



2018

JAPAN NPO CENTER ANNUAL REPORT

English Digest version

Message from the Chairperson

Natsuko Hagiwara
Chairperson, Board of Directors



Fiscal Year 2018 was the first year of our new Mid-Term Vision and the start of our new business plan based on this vision and addressing the management issues.

We were able to launch and implement the new programs that reflect the perspective of the mid-term vision, as well as continue to implement existing programs. We would like to express our sincere appreciation for your warm support and cooperation.

In our five-year mid-term vision, we placed ourselves as a “driver of value creation.” We believe that NPOs will continuously generate values through their activities as value creators. We have implemented our programs to demonstrate the significance of NPOs’ value creation by showing many cases of individual NPOs that engage in both problem-solving and value creation activities.

One of our major goals is to create a society in which citizens can speak freely and participate in political and society-building processes in the hope of realizing a fair, sustainable society.

With the ever-changing conditions of the current times, the approaches to address social issues and the role of NPOs are also changing. By being constantly aware of these trends and digesting the values that we hold, we will be able to answer the following question: “How can the Japan NPO Center effectively respond to the needs of the times?”

For organizations like ours and NPO support organizations across Japan to fulfill their roles, have more influence, and broaden the scope of our activities, we need support and cooperation. We look forward to working with you and appreciate for your continued advice and support.

A Look Back at 2018

Fiscal year 2018 marked the 20th anniversary of the NPO Law. Over the past 20 years, a variety of initiatives have emerged, with strengthening civil society in Japan as a common goal. Looking back, lively discussions took place in various places to reaffirm the value of civic engagement that we held up 20 years ago and to understand the current situation and issues we face.



The Act on Utilization of Funds Related to Dormant Deposits was enacted in January 2018, and the discussions over preparation for the actual implementation of the fund became active. Also, as the SDGs gradually became more recognized in Japan, the business sector has been more interested in committing to SDGs through their core business and collaborating and partnering with NPOs, not just recipients of the donations. This trend has led to the question of “outcome” to NPOs.

Against this backdrop, "NPO-ness" is questioned once again. Being mindful of actually practicing "creating social value through participation," as emphasized in our Mid-Term Vision, JNPOC confirmed the direction of our existing programs and considered new ones.

In addition, we named the main focus of our efforts over the next five years as "becoming a driver of value creation" and defined six initiatives to achieve this. In this way, we will become more aware of the value that is continuously being created through the activities of NPOs to solve social issues, and communicate the significance of these activities.

■ Focus Areas

In order for NPOs to create new values for society as they promote both their businesses and social movements, we have launched new projects such as the "Quadai Lab," the "Corporate Human Resource Exchange Program," and the "Civil Society Creation Lab" to delve into the social issues that NPOs tackle with and create opportunities to think about solutions from a civil society perspective with diverse stakeholders. JNPOC also created opportunities to share knowledge and discuss across regions, fields, and sectors, such as the “Civic Sector National Conference” and the “U.S.-Japan Exchange Program.” In order to convey the NPOs’ unique perspective that has been accumulated through these discussions, we have launched the web media "NPO CROSS."

■ Measures to strengthen organizational capacity

Last year we set up a task team to consider "the expansion of supporters" in order to address an urgent issue, i.e. improving our earnings structure, especially expanding our own revenue sources. From the planning stage, the task team shifted to the work of concrete implementation, i.e. the acquisition of new members. In addition, by forecasting revenues and expenditures for the next few years, we scrutinized new and continuing sources of revenue, introduced a monthly forecasting system, and reconstructed the Management Committee with the three top-ranking executives and the office managers to advance the management plan.

In addition, this year we continued our exploration to become a more "participatory organization"; we have held volunteer days, which we launched the previous year, more regularly this year. We have also provided stakeholders opportunities to participate in various project development and implementation, aiming to grow as a "learning" organization”.

Program Highlights

Infrastructure
Development Division

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

Training
and
Exchange

Developing new nonprofits actors and partners

In order to nurture the next generation actors and partners sharing same values and thoughts, we are creating a space for exchanging opinions and ideas to gain new perspectives.

NEW PROGRAM

■ Quadai-Lab: A unique think-tank for discovering social issues

https://www.jnpoc.ne.jp/?page_id=15816 (Japanese)

Co-organizers: Dentsu B Team and Japan Management Association

The sites in which NPOs work are a front line of social issues. "Then why not create a space where these front-line issues are shared and find together new ways to answer them?" was the idea that led to the creation of this "problem finding" think-tank.

Output/Outcome: We held two events called "Qross Session" at Tokyo Midtown Hibiya [BASE Q](#). The first Qross Session, whose theme was on "children," included video interviews from the frontline NPOs dealing with children's issues, followed by a lively exchange of opinions with 130 corporate participants, who are in charge of social contribution and new business development.

The second session's theme was on "food," which attracted 110 participants, mainly from food-related companies. While enjoying wild game meat dishes and processed products made by NPOs, the participants deepened their understanding on food issues such as food loss. After the second session, JNPOC conducted a food bank tour for companies interested in food loss issues and continued to exchange opinions with several major food companies.



■ Civic Sector National Conference 2018: Place for NPO leaders to discuss social issues and future of nonprofits in Japan

<https://www.jnpoc.ne.jp/ss2018/> (Japanese)

The Civic Sector National Conference is held every two years to bring together NPOs, NPO support organizations, businesses, government agencies, cooperatives, social welfare councils, and researchers from all over the country who are involved in civil society to discuss and exchange ideas.

Output/Outcome: The 2018 Conference, under the main theme "The Expansion of Civil Society and New Challenges," was held at the Sacred Heart University on November 22 and 23 and had a total of 400 attendees including the speakers. In between the



opening and closing plenary sessions, 15 breakout sessions were held under the themes of "Collaboration," "Evaluation," "Participation," "Infrastructure," and "Community." Civil society's activities have expanded greatly during the past 20 years since the enactment of the NPO Law, and NPOs have created new values through initiatives through working with people affected, and in advocacy and cross-sectoral collaborations.

At the same time, with the speed of today's social change accelerating, new challenges are constantly emerging. At the National Conference, the participants could learn about the current trends and about initiatives across the country. Issues such as collaboration and program evaluation in the SDGs era and the use of dormant deposits were raised. Not only did we introduce know-hows and new cases, but also expect each participant to bring in their own "questions" at the conference.



NPO information and opinions and supporting NPOs' ICT

Information support has been a fundamental and indispensable part of JNPOC's function since its establishment. We use a variety of media to disseminate information about the activities of JNPOC and NPOs so as to support NPOs' own information disclosure for its accountability and credibility. With various stakeholders, JNPOC also supports NPOs' ICT to keep up with the ever-changing IT advancement.

NEW PROGRAM

■ **NPO CROSS: Online site on civil society discussions**

<https://npocross.net/> (Japanese)



The 20th anniversary of the NPO Law has triggered us to further discuss the role of NPOs/NGOs, civil society and social issues in Japan and abroad from various angles. We launched an opinion site called NPO CROSS where people involved in NPOs discuss these matters from NPOs' unique perspectives.

Output/Outcome: Since the site's launch in July 2018, we published 67 articles by 31 contributors with 25,524 page views. The articles often raised critical issues. For example, in one article, the issues concerning "the dangers of promoting mobilized volunteers for the Tokyo Olympics" were raised, and a university volunteer center coordinator wrote an article in response to it. By having more people access the NPO Cross articles, we hope to stimulate more discussion in the community.



Research
and
Study

Independent research relating to civil society and NPOs

We mainly conduct research that contribute to NPOs' capacity building; the research is then utilized for other projects, issues, and policy proposals. Themes of research shift as we identify and anticipate the needs and situations of society and the times.

■ **Cooperation Support Project Connecting Local NPO Support Centers and Community Welfare Related Institutions for Enhancing Community Welfare:** *Training coordinators to promote cooperation between neighborhood residents' associations and NPOs*

Grantor: Central Community Chest of Japan (Red Feather Welfare Fund)

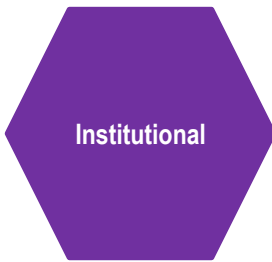
Collaborator: Fukuoka NPO Center

In order to respond to the changing and diversifying challenges of the local communities, identifying the subtle issues and working together with various stakeholders have become more important than ever. With the aim of connecting the community with professional NPOs, which act as a "bridge" for community development, we conducted case studies and created support model cases, and compiled them as a textbook to help NPO support centers so that they can contribute to the community welfare enhancement.



Output/Outcome: Based on the prototype textbook in 2017, we held feedback sessions with NPO support centers, NPOs, prefectural/municipal-level social welfare councils, government officials, and the Community Chest in Tokyo, Utsunomiya and Nagano. Based on the feedback, the text was revised, and pilot trainings were held in Maebashi and Gifu. We will promote the use of the textbook at training sessions held by NPO support centers, social welfare councils, etc., as well as disseminate the examples and know-hows compiled in this project.



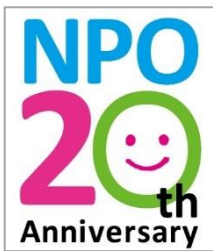


Accumulating information and working on NPO-related laws and systems

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.

■ **NPO Law 20th Anniversary Project:** *The society the NPO Law aimed for 20 years ago, the society we aim for 20 years from now*

<https://jn poc.ne.jp/npolaw20th/> (Japanese)



Organizer: NPO Law 20th Anniversary Project

Constituent Organizations: Japan NPO Center, C's (Coalition for Legislation to Support Citizen's Organizations), and Machipot

Grantor: Toyota Foundation

Cooperators: ayus: Network of Buddhists Volunteers on International Cooperation, Sampo Japan Nipponkoa Insurance Inc., Chuo Labour Bank Social Contribution Fund, and Multipartisan NPO Parliamentary Association

In this Project, we held various types of projects (2 national forums, 8 regional study groups, and 4 theme-based study groups, Web campaign, etc.) to create a bigger movement to discuss and shape the diversity and potential of local communities, while sharing the information across the country. Through this nationwide project, we reflected on the 20th anniversary of the NPO Law, reconsidered the essence of the discussions at the time of its enactment, confirmed the situation surrounding NPOs today, and considered the social sector and civil society in the future with the next generation.



Output/Outcome:

With the aim to create a year-long national movement to consider the future of the social sector and civil society with the next generation, the first national forum was held on March 19, the date the NPO Law was enacted, and the second national forum was held in November.

(1) National Forum 1: "The society the NPO Law aimed for 20 years ago, the society we aim for 20 years from now"

Date: March 19, 2018

Venue: Arcadia Ichigaya Shigaku Kaikan Building

Attendees: 260 participants

Program: Part 1: "Considering the Significance and Meaning of the NPO Law which aimed to change society"

Part 2: "Thinking about the next 20 years together"

(2) National Forum 2: "Talking about the next 20 years of civil society: From local communities and Japan to the world"

Date: November 21, 2018

Venue: Arcadia Ichigaya Shigaku Kaikan Building

Attendees: 149 participants

Program: Part 1: "An overview of NPOs from today's perspective and 20 years from now"

Part 2: "Looking at NPOs from the local communities and talking about the next 20 years"

**Partnerships Creation
Division**

JNPOC endeavors to create new partnerships with the business and government sectors.

Creation and
Development

Proposing of new values and mechanisms

As a program that creates non-existing mechanisms and frameworks based on a new perspective, we propose new values and mechanisms to society with collaboration among different sectors and fields.

■ **Dong-do-co Project (Collaborative projects between local children's centers (Jidokan) and NPOs):**
Creating an environment where children and the community can be aware of each other and learn together

Sponsor: Sumitomo Life Insurance Welfare and Culture Foundation

Cooperator: Foundation for Promoting Sound Growth of Children

Dong-do-co Project is a collaborative project between NPOs that proactively working on local issues and children's centers which have been local bases for children. The objectives are to provide opportunities for children to come into contact with local issues, and to create an environment in which children and the community can come together where they become aware of local issues and learn from each other.

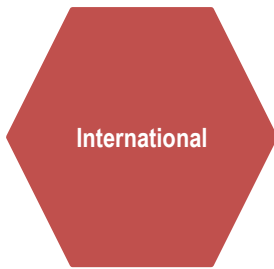
Output/Outcome: In 2018, 18 programs were implemented in 15 prefectures. Activities focused on children's centers and children getting involved in local issues, such as providing hands-on opportunities for children from economically disadvantaged families, supporting children with foreign roots, raising awareness of disaster prevention, involving children in community development, passing on traditional local culture, and getting in touch with nature.



Disaster preparedness workshop (in Niigata)



Fire extinguisher experience (in Niigata)

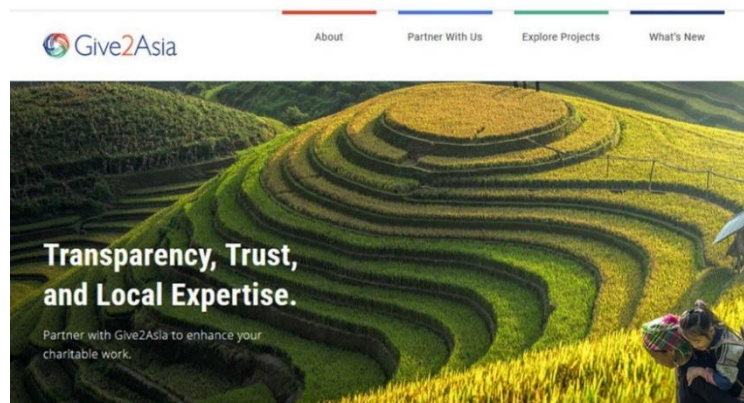


Connecting and cooperating with overseas to build robust civil society

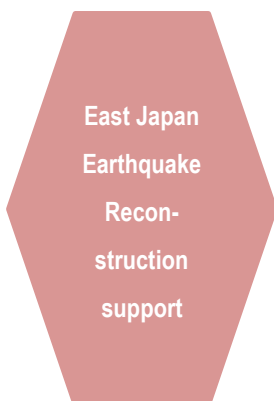
JNPOC not only deals with domestic issues, but strives to participate in common global issues. We develop new programs mainly by disseminating information about Japanese civil society in English, by exchanging ideas on "local" yet "common" issues with organizations outside Japan, and by conducting projects with overseas companies/organizations.

■ **Give2Asia' Country Advisor in Japan: Paving ways to new funding channels from overseas**

Collaborating with Give2Asia, the US based philanthropy in San Francisco, JNPOC serves as the local advisor in Japan; we mediate between U.S. companies/foundations and Japanese nonprofits. We also support a fiscal sponsorship program for Japanese universities and nonprofits. Through this program, we contribute to the diversification of fundraising for Japanese NPOs, while we strengthen their capacity building and educate donors.



Output/Outcome: In 2018, we coordinated 7 grants and recommended nonprofits to provide emergency support for the Western Japan Flood that occurred in July. Through the coordination services, we create new funding channels for Japanese nonprofits by increasing the accessibility and convenience of US grants, which are usually inaccessible or difficult for ordinary domestic NPOs to access.



Supporting communities to take a leading role

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 region. 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 businesses.

■ **Daiwa Securities Phoenix Japan Program** (Special grants from the Great East Japan Earthquake Local NPO Support Fund): *Human resource development for NPOs working to rebuild livelihoods in the affected areas*

This program specializing in human resource development is aimed at strengthening the organizational capacity of on-the-ground NPOs. Local NPOs have high hopes of playing a great role in rebuilding the lives of the Great East Japan Earthquake. However, these organizations' capacity is still weak. Capacity building is essential, particularly in securing and training appropriate human resources.

Output/Outcome:

■ 2017 Grant (October 2017 - September 2018)

Grants were provided to 9 grantees. During the grant period, aside from quarterly training reports submitted by the grantees that we reviewed, we visited each project site for interviews and held grantee joint training sessions, in which each grantee reflected on their project and managed their goals.



Sharing the results of the grant project within the organization



Reflecting on their project and managing goals at joint training session

■ 2018 Grant (October 2018 - September 2019)

Grants were provided to 7 organizations (4 new grants; 3 continuing, totaling ¥25.09 million). The grant presentation ceremony was held at the Sendai Branch of Daiwa Securities Co.



2018 grant presentation ceremony (October 12, 2018)

Financial Summary

FY2018

(in yen)

TOTAL REVENUE	423,736,754	TOTAL EXPENTIDURE	418,975,882
Membership fees	15,065,000	Operating Cost (semi-total)	375,265,636
Donations	298,409,115	Personnel	70,530,291
Grants	23,089,830	Sales Costs	838,247
Programs and Contracts	82,662,085	Other Expenses	
Other	4,510,724	Travel and Transportation	12,497,674
		Rent	8,532,216
		Water and Utility	348,848
		Telecommunications	1,489,467
		Transportation	940,729
		Entertainment	274,724
		Meeting	24,641,446
		Outsourcing	37,225,056
		Rewards/compensation	9,370,714
		Grant payments	160,520,896
		Allotted charges payments	34,646,491
		Printing/publishing	2,407,877
		Advertising/promotion	1,801,283
		Others	9,197,677
		Administrative Cost (semi-total)	43,710,246
		Personnel	31,171,755
		Others	12,538,491

FY2019 (budget)

(in yen)

TOTAL REVENUE	447,510,000	TOTAL EXPENTIDURE	445,511,000
Membership fees	15,500,000	Operating Cost (semi-total)	402,866,000
Donations	345,213,000	Personnel	65,712,000
Grants	11,290,000	Sales Costs	1,150,000
Programs and Contracts	74,967,000	Other Expenses	
Other	540,000	Travel and Transportation	18,702,000
		Rent	9,468,000
		Water and Utility	444,000
		Telecommunications	1,640,000
		Transportation	975,000
		Entertainment	376,000
		Meeting	24,676,000
		Outsourcing	38,843,000
		Rewards/compensation	6,185,000
		Grant payments	124,075,000
		Allotted charges payments	97,950,000
		Printing/publishing	38,851,000
		Advertising/promotion	2,325,000
		Others	6,494,000
		Administrative Cost (semi-total)	42,645,000
		Personnel	28,756,000
		Others	13,889,000

Board of Directors and Staff Members

as of July 1, 2019

■ Board of Directors

Natsuko Hagiwara - Rikkyo University (Chairperson)

Makoto Oshima - Kubikino NPO Support Center (Vice Chairperson)

Yoshifumi Tajiri - Japan NPO Center (Executive Director)

Tatsuya Ishihara – Okayama NPO Center

Katsuji Imata - CSO Network Japan

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

Masaru Sasao - Japan National Council of Social Welfare

Atsuo Shibuya - Japan College of Social Work / Central Community Chest of Japan

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

Yuko Mitsumoto

Shinji Nagase

Kaoru Nakagawa

Shuhei Shiino

Miyuki Shimizu

Makoto Tanabe

Hajime Tomita

Yoichiro Tsuji

Asami Yamamoto

Katsuko Yamawaki

Hideo Watanabe

Kyosuke Honda (Seconded from Kao Corporation)

