the Toyota Foundation's efforts to address COVID-19 are concerned, an initiative is worthy of special mention. It was the seed grant awarded via the Initiative Program to "the Fund for Actions to Contain the Spread of COVID-19," launched by READYFOR, a crowd-funding platform; the seed grew up, getting others involved, to the extent that the Fund raised as much as 730 million yen (the 2021 equivalent to approximately 6.6 million US dollars) in donations from nearly 20,000 people in only three months from early April 2020. The swift, pinpoint grant under the Initiative Program leveraged the widespread effect in such a short period. Also, this would make the case for the efficacy of a private grant-making foundation that has its endowment to team up with an agile crowd-funding platform that can flexibly set up a framework for fund-raising and distribution, given a big natural disaster or a new pandemic on a horizon.

The polar opposite of the aforesaid practical initiative that had an immediate impact is the refocused, new Research Grant Program addressing the long-term social change. This program, making a start in this fiscal year, was redefined through a myriad of discussions within the Foundation, referring to the advice delivered by eminent experts. It upholds the theme, "Inter-linkages and Innovation for Future Societies." Its thrust is, guided by the key concept, "Inter-Linkages," to support research projects aiming to unravel various aspects of a long-term transformation taking place at

the inner core of our society; furthermore, it intends to envisage the society of future and its system. Also, as a new approach, the new program intends to support not just research per se but also those who undertake it.

## The Connection among People is the Basis of Society

As a part of fy 2020 report, I would like to mention the complete reorganization of the Toyota Foundation's mode of operation. While a passive response to COVID-19, the way of work-related communication was switched from face-to-face to online. Video conference tool was utilized thoroughly on a lot of occasions: the Foundation's internal meeting; selection committees to screen the grant-awarded projects; program officers' site-visits for monitoring; interviews with eminent experts concerning the new Research Grant Program. It might be difficult to understand the nuance of the other person in a conversation online; however, it is a great benefit that just one click would make it possible to exchange information and views via PC regardless of distance. This online communication technology would be further sophisticated and no doubt become a part and parcel of our daily life.

The transition from face-to-face to online, along with the change in the way of human communication, is a part of the phenomenon called, DX -Digital Transformation-. In addition, the consensus and social values concerning human-to-human communication, once taken for granted, lost their significance due to several reasons: the declining birthrate and increasing elderly population; the progress of urbanization; the change in sense of belongings of individuals; the transformation of industrial structure. For example, all-hands events, including company trips, end-of-year parties, new year parties, are on the way out. Fewer people are actively involved with the grassroots communities including PTA and neighborhood associations. In contemporary society, the value and meaning of human-to-human physical contact and exchange become fluid; the DX is to further accelerate this tendency. This is not only happening in Japan

but, to a certain extent, the worldwide phenomenon, while its pace and degree might look uneven.

Mankind cannot live in isolation; we have lived a life with others by building groups, namely, societies through cooperation. In that sense, people's gathering, in other words, ties among people are the cornerstone of societies. As the cornerstone is now in flux, I wonder if we can draw a blueprint of the next generation's society which we ought to seek. I do have a doubt. We need to reassess the various aspects of ties among people in past societies. Also, it is necessary to build the new form of ties through many attempts; thus, we ought to design the future society.

## For the Future

The Toyota Foundation will humbly make every effort to support the visionaries who are conceiving the ties among people in the future and the construction of a new society; besides, it will award the grants to the activities by the change-makers practically devising new, various modes of gathering and connecting as well as putting them into action. The Research Grant Program was redefined precisely in line with this. Furthermore, the themes of other major grant programs, including the Specific Subjects, were all pertinent to the diversified aspects of the question about the ties among people. Though each programs' scope might be different, they are expected to head in the same direction. We shall hit the ground running so that every grant-awarded project would resonate and mutually influence in a positive manner; then, it will create an overwhelming current as if all projects are organically interwoven. I would greatly appreciate your further guidance and encouragement.

July, 2021

[April 1, 2020 to March 31, 2021]

# The Challenges the Toyota Foundation Tackled in FY 2020

In fiscal 2020, the Toyota Foundation (TF/the Foundation) made grants through the two Special Subjects: “Co-Creating New Society with Advanced Technologies” and “Migrants and Japanese Society,” and through the ongoing two programs with a public call for proposals: “Grant Program for Community Activities in Japan” and “International Grant Program,” as well as through the two programs without publicly calling for proposals: “Communication with Society Program” and “Initiative Program.” Meanwhile, the grant offering for the Research Grant Program was suspended, and the Foundation decided to review the past grant offerings and project results of this program so far.

Below is the outline of the respective grant programs:

**Programs with a public call for proposals**

**The Specific Subject  
Co-Creating New Society with Advanced Technologies**

The TF called for research projects dealing with societal changes and challenges posed by such new technologies as represented by AI

**The International Grant Program**

The TF provided grants to projects for “grassroots-level exchanges and problem-solving across national boundaries by local practitioners from more than two countries,” which deal with common issues in East Asia, including Japan, and Southeast Asia.

**The Grant Program for Community Activities in Japan**

The TF conducted “Survey Grant” for investigations designed for implementing projects in Japan and “Nurture Grant” for projects aimed at problem-solving in local communities and fostering such problem-solvers there; and also implemented the “Program for Boosting Civic Participation” within the framework of the Initiative Program.

**The Specific Subject  
Migrants and Japanese Society**

The TF made grants to projects for conducting investigations, surveys, and practices that were expected to contribute to building an overall system for accepting foreigners.

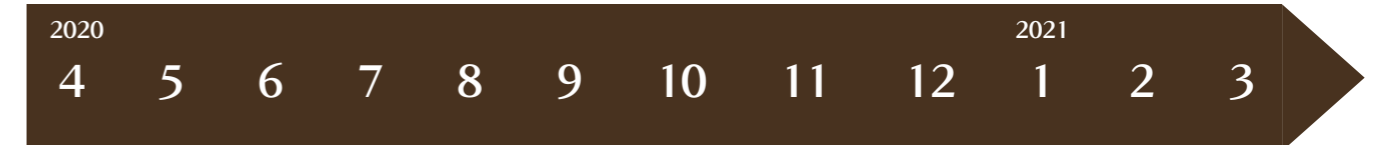
**The Research Grant Program**

The TF suspended a public call for proposals in fiscal 2020, but decided to explore a new grant theme for fiscal 2021 while reviewing the past activities of this grant program.

## Looking Back the Toyota Foundation's FY 2020

[April 1 to June 6]  
The International Grant Program  
Call for Proposals

[April 4 to June 8]  
The Grant Program for Community Activities in Japan  
Call for Proposals



[October 1 to December 4]  
Co-Creating New Society with Advanced Technologies  
Call for Proposals

[September 7 to November 21]  
Migrants and Japanese Society Call for Proposals

**Programs with closed application process**

**The Initiative Program**

The TF proactively discovered and supported projects deemed conducive to the development of new grant programs in the future – the very purpose of this program – such as through making grants to projects aimed at helping boost the non-profit sector, including NPO capacity building, to joint grants with other donors, and to projects considered worthy of support from private grant-making foundations.

**The Communication with Society Program**

The TF aims to communicate and disseminate results and methods of the past grant projects to society in a high-impact way. Specifically, it selected candidate projects through mid-term and final monitoring, presented and publicized such projects to society effectively through efforts of the grantees and the TF's Program Officers.



Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
34(32)	6(7)	40.0(40.0)	40.0(40.0)	17.6(21.9)

things. As such, the program called for high-minded projects designed to tackle issues such as how to better use digital technologies including AI, how such technologies transform our society, and how humans and society should look like in the future.

In an effort to provide greater support during the project period, a new condition was added to the application requirements beginning in fiscal 2020; the project's representative's main place of residence should be in Japan. Other requirements remain the same as in the previous years; the representative must be 45 years old or younger, and joint research projects by cross-sectional and interdisciplinary teams can qualify.

Also, as in the previous years, the requirements were that the main scope of a project should not be about technological development per se, 1) but about bridging different fields and sectors, 2) contributing to international research and activities, 3) and spelling out methods for disseminating results. Moreover, as in the previous years, three approaches were also taken into consideration: (1) a project that can examine societal impact of cutting-edge technologies both academically and theoretically from a mid- to -long-term perspectives; (2) an applied research project that can verify, based on on-the-ground experience, how cutting-edge technologies can be utilized in social life and what kind of challenges such technologies will bring about

in society; and (3) a project that can help build an international network of mainly young researchers across the boundary between humanities and sciences.

As for public calling for proposals, besides public orientation meetings, the Foundation held a webinar-style, open workshop "Advanced Technologies and Society in the Age of the Coronavirus" and uploaded its edited video on its YouTube channel. The members of grant-awarded projects for both "Co-Creating New Society with Advanced Technologies" and "Research Grant Program" were invited as panelists to discuss how to utilize advanced technologies to tackle difficulties caused by COVID-19, what to bear in mind in doing so, and how technology, humans, and nature can co-exist in society. Active discussions by these grantees proved to be a good opportunity for deepening the understanding of this program with a public call for proposal.

In the end, the number of applications received totaled 34, roughly about the same as in the previous fiscal year. The number of grant-awarded projects was six, a decrease by one from the previous year. And yet, what was unique about those selected projects was that many of them were aimed at exploring the feasibility of and challenges brought on by advanced technologies in real-life situations on the ground.



## The Special Subject Co-Creating New Society with Advanced Technologies

### Overview

#### Program Title

Co-Creating New Society with Advanced Technologies

#### Call for Proposals

October 1 to December 4, 2020

#### Project Period

One to three years beginning April 1, 2021

#### Total Amount of Grants

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

This program was launched in fiscal 2018 as a Special Subject with a public call for proposals, as part of the Research Grant Program. In fiscal 2019, as the Special Subject was upgraded to a new grant program, the "Co-Creating New Society with Advanced Technologies" Program has since become independent of the Research Grant Program and has been operated as an autonomous program.

In principle, the grant-making framework for this Special Subject program remains in line with that of the previous fiscal year. In fiscal 2020, too, the Foundation publicly called for research projects that deal with fields focused on social challenges arising from the rise of advanced technologies – cutting-edge technologies against the backdrop of the so-called Digital Revolution, including AI, Internet of Things (IoT), Big Data, Robotics, Block-chain, among other

### Comments

#### Comments by Selection Committee Chair Hideaki Shiroyama

The Toyota Foundation Research Grant Program established Co-Creating New Society with Advanced Technologies as a Special Topic in fiscal 2018. In the face of emerging advanced technologies like AI, the objective is to support research that deals with questions based on the perspective of the users of advanced technology, such as how these technologies should be handled in society and what kind of vision there should be for human society in the future. This year the Research Grant Program conducted its third call for proposals for this Special Topic, received

34 applications with a broad range of content, and finally selected six projects.

**The projects selected can be roughly divided into three categories.**

The first category of projects examine the possibilities and challenges of using advanced technology in specific settings. This year, two projects related to medical and welfare services were selected. These projects are D20-ST-0017 "Community Development Using Advanced Technology in a Depopulated and Aging Area: Action research on sup-

porting the elderly using social robots as part of a comprehensive community care system,” Kimihiko Daimon (Chief Examiner, Longevity Long-term Care Division, Izu City Hall, Shizuoka Prefecture) and D20-ST-0030 “Study of the Global Situation of Drug-resistant Bacteria and the Impact of Introducing an AI-based Bacterial Diagnosis Assistance System into Clinical Laboratories,” Tatsuya Yamada (Director, GramEye Inc. / Undergraduate, Faculty of Medicine, Osaka University). Both of these projects also have distinctive characteristics in terms of their research structures. The former project is led by the employee of a local government, which is a user of technology, and is an attempt to solve local issues by bringing together a variety of experts. On the other hand, in the latter project, a student who has started up his own business will boldly tackle the global issue of drug-resistant bacteria.

The other projects in the first category are D20-ST-0034 “The Promotion of eSport Science: Toward the social implementation of next-generation sport created by the fusion of sport science and ICT,” Takashi Matsui (Assistant Professor, Faculty of Health and Sport Sciences/Research and Development Center for Sport Innovation, University of Tsukuba) and D20-ST-0009 “Practical Application of a Fraudulent Accounting Detection AI Model for Sound Capital Market Formation: Fusion research that adds the perspective of a practitioner to the three areas of accounting, law, and statistics,” Koken Ozaki (Associate Professor, Faculty of Business Science, University of Tsukuba). The former is a project that will seek to develop the area of eSports, which are games that utilize information technology. The latter project will try to apply AI to detect fraudulent accounting. The distinctive characteristic of the latter project is that it will not simply develop an AI model, but will also seek to address the prerequisites (development of a common cross-sectoral concept of fraud, etc.) for utilizing such a model in society through collaboration with diverse experts and stakeholders.

The second category of project is concerned with information technology functioning as advanced technology education. D20-ST-0033 “Research on Practical IoT Education Curriculum at Kosen,” Osamu Saito (Engineer, CO-Works Co., Ltd.) falls into this category. Faced with limited information technology human resources in regional areas, the distinctive features of the project are that it will try to develop human resources through regional colleges of technology (Kosen) as well as aiming for collaboration between technical colleges and local elementary and secondary education rather than being confined to colleges of tech-

nology in the process of human resource development.

The third category of project will attempt to develop a program to comprehensively examine the ethical, legal and social challenges involved in introducing advanced technology into society. D20-ST-0024 “A Vision of “MELSIT”: Co-constructing models of multidisciplinary “ELSI Talents” (MELSIT) and collaborative designing for the next MELSIT development,” Yusuke Shikano (Specially Appointed Fellow, Research Center on Ethical, Legal and Social Issues, Osaka University) falls into this category. This ambitious project will seek to link MELSIT development to ordinary programs based on the actuality of ethical, legal and social issues in corporate workplaces in collaboration with specific corporate activities.

### Conclusion

This year more projects in the first category of projects which examine the possibilities and challenges of using advanced technology in specific settings were selected than in previous years. Leading-edge issues are often embedded in specific settings and so, in that sense, working in collaboration with the frontline is desirable. On the other hand, given that the nature of the grant program is to provide grants for research rather than grants for practice, it is hoped that the projects will explore more deeply the question of how to position the issues in such frontline settings and the response to them in the context of the wider society in general. In doing this, it is thought that ideological and philosophical issues can also be confronted as frontline issues. In that sense, we look forward to project proposals that combine the first and second categories or the first and third categories in the future.

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

## List of Grants

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

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D20-ST-0009	Practical Application of a Fraudulent Accounting Detection AI Model for Sound Capital Market Formation: Fusion research that adds the perspective of a practitioner to the three areas of accounting, law, and statistics Koken Ozaki, Faculty of Business Science, University of Tsukuba/Associate Professor	6,000,000
D20-ST-0017	Community Development Using Advanced Technology in a Depopulated and Aging Area: Action research on supporting the elderly using social robots as part of a comprehensive community care system Kimihiko Daimon, Longevity Long-term Care Division, Izu City Hall, Shizuoka Prefecture/Chief Examiner	9,200,000
D20-ST-0024	A Vision of “MELSIT”: Co-constructing models of multidisciplinary “ELSI Talents” (MELSIT) and collaborative designing for the next MELSIT development Yusuke Shikano, Research Center on Ethical, Legal and Social Issues, Osaka University/Specially Appointed Fellow	5,000,000
D20-ST-0030	Study of the Global Situation of Drug-Resistant Bacteria and the Impact of Introducing an AI-Based Bacterial Diagnosis Assistance System into Clinical Laboratories Tatsuya Yamada, GramEye Inc./Director,(Faculty of Medicine, Osaka University)/(Undergraduate)	6,800,000
D20-ST-0033	Research on Practical IoT Education Curriculum at Kosen Osamu Saito, CO-Works Co.,Ltd./Engineer	5,200,000
D20-ST-0034	The Promotion of eSport Science: Toward the social implementation of next-generation sport created by the fusion of sport science and ICT Takashi Matsui, Faculty of Health and Sport Sciences/Research and Development Center for Sport Innovation,University of Tsukuba/Assistant Professor	7,800,000



Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
75 (90)	6 (7)	50.0 (45.0* <sup>1</sup> )	50.0 (40.0)	8 (7.8)

\*<sup>1</sup>The budget was increased five million yen in fy2019

cepting foreigners. The program also aims to achieve the following three targets through implementing the selected projects.

- To study any changes and impacts on Japanese society from an increase in migrants, and consider what kind of response measures are possible
- To identify factors behind various issues facing migrants, and present and implement measures for improvement
- To create a common platform for solving problems by connecting those grassroots supporters of migrants with other stakeholders such as researchers, government workers, local community members, and other parties concerned

The Foundation started accepting applications in September 2020, and held online orientation meetings on the application guidelines in which a total of over 200 participants attended. At the same time, prior consultations were conducted online for more than 40 times. As a result, the Foundation received 75 proposals from around Japan by the deadline in mid-November. Finally, six projects were selected and approved for grants through deliberations by the Selection Committee and the Board of Directors.

As joint efforts of the International Grant Program and this

Special Subject, the Foundation streamed on its YouTube channel a five-part online luncheon seminar series “Learning from Each Other in the Age of COVID-19: Human Mobility and the Future of Multicultural Society” from September 2020 through March 2021. In these online seminar sessions, the grantees of the two grant-awarded projects discussed the impact of COVID-19 on their projects, changes and issues related to international human mobility and sharing of their knowledge and experience, in line with the keywords of “Medical Care and Nursing Care” and “Information and Institution.” They received comments from experts for further discussions and accepted comments and questions from online viewers during the live streaming. The Foundation also created 12-minute digest versions of the first to the fourth sessions, and even streamed the seminar in English with an English subtitle for the sake of disseminating information globally about lesser-known situations in Japan.

In fiscal 2021, the third year of this program’s operation, too, the Toyota Foundation will continue to accept applications under the same theme. While continuing to monitor the progress of the approved projects individually, the Foundation will share and disseminate insights gained from such projects through organizing symposiums and report-back meetings as well as participating in conferences.



## The Special Subject

# Migrants and Japanese Society

### Overview

#### Program Title

Migrants and Japanese Society

#### Call for Proposals

September 7 to November 21, 2020

#### Project Period

Two or three years beginning May 1, 2021

#### Total Amount of Grants

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

The Special Subject “Migrants and Japanese Society,” a grant program launched in fiscal 2019, marked its second year of operation in fiscal 2020.

This grant program came as the Japanese government announced its policy in the spring of 2019 to accept as many as 340,000 foreigners over a five-year period. From the viewpoint of supplementing the country’s workforce in des-

ignated areas such as elderly care and construction, Japan quickly shifted the focus of discussion from whether or not it should accept foreigners towards how best it can accept them.

With this in mind, the Foundation gathered information from front-line supporters and researchers, and designed this program based on the recognition that foreigners should be accepted as co-members contributing to the development of Japanese society. As such, revisiting the issue of foreign migrants in a broader framework and creating an environment enabling everyone to demonstrate their abilities and skills to the fullest, will be conducive to the happiness of all people living in Japan, including migrants. Based on this awareness, the Foundation set five challenges including the creation of the environment allowing migrants to fully utilize their abilities and skills. This program is thus designed to make grants to a survey, research, or effort that is expected to contribute to building a comprehensive system for ac-

### Comments

#### Comments by Selection Committee Chair Akihiko Tanaka

The Toyota Foundation publicly solicited applications for the FY2020 Special Subject “Migrants and Japanese Society.” The grant program will be given to projects that study any of the five issues below and implement measures to address these issues (for example, building a mechanism or system to solve an issue or improve a situation) during the grant period.

- (1) Creation of an environment for maximizing the skills and potential of foreign talent
- (2) Minimizing gaps among foreign residents in their access

to information

- (3) Examination of human and other resources in support of the care and support systems for foreign residents
- (4) Attracting skilled human resources from abroad
- (5) Lessons from insights and experiences gained through Japanese companies’ overseas operations

This fiscal year, among applications addressing issues (4) and (5), we also accepted applications focusing only on research and studies. Between September 7 and November 21, 2020, we received 75 applications. During this pe-

riod, the Foundation held two online briefings for potential applicants over Zoom. After three members of the Selection Committee examined and evaluated the application documents, the Committee met on February 1, 2021 and chose six grant candidates to receive a total of 50 million yen.

**The following is an outline of the candidate projects.**

**D20-MG-0004 Takashi Moriya (Professor, Ritsumeikan University)**

This project will conduct fieldwork and a detailed survey of Japanese companies that employ advanced IT personnel in Vietnam, Thailand, and India. It aims to build a model for mindset reforms, cross-cultural management, and human resources management for accepting foreign nationals. It actively addresses issue (5). The project team includes both researchers and practitioners. The research plan is well-prepared. They also plan to disseminate their research results. We expect that companies seeking to employ foreign nationals can obtain useful knowledge from the project.

**D20-MG-0017 Tamotsu Nakasa (Chair, SHARE (Services for the Health in Asian & African Regions))**

This comprehensive project plans to address issues (1), (2) and (3). As the COVID-19 pandemic affects Japan, the project seeks to establish a system providing accurate information and appropriate consultation to migrant communities, ensure their access to health organizations and medical institutions and search for a pathway toward the establishment of a safe and secure medical system. This project is organized jointly by NGOs and other organizations that provide medical support to migrants and researchers engaging in area studies. Amid the ongoing COVID-19 pandemic, it is expected to provide the necessary support to foreign residents and help establish safer and more secure health systems.

**D20-MG-0018 Atsushi Takeda (Associate Professor, Faculty of Industrial Sociology, Ritsumeikan University)**

This international joint project aims to identify elements of success in the entrepreneurship and investment made by foreign residents in Niseko and Kutchan in Hokkaido, Sendai in Miyagi, Hakuba in Nagano, Kyoto in Kyoto, Beppu in Oita and Fukuoka in Fukuoka. It is expected that the project can provide models for regional revitalization through foreign entrepreneurship and investment. The project addresses issue (4). It plans to prepare a handbook, "multicultural regional revitalization models," and is expected to produce results that are useful for stakeholders, including

local governments.

**D20-MG-0022 Kumiko Sakamoto (Representative, Network for intercultural and inclusive society / Chairman, Aidensha)**

In recent years, it has been pointed out that, worldwide, the early childhood environment is especially important for the development and growth of children. However, in Japan at present, there are very few studies on the actual situation of childcare and childcare support for parents of children with foreign roots during this period compared to after commencing school. In this project, the Network for Intercultural and Inclusive Society, which consists of 14 civic groups in the three prefectures of Aichi, Gifu and Mie, will survey the situation of administrative services for childcare from pregnancy to preschool to create a more desirable environment for parents of children with foreign roots. The project will contribute to addressing issues (1), (2) and (3). The results that the project will produce are expected to also be useful outside the three prefectures that are being studied.

**D20-MG-0028 Hideomi Yamada Assistant Manager, international medical center, The University of Tokyo Hospital**

In this project, health care professionals who have been involved in health care for residents originally from foreign countries and who have worked to build a medical interpreter accreditation system will provide on-the-job training to enhance the skills of medical interpreters. The project will address issues (2) and (3). In the previous fiscal year, the Toyota Foundation selected a grant project promoting "easy Japanese" at medical institutions. However, highly skilled medical interpreters remain necessary for advanced medical care. This project is expected to contribute to training medical interpreters to enable them to be more effective, highly skilled interpreters.

**D20-MG-0072 Shingo Ashizawa (Professor, Faculty of Global and Regional Studies, Toyo University)**

The purpose of this project is to build a system and framework for accurately evaluating the qualifications, educational backgrounds and careers of foreign human capital. Europe, Canada and Australia have systems called the foreign credential evaluation (FCE) and National Qualification Framework (NQF). This project aims to propose a mechanism equivalent to these systems that is expected to make Japan's acceptance of foreign human capital more systematic and strategic. This mechanism is also expected to enable foreign human capital to develop and increase their

capabilities. This project therefore addresses issue (1) as well as issue (4).

**Comments**

It is our pleasure to have selected high quality projects that address issues (1), (2), and (3) this year, too. We are gratified to have found and selected a project that focuses on health care for foreign nationals amid the COVID-19 pandemic. We also find it a positive trend that the increasing numbers of applications are made by networks of civic groups. Unlike last year, we are able to select projects addressing issues (4) and (5) squarely. We are happy that the successful projects related to issues (4) and (5) emphasize not just research but also implementation.

We hope that the world will survive the COVID-19 pandemic and return to normal soon. In that process, the number

of foreign nationals in Japan will likely increase again. As the number of foreign nationals approaches the past level and beyond, Japanese society should become more amenable to foreign residents than in the period before the pandemic. A qualitative improvement is necessary. We must resolve a variety of challenges related to the acceptance of foreign nationals that have become clear during the COVID-19 pandemic and ensure that Japan is a society where foreign nationals are able to live comfortably and actively participate. Our expectations are that the projects selected last year that are being executed now and the projects chosen as candidates for grants this year will contribute to the enhancement of the quality of systems for accepting foreign human resources into Japanese society.

**List of Grants**

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

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D20-MG-0004	A Survey of Japanese Companies Abroad: Changing Attitudes, Building a CrossCultural Management and Human Resources Model, and Transferring it to Japan to Accommodate Foreign Human Resources Takashi Moriya, Professor, Ritsumeikan University	8,300,000
D20-MG-0017	Supporting migrant communities in accessing information and developing pathways for testing, diagnosis and treatment of COVID-19 Tamotsu Nakasa, Chair, SHARE (Services for the Health in Asian & African Regions)	7,800,000
D20-MG-0018	International Joint Project toward the Construction and Deployment of "Multicultural Regional Vitalisation Models" based on Skilled Migrants' Entrepreneurship and Investment Atsushi Takeda, Associate Professor, Faculty of Industrial Sociology, Ritsumeikan University	9,000,000
D20-MG-0022	Creating a society where anybody can give birth and raise children without worries: investigation on conditions of foreign parents raising children from pregnancy to pre-school nurturing Sakamoto Kumiko, Representative, Network for intercultural and inclusive society / Chairman, Aidensha	8,800,000
D20-MG-0028	Road to a diverse society for all patients: Improving the quality of medical interpreters by establishing an OJT training system at medical institutions Hideomi Yamada, Assistant Manager, International Medical Center, The University of Tokyo Hospital	7,100,000
D20-MG-0072	Strategic approaches for a social infrastructure to invite foreign human capital -Establishing a Japanese Qualification Framework (JQF) and utilizing Foreign Credential Evaluation (FCE) systems Shingo Ashizawa, Professor, Faculty of Global and Regional Studies, Toyo University	9,000,000



Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
140 (147)	9 (9)	70.0 (70.0)	70.0 (70.0)	6.4 (6.1)

In fiscal 2020, the International Grant Program carried on with its basic theme and purpose from the previous year; learning from each other through mutual exchanges among on-the-ground practitioners from East Asia, including Japan, and Southeast Asia, thereby finding a way to resolve common challenges or, at least, improve the situation.

As in the previous fiscal year, the program's grant amount totaled 70 million yen. But the priority area or the sub-theme, which had been set until fiscal 2019, was not specified this time. There were 140 applications, roughly about the same levels as in fiscal 2019 when the new requirement of limiting the representatives' place of residence to Japan led to a decrease in the number of applications. Of these numbers, nine applications were adopted.

Since the International Grant Program requires practitioners from several countries to interact directly with one another in person, nearly all its projects were subject to the restrictions on people's movement by the pandemic, forcing the Foundation to extend the grant period and revise the activities. While the members of the grant-awarded projects said they were unable to proceed with their projects for more than half a year and were struggling to keep their members engaged and motivated, they also made positive remarks about online exchanges and events that were less costly and allowed for easy participation by many. They voiced hopes for continuing hybrid-type activities, enabled by the strengths of online tools, even after the pandemic comes to an end. The grantees held an international symposium online, which was

originally supposed to bring together various members from multiple countries in one place, and disseminated the projects' outcomes on their websites or via social networks as opposed to publishing them in the form of brochures. As such, various efforts were seen made to disseminate information to the wider public.

As the Program Officers couldn't visit in person the actual sites of the grant-awarded projects, the Foundation relied primarily on online tools to communicate with its grantees and to help disseminate the information about the grant-awarded projects. As part of such efforts, the Foundation streamed a five-part online luncheon seminar series "Learning from Each Other in the Age of COVID-19: Human Mobility and the Future of Multicultural Society" from September 2020 through March 2021. (For more details, see descriptions about the online seminar in the Special Subject "Migrants and Japanese Society" )

For fiscal 2021, the Foundation plans to offer a "two-year grant" framework that requires direct interaction through mutual visits, just as has hitherto been done, and a "one-year grant" framework that allows interaction done only online. The Foundation remains committed to disseminating the insights of the grantees and creating a platform for sharing their experiences through various media formats, while providing grants to contribute to finding solutions to common challenges and improving such situations in Asia through flexible approaches.

# The International Grant Program

## Overview

### Program Title

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

### Required elements for Project

Transnational, Cross Sector, Mutual Learning, Foresight

### Target Countries

East and Southeast Asia<sup>\*1</sup>

### Call for Proposals

April 1 to June 6, 2020

### Project Period

One or two years beginning November, 2020

### Total Amount of Grants

Seventy million yen in total

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

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

## Comments

### Comments by Selection Committee Chair Shigeto Sonoda

This is the second time for me to provide commentary on selection results, after I did so for the selection in fiscal 2019.

In fiscal 2019, the prioritized area (Area A) "Multicultural Inclusion in Communities" was set and applicants were required to choose either Area A or the other field, Open Field (Area B). This fiscal year, the prioritized area (Area A)

was abolished. This is mainly because there was overlapping goals and details between Area A and the special subject program newly included in fiscal 2019 "Migrants and Japanese Society". Additionally, the previous fiscal year's scheme caused some confusion: some applied to the Open Field (Area B) although the features of their proposal corresponded to the prioritized area (Area A), and vice versa. The

abolition of the prioritized area allows applicants to freely choose common issues in Asia and envisage exchange and the selection committee is better able to examine applications straightforwardly.

There are no changes in the five grant policies (1. Great significance for society, 2. Anticipating internal and external issues, 3. Future-oriented, 4. Sustainable and developable, and 5. Expected to have a ripple effect) and the four elements that the foundation adopts during the selection of projects.

The overall budget remains the same, 70,00,000 yen (<https://www.toyotafound.or.jp/international/2020/>).

### Overview of Applications

This year, the open call for proposals began in April as usual. At first, we feared that the number of applications would drop drastically because of the COVID-19 pandemic. We expected that applicants would have difficulty designing mutual exchange while moving across borders was limited due to the pandemic. However, we received 140 applications, which was a small decrease from 147 in fiscal 2019. That is, there only appeared to be a minimal impact from the pandemic.

In the previous fiscal year, the foundation newly requested that applicants have their main residence in Japan as a condition for application. This greatly affected the proposition of the nationality of applicants. A bit more than one third of all applicants were Japanese prior to the change. In the previous fiscal year, Japanese applicants exceeded 70%, and the number of applicants with Malay, Indonesian or Philippine nationality decreased significantly. The distribution of the nationalities of applicants is similar to that of the previous fiscal year (see Table 1). This year, there were Chinese applicants, unlike the previous fiscal year, but the number of applicants holding Southeast Asian nationalities dropped again. Despite these minor changes, the composition of applicants did not change very much: more than 70% of the applicants were Japanese this fiscal year.

Judged by the number of targeted countries/regions (see Fig. 1) and the combinations (see Fig. 2), more applicants combined Japan and one of the Southeastern countries while less applicants combined three countries or more covering Japan, East Asia, and Southeast Asia, compared with the previous year. Many of the applications focused on feasibility although the number of large-scale proposals covering nine countries or more increased from zero to five. Addi-

**Table 1: Distribution of the nationalities of applicants for fiscal 2019 and 2020**

Nationality	2019	2020
Japan	105	103
Indonesia	8	6
China	0	5
Malaysia	9	4
South Korea	6	4
Taiwan	4	3
Thailand	1	2
India	0	2
Unknown	0	2
United States	1	1
Nepal	0	1
Sudan	0	1
Czech Republic	0	1
Bangladesh	1	1
The Philippines	2	1
Myanmar	2	1
Mongolia	1	1
United Kingdom	2	1
Canada	1	0
Singapore	1	0
Sri Lanka	2	0
Chile	1	0
<b>Total</b>	<b>147</b>	<b>140</b>

Note: Countries/regions are listed in descending order of number of applicants by nationality for fiscal 2020.

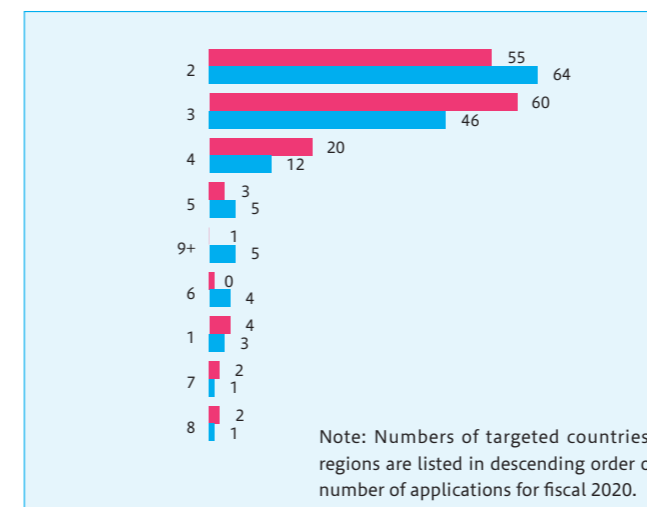
tionally, more applications focused on Japan and Southeast Asia while less targeted Japan and East Asia.

This fiscal year again, three applications only targeted one country as shown in Figure 1. The committee excluded them because they did not consider transnationality, one of the four aforesaid elements.

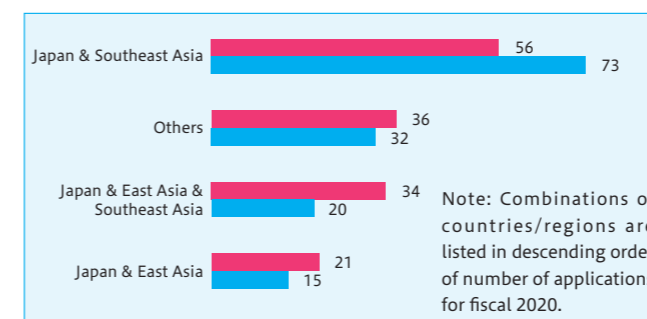
Figure 3 shows the distribution of targeted countries/regions stated in applications. The number of applications targeting Japan was 111, similar to the previous fiscal year, which reflects the large number of applications from Japanese applicants. Looking closely at the proposed projects targeting both Japan and Southeast Asia, more proposals targeted Indonesia while less focused on Malaysia: there were slight changes within the applications involving Southeast Asia.

Applications were found to describe diverse projects, which contained many different factors, such as multicultural co-existence, gender, environmental preservation, sustainabil-

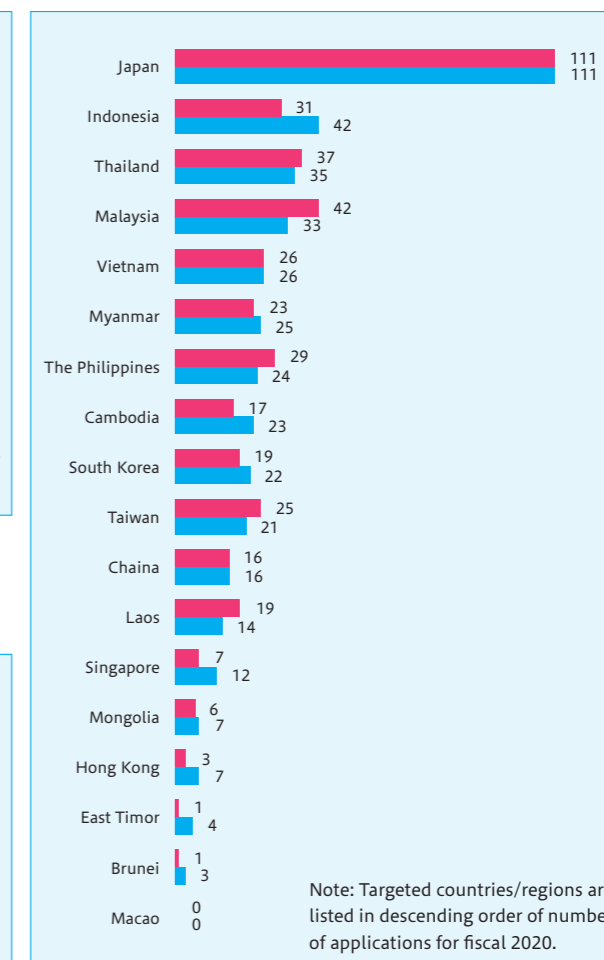
**Fig. 1: Number of targeted countries/regions that were stated in applications in 2019 and 2020**



**Fig. 2: Combination of targeted countries/regions that were stated in applications for 2019 and 2020**



**Fig. 3: The number of targeted countries/regions that were stated in applications for 2019 and 2020**



■ 2019 ■ 2020 (Excluding countries/regions outside East and Southeast Asia)

ity, conservation of cultural properties, tourism, education, poverty and disparities, disaster prevention, food safety, resource management, community construction, and aging.

### Selection process and results

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

First, three program officers (POs) from the Toyota Foundation closely reviewed 140 applications individually. They eliminated those applications which did not satisfy four elements before they asked each committee member to inspect the remaining applications.

The four committee members read the applications carefully, and each recommended ten projects as planned based on the number of selected projects in previous years. Each

member gave a weight on a smaller number of the projects that he or she strongly recommended and added their own personal comments. If a member had any question about the proposal or expected difficulties in the implementation of the proposal, he or she informed the POs who communicated the questions/concerns to the applicants and asked for replies.

At the end of the selection process, the results of the reviews by the four committee members were summarized, and a selection committee meeting was held. They discussed the 22 applications that at least one of the four members had recommended. Each member explained why he or she recommended or did not recommend the project. They discussed any disagreements and adjusted differences in opinions. They chose candidates tentatively in light of the responses from applicants. Then, they made the final decision, having considered the balance between themes and among targeted countries or regions, budget distribution and others.



Nine projects were selected, the same as in the previous fiscal year. The selection rate was a low 6%, as usual.

The projects selected for this fiscal year have the following characteristics.

Firstly, many of the projects target a small number of countries combining Japan and Southeast Asia. This reflects the general trend found in most applications. As explained below, Ms. Yuko Shirai proposed a project targeting Laos, Thailand, and Myanmar, and Mr. Ken Ito focused on the Philippines, Thailand, and Indonesia. These two applicants target Southeast Asia, excluding Japan. All other projects employ a combination of Japan and Southeast Asia and/or a country/countries other than East Asia. In other words, in the end, no projects targeting East Asia were selected even though some of the 22 final candidate projects did target East Asia. In fiscal 2019, two projects targeting Japan, East Asia, and Southeast Asia were selected. The projects selected this fiscal year do not include that combination of areas.

Secondly, the selection results included multiple projects addressing the current pandemic. Mr. Dipesh Kharel proposed producing an ethnographic film featuring the students unable to travel between Japan and their home countries, Vietnam or Nepal, due to the pandemic. The project proposed by Ms. Kanako Kusanagi aims to review education in Japan, Indonesia, and Malaysia in the face of the COVID-19 pandemic, consider what an ideal form of global citizenship education would be as desired in children's education, and give concrete suggestions. Ms. Eri Yoshimura tries to support immigrants during the pandemic through the training of young human resources, linking Thailand with Japan. All of these proposals were based on projects that had been carried out, assumed the use of the existing networks, and sought transborder solidarity during the pandemic.

Thirdly, there is the tendency towards a higher selection rate for applicants who had done projects with grants from the Toyota Foundation. Of the 140 applications, 21 proposals were made by those who had received grants from the foundation in the past. Three of the 21 proposals were selected: the rate of selection is 14.3%. On the other hand, six proposals (5%) were selected from 119 applications made by those who had not received grants from the foundation: there is a great difference between the two groups.

This fiscal year, the selection results did not include any projects relating to environmental protection or sustainability when previously such projects had been selected every

time. It is a shame because environmental preservation is still important, even during the pandemic.

### Introducing Adopted Projects

The following introduces two projects that received relatively better evaluation among the adopted projects.

#### Yuko Shirai, "Sustainable Cross-Border Community Development and Management in the East-West Economic Corridor in the time of COVID-19"

**Countries: Laos, Thailand, and Myanmar**

The project aims to nurture cross-border capacity through mutual learning in two communities at the border between Laos and Thailand and the border between Thailand and Myanmar, focusing on the East-West Economic Corridor between Laos, Thailand, and Myanmar. It presents varied ideas that allow community members to understand problems caused by borders and learn to solve them. The project is designed to involve officials of local and central governments as well as local researchers. It stems from discussion on experience operating past projects.

The proposal is found to be timely because the world has had to close borders because of the pandemic, and people beyond the local residents can probably learn something. It would be a better project if it pursued the impact on society beyond academic disciplines, such as practical regional development.

#### Ken Ito, "Accelerating Cross-Border and Cross-Sector Collaboration Through Social Investment"

**Countries: Philippines, Indonesia, and Thailand**

The project aims to invite ten policy makers/third sector managers to a Policy Leadership Lab led by Asian Venture Philanthropy Network (AVPN) from Philippines, Indonesia, and Thailand and activate social investment in such regions through activities. The well-formulated project was evaluated highly, being very forward-looking. It does not try to develop social investors directly but encourage important policy leaders to better understand and support social investment as an indirect approach. The applicant has a satisfactory track record, including involvement in joint projects in progress with The Rockefeller Foundation and the BMW Foundation Herbert Quandt.

Strong outcomes are possible if they make full use of the internal and peripheral networks of AVPN and try hard to involve diverse sectors.

Applications strongly appealed to the selection commit-

tee if applicants understood the foundation's missions and characteristics and the goals of the International Grant Program, even if the applicants have not received the Toyota Foundation's grant in the past, if for instance, the applicants had participated in explanatory meetings and detailed consultations with POs. Applicants for the next fiscal year are encouraged to take this point into account.

### Conclusion

The number of applications did not decrease as expected even as the world faces the pandemic. It is because a certain amount of projects had been planned, and existing social capital was used. The pandemic will affect the implementation of selected projects directly or indirectly. Therefore, the representatives of the selected project should op-

erate projects carefully.

The prolonged pandemic will limit opportunities for encounters. It will exhaust social capital, and worse, prevent new social capital from being generated. If this is the case, new, challenging projects will not be envisioned. It is possible to detect issues shared by Asian countries and carry out specific actions to solve these issues while traveling and conducting activities. Therefore, the current situation seems to completely hinder the future growth and development of the International Grant Program, because of the restrictions on free travel.

Hopefully, the coronavirus pandemic will end soon.

## List of Grants

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

Grant Number	Project Title Project Leader Position, Organization	Grant Amount(Yen)
D20-N-0017	Visual Ethnography of International Students' Migration to Japan—Deepening a Mutual Understanding and Cultivating Empathy Towards a Creation of an Inclusive Society Dipesh Kharel, Researcher/Filmmaker, The University of Tokyo	8,500,000
D20-N-0036	Sustainable Cross-Border Community Development and Management in the East-West Economic Corridor in the time of COVID-19 Yuko Shirai, Research Fellow, Research Institute for Humanity and Nature	9,000,000
D20-N-0070	Building a support system for migrant health among urban communities during a pandemic through mutual understanding and collaboration by cross-disciplinary young professionals Eri Yoshimura, Senior Manager, Health and Global Policy Institute	8,500,000
D20-N-0084	Toward Building Multicultural and Resilient Societies—Nurturing Empathic, Responsible and Engaged Global Citizens in Indonesia, Malaysia, and Japan in the Post-COVID-19 Pandemic Kanako Kusanagi, Assistant Professor, Advanced School Education and Evidence-based Research (CASEER), Graduate School of Education, University of Tokyo	8,000,000
D20-N-0095	Accelerating Cross-Border and Cross-Sector Collaboration Through Social Investment Ken Ito, Director, East Asia, Asian Venture Philanthropy Network (AVPN)	9,000,000
D20-N-0101	Educational leader development program between Japan and Cambodia by designing soft skills training through tackling global social issues Hiroe Sugawara, Board of director/ Steering Committee, International NGO SALASUSU	4,500,000
D20-N-0111	CIOR Project to Prevent Online Radicalization among Youths—Creating a Link between Indonesia and Japan Yosuke Nagai, Representative Director, Specified Non-Profit Organization Accept International	5,000,000
D20-N-0126	Revitalizing Tea Industry Community through Gastronomical Tea Tourism Amnaj Khaokhrueamuang, Associate Professor, School of Management and Innovation, University of Shizuoka	8,500,000
D20-N-0138	Creating "New culture" through community art projects by Indonesian workers and local people in rural Japan Yuichi Watanabe, Secretary General, The Laboratory for Global Dialogue	9,000,000





# The Research Grant Program

## Overview

The fiscal 2020 was designated as a year to overview and reflect on the program, “Exploring New Values for Society” that had been in place for nine years, and to study plans for a new grant program. More specifically, the Foundation conducted a survey covering all the past grantees (operated by the Japan Research Institute, Ltd.), had the program evaluated by external experts, and compiled a report about the survey and assessment of its results. Moreover, the Foundation discussed the role of the Research Grant Program in its overall grant structure. While the Grant Program for Community Activities in Japan and the International Grant Program are designed to support practical activities, the Foundation came to reconfirm that the Research Grant Program was intended to support research activities offering ideas and perspectives that could underpin such practical activities.

In fiscal 2020, too, the Foundation decided to cancel the grant-awarding ceremony and research report-back meet-

ings due to the Covid-19 pandemic, and not to hold a scheduled symposium for overviewing and reflecting on “Exploring New Values for Society” and simply published a report instead. As it was difficult to offer occasions to interact with one another face-to-face, the Foundation began to hold online café meetings for grantees to communicate with each other for better networking. Grantees of the Research Grant Program and the Special Subject “Co-Creating New Society with Advanced Technologies” were invited to serve as panelists, and participation was also encouraged from among grantees of the Grant Program for Community Activities in Japan and the International Grant Program. These efforts led to creating a platform where researchers and practitioners met and held frank discussions. These meetings were held a total of 13 times in fiscal 2020 and were well received. The Foundation thus plans to offer such occasions in the next fiscal year as well.

# The Grant Program for Community Activities in Japan

## Overview

### Program Title

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

\*This program is limited to activities in Japan.

### Grant Category

Survey Grant

Nurture Grant

### Call for Proposals

April 10 to June 8, 2020

### Project Period

Survey Grant: One year, beginning October 1, 2020

Nurture Grant: Two years, beginning October 1, 2020

### Total Amount of Grants

Survey Grant: Up to one million yen per project

Nurture Grant: No limitation

In fiscal 2020, the Grant Program for Community Activities in Japan carried on from the previous fiscal year with the same viewpoints and priority areas -- “building a problem-solving structure” and “nurturing problem-solvers.” As such, the Foundation continued to make grants under the theme that “Sustainable Community Created together with Forerunners for Future through Vital Problem-Solving Structure Open to Neighborhood.” Meanwhile, the Foundation changed the start of proposal-accepting period/grant-offering period (from October/April to April/October) and revamped the grant-making framework as well. “Dissemination and Advocacy Grant,” which had been limited to the past grantees, was abolished and integrated into “Communication with Society Program” which is without a public call for proposal. Instead, the Foundation provided grants in the following two categories: “Survey Grant” for a series of investigation activities leading to strategic plan-



	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Survey Grant	90 (105)	13 (16)	12.75(15.98)	20.0(20.0)	14.4 (15.2)
Nurture Grant	141 (228)	9 (11)	68.40(81.83)	80.0(80.0)	6.4 ( 4.8)
<b>Total</b>	<b>231 (333)</b>	<b>22(27)</b>	<b>81.15(97.81)</b>	<b>100.0(100.0)</b>	<b>9.5(8.2)</b>



ning for project implementation; and “Nurture Grant” for building a problem-solving structure and nurturing problem-solvers in partnership with diverse stakeholders.

As for a public call for proposals, the COVID-19 outbreak made it difficult to hold orientation meetings on the application guidelines in partnership with intermediate organizations that support nonprofits countrywide, and thus online meetings were held six times. This first attempt at holding online meetings made it all the more challenging to discover prospective projects in each regional bloc and have an in-person-like interactive communication, but at the same time, these online meetings eliminated the need for travel-related burden and geographical limitations in terms of venue locations, thereby lowering the hurdle to participation in orientation meetings. As a result, there were applications from nearly 50 people, the maximum capacity, at all the online meetings.

Upon closing the application, a total of 231 proposals was received: 90 proposals for “Survey Grant” and 141 proposals for “Nurture Grant.” Contrary to active participation in the online orientation meetings, the number of proposals dropped by about 100 from 333 proposals in fiscal 2019 to 231 proposals in fiscal 2020 due to insufficient communication about the change in the application period coupled with the impact of growing COVID-19 infections.

In the screening stage, the Foundation assessed and deliberated on the proposals in accordance with requirements of the priority areas and screening standards along with the levels of the past grant-awarded projects. As a result, the Foundation decided to make grants worth 81.15 million yen in total, shy of 100 million yen though, to a total of 22 projects: 13 projects for Survey Grant and 9 projects for Nurture Grant.

The grant-awarding ceremony was normally scheduled to take place at the start of the grant period, but it was cancelled this fiscal year as well due to the impact of the COVID-19 pandemic. Still, the Foundation organized an online Kick-Off training session for grantees in early No-

vember, giving them an opportunity to communicate with the staff members about the grants guidance. The session also allowed grantees to compare notes about the implementation of their projects, going forward, and interact with one another.

When looking back at the overall operations of this program in fiscal 2020, the Foundation often had to review its conventional methods including in-person meetings and site visits, and to move many of its activities online such as the selection committee meetings and follow-ups for grantees (monitoring, training and report-back meetings, etc.), on top of the orientation meetings discussed above.

While it is necessary to fully recognize the significance of understanding and insights to be gained from real, hands-on experiences on the ground, the Foundation would like to further promote its activities, with a commitment to help step up diverse projects aimed at building more sustainable communities across Japan, while engaging actively in creating opportunities for interaction and learning via online, just as seen in the recent growth of virtual tours on a pilot basis.

## The Initiative Program

### Overview

In this fiscal year, too, the Foundation made grants to a variety of projects ranging from projects aiming to advance the non-profit sector to collaborative grants with other donor organizations to projects worthy of support from grant-making foundations.

Specifically, grants were provided to a research mission on the U.S. non-profit organization system by the Japan Association of Charitable Organizations, to the running costs of initiatives -- “the COVID-19 Relief Fund” as well as “the SOS fund for protecting people’s lives and hearts” -- launched by Tokyo-based cloud funding firm Readyfor, Inc. in the midst of a growing spread of the new coronavirus, and to a research activity seeking to identify reasons behind low Covid-19 infection counts in Vietnam. As such, the Foundation prioritized providing grants to such projects worthy of the support from the private grant-making foundation.

In particular, Readyfor’s initiative “the COVID-19 Relief Fund,” to which our grant was provided, collected donations totaling about 726 million yen, far surpassing the initial target amount of 100 million yen, from 20,468 people during a three-month period from April 3 to July 2, 2020. The collected amount was provided in the form of grants to 125 entities -- individuals, groups, organizations, medical institutions, and municipal governments -- that are engaged in preventing the spread of the coronavirus.



## List of Grants

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

Grant Number	Project Title Representative Organization	Grant Amount(Yen)
D20-PI-0001	The COVID-19 Relief Fund Haruka Mera, READYFOR, Inc. CEO	10,000,000
D20-PI-0002	A U.S. research mission on "the operations and situation surrounding non-profit organizations in the U.S." Takako Amemiya, The Japan Association of Charitable Organizations	2,000,000
D20-PI-0003	Learn together for constructing community which is stronger than COVID-19 and further emerging infectious diseases Toshie Manabe, NAGOYA CITY UNIVERSITY	9,140,000
D20-PI-0004	COVID-19: SOS Fund for Protecting Physical and Mental Health Haruka Mera, READYFOR, Inc. CEO	10,000,000

# The Communication with Society Program

## Overview

This grant program, without a public call for proposals (or "invited application" basis), is designed to present and disseminate widely to society the results and methods of the past projects in all the grant program categories in a high-impact way.

As the next level of a project supporting the employment of people with disabilities, which was supported under the

Grant Program for Community Activities in Japan, the Foundation made grants in this fiscal year as well to a project that develops the program "A KidZania for children with disabilities," which allows children with disabilities and their parents to watch freely videos featuring working disabled people nationwide, and that provides children with disabilities with opportunities to find their future goals.

## List of Grants

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

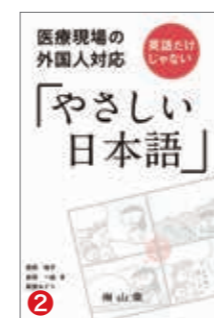
Grant Number	Project Title Representative Organization	Grant Amount(Yen)
D20-SC-0001	Developing a program for passing on from one generation of people with disabilities to the next generation (A KidZania for children with disabilities) – an attempt to help parents of children with disabilities no longer feel the pressure "I can't die before my child." Kumi Katsuda, FP Corporation	9,500,000

# Photo Report 2020



## Special Subject Migrants and Japanese Society

- Conducted a five-part online luncheon seminar series "Learning from Each Other in the Age of COVID-19: Human Mobility and the Future of Multicultural Society," jointly-organized with the International Grant Program. The image shows a digest version of the four seminars.
- Published in May 2021 a book "How to respond to foreign residents in the frontline of healthcare – Not just use English but use Easy Japanese" as the outcome of the fiscal 2019 grant-awarded project "Implementation and dissemination of "plain Japanese" training for health care professionals and students through a workshop assisted by foreign residents in a community" (representative: Professor Yuko Takeda, D19-MG-0035).
- Organized an online workshop that brought together all the grantees in fiscal 2020. The members of all the six projects presented their overviews, and the Selection Committee Chair Akihiko Tanaka and the grantees from fiscal 2019 attended the online event and actively compared notes with each other.



## Special Subject Co-Creating New Society with Advanced Technologies Research Grant Program

- All in-person meetings were cancelled due to the spread of the new coronavirus pandemic, and online meetings exclusive for grantees were held instead. The Foundation organized lunch-time meetings for grantees to exchange opinions casually while enjoying their drinks so that they were able to build a cross-disciplinary network, a unique feature common to the Toyota Foundation grant programs.
- There are growing expectations for the use of advanced technologies, including AI, as part of measures to deal with the spread of the new coronavirus. Given such a trend, the Foundation held an online workshop for those grantees of

the "Co-Creating New Society with Advanced Technologies" Program. Under the theme of "co-creation" among technologies, people, and nature, the participants discussed how a relationship between new technologies and society should look like in the age of Covid-19.

- As the Research Grant Program's theme of "Exploring New Values for Society" came to its end after a nine-year period from fiscal 2011 through fiscal 2019, the past Selection Committee Chairs, Professors Toshio Kuwako and Hideaki Shiroyama, were asked to reflect on the achievements of the past nine years.







# Accounting Report

## Balance Sheet

As of March 31, 2021 (Unit: Thousand Yen)

Account	Fiscal 2020	Fiscal 2019	Fiscal 2018
<b>I Assets</b>			
1. Current assets			
Cash and deposits	489,417	515,873	494,412
Accounts receivable	67,629	71,777	76,389
Other	4,754	5,420	6,420
<b>Total current assets</b>	<b>561,800</b>	<b>593,070</b>	<b>577,221</b>
2. Fixed assets			
Basic funds	25,143,378	24,760,421	25,065,779
Specified assets	17,865,256	15,071,986	15,224,879
Other fixed assets	49,860	50,973	53,162
<b>Total fixed assets</b>	<b>43,058,494</b>	<b>39,883,380</b>	<b>40,343,820</b>
<b>Total assets</b>	<b>43,620,294</b>	<b>40,476,450</b>	<b>40,921,041</b>
<b>II Liabilities</b>			
1. Total current liabilities	400,121	476,072	445,881
2. Total fixed liabilities	75,687	77,699	82,065
<b>Total liabilities</b>	<b>475,808</b>	<b>553,771</b>	<b>527,946</b>
<b>III Net assets</b>			
1. Designated net assets	20,729,569	17,934,796	18,084,179
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(17,729,569)	(14,934,796)	(15,084,179)
2. General net assets	22,414,917	21,987,884	22,308,916
(Amount from above allocated to basic funds)	(22,143,378)	(21,760,421)	(22,065,779)
(Amount from above allocated to specified assets)	(0)	(0)	(0)
<b>Total net assets</b>	<b>43,144,486</b>	<b>39,922,680</b>	<b>40,393,095</b>
<b>Total liabilities and net assets</b>	<b>43,620,294</b>	<b>40,476,450</b>	<b>40,921,041</b>

## Grant Program for Community Activities in Japan

① A scene of the Kick-Off training session for fiscal 2020 “Survey Grant” and “Nurture Grant” held in November, 2020. Training sessions and other occasions had been held in in-person settings, but they were all carried out online in fiscal 2020. As such, it felt difficult to provide opportunities for promoting interaction among grantees.

② A symposium organized annually by NPO Internship Lab (D18-PI-0013), a Yokohama-based non-profit organization and a grantee of the “Program for Boosting Civic Participation,” was also held online in fiscal 2020. And yet, the online symposium was organized as a two-day event for the

first time and took advantage of the online settings to bring together various speakers from around Japan.

③ This photo shows a rare visit to the project site (D18-L-0134 Ashiu mountain village revitalization council in Kyoto Prefecture) in the summer to autumn of 2020, when Covid-19 infections were slowing down temporarily. The project representative Mr. Masaki Aota and its core member Ms. Aya Otaki briefed on the progress of their project and also gave a tour of their activity area in Miyama town, Nantan City, Kyoto Prefecture.

## International Grant Program

① More than 80 participants from three countries took part in online meetings for the granted projects. They later disseminated the contents of the discussions through its newsletters in several languages to share information widely.

② Workshops for the program’s grantees had been held in face-to-face settings, but they were held online in fiscal 2020. Thanks to the use of the online tools, the representatives and team members of grant-awarded projects were able to participate from overseas and presented a total of nine-awarded projects.

③ The Foundation held a five-part online luncheon seminar series called “Learning from Each Other in the Age of COVID-19: Human Mobility and the Future of Multicultural Society.” A full version (about 90 minutes), a digest version (about 10 minutes), and a digest version with English voice-over and subtitle are all available on the Foundation’s official YouTube channel.



# Accounting Report

## Statement of Changes in Net Assets

April 1, 2020 to March 31, 2021

(Unit: Thousand Yen)

Account	Fiscal 2020	Fiscal 2019	Fiscal 2018
<b>I Changes in general net assets</b>			
1. Changes in ordinary profit			
(1) Ordinary profit	643,379	673,289	711,597
(2) Ordinary expenses	609,253	688,963	698,551
Current changes in ordinary profit prior to profit/loss appraisal	34,126	▲15,674	13,046
Profit and loss appraisal	392,907	▲305,358	▲37,332
Current changes in ordinary profit	427,033	▲321,033	▲24,286
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	427,033	▲321,033	▲24,286
Balance at beginning of the fiscal year in general net assets	21,987,884	22,308,916	22,333,202
Balance at end of the fiscal year in general net assets	22,414,917	21,987,884	22,308,916
<b>II Changes in designated net assets</b>			
Current changes in designated net assets	2,794,773	▲149,383	▲518,217
Balance at beginning of the fiscal year in designated net assets	17,934,796	18,084,179	18,602,396
Balance at end of the fiscal year in designated net assets	20,729,569	17,934,796	18,084,179
<b>III Balance at end of the fiscal year in net assets</b>	<b>43,144,486</b>	<b>39,922,680</b>	<b>40,393,095</b>

# Officers and Trustees

## Directors and Auditors

As of March 31, 2021

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

## Trustees

As of March 31, 2021

Name	Occupation
Yuko Arimori	Chairman, Special Olympics Nippon
Mitsuhisa Kato	Chairman, Toyota Central R&D Labs., Inc.
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Nobuyuki Koga	Chairman, Nomura Holdings, Inc.
Hiroyuki Sakaki	Managing Director, Toyota Technological Institute
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Shigeru Hayakawa	Vice Chairman, Toyota Motor Corp.
Kayoko Hayashi	President, Tokyo University of Foreign Studies
Shin-ichi Hirano	Chair Professor, Shanghai Jiao Tong University
Koichi Fukaya	Former Executive Chairman, DENSO Corporation
Masanori Mitsui	Chairman, Daihatsu Motor Co., Ltd.
Naoko Munakata	Advisor, Dai-ichi Life Research Institute
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Shinji Yazaki	President, Yazaki Corporation



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