



JAPAN NPO CENTER

Annual Report 2017

English Digest version

## Japan NPO Center's Mid-Term Vision for 2018 – 2022

### The inspiration Behind Japan NPO Center's Mid-Term Vision

At Japan NPO Center (JNPOC), the Board's task team led the roughly one-year long initiative to create the mid-term vision for 2018 to 2022 through joint meetings with staff members, discussions at Board of Directors' and Board of Councilors' meetings, hearings with stakeholders in over 25 locations, and comments from members, etc. We learned many things through this process. We want to repeat our effort of extending our circle of people who believe in this vision.



*Nonprofit organizations (NPOs) heighten awareness and perspectives on various problems in today's society, and they hold the power to lead us to solutions. Furthermore, NPOs present opportunities for people to get involved in the problem-solving process, and offer spaces for them to take a leading role in solving issues as citizens. It is our hope that those who sympathize with and support this mid-term vision will be proactively involved in carrying out these actions. We would also appreciate your active participation in Japan NPO Center's efforts. Join us in our endeavors so that we can welcome each of you as one of us!*

An excerpt from Chairperson Noboru Hayase's, "Introduction" in JNPOC's mid-term vision for 2018 – 2022

#### The society that we aspire to and what is needed to obtain it:

The society that we aspire to is a fair and transparent, open civil society that has diversity and individual autonomy.

To obtain such a society, we must redefine our own life values and create new waves that will restructure societal systems according to the ideas of its inhabitants.

### Specific Initiatives for the Next Five Years

*We are calling the main focus of our initiatives for the next five years to be "the promoters of value creation." We will deepen our awareness that value is continuously created by NPO activities which work to resolve social issues and will convey that significance.*

#### Strengthen our system to increase and develop actors for NPOs

- We will communicate how NPOs create values and how significant this process is. We will create a system that greatly increases the number of people who engage in value creation.
- We will identify and nurture those who can effectively support NPOs, starting with various NPO support organizations nationwide.
- We will build the capacity of NPOs that can nurture people who are perceptive of societal needs, who can anticipate what is to come, and who take part in bringing about social change.

#### Strengthening our collaborative ties with various partners

- In response to the heightened interest in SDGs among businesses, we will strengthen our ties and collaborative working relationships with them. Emphasizing the SDGs' tenet of "leaving no one behind," we will bring the nonprofit community's perspectives and strengths to the forefront and share our values

with the businesses.

- In response to the growing trend of using business methods to create social change, we will seek ways to connect and collaborate with those who are engaged in such efforts.
- It is necessary to strengthen the collaborative ties between local community organizations and civic activities, and we will work on concrete measures to strengthen these relationships.
- We will work on building collaborative working relationships with nonprofit organizations and cooperatives other than NPOs. These organizations have social status and influence and can work with us on creating values.
- We will engage in more information and opinion exchange and deepen our collaboration with civil society within and outside of Japan. We will promote opportunities for raising awareness of and learning about shared challenges and problems in this globalized world.

### **Learning from the efforts made in regions affected by disasters such as the 2011 Great East Japan Earthquake and Tsunami & carrying out programming based on our learning**

- We will revisit the diversity of efforts put forth in areas affected by disasters such as the Great East Japan Earthquake and Tsunami. We will share the lessons learned, and come up with an outlook on how these lessons can be applied to help the Japanese civic sector grow.
- We will draw up a plan for how we can continue to support organizations that were created in direct response to disasters. We will act to implement the plan.

### **Expanding our research and policy work & addressing issues in the public systems and structures that influence the entire NPO sector**

- We will take the lead in research and advocacy work that comes from the grassroots efforts of citizens and takes a drastic approach to changing the social structures that breed contemporary social problems. We will encourage these endeavors in different areas.
- We will convey to the public the significance and value of NPOs undertaking such research and advocacy work. We will work towards expanding these efforts, including increased funding.
- We will carefully observe national legislation and local ordinances or practices that can affect the nonprofit sector as a whole. We will express our opinions to the public in collaboration with NPO support centers and others nationwide.

### **Working on developing symbolic practices and projects where NPOs are offering insights into social problems and/or solving them**

- In order to make sure that more people can better understand concrete examples of how NPOs develop insights into social problems and contribute to solving them, we will support progressive initiatives and collaborative relationships, and put our efforts into the development of leading practices and projects.
- For example, in the context of frequent natural disasters, we will treat disaster prevention and disaster risk reduction efforts as a gateway to the cross-sectional initiatives that take us beyond local social problems, and explore the roles NPOs play in such cross-sectional efforts in different regional contexts.

### **Strengthening our partnerships with NPO support organizations nationwide & supporting active local initiatives**

- We will further clarify Japan NPO Center's dual position vis-à-vis NPO support organizations nationwide as both a lead runner and a pacesetter.
- We will support active local initiatives by local people tackling local problems, and serve to assist local NPO support organizations so that these organizations can thrive as local intermediaries.

## Message from the Chairperson

Noboru Hayase  
Chairperson, Board of Directors



Photograph: Hideyuki Igarashi

With the help of you all, in the last year we successfully promoted various projects that enhanced the social and organizational foundation of NPOs and strengthened civil society by greater partnerships with companies and government. I would like to extend my sincere gratitude for your support and cooperation.

Japan is fraught with various social challenges—so much so that it has been called, “A challenged developed country.” Civilians inspired to do something about this have been working across regions to overcome these challenges. With the help of many citizens, corporations and other entities, JNPOC works with citizen activity support centers across Japan to support their activities, while also focusing its efforts in maintaining its organizational foundation and developing the skills of its staff members.

While maintaining the organizational foundation, we have emphasized our efforts in voluntary “civil participation.” The reason for this is because the willingness of citizens to change the status quo brings vitality to NPOs and because the support of those who agree with the missions makes it easier to advise policies that are not particularly profitable. Also, participating citizens raise the awareness of social issues from the perspective of the affected. Simply enriching problem-solving services puts people in the passive position of customers who take advantage of the offerings, but an autonomous democracy is built when people get involved with NPOs and take a stake in problem-solving.

In 2015, the United Nations adopted SDGs (Sustainable Development Goals), which led to the development of frameworks that comprehensively solve social problems across fields and positions together with corporations, government and other entities. In Fiscal Year 2018, we hope to continue our endeavor of building a civic society that allows citizens to freely engage in solving problems. I want to extend my deep gratitude for your help and guidance.

*\*My three term, 6 year appointment as Chairperson concluded at the end of June 2018. I am very grateful for all of your guidance over the many years.*

## A Look Back at 2017

Our initiatives in 2017 were based on the two pillars stated in our mission: “To strengthen social infrastructure (the Infrastructure Development Team),” and “to advance new partnership (the Collaborative Creation Team).” We worked with multiple stakeholders to face and undertake various challenges, such as NPO support centers across the country, NPOs, enterprises and governments.

We also simultaneously improved and enhanced the management of our own organization. We formulated our mid-term vision for the next five years and identified our direction and initiative themes.

### ■ Projects

The Infrastructure Development Team held seminars and workshops for training next generation leaders (which is an ongoing issue for NPOs) to exchange talent and wisdom (exchange and training project), expanded the range of software donations that lead to better information infrastructure for NPOs, strengthened the ICT support system (information business), discussed and investigated the needs and methodology for evaluating projects to visualize the capabilities of undertaken activities, and published a “Project Evaluation Version” as the fifth part in the booklet series, “What You Need to Know about NPOs” (Study and Research Project). Institution-wise, we co-hosted a commemorative forum for the 20th anniversary of the enactment of NPO Law, took a look at past and future initiatives and kicked off the next 20 years (institutional projects).

The “Partnership Creation Team” aims to realize efforts which resolve various social issues, and undertakes ongoing initiatives that co-create new values with multi-stakeholders, such as NPO support centers across the country, NPOs, companies and government (Creation Development Project). It also searches for domestic solutions by exchanging case studies and solutions with NPOs in Japan and overseas, introduces corporations to NPOs for partnerships, consults NPOs about managing organizations or promoting business (Consultation Business), and took part in the launch of the “SDGs Civil Society Network,” to build and promote SDGs initiatives for NPOs. The team also continued to provide support to the areas afflicted by the disaster, based on the areas’ changing needs (Great East Japan Earthquake, Reconstruction Support Projects).

### ■ Organizational Management

In terms of enhancements to JNPOC's organizational infrastructure, three task teams (a team to recruit more member supporters, a public relations team, and a working style team) were set up to create an organization that is more specific and has more executive power. We successfully held active discussions and created detailed execution plans, which led to stronger organizational abilities.

**Infrastructure Development Division** *We endeavor to enhance the social infrastructure of NPOs, which are a foundational organization for the nonprofit sector.*



**We hold seminars about training next generation leaders and making connections with people who share the same values and sentiments of one’s own organization. Beyond that, however, we also hold “Training and Exchanges,” which is where NPOs facing the same issues get together to exchange their opinions and expertise through presentations and workshops to obtain new perspectives. This program offers more than just new information, but new growth as well.**

**■ Beginner and Middle Management Training**

JNPOC plays a large role in training staff members of NPO support centers nationwide, which are centers that support local NPOs. In beginner training sessions, we teach the basics about how NPO support centers work and provide a place for staff members from around the country to come together, network and make friends. 33 people from 24 NPO support centers came together for training sessions in Fiscal Year 2017. Through lectures and workshops, we shared basic information about NPOs, specified points that staff members should regard as important, delved into the essentials of how to address consultations, and drafted plans for problem-solving.



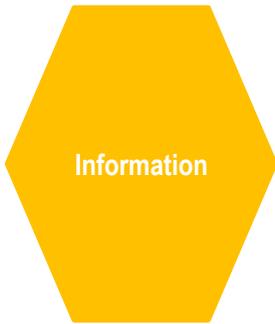
We also hold training sessions for middle management staff, which is a joint project with Panasonic Corporation. Here, we focus on enhancing organizational infrastructure and call it the "Support program for NPO 'supporting power'." Training consists of two sessions, and participants systematically learned about the information and technologies that are necessary for supporting the enhancement of organizational infrastructure and taught each other as well. In 2017, 15 middle-management staff members participated in this training. They worked with the lecturer to come up with ways to improve their capabilities to enhance organizational infrastructure, and the middle-management staff members successfully networked with each other.



**■ Tsutaeru Kotsu (Tips for communicating)**

Building communication skills is an important theme for NPOs in order to successfully keep organizations united, to recruit more supporters and collaborators, and deepen the enrichment of activities. Dentsu Inc. and the Committee for NPO Publicity Promotion have jointly published a text called, Tsutaeru Kotsu (or “Tips for Communicating”) which aims to improve the communication skills of NPOs. We have also co-hosted seminars with NPO support centers for 13 years. We aided the 8 seminars that were held by NPO support centers in Fiscal Year 2017 by sending out lecturers and subsidizing the expenses.





Since our founding, we have put a lot of our effort into collecting and sending out information—the basic and essential functions of a foundational organization. We send out information through various mediums, not only regarding JNPOC but about NPOs in general. It is important that NPOs disclose information out of their own volition, so that they can provide explanations and gain trust. We assist in doing this with the NPO database and other resources. As ICT makes leaps of progress, we work together with various stakeholders to support the infrastructure of NPOs which pertain to information, communication and technologies.

■ Journal NPO Hiroba

We publish articles that explore the opinions and initiatives of the civic sector to create an opportunity for our members to deepen their awareness of what is happening in civil society and gain new perspectives.



In Fiscal Year 2017, we redefined the role and purpose of “NPO Hiroba,” and published issues with the renewed features themed, “Solving problems with ICT and civic participation” and “Facing a society at risk: NPOs that reach out to people who don’t have a voice.” Focusing the topics that are covered and written about has increased the quality of the paper and we have been successful in providing information that evokes new perspectives and interests.

■ TechSoup Japan

TechSoup Japan is a program that contributes to the enhancement of non-profit infrastructure through ICT support by providing a broad range of support to private non-profit organizations, such as holding seminars and providing donations and discount rates on hardware, software and IT services (such as clouds). The US headquarters works with its 70 partner groups across the world to carry out activities. In Fiscal Year 2017, we successfully mediated the donations of 10,599 licenses given to a total of 3,400 groups (the amount was equivalent to 413.24 million JPY when it was converted to market prices).

Furthermore, the scope of corporate statuses was widened, and it is now possible for not only NPO Corporations to receive services, but also Public Benefit Corporations, Social Welfare Corporations and General Incorporated Associations (of absolute nonprofit type) as well. Also, to accommodate the wide range of ICT needs that non-profit organizations have, we added new programs, such as Airbnb’s social contribution experience program, Amazon Web Service, Chamo and Sorimachi.



## Research and Study

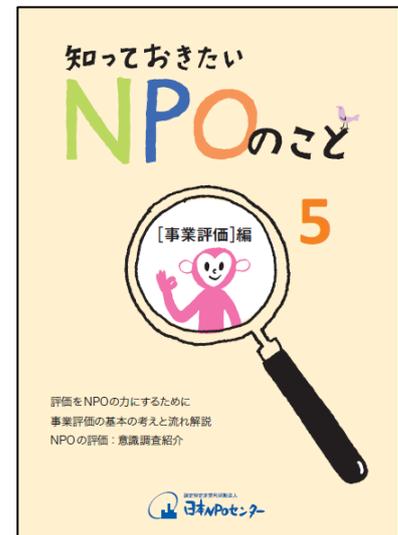
It mainly refers to the function of researching and studying what is necessary to enhance NPO infrastructure and utilizing those findings in the Center's projects and incorporating them in actual practices, such as raising questions and recommending policies. Research and study themes evolve as social and temporal needs/conditions are accurately identified and forecasted.

### ■ Development of training programs for evaluating NPO projects

This project is implemented with the assistance of the Toyota Foundation and aims to foster a culture of conducting proper evaluations within the non-profit sector. Talent is educated on how to support NPOs and other entities in Japan about how to properly evaluate their projects on their own.

In Fiscal Year 2017, we first did a field study with NPOs and stakeholders about project evaluations by NPOs and published the results. Based on these results, we created a curriculum for the "NPO project evaluation coordinator training course," which will be held in 2018.

We also made and distributed a booklet titled, "What You Need to Know about NPOs," which describe details of the study and other information that explains the significance and role of NPO project evaluations. We endeavored to spread these ideas.



## Institutional

Since its founding, JNPOC has undertaken activities to develop laws pertaining to NPOs. We work with NPO support centers across the country to collect information about corporate systems and tax systems associated with NPOs, appeal to government and political parties, and spread information about NPO corporate accounting standards.

### ■ Commemoration Project for the 20th Anniversary of the NPO Law

2018 marks the 20th year since the Act on the Promotion of Specified Non-profit Activities (NPO Law) was drafted and enacted. The NPO Law was legislated by the Diet, and we take pride in the fact that social conventions were drastically changed through the course of those discussions, as well as because of how the laws were formulated and the sentiment that lies behind it.

An objective of JNPOC is to "Realize a new civil society." To achieve this, we reexamined the meaning of civil society and used the NPO Law for one of our approaches. We spent about a year (from March to December 2018) to think about this from various perspectives and created a place discussions and started a project that will lead us into the next 20 years.

To kick off the program, we held a forum with over 180 participants on March 19th, 2018 themed, "The society envisioned by the NPO Law 20 years ago, and the society we envision 20 years from now." In Fiscal Year 2018, three groups (i.e., C's, Machi-Pot & JNPOC) will jointly lead the initiative to run regional study groups, themed study groups and special sites that will be held in 8 regions across the country.

Forum for the 20th year commemoration of the enactment of the NPO Law (March 19).

■ Initiatives to use dormant deposits

We discuss with NPO support centers across the country about how dormant deposits affect local NPOs and make suggestions about what to do to have a system that boosts local NPO activities.

In September 2017, the Council for Utilization of Dormant Deposits released an "Intermediate summary of discussions of the Council for Utilization of Dormant Deposits." In response to this, we held a study meeting entitled, "An Intermediate Summary Reading Group."

In March 2018, we worked with volunteers from NPO support centers to collect opinions about the "Basic policy on the utilization of funds related to grants for dormant deposits, etc." and submitted them as public comments.

Partnerships Creation Division	<i>JNPOC endeavors to create new partnerships with the business and government sectors.</i>
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**A program that creates non-existing mechanisms and frameworks based on a new perspective.**  
**We propose new values and mechanisms to society with the collaboration of different sectors and fields.**

■ Green Gift Earth Health Program: Training leaders who work to resolve regional problems

The slogan of this project is: "Gifts to Earth and the future." Environmental NPOs across the country will spend three years starting in 2016 to develop hands-on programs that deal with local environmental issues, with the goal of providing a sustainable environment (a gift) to future generations.

With the collaboration between the Environmental Partnership Office (EPO), local environmental NPOs, JNPOC, and Tokio Marine & Nichido Fire Insurance Co., Ltd.'s regional departments, branches and agents, partnerships will be formed organically between stakeholders of various specialties and positions. Our hope is that this will lead to more next-generation leaders who partake in solving regional problems.



This project consists of a system that supports domestic and international environmental protection initiatives by donating a portion of the costs that are saved when users select to read materials on the website rather than on paper resources (i.e. Users selecting "Web clause" on the website to read contract terms).

In Fiscal Year 2017, events were held in 24 locations across 22 prefectures with a total of 1,659 participants (of which 864 were children).



## Networking

**We are involved in multiple networking organizations that each have different objectives and goals and consists of multiple stakeholders.**

### ■ CEO Conference

This conference is held a few times a year as an opportunity for CEOs (Chief Executive Officers) of NPO support centers to share information to the public and discuss the strategies and their management issues.

#### **30th conference (April 7th, 2017)**

- The role of NPO support centers that is required now.

#### **31st conference (September 27th and 28th, 2017)**

- How should local NPOs and NPO support centers address dormant deposits?
- Circumstances surrounding NPOs and today's issues with NPO support centers.

#### **32nd conference (January 25th and 26th, 2018)**

- The roles and challenges that NPO support centers should take on in a time when regional sustainability is questioned.

### ■ Staff dispatch and initiatives with SDGs civil society networks

We dispatched a staff member to Japan Civil Society Network on SDGs (SDGs Japan) to help with the enhancement of domestic and international networks. In light of the universality of SDGs, our goal was to apply the goals of international society to domestic issues and contribute to the civil sector's effort to revitalize Japan's regions based on an international standard. The following activities were held in Fiscal Year 2017:

- Dispatched one staff member to SDG Japan to support the building of organizational infrastructure
- Seminars and study groups about SDGs hosted by local NPO support centers
- Study group for NPOs on SDGs hosted by a non-partisan NPO caucus and SDGs Japan.
- Edited and issued "*Basics: That explains SDGs*" for the private sector to lead trends.
- Participated as a committee member in SDGs study groups in the field of disabilities



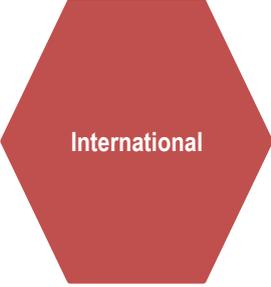
## Consultation

**We provide highly reliable information to JNPOC members and others who come to us to discuss matters about NPOs. Depending on the content, consultations can involve collaborations with other networks, such as nationwide NPO support centers, support organizations for different fields or overseas business partners.**

### ■ Introduction and Inquires of NPOs (due diligence)

We are getting an increasing number of inquiries from companies about where to go to donate or collaborate with NPOs, and what the best methods are. To address this, we are making a system that can act as a point of connection between a diverse set of NPOs and companies.

In Fiscal Year 2017, we edited a leaflet about NPO referrals and inquiries (due diligence) that was meant for an exclusive audience, and we introduced and made inquiries of NPOs for 6 companies, which were mostly member companies. In some instances, we were even asked to review the donation systems of companies after we helped them select recipients. We address a wide range of unique needs, from consulting about NPO recipients, giving referrals and inquiries, and even providing business consultations.

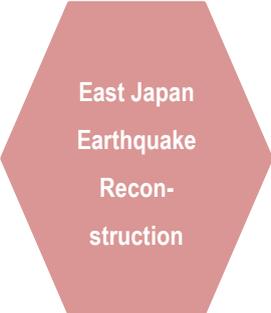

 International

**This program officially began in 2015 with the aim to strengthen partnerships with overseas nonprofits. As globalization keeps growing, we must actively participate in initiatives that fight against issues that are not just relevant on a domestic scale but also on a global scale, and we receive and send information about domestic and international NPOs. We publish information about Japanese civil society in English, exchange information and opinions about Japan's "local" issues, deepen partnerships with overseas companies and groups, and develop new businesses.**

**■ Resilient and Vibrant Rural Communities in Japan and the U.S.**

This joint project with Japan Society (USA), mainly granted by the Japan Foundation Center, focuses on the movement of people (especially young people) going from urban to rural areas. We connect with innovators in the US who work to revitalize rural economies, and share information, encourage mutual teaching, and produce results that are not only positive for our own practices but for other organizations as well.

In the fall of 2017, the first year of the project, 5 Japanese innovators from Iwate, Niigata, Shimane and Ehime visited West Virginia, Ohio, Nebraska and New York. They visited social enterprises, NPOs and colleges, etc. that work on the economic revitalization of rural areas, mainly in the area of agriculture. Public programs were held in Nebraska and New York and the Japanese innovators were interviewed by 5 local media during their visit. After returning to Japan, they successfully incorporated their learnings into their practices. Next year, US leaders that were met on this trip will be coming to Japan and we are looking forward to the outcome it produces.



 East Japan  
Earthquake  
Recon-  
struction

**Since immediately after the Great East Japan Earthquake, JNPOC has been supporting NPOs which are helping the region to recover. Many NPOs are located in the afflicted areas and provide aid to meet the specific needs of the regions. In addition to supporting projects, the maintenance and enhancement of organizational infrastructure is important for providing the best support. JNPOC engages in a diverse range of supportive activities by leveraging the network of various organizations and corporations that we have cultivated since our founding. These supportive activities are funded by donations from members, individuals, NPOs, volunteers and companies.**

7 years since the Great East Japan Earthquake, we are seeing more and more areas that show recovery, but there are regions and areas that are still in the midst of recovery and require assistance. JNPOC continuously changes its form of assistance based on the changing needs of these areas. For example, the "Nissan President Fund" provided play and hands-on experiences for children in disaster-stricken areas, and was renewed in January 2018 as a program called, "Nissan Smile Support Fund," which collaborates with NPOs that provide teaching and experiences (including activities that support their daily lives) to children and youth.

In addition to supporting the recovery of the disaster-stricken areas through our support for local NPOs, we will actively be engaged in sharing and sending out information that we learn through our efforts.

## ■ Great East Japan Earthquake Local NPO Support Fund

This fund started on March 18, 2011 when JNPOC reached out to our members for donations. As of March 2018, donations from various donors (including individuals, groups, volunteers, NPOs, corporations and overseas groups) have amounted to over 250 million JPY. Some of these donations have come to us in unique ways, and more than anything, we feel gratitude towards all of the different people who gave their support. Here are some examples.

- Donations from shareholders (dividends and shareholder benefits)
- Donations from employees (internal donations and earnings from company events)
- Donations from customers (donation matching customers purchases)

Project Name	Donor
Great East Japan Earthquake Local NPO Support Fund (general grant)	individuals, group, corporations, etc.
Great East Japan Earthquake Local NPO Support Fund (specific grant): Daiwa Securities	Daiwa Securities, Co., Ltd.
Great East Japan Earthquake NPO Support fund (specified grant): "Shinkin no Kizuna" Reconstruction Support Project	Shinkin Central Bank
Takeda: Life and Lifestyle Recovery Program	Takeda Pharmaceutical Company
Nissan President Fund / Nissan Smile Support Fund	Nissan Motor Company Ltd

## Messages from Stakeholders



### **Tsutomu Higuchi**

Representative Director, Kumamoto Disaster Volunteer Group Network (KVOAD); Director, NPO Kumamoto

NPO Kumamoto is an organization that supports NPOs in the Kumamoto Prefecture. We undertake efforts to develop all civic activities that are foundational to 21st century society, and to empower individuals who are involved in those activities. We partnered with JNPOC for the Save Japan Project, as well as other projects.

It has been two years since the Kumamoto earthquake. We provide creative disaster relief solutions through partnerships with various agencies, such as government, corporations and civic groups. At the peak, there were 350 relief groups giving aid in Kumamoto, but over time, there was a decline in aid coming from outside of Kumamoto. Because I didn't want to see our new partnerships disappear as something that was only temporary, I created and continue to provide aid through the "Kumamoto Disaster Volunteer Group Network (KVOAD)," which consists of various stakeholders, including social welfare councils and cooperatives in Kumamoto.

JNPOC prompted me to get involved in disaster relief when they reached out to me on the morning of April 15th, 2016. I still remember when I introduced the "Nationwide Disaster Volunteer Support Group Network (JVOAD)" and they said to me, "Higuchi! You won't be getting any sleep for a long time!" I won't forget that moment for the rest of my life.

KVOAD collects and shares information on NPOs and arranges responsibilities across regions, fields and

sectors. When there is a disaster, an area needs to be prepared so that they can effectively use the help of volunteers who come from all over the country. I also came to understand the importance for local NPO support organizations like ours to have partnerships with third parties, such as government and social welfare councils. I feel that JNPOC's network of diverse stakeholders has demonstrated to be effective in resolving local issues and in the time of a disaster.



**Rebecca Masisak**  
CEO, TechSoup Global

TechSoup is a U.S.-based nonprofit social enterprise that connects nonprofits with mission-critical resources, and helps companies and foundations optimize their philanthropic efforts. Our TechSoup Global Network of 70 partner NGOs has reached over 1 million organizations, delivering technology tools and philanthropic services worth more than US\$10 billion.

We are honored to have been working closely with Japan NPO Center since 2009, when we partnered to create TechSoup Japan. Together, we have distributed resources valued at US\$34 million to over 4,400 Japanese nonprofits. The almost 10% increase in NGOs served in the past fiscal year alone reflects Japan NPO Center's positive impact. As it becomes increasingly imperative for NGOs to pursue their digital transformation, we look to Japan NPO Center to share its local expertise to move this important work forward – in Japan and around the world.



**Hiroshi Suita**  
CSR Corporate Citizen Activities / Donation Manager, Corporate  
Communications & Public Affairs, Takeda Pharmaceutical Co., Ltd.

Takeda Pharmaceutical Co., Ltd. (now Takeda Consumer Healthcare Co. Ltd.) assists the areas afflicted by the Great East Japan Earthquake with a project called, "Lift the spirit of Japan – Support Reconstruction," which contributes a portion of profits earned from our non-prescription drug Alinamin. Since 2011, we have worked on the flagship program, "Takeda: Life and lifestyle playback program," which is a joint project with JNPOC.

Through the process of the program, we came across the problems of having insufficient information about the conditions of the afflicted areas or the status of local NPOs, and not having any opportunities to meet with the local NPOs. We established a partnership with JNPOC because of its comprehensive abilities,

including: 1. It is an organization that can stay involved across a long time line 2. It can solve complex issues 3. It can create networks of NPOs that are active in an area 4. It can communicate with the business world, including government agencies, reconstruction agencies and economic associations.

In this age of SDGs, we want to be a company that contributes to a sustainable society. As a corporate citizen, I feel strongly about wanting to be a source of social value. To achieve this, corporations have to work with NPOs. The networking and coordinating skills that JNPOC has cultivated through its support of disaster-stricken areas are exactly what we need. I look forward to seeing the future success of this Center: a networking platform, a nationwide information platform, and the national center for intermediary NPOs.



**Masaji Nakagawa**

Managing Director

MIRAI Support Ishinomaki

8 years since the Great East Japan Earthquake struck the area, the Tohoku region has seen a lot of progress with hardware development thanks to public aid, such as with embankments, disaster housing, roads, bridges and tall banking. Meanwhile, NPOs are being called for aid with software.

Right after the earthquake struck, JNPOC not only provided direct support to NPOs in afflicted areas with its grant system utilizing private funds, but also provided intermediate NPO support in their own unique way, such as by holding briefing sessions and making frequent visits. When the “3/11 Memorial Network” was launched in November 2017 and we reached out to people in the Tohoku region leading the effort to memorialize the disaster, I was struck by how cross-regional the connections through JNPOC are. We may be at a stage where it would be difficult to produce any results without mutual understanding and cooperation across locations and sectors, such as across metropolitan areas, the Tohoku region, corporations and NPOs.

There is an idea known as “Build Back Better,” which is to use the recovery phase after a disaster to increase the resilience of communities in preparation for future disasters. As the Tohoku region sees a population that is inevitably decreasing and ageing, the new values that are created from “Build Back Better” efforts will be applicable to the future of Japan as well.

“Leaving no one behind” is an aspect of SDGs, but Japan is actually one that constantly gets left behind since the country is permanently adjacent to the Nankai Trough and privy to the disasters caused by it. While this is a weakness of our country, the strength of Japan comes from our culture which learns and evolves from these repeated disasters.

My hopes are to work with JNPOC and all of you who are reading this, to create a cooperative society that embodies the essence of Japan.

## Financial Summary

FY2017

(in yen)

TOTAL REVENUE	548,870,214	TOTAL EXPENTIDURE	508,815,424
Membership fees	14,990,000	<i>Operating Cost</i>	
Donations	426,576,720	Personnel Expenses	76,734,128
Grants	26,170,373	Other Expenses	
Programs and Contracts	80,528,775	Common Item for Each Program	13,083,320
Other	604,346	Information Services	17,240,092
		Consultations	447,590
		Networking/Public Policy	2,237,375
		Research	5,222,412
		Facilitative Projects	73,311,079
		Forums and Training	6,948,614
		International	5,281,379
		Disaster Relief for East Japan	308,309,435
		<i>Administrative Cost</i>	
		Personnel Expenses	25,950,659
		Other Expenses	12,361,756

FY2018 (budget)

(in yen)

TOTAL REVENUE	482,180,000	TOTAL EXPENTIDURE	482,095,300
Membership fees	15,600,000	<i>Operating Cost</i>	
Donations	357,570,000	Personnel Expenses	70,968,000
Grants	33,945,000	Other Expenses	
Programs and Contracts	74,605,000	Common Item for Each Program	12,260,000
Other	460,000	Information Services	19,734,000
		Consultations	12,000
		Networking/Public Policy	7,850,000
		Research	7,745,000
		Facilitative Projects	75,602,000
		Forums and Training	9,188,000
		International	2,682,400
		Disaster Relief for East Japan	231,840,400
		<i>Administrative Cost</i>	
		Personnel Expenses	29,965,000
		Other Expenses	14,248,000



## Summary of the FY 2018 Business Plan

### ■ Fiscal Year 2018 Business Plan

Fiscal Year 2018 is the first year in our new “Medium term vision for 2018 - 2022.” As the world changes from moment to moment, so do the ways we address social issues and the way we think about the role of NPOs. We respond to the question, “How can JNPOC effectively address the demands of the time?” by keeping a pulse on the times and by constantly ruminating on our organization’s values.

Our organization and visions are entering a new phase this fiscal year. Our priority business items and the measures for enhancing our organization are as follows.

#### (1) Priority items

JNPOC’s mission is to enhance NPO social infrastructures and to build new partnerships with the corporate and government sectors to encourage them to act as co-creators of a civil society. Our new business plan for this fiscal year is based upon our new medium term vision. New projects include the "Corporate talent exchange project," wherein there are initiatives to grow the pool of future NPO leaders and promote projects that train talent, and the "Challenges Laboratory," wherein NPOs delve into social issues and share detailed solutions.

In 2015, member countries of the United Nations adopted Sustainable Development Goals (SDGs) with the involvement of a wide range of stakeholders that include civil society. At a local level, there is a growing interest towards the global 2030 target of realizing a sustainable society. SDGs is a theme that runs across the entirety of JNPOC’s business plan and is taken into consideration during the implementation of every project.

#### (2) Measures for enhancing social infrastructure

As a structural reform in fiscal year 2017, a task team was added to tackle the theme of “Expanding the supporter base,” and they had multiple discussions on how to improve the profit structure (an urgent matter for JNPOC) and increase voluntary financial resources. This fiscal year, the task team is shifting its emphasis from planning to executing specific actions. The Directors’ position is up for reelection this fiscal year, and a new three role system will be put in place at this time. The income and expenditures for the next several years will be forecasted by the three role organization, and our management plan will be executed after reconstituting the Executive Committee to be comprised of the three roles and the management office, to scrutinize new and ongoing financial resources.

We will also continue to engage in initiatives this fiscal year to seek the ideal form of a participatory organization. Last fiscal year, we attempted to have standardized days to work with volunteers and had the pleasure of experiencing the joys of participating. This year, we are going beyond the realm of volunteering to provide various opportunities for business partners, directors, councilors and members, etc. to engage in the

creation and implementation of projects and we intend on growing as an organization that learns from its experiences.

We hope to realize a fair and sustainable society, and one of our big goals is to build a society wherein citizens can speak freely and participate in the process of building political and social structures. We need each and every one of you to help and support organizations across the country that support NPOs and to support us, an organization that enhances infrastructure, so that we can expand our roles, increase our influence and broaden our range of activities. We would like to thank you in advance for your continued support.

## ■ The New Organizational Structure for 2018

### *Message from the New Chairperson*

July 3, 2018

#### **Natsuko Hagiwara**

My name is Natsuko Hagiwara and I was appointed as Japan NPO Center's Chairperson at the Board of Directors' Meeting on July 3rd. I am taking the reins from Noboru Hayase (we are only a year apart in age), who put his heart and soul into running JNPOC for six years since 2012 and is a legend of the NPO world and volunteer world. He was preceded by the other NPO legends Yasuo Harima, Masako Hoshino, Tadashi Yamamoto (late), and Yoshinori Yamaoka.



When I was in my late 20s, I met Mr. Yoshinori Yamaoka, who was the program officer of the Toyota Foundation at that time. This meeting led me down the path of involvement in civic activity groups across Japan. Later, I got involved with JNPOC by becoming the Managing Director in July 2004 with Mr. Yamaoka as the Chairperson and becoming the Vice Chairperson in July 2012 with Mr. Hayase as the Chairperson.

2016 marked the 20th year since JNPOC was founded. This year, we have a new mid-term vision and have taken our first step towards promoting value creation for civic society. I wish I was lucky enough to play the rookie card, but I have no choice but to lead the team pursuit in this metaphorical long track speed race. I will put everything I have into this role and will make sure that we have something to hand off to our next generations. I thank you in advance for your support.

At the Board of Directors' Meeting on July 3rd, Makoto Oshima (reappointed) and Katsuji Imata were appointed as Vice Chairpersons, and Yoshifumi Tajiri was appointed as the Executive Director (previously a Special Director).

Together with the Vice Chairpersons, Executive Director, board members, staff members and all of you members, I hope to endeavor in the mission to enhance NPO infrastructures and strengthen civic society, based on the concept stated in JNPOC's mission statement at the time of its founding: "To conceive of a civil society with diversity and individual autonomy." I thank you in advance for your support.

## ■ Initiatives for 2018

### *Promoter of Value Creation*

**Kenji Yoshida**, Managing Director

JNPOC has always talked about NPO activities from the perspectives of both business and activities, but the new medium term vision emphasizes that, “NPOs are the leaders in value creation.” For the next five years, we will base our initiatives on this new medium term vision and deepen our partnerships with NPO support centers across the country so that we can release new values into society while NPOs make progress from the perspectives of business and activities.

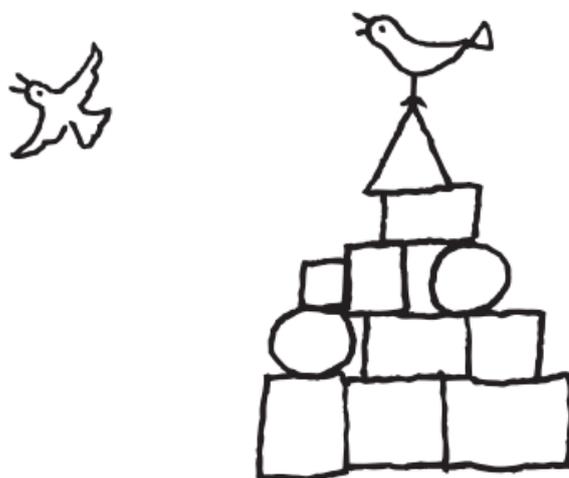


This fiscal year is the year to make new business plans based on our medium term vision, but we have also already incorporated new projects into this year’s plan. We have new initiatives that will delve into social issues faced by NPOs, and initiatives undertaken with a diverse set of stakeholders to think of solutions from the unique perspective of a civic society, such as the “Challenges Laboratory,” “Corporate Human Resources Exchange Project,” and “Civil Society Creation Laboratory.”

We will continue with our efforts from the last fiscal year to recruit more supporters and enhance public relations and communications. I hope to learn from the experiences of NPOs and send messages out to the public so that we can increase our support base who will do this with us.

This year is a milestone that marks 20 years since the NPO Laws were founded. There are many projects that are taking place which will have a big impact on NPOs, like SDGs and dormant deposit projects. We will continue to address these circumstances and provide a place to hold discussions.

I am taking the time to reaffirm our mission statement of realizing “a civil society with diversity and individual autonomy” and “An open civil society that is fair and transparent” before I proceed with this year’s projects.



## Board of Directors and Staff Members

as of July 3, 2018

### ■ Board of Directors

*Natsuko Hagiwara* - Rikkyo University (Chairperson)  
*Makoto Oshima* - Kubikino NPO Support Center (Vice Chairperson)  
*Katsuji Imata* - CSO Network Japan (Vice Chairperson)  
*Yoshifumi Tajiri* - Japan NPO Center (Executive Director)  
*Tatsuya Ishihara* – Okayama NPO Center  
*Yuko Ueda* - The Tokyo Chamber of Commerce and Industry  
*Masaaki Ohashi* - Japan NGO Center for International Cooperation  
*Momoko Koga* - Fukuoka NPO Center  
*Hiroaki Sakuma* - Furusato no kai  
*Atsuo Shibuya* - Japan College of Social Work / Central Community Chest of Japan  
*Yoshiyasu Nozaki* - Japan National Council of Social Welfare  
*Noboru Hayase* - Osaka Voluntary Action Center  
*Chikako Futamura* - Japanese Consumers' Cooperative Union  
*Tomoko Hoshino* - Environmental Partnership Council  
*Toshihiro Menju* - Japan Center for International Exchange  
*Hiroshi Yamazaki* - Whole Earth Nature School  
*Mika Yamamokawa* - MS&AD Insurance Group Holdings, Inc. / Keidanren Japanese Business Federation

### ■ Internal Auditors

*Kenichiro Kawasaki* - Lawyer, Legal Commons Legal Office  
*Takeshi Hayasaka* - Accountant, Hayasaka Tax Accountants' Office

### ■ Staff Members

*Kenji Yoshida* - Managing Director  
*Eiji Ueda* - Deputy Managing Director/Team Leader  
*Kazuho Tsuchiya* - Team Leader  
*Hikaru Chiyoki*  
*Yuko Fujino*  
*Kyosuke Honda*  
*Yuko Mitsumoto*  
*Masayuki Mochizuki*  
*Shinji Nagase*  
*Kaoru Nakagawa*  
*Eriko Nitta*  
*Kazutaka Sakaguchi*  
*Shuhei Shiino*  
*Miyuki Shimizu*  
*Yoichiro Tsuji*  
*Asami Yamamoto*  
*Katsuko Yamawaki*  
*Hideo Watanabe*

