

Annual Report

Report for Fiscal 2015

April 2015 - March 2016



Cover picture: Mount Tsukuba just after the rain on a certain day in May. Bed of reeds shot from *azemichi* (footpath between rice fields) with Mount Hokyo and the Hirasawa Kanga Ruins in the background. A photo taken during participation in the photo workshop held as part of the Tsukuba piedmont Ring Ring tour guide training project.
Photo by: Takeshi Kato (Grant Program for Community Activities in Japan)



THE TOYOTA FOUNDATION

Chairman: Nobuyori Kodaira

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.



 THE TOYOTA FOUNDATION
Annual Report
Report for Fiscal 2015

CONTENTS

Message from the President 2

Activity Report

Looking Back the Toyota Foundation's FY 2015 . . . 4

Report on Grant-related Activities

Research Grant Program 10

International Grant Program 14

Grant Program for Community Activities in Japan . . . 18

Great East Japan Earthquake "Special Subject" . . . 19

Community Building in Public Housing Projects
Based on *Keiyakuko* 21

Communication with Society Program 24

Initiative Program 25

Accounting Report

Balance Sheet 26

Statement of Changes in Net Assets 27

Officers and Trustees

Officers and Trustees 28

Message from Outgoing Chairman

Hiroshi Okuda 29

Message from the President

Introduction

Looking back on fiscal 2015, we can seize upon the successes of Japanese in international society. First, in the world of academic research, Dr. Satoshi Omura, Professor Emeritus of Kitasato University was awarded the Nobel Prize in Physiology or Medicine and Dr. Takaaki Kajita, Director of the Institute for Cosmic Ray Research (ICRR) at the University of Tokyo, was awarded the Nobel Prize in Physics. Also, in the sports world, Japan achieved a historic victory over South Africa in the Rugby World Cup. In the arts world, conductor Seiji Ozawa won the Grammy Award for Best Opera Recording—considered the most authoritative prize in the world music industry—for a performance of “Ravel’s ‘L’enfant et les Sortilèges; Shéhérazade.’” These are just a small number of examples, but we must not forget that the diligent efforts of people have over time heightened international society’s opinion and trust in Japan and the Japanese people. I hope that the younger generation will follow the example of these predecessors to proactively take on challenges in the areas of economics, diplomacy, academic research, and arts and culture on the international stage while preserving the virtues of the Japanese people.

Asian Ties

In fiscal 2015 the Toyota Foundation provided grants totaling 333.62 million yen to 81 initiatives mainly in the Research Grant Program, the International Grant Program, and the Grant Program for Community Activities in Japan. In addition, as an initiative that deserves special mention, we hosted the International Conference on Asian Nonprofit Sectors (ICANS) in Tokyo in January 2016. It was the first time in 20 years that

the Toyota Foundation hosted such a large-scale international conference. While receiving the support of the Japan Association of Charitable Organizations, the Japan NPO Center, the Japan Foundation Asia Center, the Japan Foundation Center, and other groups, we were able to gather a broad number of groups affiliated with the nonprofit sector, such as grant foundations in various Asian countries, community foundations, intermediate support organizations, NPOs, and social enterprises.

We conducted presentations and exchanged ideas among participants from 14 countries and regions mainly in Asia on subjects such as the current state of the nonprofit sector in various countries, past circumstances, future outlooks, roles that can achieve issue resolution in respective societies, and networks for connecting intraregional nonprofit sectors. Over roughly 120 people participated and lively, passionate discussions were held. The ultimate goal of this conference is to create a place for fellow organizations that support the nonprofit sector in each region in Asia where they can talk to one another and to create ideas and plans for future cooperation in various places in Asia. I believe that these are issues that we should continue to address as a foundation going forward.

Since its establishment, the Toyota Foundation has carried out grant activities related to international cooperation in a broad sense with Asia, focusing mainly on Southeast Asia, by establishing international grant programs. In actuality, Asia is a region of vague contours and conflicting realities. Historically, the term “Asia” began in Greek civilization as a geographic concept referring to the area surrounding Anatolia in present-day

Turkey and afterward came to include the area around modern-day Iran. As history progressed, it continued to expand and ultimately came to mean a wide area which Japan forms a part of. However, at present there are various views on which nations belong to Asia. Furthermore, an important point is that in contrast to Europe, which ultimately shares a Christian worldview, in Asia there are diverse religions and worldviews such as Buddhism, Islam, and Shinto. In the language aspect as well, there is nothing that corresponds to a common backbone such as Latin in Europe. Based on these facts, there is probably little possibility of a framework for supranational cooperation that transcends borders like the EU (albeit it is slightly shaky) coming into being in Asia. If one looks at the present reality of real politics in this region, it can be immediately understood that the initiative known as the East Asian Community that was declared at one time was an impractical doctrine.

However, even in this sort of Asia, interaction and cooperation between people that transcends national borders and language take place, and as a result it is possible to see historically an infinite number of examples where better, higher-level things were created. Buddhist monks such as Ganjin, Saicho, Kukai, Eisai, and Ingen are typical examples of this. Also, the example comes to mind of where later in the Meiji era (1868—1912), Kakuzo Okakura (also known as Tenshin Okakura)—the international arts scholar who laid the foundation for the Tokyo University of the Arts and moreover that of the Japanese arts—deepened exchanges and friendship with the great Indian poet Rabindranath Tagore, which in turn had a significant impact on the arts in Japan in the Meiji era.



Atsuko Toyama
President
Toyota Foundation

The Toyota Foundation has implemented the International Grant Program targeting East and Southeast Asia centering around the concept of “Cultivating Empathy Through Learning from Our Neighbors: Practitioners’ Exchange on Common Issues in Asia.” In particular, in fiscal 2016 we adopted the opinions of experts and newly introduced the framework of “Creating New Culture” in fields such as food, video, art, and traditional performing arts. I earnestly hope that this endeavor, coupled with ICANS, will give birth to examples of cultural life that improves people’s livelihoods and international exchange and cooperation similar to the impact generated in Japanese arts by Okakura and Tagore’s exchanges in the Meiji era.

Toyota NPO *Kaiketsu* “Solution” College

I would like to introduce one more new development. From May 2016, in cooperation with Toyota Motor Corporation, the Toyota Foundation has held the “Toyota NPO *Kaiketsu* ‘Solution’ College” for NPOs. This is a series of lectures where participants learn Toyota-style “issue resolution” and marks the first collaborative endeavor between Toyota Motor Corp., a for-profit corporation, and the non-profit public interest entity Toyota Foundation. This was also planned with the wish that it will serve as an opportunity for Japanese NPOs to rise to a higher stage.

In closing, I sincerely hope that you will keep a close eye on the Toyota Foundation’s activities going forward and provide us with advice and support.

July 2016

Looking Back the Toyota Foundation's FY 2015

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

Research Grant Program

Workshop: "Exploring New Values for Society"

Locations: Bunkyo-ku (Tokyo), April 11, and Kyoto, July 4

A workshop for Research Grant Program recipients was held at the University of Tokyo and Kyoto University. Recipients across a variety of fields and using diverse methods of research gave presentations and discussions took place on how to explore "new values" and contribute to society through research. Lively question-and-answer sessions were held at both venues and provided a place for recipients to proactively introduce their thoughts.



1 The University of Tokyo, Yayoi Auditorium Annex, Seihoku Gallery. 2 Dr. Toshio Kuwako, chair of the Research Grant Program's Selection Committee, served as commentator for both events. 3 Kyoto University, Inamori Foundation Memorial Hall.



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

Visiting Tour and Reporting Meeting

Locations: Sendai, Miyagi Prefecture, April 21; Kamaishi, Iwate Prefecture, July 13-14; Iwaki, Fukushima Prefecture, August 25-26; Ishinomaki, Miyagi Prefecture, September 28; Iwaki, Fukushima Prefecture, October 22-23

Fiscal 2015 marks the fifth year of Grant Program for Community Activities in Japan's Great East Japan Earthquake "Special Subject" and the Foundation conducted activities that included inspections of disaster recovery public housing in the affected areas and program reporting meetings.

In October, the debrief meeting for the Great East Japan Earthquake "Special Subject" theme "Community Building in Public Housing Projects in Disaster Areas" for fiscal 2014 was held at Assembly Hall No. 1 in Shimokajiro, Iwaki, Fukushima Prefecture. In addition to representatives of six recipient groups, a total of 40 members of the Reconstruction Agency, Fukushima Prefectural Government, Iwaki City Hall, Iwaki Council of Social Welfare in Iwaki, Rikkyo University, local disaster public housing residents' associations, and Urban Renaissance Agency participated.

The participants' interests were focused on discussion points such as the importance of the resident's association chairman's role in community building in public housing and how to bear monthly maintenance fees, such as utility costs, of assembly halls that are vital for community development. After the presentation opinions were exchanged on the future vision of reconstruction in the affected areas.



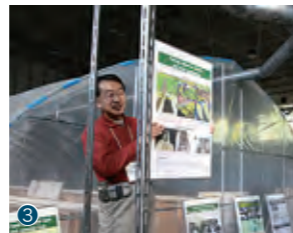
1 Scene from the FY 2013 Grant Debrief Meeting. 2 Mr. Taro Tamura, Institute for Human Diversity Japan addressed the FY 2013 Grant Debrief Meeting. 3 Scene from the third communications meeting held in Kamaishi. 4 At the Hirata Housing Project in Kamaishi. 5 Sekiouzen-Ji, Kamaishi. 6 Aoba Park shopping area, Kamaishi. 7 The ocean seen from Kamaishi. 8 Listening to Mr. Yoshio Okochi, Chairman of the Iwaki Usuiso Housing Project Residents' Association. 9 At the Shimokajiro Housing Project Assembly Hall in Iwaki. 10 Inspecting the Iwaki Toyoma Housing Project. 11 At the Ishinomaki reporting meeting. 12 Planned building location of public housing in Ishinomaki. 13 At Ishinomaki municipally operated Shintateno No. 1 Housing Project. Inspecting facilities that can be used as simple toilets during disasters. 14 Ishinomaki municipally operated Shintateno No. 1 Housing Project. 15 Scene from the FY 2014 Grant Debrief Meeting.

International Grant Program

International Workshop and Symposium: "Renewable Energy for Communities: Views from Japan and Asia"

Locations: Sapporo and other cities, October 3–5

The Toyota Foundation co-organized an international workshop and symposium in Hokkaido with the Renewable Energy Organization Hokkaido, the Hokkaido University Sustainable Low-Carbon Society Creation Project, and the Akiyama Life Science Foundation. Centering on people associated with grant projects, approximately 40 practitioners and researchers gathered from Indonesia, South Korea, Thailand, the Philippines, and Vietnam as well as Hokkaido and other parts of Japan and exchanged knowledge on the dissemination of results and formation of networks.



1 Welcome reception on the first day. 2 Participants came from six Asian countries. 3 Dr. Hajime Araki, Hokkaido University, explaining renewable energy cultivation systems in Yubari. 4 Inspecting a ligneous biomass initiative in Ashibetsu. 5 Participants inspect an agricultural facility that utilizes heat from thermal hot springs in Yubari.

Grant Program for Community Activities in Japan

"Participatory Evaluation Introductory Training" for Grant Program for Community Activities in Japan Recipients

Location: Shinjuku-ku (Tokyo), April 14–15

Introductory training for the MSC (Most Significant Change) method, one of the methods for participatory evaluation, was held for fiscal 2014–2015 grant recipients of the Grant Program for Community Activities in Japan.

Mr. Hiroshi Tanaka, who introduced this monitoring and evaluation method developed by US and European NPOs to Japan and at present is actively involved as a participatory evaluation facilitator, was invited as a lecturer. Approximately 60 grant recipients learned about the method over two days.

In the training Mr. Tanaka first outlined how MSC uses episodes to make it easy to grasp unquantifiable changes, opening the way to include external factors not anticipated by logic models in the scope of evaluations and raising anticipated effects of learning and improvements.

Two drills were held afterward to allow participants to experience the processes of "gathering stories of Significant Change (SC)" and "selecting MSC" in the form of interviews and group work.



1 Experiencing the MSC methods in interview format. 2 Scene from the event. 3, 4 Participants taking part in group work.

International Grant Program

International Conference on Asian Nonprofit Sectors

Location: Minato-ku (Tokyo), January 21–22

The Toyota Foundation co-organized with the Japan Foundation Asia Center, the Japan Association for Charitable Organization, the Japan NPO Center, and the Japan Foundation Center as domestic partners and the Asia Foundation, the Asia Philanthropy Circle, the Narada Foundation, and the Rockefeller Brothers Fund as overseas partners the "International Conference on Asian Nonprofit Sectors" at the International House of Japan in Roppongi. Approximately 120 people related to the nonprofit sector gathered from 14 countries mainly in Asia.

A field visit to introduce issues and NPO initiatives in Japan for overseas participants was held on the day after the conference. Members of Visiting Care Station Cosmos and Sanyukai instructed a group that visited the Sanya neighborhood in Taito-ku about aging and poverty issues the area faces along with local NPO initiatives. Another group visiting Ogawamachi, Saitama Prefecture learned about efforts, mainly by NPOs and local enterprises, to promote organic farming and local *tofu* and *sake* brewing industries.



1 Ms. Shenyu Belsky, Rockefeller Brothers Fund. 2 Mr. Tatsuo Ohta, The Japan Association of Charitable Organizations. 3 Ms. Helena Monteiro, WINGS. 4 Mr. Masaya Shimoyama, The Japan Foundation Asia Center. 5 Mr. Yoshinori Yamaoka, Japan Foundation Center. 6 Keynote speech by Ms. Suzanne Siskel, The Asia Foundation. 7 Keynote speech by Mr. Laurence Lien, Asia Philanthropy Circle. 8 Mr. Katsuji Imata, Japan NPO Center. 9 Dr. Mathias Terheggen, Asia Philanthropy Circle. 10 Mr. Kevin Teo, Knowledge Center, Asian Venture Philanthropy Network. 11 A scene from the conference. 12 The outside of Visiting Care Station Cosmos during a field visit to the Sanya area. 13 Field visit to Ogawamachi.

International Grant Program

Grant Award Ceremony of the International Grant Program

Location: Shinjuku-ku (Tokyo), October 26



① A view of the ceremony hall. ② Former grant recipients Ms. Yoshiko Tsukada (left) and Ms. Shizuyo Yoshitomi presents the results of their activities. ③ Toyota Foundation President Atsuko Toyama gives the opening address. ④ Prof. Akira Suehiro, chair of the International Grant Program's Selection Committee. ⑤ Toyota Foundation President Atsuko Toyama presents the grant certificates. ⑥ Commemorative photograph taken with grant recipients.



Research Grant Program・Grant Program for Community Activities in Japan.

Grant Award Ceremony of the Research Grant Program and Grant Program for Community Activities in Japan

Location: Shinjuku-ku (Tokyo), April 15



① Dr. Toshio Kuwako, chair of the Research Grant Program's Selection Committee. ② Ms. Natsuko Hagiwara, chair of the Grant Program for Community Activities in Japan's Selection Committee. ③ Former grant recipients Ms. Keiko Itoh (left) and Ms. Hiroko Aihara presents the results of their activities. ④ Commemorative photograph (Grant Program for Community Activities in Japan). ⑤ Commemorative photograph (Research Grant Program).

Fiscal 2015 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.18
"Recovery from the Great East Japan Earthquake: Supporting Local Community Activities"

Four years have passed since the Great East Japan Earthquake and various reconstruction initiatives have been moving forward in each affected area. This is a special edition that features the current state of reconstruction and the shape that future support should take as well initiatives by the Toyota Foundation. We deliver a spring edition packed with other articles such as the fiscal 2015 business plan.



JOINT No.19
"Social Impacts Desired Now"

The ability to resolve the diverse issues of modern society through public means is limited. Initiatives of private citizen are gaining broader attention and interest in their resolutions is also on the rise. In considering what is needed to evolve expectations of private initiatives into trust, we look at activities by experts and in the field.



JOINT No.20
"Contribution of 'Knowledge' in Society"

The Toyota Foundation, based on its aspirations to make the world a better place through grants, has supported activities that contribute to the resolution of various societal issues through three grant programs. In this special edition, we publish a roundtable discussion surrounding the shape that "knowledge" which benefits society in the true sense of the word should take. We discuss and advocate the roles that researchers should fulfill in societal activities.

Research Grant Program

Program Title: “Exploring New Values for Society”

Summary

Public Notification Period: May 11 to September 4, 2015

Grant Periods: One or two years from May 1, 2016

Grant Category: Category A: Joint Research Grants

Category B: Individual Research Grants

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

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

Overview

Taking a Global Perspective and Looking Broadly at the Future

The Research Grant Program continued the theme revised last fiscal year. The program was set to support ambitious joint or individual research projects that fundamentally explore basic approaches and methodologies to address global, transgenerational, potential, and other pressing social issues, and that have the capacity to share their results as “new values for society.”

The proposal submission period was held for approximately four months to give applicants ample time to understand the program and prepare proposals consistent with its aims. Just as in fiscal 2014, Grant Recipient Workshops were held in Tokyo and Kyoto around the start of the public notification period to convey program objectives and disseminate the results of previous projects. The workshops also served to further current research and promote high-level results by providing grant recipients with opportunities to reaffirm the grant objectives and interact and share information with other recipients. Approximately 60 participants in Tokyo and roughly 40 in Kyoto, including potential applicants and current grant recipients, gathered and engaged in active discussions of the theme “Exploring New Values for Society.”

A total of 699 proposals were received, roughly the same as the previous fiscal year, of which around 60% of were submitted by non-Japanese applicants. A marked number of proposals for Joint Research Grants were by internationally diverse research groups. The Selection Committee, consisting of out-

side experts, commended the program for providing a compelling, visionary message for people inside and outside of Japan. As can be seen in the post-evaluation in the following section, though, applicants were expected to move beyond existing research frameworks with new ideas and boldly challenge the theme of “Exploring New Values for Society.” The Selection Committee presented 32 projects that the Toyota Foundation Board of Directors selected to receive grants.

In closing, in fiscal 2015 the Foundation for the first time published a collection of abstracts of reports submitted by grant recipients after the completion of the grant period. The booklet was distributed at various events including Grant Recipient Workshops and the Foundation’s Grant Award Ceremony, and the data was made available on the Foundation’s website. Going forward, we will support the dissemination of research results by grant recipients in various forms.

Research Grant Program for Fiscal 2015

Comments by Selection Committee Chair Dr. Toshio Kuwako

The Toyota Foundation’s Research Grant Program, based on the theme “Exploring New Values for Society,” aims to select and support pioneering research projects. This unique research grant program welcomes bold initiatives proposing outlooks, concepts, cognitive frameworks, and paradigms oriented toward new social models that have theoretical grounding and practical backing, serving as the basis for addressing a variety of problems that exist on our small planet within the

Grant Results () Fiscal 2014

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
(A) Joint Research Grants	347 (351)	17 (17)	81.1 (79.6)	80.0 (80.0)	4.9 (4.8)
(B) Individual Research Grants	352 (340)	15 (14)	18.9 (17.7)	20.0 (20.0)	4.3 (4.1)
Total	699 (691)	32 (31)	100 (97.3)	100.0 (100.0)	4.6 (4.5)

vast universe.

In contemporary society, humanity’s tangled conflicts are not only overturning the peaceful lives of people but destroying the very environment in which we live. Turning to the case of Japan, we see that solutions have yet to be found to heal the scars left from the natural disaster that struck northeast Japan in March 2011 and the manmade nuclear disaster that followed it.

Selection Committee members expect that research projects under the program will challenge and confront such aspects of social reality, but at the same time, in light of the situation for academic research these days, we are aware of the difficulty of meeting this expectation. Researchers are quite assiduous when it comes to procuring outside funding. In fact, research institutions now offer training sessions and the like to foster skills relevant to those tasks, and scholars seem to be accustomed to filling out grant applications and formulating research plans. The Toyota Foundation grants also seem to be viewed by some as just another source of outside funding.

In addition, research results are often evaluated within the framework of the given academic discipline. Time constraints on researchers due to limited term employment place a heavy burden on young researchers in terms of designing their research life. Anxiety among researchers over how they can produce results within the existing academic framework seems to make it hard for them to take flight into the realm of creative research.

This situation constrains innovative ideas that could help drive social change by overturning the assumptions that now govern research. However, this is precisely why the Toyota Foundation has based its program on the theme “Exploring New Values for Society” and is looking to the vitality of

youthful intelligence.

The topic of what it actually means to explore and create new values has, in fact, been the subject of a vigorous debate every year among the members of the Selection Committee as they carry out their task of screening project proposals. The members do not hold tightly to any fixed criterion when performing this screening work. Debate arises because of the wide-ranging expertise of each member. In particular, members often debate how the creation of new values can be realized, with each drawing on his or her own research experience. The sort of proposals we are looking for are those that can generate such passionate debate among Selection Committee members.

I hope those who have had their projects selected for grants, as well as those who plan to submit proposals next year, will undertake the challenge of pursuing research oriented toward breaking down existing frameworks. One element that seems necessary is assembling project teams composed of members from a diverse range of fields, rather than simply relying on colleagues who share similar academic concerns and values. We would like to see enthusiastic research teams emerge, particularly those led by young researchers.

For this year’s research grant program, projects were selected for the following six broad categories: “Peace-building, Reconciliation, Symbiosis,” “Education, Culture,” “Socially Vulnerable,” “Regional/Social Development,” “Disaster Risk,” and “Natural Resources and Environment.”

List of Grants
Research Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Joint Research Grant		
D15-R-0009	Assessment of the Mid- to Long-term Health Effects of Japan's 2011 Fukushima Nuclear Disaster: Toward disaster-resilient health care systems Shuhei Nomura Graduate Student, School of Public Health, Imperial College London	1,200,000
D15-R-0158	Revitalization and Sustainability of Communities in Historic Cairo Based on their Historical Monuments and Traditional Habitats Naoko Fukami Director, Japan Society for the Promotion of Science, Research Station, Cairo	6,200,000
D15-R-0213	A Comprehensive Study of War Memory and History Education: The roles of historians in the confidence building and training of global talents in the Asia Pacific Region Xiaohua Ma Associate Professor, Department of Arts and Sciences, Osaka Kyoiku University	4,000,000
D15-R-0234	International Collaborative Investigation of Underlying Technology to Develop Information Exchange Platform with Hair Dresser/Barber for Successful Aging in Thailand and Japan Sachiko Makabe Lecturer, Graduate School of Medicine and Faculty of Medicine, Akita University	6,600,000
D15-R-0262	Activation of Exchanges by Local and Practical Distributive Justice in a Gap Widening Society: Exploring new values for society based on convivial human science Yuji Moro Professor, Faculty of Human Sciences, University of Tsukuba	6,500,000
D15-R-0331	Exploring the Art of Living Together in 21st Century Ethnically Diverse Europe: Fostering strong sense of belonging, living in harmony with one another, and integrating refugees Ivan Botev Lecturer, Faculty of Regional Development Studies, Toyo University	2,000,000
D15-R-0369	Understanding the Reorganisation of the Marginalised Labour Market in Contemporary Japan from Migrants' Perspectives: Towards building new support systems Hironori Sai Associate Professor, Faculty of Information Design and Sociology, Hiroshima Kokusai Gakuin University	4,600,000
D15-R-0447	Women's Participation to Decision Making Process of Medical Interventions during Labour in Cambodia: Does it effectively reduce unnecessary interventions and improve maternal and neonatal health Mitsuaki Matsui Associate Professor, School of Tropical Medicine and Global Health, Nagasaki University	6,200,000
D15-R-0452	Construction of Archives that Contribute to Inheritance and its Use of Memory of War, and Research of the New Possibility of the Peaceful Learning Based on it: To bring up a heart to desire peace Hiroyuki Sato Associate Professor, Education, Law, Economics and the Humanities Area, Research and Education Assembly, Kagoshima University	6,500,000
D15-R-0475	The Approach to Dissemination of New Preservation Technologies for Disaster Damaged Archives Mutsumi Aoki Associate Professor, National Institute of Japanese Literature	5,600,000
D15-R-0519	An Empirical Study on the Self-governing Conditions of How a Small Municipality Can Keep its Inherence and Sustainability: An interdisciplinary comparative analysis on the transitions of governance, landscape, and public spheres in the villages in Japan, Germany, and France since 1960s Keiji Yamada Associate Professor, College of Environmental Engineering and Architecture, Kanazawa Institute of Technology	4,600,000
D15-R-0590	The Role of Volunteers in Long-term Disaster Recovery: Facilitating co-production for resilient communities Deborah Blackman Professor, School of Business, University of New South Wales	4,000,000
D15-R-0631	Reconsidering the Future of Language Education Based on the Significance of a Language that Shapes One's Whole Life Course Roman Paşca Lecturer, Japanese Studies Research Institute, Kanda University of International Studies	4,800,000
D15-R-0637	Understanding Japan as a Multi-cultural and Multi-lingual Society: Establishing objective criteria for measuring mutual intelligibility and intergenerational transmission of the endangered languages Masahiro Yamada Program Specific Assistant Professor, Center for the Promotion of Interdisciplinary Education and Research, Kyoto University Asian Studies Unit	6,500,000
D15-R-0643	Construction of the Sanriku Coast Village Archive Towards the Formation of Autonomous Communities by the Cooperative of History Researchers and a Photographer Kentaro Okamura Assistant Lecturer, Institute of Industrial Science, The University of Tokyo	3,000,000
D15-R-0656	Reconstruction of the Mental Health and Welfare System in a Polyphyletic Recycling Society: Through comparison of the classification of the policies Yuki Ogata Professor, Faculty of Social Welfare, Bukkyo University	2,800,000
D15-R-0699	Toward Integration of Time and Space in Lifelong Learning: From the field of Dosenbo area, Kyoto Yasushi Maehira Professor, Faculty of Education, Kio University	6,000,000

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(B) Individual Research Grant		
D15-R-0015	An Anthropological Study about Ethnic Identity of Siraya Tribe in Taiwan: A case study centering revival of indigenous people's handicrafts through museum collections Yiping Lu Graduate Student, School of Cultural and Social Studies, the Graduate University for Advanced Studies	1,600,000
D15-R-0022	The New Stakeholder in Reforestation Activity for the Greater Sustainability in the Aral Region, Kazakhstan: Focusing on the cultural and social background of the region Kayo Matsui Graduate Student, Graduate School of Global Environmental Studies, Kyoto University	1,700,000
D15-R-0040	Identification of Mycorrhizal Fungi in (Potential) Mycoheterotrophic Plants: Implication for conservation of species-rich underground biotic networks Kenji Suetsugu Lecturer, Graduate School of Science, Kobe University	1,600,000
D15-R-0067	Protecting the Commons and Sustainable Development: Fishers' perceptions as performance indicator of Philippine marine reserves Ronald J. Maliao Instructor, College of Fisheries and Marine Sciences, Aklan State University	1,300,000
D15-R-0091	Development of Management Methods to Conserve Cymbidium Goeringii in SATOYAMA: Clarification of its inhabiting processes and scientific verification after improvement of SATOYAMA by tree thinning Hiroyuki Kurokuchi Specially Appointed Assistant Professor, Asian Natural Environmental Science Center, The University of Tokyo	1,500,000
D15-R-0129	Labour Migration, Transnational Farm Ownership, and the Transformation of Global Agriculture: Identifying pathways to intercultural connection and shared belonging in changing rural spaces Victoria Stead Postdoctoral Research Fellow, Deakin University	700,000
D15-R-0169	"Invisible" Function of International Human Rights Laws: Reconstructing moral and social norms Hoko Horii Graduate Student, Van Vollenhoven Institute/KITLV, Leiden University	1,700,000
D15-R-0206	Historical Analysis of Legal Position of Schools for Foreigners in Post-World War II Japan: To build an education system in the time of globalization Yongho O Part-time Lecturer, Tokyo Gakugei University	1,200,000
D15-R-0242	The Ethics of Listening: Regarding the pain of war in Colombia Juan Pablo Aranguren Romero Assistant Professor, Department of Psychology, University of Los Andes	1,400,000
D15-R-0243	Observing the Conception of Nature in Contemporary Japan through Marine Conservation Activity by Fishermen Izumi Tsurita Graduate Student, Graduate School of Arts and Sciences, The University of Tokyo	600,000
D15-R-0324	Collaborative Archaeological Site Management: Exploring a new value of cultural heritage through a collaboration with local communities in Sudan Tomomi Fushiya Graduate Student, Faculty of Archaeology, Leiden University	800,000
D15-R-0448	Comparative Study of Global Citizenship Education in Secondary Education: Practical research at domestic and IB schools in Germany and Austria Reiko Maejima Graduate Student, Department of Oriental Studies, University of Vienna	1,600,000
D15-R-0543	The Power of "Self-Documentary" (Personal Documentary Films) to Reflect the "Everyday World" after the Great East Japan Earthquake: The process of sharing disaster experiences and fostering "insiders" through filmmaking by the citizens in post 3.11 Japan Tomoko Niwa Project Assistant Professor, National Institutes for the Humanities	1,600,000
D15-R-0613	Managing Festivity in the Contemporary Age: An action research through mutual interactions and networking of the organizers of rock festivals in Japan Sho Yamasaki Graduate Student, Graduate School of International Media, Communication, and Tourism Studies, Hokkaido University	900,000
D15-R-0650	"Enemies" Become Friends: Designing education activities that build understanding and positive attitudes among migrant students and Thai students Thithimadee Arphattananon Assistant Professor, Research Institute for Languages and Cultures of Asia, Mahidol University	700,000

International Grant Program

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

Summary

Application Period: April 13 to June 12, 2015 (15:00 JST)

Project Duration: One year (Nov 2015 – Oct 2016)

Thematic Areas:

A) Aging Society: Key players for sustainable aging communities

B) Multicultural Society: International migration and diversified communities

[Thematic Areas For Forum Grants (Special Category)]

A) Aging Society

B) Multicultural Society

C) Renewable Energy Practices for Sustainable Community Development

[Grant Amounts (maximum per project)]

a) Project in two of the target countries/areas: 5,000,000 yen

b) Project in three or more target countries/areas: 7,000,000 yen

c) Forum Grants (Special Category): 10,000,000 yen

Overview:

Creating Partnerships of Learning

The International Grant Program theme in fiscal 2015 is “Cultivating Empathy Through Learning from Our Neighbors: Practitioners’ Exchange on Common Issues in Asia.” In its third year the pilot program carries on its intent to find solutions to shared issues directly facing Asia region, placing a particular emphasis on promoting mutual learning among multiple nations through transnational, on-site visits and exchanges between regional practitioners in two or more countries.

Taking into mind the results of projects up to fiscal 2014 when soliciting proposals, the number of countries targeted by the program was expanded from Japan and the four Southeast Asian countries of Indonesia, the Philippines, Thailand, and Vietnam to a total of 18 countries or regions in East and Southeast Asia. A total of 12 proposals were selected from researchers, NGOs, NPOs, and others carrying out projects in target countries that address shared issues and propose policy recommendations in the areas of Ageing Society and Multicultural Society.

In addition, Forum Grants for reviewing and disseminating results of projects prior to last fiscal year were provided to one grant recipient in each of the three previous areas of Aging Society, Multicultural Society, and Consensus-building on Local Environmental Issues and Renewable Energy Practices for Sustainable Community Development.

The program not only provides grants for individual proposals, but also seeks to address common problems faced by Japan and other Asian countries by exploring ways of building new partnerships of mutual learning. As part of this effort, the program, alongside soliciting proposals, co-organized with the Akiyama Life Science Foundation a field visit and workshop and international symposium in Hokkaido in October 2015. Participants were mainly practitioners and researchers from Indonesia, South Korea, the Philippines, Thailand, and Vietnam as well as Japan involved in the fiscal 2014 Renewable Energy Practices for Sustainable Community Development grant project.

In January 2016 we also co-organized with eight domestic and overseas groups the International Conference on Asian Non-profit Sectors (ICANS) at the International House of Japan in Tokyo. Approximately 120 domestic and overseas grant organization, intermediate support organization, and research institution members, including 58 from East and Southeast Asia and the United States, participated in the conference. The conference featured reports on the current status of nonprofit sectors in Asia, case studies of new initiatives, and common societal issues and participants engaged in lively discussions about future intraregional Asian cooperation.

We are determined through the grant program, international conferences and symposiums, and similar activities to provide opportunities for mutual learning among Asia’s diverse actors and find solutions to shared issues while also proactively disseminating knowledge gained through the activities of the Foundation.

Grant Results () Fiscal 2014

Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
68(73)	15*1(14)	82.89*1 (83.2)	85.0 (100.0)	17.6*2(19.2)

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

International Grant Program for Fiscal 2015

Comments by Selection Committee Chair Prof. Akira Suehiro

Outline of 2015 International Grant Program

Since its establishment in 1974, the Toyota Foundation has been carrying out international grant programs, with a focus on countries in Southeast Asia. In fiscal 2009, the Foundation also introduced the Asian Neighbors Program as a way to support practical projects that are addressing concrete issues facing Asian countries and the region as a whole.

In recent years, Asian countries have experienced steady economic development that has raised the standard of living of citizens, but this has been accompanied by the emergence of the same sort of problems that Japan has been facing, such as the graying of the population and falling birth rate, expanding economic inequality, frequent natural disasters, and a broadening of risks. As a result of focusing on these issues, the Asian Neighbors Program was changed in fiscal 2013 to the International Grant Program—a new program that focuses on the target countries of Indonesia, the Philippines, Thailand, and Vietnam, as well as Japan. As a pilot program, it concentrates on common issues facing these four countries and Japan, while seeking to propose future-oriented policies in response to those issues.

The International Grant Program in fiscal 2015 inherits the fundamental understanding and framework outlined above but differs from the program carried out up to the end of fiscal 2014 in terms of the following five points.

First, in order to draw a clear distinction from the research-driven programs of previous years, the description was amended by adding that the program will involve “transnational on-site visits and exchanges between regional practitioners in two or more countries.” The reference to “two or more countries” underscores the program’s emphasis on “Learning from Our Neighbors,” as referred to in the program’s title.

Second, the program areas were narrowed to “Aging Society: Key players for sustainable aging communities” and “Multicultural Society: International migration and diversified communities.” This is a reduction of one compared to the previous three program areas—Aging Society, Multicultural Society, and Consensus-building on Local Environmental Issues in fiscal 2013 (and Renewable Energy Practices for Sustainable Community Development replacing the third program area in fiscal 2014). The program areas were reduced as the result of showcasing the significance of mutual exchanges and policy recommendations.

Third, the number of countries targeted by the program was expanded from 4 Southeast Asian Countries and Japan to a total of 18 countries or areas, including 7 East Asian countries or areas (including Japan as well as Hong Kong, Macau, and Taiwan) and 11 Southeast Asian countries or areas (including East Timor). This change was based on the experiences of a two-year pilot program, which suggested that it would be beneficial to expand on-site visits and exchanges to include participants in China, South Korea, Taiwan, and other parts of East Asia.

Fourth, from the perspective of supporting practically oriented projects, a new emphasis was placed on creating tangible results with a visual impact and policy recommendations based on mutual exchanges, rather than simply calling for participants to review the current situations related to the program themes (Aging Society and Multicultural Society).

Fifth, grant recipients were requested to submit a Record of Changes document, based on the recognition that project quality could be improved by recording changes in the awareness and actions of project members and related persons over the course of project implementation during the grant period, and that this at the same time could be useful to the future activities of project participants and the Toyota Foundation. This new approach was based on a hint received from a project implemented in fiscal 2013.

Overview of Applications

For fiscal 2015, we received a total of 68 project proposals (compared to 73 in fiscal 2014). In terms of country of origin, 28 proposals were received from Japanese persons and 40 from those living outside Japan (as compared to 25 Japanese and 48 overseas proposals in fiscal 2014). The slight decline in the number of applications probably was a result of the elimination of Renewable Energy Practices for Sustainable Community Development from the program areas and the relative difficulty of meeting the new requirement that projects involve mutual exchanges with regional practitioners. As for the breakdown regarding project areas in fiscal 2015, there were 33 proposals for projects related to Aging Society and 35 related to Multicultural Society.

Forum Grants

In tandem with soliciting of new project proposals for fiscal 2015, a framework was set up for promoting forums related to the program areas of fiscal 2013 and fiscal 2014 (Aging Society, Multicultural Society, and Consensus-building on Local Environmental Issues/Renewable Energy Practices for Sustainable Community Development). The forums involve organizing research meetings on initiatives in Japan and other parts of Asia related to topics in those program areas, and require, as a tangible result, gathering and globally conveying results from Foundation-supported projects in fiscal 2013 and fiscal 2014 based on visiting the project sites and compiling information on the various viewpoints.

For this project framework, three projects were examined by the Selection Committee after consultations between the Toyota Foundation Secretariat and grant recipients.

Selection Results

The Selection Committee considered project proposals in accordance with four criteria: (1) whether and to what extent the project fits the thematic focus; (2) the level of awareness regarding mutual exchanges on the practical level and the expansion

of those exchanges; (3) implementation structure of the project and the stability of the members; and (4) impact and the way the results including policy recommendations are conveyed. In addition, the selection process prioritized the content of project proposals, rather than seeking an equal balance between the two project areas (Aging Society or Multicultural Society) or between the regions (East Asia or Southeast Asia).

As a result of the selection process, 8 projects dealing with the topic Aging Society and 4 dealing with Multicultural Society were chosen. All 12 of these projects addressed issues in Japan, while 7 of them also dealt with South Korea, 3 with Thailand, 2 with the Philippines and Vietnam, and 1 with Cambodia, China, Indonesia, Myanmar, and Taiwan. As for the country of origin of project representatives, 7 of the 12 projects are administered by Japanese, 2 by South Koreans, and 1 each by a Chinese, Filipino and Vietnamese.

In addition, the program officers (POs) of the Toyota Foundation made a vigorous effort to unearth potential projects and to request that project candidates provide additional materials, and here I would like to sincerely convey my appreciation for their efforts.

Conclusion

As can be seen in the list of grants on the following page, one important factor considered in the selection process was whether a proposed project would lead to meaningful exchanges of experiences and knowledge between the various stakeholders. Another key criterion was how the project members would seek to convey and showcase the results of on-site observations and exchanges to third parties and others. I would like to conclude by noting that these two important selection criteria are the result of the Toyota Foundation seeking to set the International Grant Program apart from the government funding of scholarly oriented scientific research by seeking to promote practical, future-oriented projects.

List of Grants International Grant Program

Grant Number	Project Title Representative Position, Organization	Grant Amount (Yen)
(A) Aging Society		
D15-N-0006	Exploring the System of Livelihood-Centered Community Building for the Elderly: A Lens through Field-Works in China and Japan Yanyan Li Professor, Komazawa University	5,000,000
D15-N-0009	International Harmonization of the "Training of the Trainers" Program of Community Health and Social Service for Older Persons Takeo Ogawa President, Non-Profit Organization Asian Aging Business Center	5,000,000
D15-N-0010	Construction of Effective Network for Well-being of the Left-behind Elderly in Rural Community Through Cooperative Studies between Ha Tinh and Quang Ngai Provinces, Vietnam and Minamata City, Japan Tran Thi Minh Thi PhD, Vice Director, Institute for Family and Gender Studies, Vietnam Academy of Social Sciences	4,000,000
D15-N-0027	Placemaking of Spiritually Rich Death for Home Based End of Life Care: Various Japanese and Thailand Home Based Care Practitioners Exchange Knowledge and Experience About End of Life Care at Nishinomiya, Amagasaki City and Ubon Rat District Khon Kaen Province Hiroki Koyama Research student, Graduate school of anthropology, Kyoto Bunkyo University	5,000,000
D15-N-0028	The Joint Research between Japan and Korea for the Development of a Community Safety Net Program and a Regional Comprehensive Care System that Correspond to Poverty and Disparity Issues: Community with Empathy from Confrontation Sadahisa Noguchi Professor, Nihon Fukushi University	4,970,000
D15-N-0036	Interlocal Partnership for Creating a Cross-Generational Care Community Masato Kawamori Professor, Osaka University	5,000,000
D15-N-0061	Proposing Supports for People Confronting Double Responsibility of Care: Through an Exchange Programme among Japanese and Korean Professionals and Carers who Support and Provide Double Responsibility of Care Keiko Azuma Chair, Non Profit Organization Sherlock Holmes	4,920,000
D15-N-0065	Research on Reclassification of the Job Placement and Volunteer Work Realms of the Elderly Moo Sung Chung University Vice-Chancellor, Korea Soongsil Cyber University	5,000,000
(B) Multicultural Society		
D15-N-0032	See the Future of Multicultural Society with the Next Migrant Generation Kwang-il Yoon Director, Sookmyung Institute for Multicultural Studies	5,000,000
D15-N-0041	Towards an Inclusive Environment for Children of Migrant and Multicultural Families in The Philippines, Japan and South Korea Maruja M.B. Asis Director, Research and Publications, Scalabrini Migration Center	5,000,000
D15-N-0063	Policy Recommendations for the Role of Community Concerning the Safe Migration and Settlement: Through Sharing Knowledge and Experience of Japan and the Philippines Nanako Inaba Professor, Faculty of Global Studies, Sophia University	5,000,000
D15-N-0069	Beyond Tolerance: Working Hand-in-hand to Promote the Social Inclusion of Migrants and Their Families Reiko Harima Regional Coordinator, Mekong Migration Network	6,000,000
(C) Forum Grant		
D15-N-1001	Livelihood Security for the Elderly in an Aging Society: Focusing on Japan, South Korea, Thailand, and Vietnam Sung-won Kim Associate Professor, Tokyo Keizai University	7,000,000
D15-N-1002	Integration of Migrants and Social Policy Issues: Reflections from Japan, Korea and Thailand Towards the Creation of an Inclusive Society Kyoko Kusakabe Associate Professor, Asian Institute of Technology	7,000,000
D15-N-1003	"Local Energy Governance" in an Aging Society: Toward Sustainable Community Using Renewable Energy Takuo Nakayama Assistant Professor, Graduate School of Economics and Faculty of Economics, Kyoto University	9,000,000

Grant Program for Community Activities in Japan

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

Summary

Application Period: September 1 to October 7, 2015

Grant Period: Two years from April 1, 2016

Grant Amounts: Selection Committee will decide based on the project details and its application amount. (Average grant amounts of 2014 was 42.9 million yen for two years.)

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

Overview:

Broadly Sharing Results with Society

In fiscal 2015, as in the previous year, the Grant Program for Community Activities in Japan solicited proposals under the theme of “Creating Sustainable Communities with Future Leaders: Fostering Local Based Social Ventures.” Japan faces a number of rapidly developing social issues, including population decline and the graying of society, that are becoming more difficult to address through public services and the market. The program theme is based on the awareness that creating sustainable communities that provide residents a sense of happiness requires nurturing regional businesses and future leaders to resolve local issues. Just as last year, projects were solicited under Activity Grants and Evaluation and Advocacy Grants, with the latter limited to past recipients.

In fiscal 2015, 280 proposals for Activity Grants were received compared to 401 the previous year. There was a slight uptick in proposals for Evaluation and Advocacy Grants, increasing to 18 compared to 16 in fiscal 2014. We believe the significant dip of 121 proposals for Activity Grants was in part due to the rethinking of program requirements and Project Proposal Guidelines raising the criteria for selection.

We revised the project proposal form this fiscal year with the aim of further clarifying the societal results we look to create through grant activities. The program also adopted new as-

pects, including pre-selection workshops and other activities.

In the workshops Mr. Keita Yamamoto of PubliCo led potential grant recipients in considering 1) the trajectory for residents and society in the mid- to long-term; and 2) what targets and subsequent indices are needed over a two-year period.

Following grants being awarded, we also combined with the Grant Award Ceremony a seminar on the MSC (Most Significant Change) method, a type of participatory evaluation. The MSC method is a means to grasp changes that have occurred through projects in the form of episodes which makes it possible to clarify values that cannot be quantified.

We anticipate that sharing targets between the Toyota Foundation secretariat and grant recipients will allow for periodic reflection and improvements, leading to better results over the two-year grant period. Furthermore, we believe by broadly sharing results we can contribute to realizing a better society.

In addition to grant activities, we held a kickoff symposium in a meeting hall at Toyota Motor Corporation’s Tokyo headquarters on March 1 for the “Toyota NPO Kaiketsu ‘Solution’ College” series of lectures, which began in in May 2016, that teach Toyota’s management method of Kaizen (continuous improvement). Approximately 250 people from around Japan attended, greatly exceeding initial expectations. We hope these lectures will encourage grant recipients and help in generating results.

Grant Results

() Fiscal 2014

	Number of Applications	Number of Grants	Value of Grants (¥ Million)	Budget (¥ Million)	Acceptance Rate (%)
Activity Grant Program	280 (401)	18 (20)	90.0 (85.8)	100.0 (100.0)	6.4 (5.0)
Evaluation and Advocacy Grants	18 (16)	4 (6)	10.0 (14.2)		22.2 (37.5)
Total	298 (417)	22 (26)	100.0 (100.0)	100.0 (100.0)	7.4 (6.2)

Great East Japan Earthquake “Special Subject”

Program Title: “Community Building in Public Housing Projects in Disaster Areas”

Summary

Application Period : June 9 to July 11, 2014

Period of Grants : One year, beginning October 1, 2014

Grant Amount : Up to 6 million yen per project (30 million yen in total)

Target Area: Iwate Prefecture, Miyagi Prefecture, Fukushima Prefecture

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

Overview:

Background of Community Building

For more details regarding the goals of the Great East Japan Earthquake “Special Subject” as well as the selection process and management issues, readers can consult the post-selection evaluation of Selection Committee Chair Yuta Ando in the following section. Here we would like to briefly explain the background of the theme “Community Building in Public Housing Projects in Disaster Areas.”

Five years have passed since the Great East Japan Earthquake. Looking at the current state of affected areas in Iwate, Miyagi, and Fukushima Prefectures shows that with the exception of the Fukushima nuclear disaster, we are approaching a turning point in reconstruction. While regional discrepancies remain, the restoration and reconstruction of public infrastructure such as waterways, coastal forests that serve to mitigate disasters, roads, railways, harbor facilities, and shift of communities to higher ground are turning a corner. The period of high-paced, intense rebuilding of public infrastructure marked by the stark sight of heavy machinery, dump trucks, and workers clad in



View of Kamaishi Port in Kamaishi, Iwate Prefecture. The restoration of wharfs and seawalls is progressing and the sight of heavy machinery is becoming gradually less common.

helmets and coveralls toiling amid bare earth and dust is gradually coming to an end. In fact in many municipalities the disappearance of heavy machinery and dump trucks has produced a lingering sense of quietude. NPOs and other support organizations from outside affected areas are also slowly leaving. In such a situation it will be necessary for victims cut off from regional ties by the disaster to dig down and find the strength to create new communities.

Focusing on Reviving Local Communities

Comments by Selection Committee Chair Mr. Eiichiro Adachi

Building Communities by Hand

The Aims of the Great East Japan Earthquake “Special Subject” Since fiscal 2014 the Toyota Foundation has been providing grants based on the theme of “Community Building in Public Housing Projects in Disaster Areas” with the goal of supporting reconstruction in areas affected by the Great East Japan Earthquake. The motivation for selecting the theme is as follows.

- Disaster victims are in the process of moving from emergency housing to permanent accommodations in public housing.
- Moving from shelters to emergency housing and then to public housing has adversely affected victims’ relationships with family and friends.
- Moreover, a high percentage of disaster victims moving into public housing are elderly and financially insecure.

In line with these, we provided grants in fiscal 2014 under the Great East Japan Earthquake “Special Subject” to NPOs carrying out community building in public housing projects in disaster areas, compiled methods for effective community

Table 1 Grant Results

	Iwate	Miyagi	Fukushima	Others	Total
Number of Applications	2	7	2	2	13
Number of Grants	1	3	1	0	5

building and approaches to support such efforts, and disseminated these among public housing residents, governmental bodies, social welfare councils, NPOs, and other groups involved in rebuilding efforts. In continuing with the theme, in fiscal 2015 we have emphasized community-building by the residents themselves. This reflects the growing consensus that five years after the disaster and amid the steady decline in support by external groups residents of public housing must take their future into their own hands.

The Screening and Selection Process

We solicited proposals November 2–27, 2015, drawing attention to the call for applicants in disaster areas through groups involved in rebuilding efforts. Of the 13 proposals received from NPOs and other groups carrying out activities in affected areas, 5 were adopted at the December 24 meeting of the Selection Committee and then presented to the Board of Directors. When evaluating the proposals, the Selection Committee considered whether projects worked closely to foster the initiative of residents of public housing facilities to carry out activities to deepen the level of community building and exhibited a strong

ability to share information broadly through report meetings and other means.

Table 1 shows proposals and grants by prefecture.

Aspects of Selected Proposals

Emphasis was placed on provided grants to groups active in regions where large-scale public housing facilities are scheduled to be completed, including Iwaki, Fukushima Prefecture, Kamaishi, Iwate Prefecture, and Ishinomaki, Miyagi Prefecture.

Looking to the Future of the Program

The construction of public housing projects is expected to be completed in 2018, seven years after the disaster. The pace is 2–3 years slower compared to the Great Hanshin-Awaji Earthquake, where construction and occupancy of public housing was completed in five years. In line with this, we will continue to support community building in public housing projects in disaster areas, placing emphasis on the importance of disseminating the results of case studies to groups involved in rebuilding efforts.

Report on Grant-related Activities

Community Building in Public Housing Projects Based on *Keiyakuko*

The Toyota Foundation’s “Community Building in Public Housing Projects in Disaster Areas” program has highlighted important points in community building in public housing projects in disaster-stricken areas. This report focuses on the mutual assistance frameworks known as *keiyakuko*, traditional systems that underlie local communities in the region, to encapsulate important points to be shared with others involved in various reconstruction efforts. (Written by Shiro Honda.)

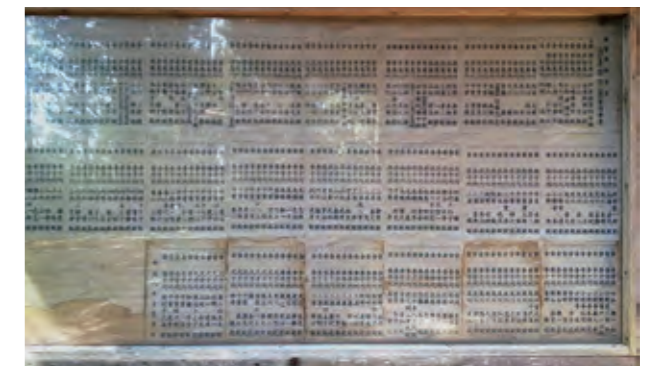
Keiyakuko: Microcosms in Disaster-Stricken Communities

In my meetings with administrative officials in disaster areas, from time to time I hear intriguing comments. When asked about the conditions on the ground in communities where public housing projects have been built, they seem not to know much about the realities: “Our government can’t get its work done without relying on the community administrative apparatus. So we tend to leave things up to them.” When asked what the administrative apparatus is, they can explain only that it is an “organization of local ties.” One thing that is clear is that these local government officials do not enter the district in question to interact with its residents—something that appears strange to me. This perception has only grown stronger with each visit to the disaster areas.

I began to unravel the mystery when I visited an area along the coast of Iwate Prefecture a few months ago. An employee at an NPO, who comes from a family that has lived in the area for several generations, showed me around a small public housing development along an inlet on the ria coast. During the tour, I noticed that each settlement along the inlet has a small shrine dedicated to the local tutelary deity, and these shrines are located atop high cliffs or hills that overlook the settlements. I clearly understood that these local deities are central to the close-knit local communities. I then visited a coastal area in



A shrine dedicated to a local deity in a coastal area in Iwate Prefecture. The building in the back is the meeting place for *ujiko*. While they were affected by the massive tsunami, almost all of the shrines along the coast saw their main structures remain intact.



Lists of donors to a shrine along the coast of Miyagi Prefecture, overlapping those of local *ujiko* in a group that has lasted for generations. The lists also indicate that the donors are ranked according to how much they donated.

Miyagi Prefecture, where I learned from a local elder that communities in this region have groups variously called *ko*, *kochu*, *keiyakukai*, and *keiyakuko*, societies of *ujiko* (shrine parishioners) centered on the local deities. I will hereafter call them *keiyakuko* collectively. These groups have characteristics that seem quite amazing to someone like me who has lived for a long time in metropolitan areas with highly fluid populations. The characteristics can be summarized as follows:

- ① The members of these groups share the faith in local deities as well as religious services and calendars based on the faith. The same families have comprised the groups for several generations. It is rare for people arriving from someplace else to join.
- ② They hold and manage economic assets, such as mountains or forests that are common land.
- ③ They serve as performing arts groups taking part in Shinto rituals to make offerings at the shrine altar. The implements, costumes, and portable shrines used in the performances are stored in the treasure rooms of the shrines dedicated to their local deities.

These are tightly knit religious, economic, and performing arts groups, and the close ties between their members have been inherited over generations. They are, as it were, highly autonomous microcosms. This explains why no outsiders, including administrative officials from local governments, are easily allowed to act inside the groups. In addition, these *keiyakuko* exist on the coastal fringes of the municipalities and are physically far away from the center of town where the municipal offices are located. Furthermore, the locations of these settlements along inlets on the ria coastline are difficult to access—to reach some of them, you have to drive along a winding, single-lane mountain road.*¹ For people working at the municipal offices, these locations are virtually outside their municipalities. Besides, in some *keiyakuko*, people use different vocabularies and speak with different accents. I fully understood why the administrative officials said that their local government couldn't get its work done without the help of the locals, and why they make few direct interventions in the district's matters. These *keiyakuko* or similar entities are the basic units of people's daily lives in the disaster areas along the coast. The framework called an "administrative apparatus," which I did not understand in the beginning, often turns out to be a *keiyakuko* in reality. This apparatus may be the most remote outpost of the administrative organization when viewed from the local government. From the perspective of people in the *keiyakuko*, however, it is not some far-flung end—it is the entirety of their daily lives.

Microcosms of Barter and Self-Sufficiency

While I continued to gather more information about *keiyakuko*, I found another astonishing fact: People in these groups provide or receive most goods or services without using money as a medium. They exchange them for other goods or services; that is, barter is their basic form of commerce.*² Money is no doubt unnecessary in long-standing communities whose members are supported by close ties among themselves. Yet the head



Homemade pickled vegetables sold at a market in Osaki, Miyagi Prefecture. This market featured a strong atmosphere of barter transactions devoid of money.

of each family has reportedly kept a record of goods and services exchanged for other goods and services within the *keiyakuko* over generations. The purpose of the record is to make sure that the family remains square with other *keiyakuko* members. It is not difficult to imagine that these records of barter transactions, which have been kept for a long time, act as a deterrent to trouble in the community.

The residents also supply the goods that they use in barter. The ocean and mountains surrounding their settlements are rich in resources, including wild-growing produce (such as bracken and Japanese butterbur), vegetables, mushrooms, nuts, seafood, wild boar, and pheasant. *Nagashimizu no ayunde kita michi: Hitobito no kurashi no kioku* (The Historical Path of Nagashimizu: A Memory of People's Lives) is an excellent account of oral histories of people's life in Minamisanriku, Miyagi Prefecture. Professor Teruo Honma of Tohoku Gakuin University and his team compiled interviews with residents of a settlement in the town into this book, with the help of Mr. Mori-yuki Suzuki, director of the Miyagi Prefecture Support Center Support Office. The book quotes one of the residents as saying that in addition to the blessings of the ocean and mountains, "We grew everything ourselves, from rice and wheat to soybeans and adzuki beans. We also pickled vegetables from our gardens, and this gave us plenty in the way of side dishes" (p. 50). This traditionally self-sufficient lifestyle explains why people who moved into public housing complain that they have to pay money for everything needed for life there.

Building on the findings presented thus far, I believe I can summarize the characteristics of *keiyakuko* as follows: How *keiyakuko* developed and what they are called differ significantly among communities within the disaster areas, and these differences are called *tokorofu* (customs unique to an area). For example, most *keiyakuko* along the coast are groups of *ujiko* devoted to shrines, whereas some of their counterparts in inland areas are groups of *danka* (Buddhist parishioners).

Furthermore, some places have *keiyakuko* that consist of women; these groups bear such names as *Kannonko* (where Kannon refers to Avalokitesvara, the Buddhist Goddess of Mercy). These *keiyakuko* serve as the framework of consensus among the women and as places of their communication, a fact is closely connected to the topic of the next section.

Since the money-based economy has become the norm across the nation and the development of transportation has changed people's lifestyles over the past decades, today's *keiyakuko* as

autonomous microcosms are less self-sufficient than before. Nevertheless, *keiyakuko* remain the unit fundamental to people's life across the disaster-stricken areas along the coast. The Great East Japan Earthquake of March 2011 inevitably brought damage to *keiyakuko* in the disaster areas, claiming lives of many of their members and forcing many others to move into temporary shelters or public housing facilities across the region. The main shrine buildings dedicated to local deities central to the *keiyakuko*, however, remain largely intact. They continue to serve as the symbols of close-knit communities in the region.

Keiyakuko as a Model for Public-Housing Community Building

I have explained what *keiyakuko* are and how they work because I believe that the ongoing community-building efforts in public housing projects across the disaster areas can refer to *keiyakuko* as a good model for the following reasons:

- The *keiyakuko* is the form of community with which disaster victims from the coastal areas are most familiar.
- Some local governments in the disaster areas lack capacity and drive to become actively involved in community-building efforts in public housing projects. In this case, the projects need systems that resemble *keiyakuko* to bring their residents together.
- Creating a goods-for-goods/goods-for-services/services-for-services barter system that does not require money will be of great help to the public-housing residents.

The third point above is especially important. Most disaster victims who have moved into public housing are not large income earners. I often hear about residents who live on less than ¥50,000 per month in old-age pension payments. Nevertheless, their need for cash has grown to include the public housing rent and common service charges—not an insignificant burden, despite the considerable reductions and exemptions that can be applied. Beyond financial concerns, older residents in particular need someone to look in on them, to go to stores and pick up things they need, and to put their mail into the mailbox for delivery (mailboxes are rarely located on the premises of these projects). Considering these factors, creating a barter system as mentioned above and mutual-assistance relationships based on the system would benefit the residents a great deal.

Difficult as it may seem to introduce such a system, the quickest way to start would be to create a setting for exchanging vegetables for other food and daily-use goods. I have noticed many vegetable gardens around the public-housing facilities. Growing



An informal garden on public-housing premises in Kamaishi. Japanese basil, cherry tomatoes, and scallions are grown.

vegetables for their own consumption must be a custom deeply ingrained in the residents who suffered the disaster. And many of the people who plant and tend these gardens are women.

The photo above is one of the informal gardens I saw near the projects in Kamaishi, Iwate Prefecture. If the resident create more gardens like this one, they will have a resource for the goods-for-goods and -services barter transactions mentioned above. This will set the stage for forging interpersonal relationships that will lead to mutual cooperation. I believe that this process will be most realistic. They could also open a market at an assembly room in the housing projects for bartering fresh or pickled vegetables from their gardens. In the process of planning and opening the market, women residents would play a significant role in growing vegetables, selling at the market, and creating a network within the public housing. The network of skilled women residents might evolve into a framework that looks like a women's association and functions like the Kannonko mentioned previously.

In closing, I would like to express my deepest gratitude to Mr. Kiyotaka Oikawa, Director of Fukko Minasan Kai (Your Reconstruction Association); Ms. Atsuko Tagaino of NPO Caritas Kamaishi; and Ms. Aya Kawamura, program officer of the Sanaburi Foundation, for the generous advice and guidance they provided while I worked on this essay.

★ 1 : I once tried to walk to an inlet in the disaster areas that was, according to the map, only a few kilometers away from where I was. Yet I realized on my way that I would never reach there and abandoned the plan. The ria coastline consists of steeply sloped topography, making the actual distance that must be traveled multiple times the straight-line distance seen on the map.

★ 2 : One *keiyakuko* member told me that money was used for transactions with members of different *keiyakuko*, including immediate neighbors. This clearly indicates that money is needed where people have no close ties with each other.

Communication with Society Program

This grant program, which does not solicit proposals, is aimed at broadly disseminating the results and other outcomes of projects supported by the Toyota Foundation program.

In fiscal 2015, as in the previous year, the program supported interaction and cooperation among grant recipients to effectively disseminate the results and methods of projects across society.

Grants were provided for the publication of a research report on a British charity system that had received grants from the Initiative Program in the past and for advocacy activities regarding realities and issues impacting residents of public housing for disaster-affected people in Iwaki, Fukushima Prefecture, in an effort to broadly disseminate the project that we supported as the Great East Japan Earthquake “Special Subject.”

List of Grants

Grant Number	Project Title		Grant Amount (Yen)
	Representative	Organization	
D15-SC-0001	Publication of Charity System in the UK: Its Transformation and Implication on Charitable Policy in Japan	Tatsuo Ohta The Japan Association of Charitable Organizations	1,200,000
D15-SC-0002	Proposals to Address Realities and Issues Surrounding Projects in Iwaki, Fukushima Prefecture, with a Focus on the Usuiso, Toyoma, Numanouchi, Yotsukura, and Hisanohama Housing Projects	Hideo Hasegawa The Support Organization Minpuku	1730,000

Example of Funded Project

Realities and Issues Impacting Disaster-Affected Residents of Municipal Public Housing Projects in Iwaki

Proposals to Address Realities and Issues Surrounding Projects in Iwaki, Fukushima Prefecture, with a Focus on the Usuiso, Toyoma, Numanouchi, Yotsukura, and Hisanohama Housing Projects

Proposals to address realities and issues surrounding projects in Iwaki, Fukushima Prefecture, with a focus on the Usuiso, Toyoma, Numanouchi, Yotsukura, and Hisanohama Housing Projects

This project, which received grants from the Communication with Society Program, interviewed people and organizations to get clear pictures of the following: the situations surrounding residents of five municipal housing projects set up in Iwaki for those affected by the March 11 disaster; the outlook for community building in the projects; and issues related to this community building. Building on this input, the support organization Minpuku will make proposals to local administrative personnel and social welfare council. This project also looked into the state of public housing projects for survivors of the 1995 Kobe earthquake with a view to adopting useful aspects.



Public housing in Iwaki for disaster-affected residents.

The project team eventually drew up the following proposals: making vacant units in the projects available for rent to college students working as volunteers; outsourcing the work of checking up on and caring for older residents to other residents; and reducing or exempting common service charges that could negatively impact community-building efforts. They presented the proposals in Iwaki, Fukushima Prefecture, on March 3, 2016, and Sendai, Miyagi Prefecture, on June 15 to reach a wider audience.

Initiative Program

This program carries 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.

This year, the program provided grants for NPOs’ human-resource-development efforts that will lead to stronger foundations of the organizations, research activities related to nonprofit

entities, and projects to turn records pertaining to the enactment of the Law to Promote Specified Nonprofit Activities (the NPO Law) into official documents.

We also helped create a civil research program run by researchers and private citizens interested in Asia, as well as providing grants to other projects for which support from a private-sector foundation would be of particular significance.

List of Grants

Grant Number	Project Title		Grant Amount (Yen)
	Representative	Organization	
D15-PI-0001	2015 Internship Program to Connect Regional Youth and NPOs	Akemi Tezuka NPO Fujisawa NPO Network	5,300,000
D15-PI-0002	Field Survey of Case Decisions of Nonprofit Corporations	Noboru Hayase Japan NPO Center	3,500,000
D15-PI-0003	Developing a Participatory Program for “Concerned Citizens” Exploring and Learning Asia: Towards New Relationship between Asia and Japan	Noriyuki Osada Institute of Developing Economies-Japan External Trade Organization	5,000,000
D15-PI-0004	Archiving the Material Concerning the Process of Drafting Japan’s Bill for Nonprofit Organizations	Takako Sasaki Machi Pot	1,000,000
D15-PI-0005	Support for NPO Internships and Programs to Establish Support of NPO Activities Among Young People	Yoshiyuki Takajyo Actionport Yokohama	3,000,000

Example of Funded Project

NPO Internship Programs Offered in Fujisawa and Yokohama

NPO internship programs organized by an intermediary that has received grants since 2014

In 2015, in addition to the program that the NPO Fujisawa NPO Network has carried out since 2014, the Initiative Program provided grants for a program offered by another NPO, Actionport Yokohama.

20 students participated in long-term internships at 16 organizations in Fujisawa and 47 students in short- and long-term internships at 20 organizations in Yokohama. At the end of a year of activities, students led meetings to report on their results, where they made presentations on what they had learned from their internships.

With the help of intermediaries that provide preliminary and midterm training and follow-up activities, even organizations with no experience hosting interns can take on the challenge of accepting them. This also helps students participate in the program activities without worries. Some students continue their activities at the same organizations after their internships end, while others have joined the staff offices arranging the internship programs, contributing to broadening the NPOs’ talent base.



The internship reports from Fujisawa and Yokohama.

Balance Sheet

As of March 31, 2016

(Unit: Thousand Yen)

Account	Fiscal 2015	Fiscal 2014	Fiscal 2013
I Assets			
1. Current assets			
Cash and deposits	471,389	405,327	350,698
Marketable securities	0	0	13,060
Accounts receivable	101,381	105,198	112,664
Other	5,243	4,360	4,488
Total current assets	578,012	514,885	480,910
2. Fixed assets			
Basic funds	25,584,839	25,614,374	25,605,420
Specified assets	14,854,299	16,395,463	15,815,192
Other fixed assets	61,164	66,517	62,965
Total fixed assets	40,500,302	42,076,354	41,483,577
Total assets	41,078,314	42,591,239	41,964,487
II Liabilities			
1. Total current liabilities	427,052	422,477	345,543
2. Total fixed liabilities	83,658	79,113	90,322
Total liabilities	510,710	501,590	435,865
III Net assets			
1. Designated net assets	17,771,164	19,318,306	18,728,770
(Amount from above allocated to basic funds)	(3,000,000)	(3,000,000)	(3,000,000)
(Amount from above allocated to specified assets)	(14,771,164)	(16,318,306)	(15,728,770)
2. General net assets	22,796,440	22,771,343	22,799,852
(Amount from above allocated to basic funds)	(22,584,839)	(22,614,374)	(22,605,420)
(Amount from above allocated to specified assets)	(0)	(0)	(0)
Total net assets	40,567,604	42,089,649	41,528,622
Total liabilities and net assets	41,078,314	42,591,239	41,964,487

Statement of Changes in Net Assets

April 1, 2015 to March 31, 2016

(Unit: Thousand Yen)

Account	Fiscal 2015	Fiscal 2014	Fiscal 2013
I Changes in general net assets			
1. Changes in ordinary profit			
(1) Ordinary profit	653,646	660,177	687,299
(2) Ordinary expenses	683,123	697,775	676,298
Current changes in ordinary profit prior to profit/loss appraisal	▲ 29,477	▲ 37,598	11,001
Profit and loss appraisal	54,575	9,088	▲ 146,944
Current changes in ordinary profit	25,098	▲ 28,509	▲ 135,944
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	25,098	▲ 28,509	▲ 135,944
Balance at beginning of the fiscal year in general net assets	22,771,343	22,799,852	22,935,796
Balance at end of the fiscal year in general net assets	22,796,440	22,771,343	22,799,852
II Changes in designated net assets			
Current changes in designated net assets	▲ 1,547,142	589,536	176,599
Balance at beginning of the fiscal year in designated net assets	19,318,306	18,728,770	18,552,171
Balance at end of the fiscal year in designated net assets	17,771,164	19,318,306	18,728,770
III Balance at end of the fiscal year in net assets	40,567,604	42,089,649	41,528,622

Officers and Trustees

As of March 31, 2016

Directors and Auditors

Name	Occupation
Chairman Hiroshi Okuda	Senior Advisor to the Board, Toyota Motor Corp.
President Atsuko Toyama	
Managing Director (full-time) Hiroshi Ito	
Director Hiromitsu Ishi	Professor Emeritus, Hitotsubashi University
Director Nobuyori Kodaira	Executive Vice-President, Toyota Motor Corp.
Director Jyunzo Shimizu	Senior Advisor to the Board, Toyota Tsusho Corporation
Director Akira Suehiro	Director, Institute of Social Science University of Tokyo
Director Makoto Nagao	Professor Emeritus, Kyoto University
Director Shin-ichi Hirano	Chair Professor, Shanghai Jiao Tong University
Director Masayuki Yamauchi	Professor, Meiji University
Director Ryuichiro Yamazaki	Visiting Professor, International University of Japan
Auditor Takeshi Suzuki	Special Advisor, Aioi Nissay Dowa Insurance Co., Ltd.
Auditor Yoshio Hiramatsu	Certified Public Accountant

Trustees

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

Message from Outgoing Chairman Hiroshi Okuda



At the thirteenth Board of Trustees Meeting on June 27, 2016, I stepped down as chairman of the Toyota Foundation. I served for exactly five years, following taking over the position from Tatsuro Toyoda in June 2011 in the aftermath of the Great East Japan Earthquake. In all honesty I have little to relate as I chiefly left operations in the hands of President Atsuko Toyama. However, I have two requests for our program officers.

First, I hope they will not only carry on, but expand our fantastic traditions that are steeped in the spirit of progress. During my tenure two central figures in founding the Toyota Foundation in 1974 passed away. These are the first President, and later Chairman, Eiji Toyoda, who died in September 2013, and the first Executive Director Yujiro Hayashi, who passed away in November 2011. The Toyota Foundation was established through Mr. Toyoda's determination to give back to society and Mr. Hayashi's management methods based on his knowledge of US and European foundations. It was precisely this background that has enabled the Toyota Foundation to attain the social status it enjoys today. The loss of these two spiritual pillars makes our hearts heavy, but as their successors it is our duty to build on their ideals and knowledge. The mid-1970s was a historical turning point influenced by such events as the United States abolishing the gold standard, the oil crisis, the end of the Vietnam War, and the beginning of China's economic reforms. I believe, however, that we are now in a period of transition that rivals that of 40 years ago. I earnestly hope grant activities will be carried out so as to address current issues while also retain-

ing a vision of the future trajectory of society.

My second request is that program officers will continue to support reconstruction efforts in areas affected by the Great East Japan Earthquake. This unprecedented natural disaster struck three months prior to my appointment as chairman. We have through establishing the Great East Japan Earthquake "Special Subject" in fiscal 2011 provided a wide range of support toward reconstruction efforts. It has been five years since the disaster, but I feel it will require more time for affected areas to truly recover. It is clear that support from external organizations will be needed for longer than following the Great Hanshin-Awaji Earthquake. While the program has been reduced in scale since its inception, it continues to serve a vital purpose. There have been discussions among the Board of Directors as to how long the program should continue. However, I hope that no time period will be set and that the Toyota Foundation will carry on its valuable grant programs, working closely with the Reconstruction Agency and local governments to provide its characteristic level of support to address each phase of reconstruction.

This year marks 42 years since the founding of the Toyota Foundation. Put in human terms, it is in the prime of life. I will conclude by asking all of our program officers to keep in mind the ideals and knowledge of our founders as they carry out their activities with ever greater vigor.

