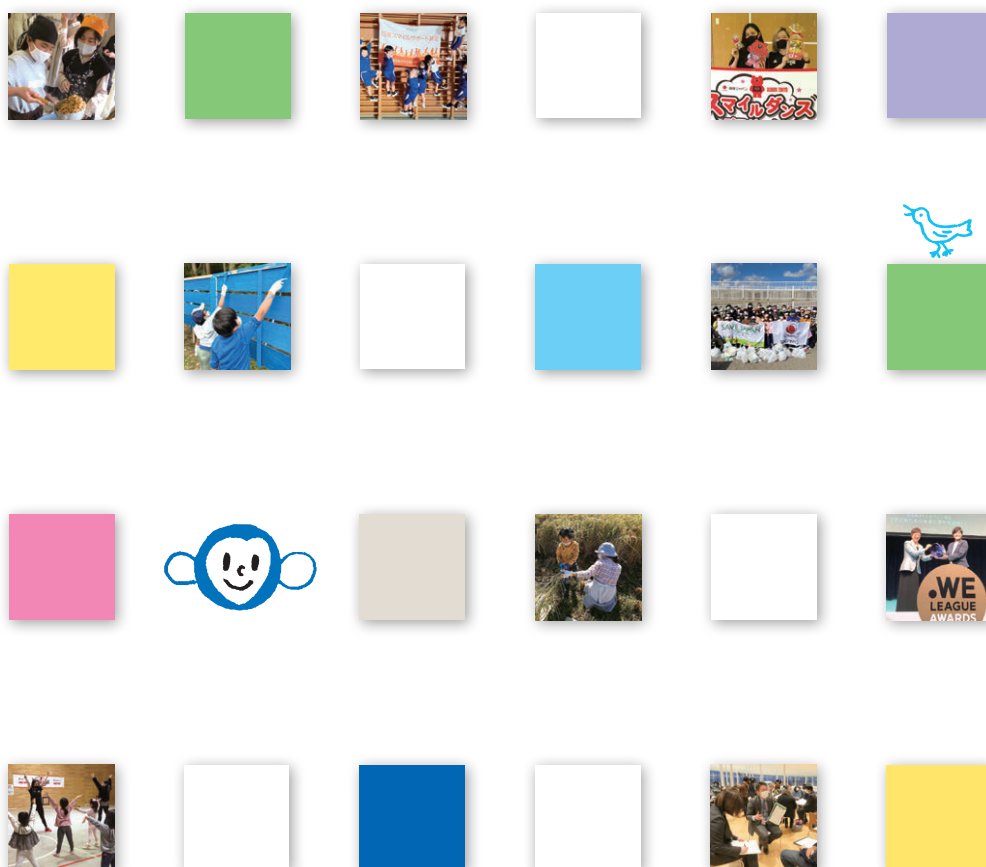




# JAPAN NPO CENTER ANNUAL REPORT 2021



## Our Mission and Core Values



### Mission Statement

As an infrastructure organization for the nonprofit sector, the Japan NPO Center will strengthen the foundation of NPOs and build new and innovative partnership with government and private sector, encouraging them to act as CO-CREATORS of robust civil society.

### Core Values

Always be on the side of the excluded and oppressed, and express solidarity with them

Respect the views of the directly affected

Look into root causes and tackle larger structural issues of society

Give the highest priority to the lived realities of those on the ground

Respect diversity and minority opinions

Be transparent and accountable

Create a platform for open dialogue

### Slogan

Driving Force to Create Society



Message from the Chairperson

**Natsuko Hagiwara**

Chairperson, Board of Directors  
Japan NPO Center

## Celebrating the 25th Anniversary

Japan NPO Center (JNPOC) was established on November 22, 1996, and the year 2021 marks our 25th anniversary.

I joined JNPOC as Executive Director in 2004. Together with Yoshifumi Tajiri, Managing Director at that time and currently Executive Director, and several other staff members, I have been working under the motto of “strengthening the social foundation of NPOs.” Thanks to your support, we now have 18 full-time staff members. With the support of many of our members, we are developing many projects in partnership and collaboration with various entities under our mission of “strengthening the social foundations of NPOs and establishing new partnerships with businesses and governments as co-directors in the creation of a civil society.”

I would like to take this opportunity to thank all of you for your support and cooperation in helping us reach our 25th anniversary.

## Our New Mid-term Vision 2021-2025

In response to the 25th-anniversary milestone and the drastically changing social situation due to COVID, we revised our mid-term vision (2018-2022) one year ahead of schedule and formulated a new vision this year in 2021.

The new mid-term vision states the following as the state of the civil sector that we aim for: 1) the value of participation is conveyed to a wide range of people working to solve social problems, 2) the value of NPOs is more recognized in society across regions, 3) an environment for sharing knowledge and learning, both domestically and internationally, is created, and 4) the dialogue and collaboration between NPOs and the corporate and government sectors advance in many places.

We cannot realize our vision without your support and cooperation. We ask for your continued guidance and support so that 2022 will be a year to lay the foundation for the next 25 years.

## Contents

Message from the Chairperson .....	3
Mid-term Vision 2021-2025 .....	4
Main Focus of Our Initiatives and Actions for the Next Five Years .....	6
25th Anniversary Commemorative Event	
25th Anniversary: Message to the Future & Symposium .....	8
Civic Sector National Conference 2021 ...	9
FY2021 Program Highlights	
Training and Exchange .....	10
Information / International .....	11
Creation and Development .....	12
Research and Study .....	13
Consultations .....	14
East Japan Earthquake Reconstruction ...	15
Networking .....	15
FY2021 Program Summary .....	16
FY2021 Financial Summary .....	18
Outline of FY2022 Business Plan .....	20
Organization Overview / Board of Directors ...	22
Councilors / Staff Members .....	23

## Mid-Term Vision 2021-2025

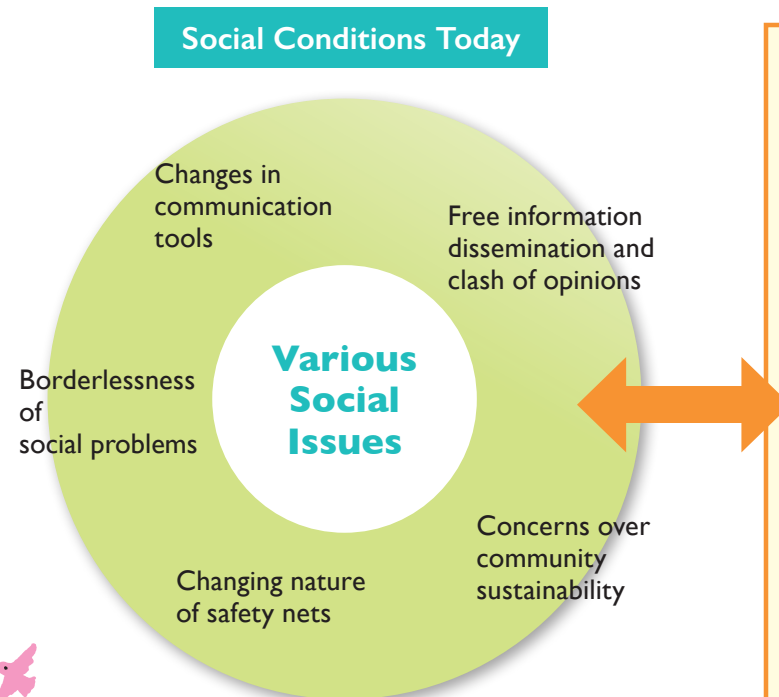
Today, society is in a period of great change. At a time like this when it is difficult to see how society will further change in the future, there is no greater need for the civil sector's presence because its activities are based on each individual citizen's consciousness and assessment of social problems. When the NPOs implement activities, they are required to play a role not only as service providers who identify social issues and promote efforts to solve them, but also as main players in the realization of a symbiotic society that revitalizes solidarity among people and jointly creates communities and society. To achieve our vision, we would like to take this opportunity to organize how we recognize the current social conditions and work together with our stakeholders in tackling problems.



You can read the full text of the Mid-term Vision 2021-2025 from the QR code.

### Our Vision

**Creating civil society with diversity and autonomy; a fair, transparent, and open civil society**



### Civil Sector

#### What Is Expected of the Civil Sector

##### Regionally, domestically and internationally

- Value of participation is conveyed to a wide range of people
- Value of NPOs is more recognized in society
- Environment for sharing knowledge and learning is created
- Dialogue/collaboration between NPOs and diverse stakeholders is advanced in many places

#### JNPOC's Vision for the Civil Sector

- Promote participation by communicating the vision of the community and the problems to be solved
- Expand the network of those involved in addressing social issues and creating partnerships
- Transform the way business is created and conducted
- Respond to changes in the flow of funds

### Japan NPO Center

#### 【Mission】

As an infrastructure organization for the nonprofit sector, Japan NPO Center will strengthen the foundation of NPOs and also aim to build new partnership with government and private sector as co-creators of civil society.

#### Seven Core Values

- Always be on the side of the excluded and oppressed, and express solidarity with them
- Respect the views of the directly affected
- Look into root causes and tackle larger structural issues of society
- Give the highest priority to the lived realities of those on the ground
- Respect diversity and minority opinions
- Create a platform for open dialogue

#### What We Have Achieved (Value Created)

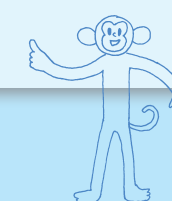
- 【Collect】 Creating a space for dialogue
- 【Create】 Creating new programs
- 【Uncover】 Creating new themes
- 【Nurture】 Creating actors
- 【Connect】 Creating a variety of collaborations

#### Pillars of Future Initiatives

- 【 1. Information dissemination】 Disseminating the value of NPOs both domestically and internationally
- 【 2. Consultation】 Promoting dialogue and collaboration across fields of activity and regions
- 【 3. Exchange & training】 Providing training opportunities for people involved in the creation of civil society
- 【 4. Research & policy proposals】 Research and legal systems to support NPO activities
- 【 5. Networking】 Creating connections with various domestic and international actors

#### The Way Our Organization Should Be

- Securing stable financial resources
- Effective business promotion
- Promotion of participation among various people/orgs
- Promotion of board member participation
- Staff development opportunities
- Establishing diverse work styles



What we expect of the diverse stakeholders





## Mid-Term Vision 2021-2025

# Main Focus of Our Initiatives and Actions for the Next Five Years

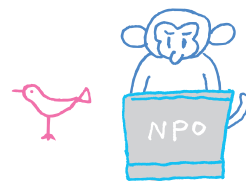
Based on our current understanding of various social issues, we will focus on the following areas over the next five years in accordance with the values set forth in our core values.

Japan NPO Center connects diverse stakeholders to promote dialogue and partnership. We encourage this kind of dialogue to take place in each community because this is an era in which the local community plays a leading role. We support NPOs in responding to changing environments and gaining the trust of diverse stakeholders through their activities. We will also disseminate diverse values that each organization holds to society at large, both in Japan and abroad. To support these efforts, we will conduct research on social issues and the NPO activities that address them, and exchange information with the civil sector in Japan and abroad.

## 1. Information dissemination

Communication through the Internet has become increasingly important. We will actively disseminate information on local voluntary efforts both in Japan and abroad, and provide opportunities for more people to be exposed to the values expressed by NPOs. We will also actively introduce overseas initiatives to Japan to promote more interactions.

- ▶ Supporting information dissemination so that the efforts of NPOs can reach a wider audience
- ▶ Providing information about the social issues NPOs in Japan address and their activities overseas
- ▶ Introducing information on civil society overseas to Japan



### Featured projects

NPO Cross  
15 articles published  
(April 1, 2021, to March 31, 2022)  
# of visitors: 69,327  
PV: 77,323

Japan-U.S. Exchange Project for Community Leaders  
Towards the Community-Based Technology Solutions for the Aging Societies  
Debriefing session held on July 23

## 2. Consultation and coordination

We promote dialogue and partnership across geographical and thematic areas to facilitate solutions to complex and intertwined social issues.

- ▶ Connecting stakeholders from other sectors to NPOs' efforts to tackle social problems
- ▶ Creating opportunities for discussion with diverse entities that can become partners in solving social problems
- ▶ Providing accompanying support to individual NPOs with partners such as NPO support organizations, NPO support providers, and companies
- ▶ Supporting NPOs that are trying to transform their organizations and businesses through the use of IT



### FY2021 Results

Number of NPOs and NPO support centers cooperated in JNPOC projects  
Project cooperation: 177 organizations

Amount funded through JNPOC  
Funds mediated: Approx. 482 million yen

## 3. Training and exchange

JNPOC will create opportunities and mechanisms for training and exchange to increase the number of people who take the lead in civil society and to enable sustainable organizational management. In doing so, we will be conscious of the organic use of online and offline resources to maximize their effectiveness.



- ▶ Identifying and training people who can effectively carry out activities to support NPOs, such as staff of NPO support organizations and network organizations, and individuals who provide NPO support
- ▶ Training coordinators who can connect people working in different sectors
- ▶ Creating opportunities for JNPOC members and others involved in building a civil society to interact with each other and share knowledge
- ▶ Providing opportunities for NPO actors to grow within the network so that more NPOs can respond to changing environments with an emphasis on participation

### FY2021 Results

Trainings: 34 times; Training participants: 2,395 persons  
Dispatch of lecturers and to committees: 35 organizations

## 4. Research and policy proposals

We will research and actively disseminate information on social issues and initiatives in Japan, and make policy recommendations on legislation and tax systems in order to create an environment that facilitates the activities of NPOs.



- ▶ Advancing collaboration with academic institutions to promote research and study
- ▶ Undertaking research on domestic social issues in cooperation with various NPOs and disseminate it both domestically and internationally
- ▶ Making policy proposals on NPO-related laws, taxation systems, and other measures to support NPOs
- ▶ Actively engaging in policy proposals to solve social issues, regardless of thematic area

### FY2021 Results

Landscape research for corporate social contribution activities  
Conducted for 4 companies

JNPOC's independent research  
National Survey of Nonprofit Organizations' Needs for Senior Human Resources (Conducted May-June 2021)

## 5. Networking

We will expand the network of civic activists and their supporters, both in Japan and abroad.



- ▶ Advancing solidarity with civil society around the world and working together on global issues
- ▶ Enhancing networking among NPO supporters, including NPO support organizations, network organizations, and individual NPO supporters
- ▶ Establishing a national network to support the activities of local NPOs in preparation for frequent disasters
- ▶ Creating opportunities for networking among diverse stakeholders in the region

### FY2021 Results

### 1. Strengthened relationships with NPO support centers in various regions and sectors

- CEO conference
- Participation in public-private collaborative platform for loneliness and isolation measures
- Participation in the G7 Summit Civil Society Coalition

### 2. Deepened relationships with NPOs, businesses, and local governments ; Strengthened ties with national organizations in various fields

- Participation in the National Network of Organizations Promoting Volunteering (NNOPV)
- Member of NPO/NGO Network for Enhancing Social Responsibility (NN Net)
- Member of Disaster Volunteer Action Support Project Committee
- Steering Committee Member of Japan Voluntary Organizations Active in Disaster (JVOAD), a network for disaster relief organizations
- Steering Committee Member of Japan Civil Network (JCN), a network for the Great East Japan Earthquake disaster relief organizations





## Message to the Future & Symposium

25th anniversary on November 22, 2021

On November 23, we held our 25th-anniversary event, "Message to the Future & Symposium," as an opportunity to express our gratitude to all. More than 150 people participated in the event, both on-site and online.



Mr. Harima

In the Message to the Future, Ms. Mikiko Yamazaki (Director, Tokyo Voluntary Action Center) and Mr. Yoshinori Yamaoka (President, Civil Society Initiative Fund), both of whom are advisors to Japan NPO Center, gave their opening remarks. Mr. Yasuo Harima, President of Tanpopo-No-Ye Foundation, gave the keynote speech, in which he noted that while the world is at a standstill, there is hope for mature citizenry and that NPOs should engage in activities with the aspiration of being a vehicle for fostering citizenship.

### Part I [Early Period]

From JNPOC's Birth to the Nationwide Spread of Specified Nonprofit Corporations (aka Incorporated NPOs)

#### ■ Speakers

**Shuji Ando** (President, Hiroshima NPO Center)

**Hideko Katsumata** (Executive Director/Chief Operating Officer, Japan Center for International Exchange (JCIE))

#### ■ Coordinator

**Noboru Hayase** (President, Osaka Volunteer Association)



Mr. Hayase



Ms. Katsumata



Mr. Ando

### Part2 [Development Phase I]

What JNPOC did as NPOs were more widely recognized in society

#### ■ Speakers

**Takeshi Jitsuyoshi** (Board/Managing Director, Kobe Empowerment Center)

**Emiko Nagasawa** (Director, SDGs Promotion Bureau of Japan Business Federation)

#### ■ Coordinator

**Yoshifumi Tajiri** (Executive Director, Japan NPO Center)



Mr. Tajiri



Ms. Nagasawa



Mr. Jitsuyoshi

### Part3 [Development Phase 2]

What is the future of NPOs in a changing society

#### ■ Speakers

**Tatsuya Ishihara** (President, Okayama NPO Center)

**Mariko Kinai** (National Director, World Vision Japan)

#### ■ Coordinator

**Hiroshi Yamazaki** (Vice Chair, Japan NPO Center / President, Whole Earth Nature School)



Mr. Yamazaki



Ms. Kinai



Mr. Ishihara

The fact that we were able to hold the onsite symposium with proper infection control measures in place, and to deliver it online to people from distant locations, made the 25th-anniversary celebration a symbolic celebration of the times. We received many insights into how we will create our future by learning how the NPO systems and mechanisms have been created and the thoughts put into them.

## “Transforming Societies and the Expansion of Civic Engagement”

### Civic Sector National Conference 2021

Friday, November 26 - Saturday, November 27, 2021



The Civic Sector National Conference is a forum where NPOs, NPO support organizations, businesses, and governments from across Japan that are working to solve social issues and create new values come together to discuss the challenges that face contemporary society and the approaches that should be taken in the future.

Since 2002, it has been held once every two years, and the 10th conference was a part of JNPOC's 25th-anniversary project. Each of the three regions in Japan (Sendai City, Miyagi Prefecture; Joetsu City, Niigata Prefecture; and Omuta City, Fukuoka Prefecture) formed a regional steering committee and planned their sessions focusing on local initiatives. The conference was held online from four locations, including the Tokyo venue.

In the face of the changes in our social structure caused by population decline and the impact of COVID-19, the conference aimed to learn from local initiatives on the new challenges and possibilities and to help develop these activities in response to these changes.

In the opening session, facilitator Makoto Oshima (vice-



chair of JNPOC) raised the question, "What is needed for the systems to function well to support people in need?" The speakers commented on the importance of those who play the go-between role, places that connect people and organizations, deliberate efforts to create community, and opportunities to connect with different sectors. In the closing session, two speakers from the government sector and the business sector took the stage and each expressed their expectations for the civic sector.

Although this was our first attempt to connect each venue and distribute the live sessions online, we had 235 participants from all over Japan. In the participant survey, 70% to 80% of participants responded Good to Excellent for each session, and answered they were able to learn and gain insights from the speakers' talks.

More information, including session details from each region, can be found here (in Japanese only).

<https://www.jnpoc.ne.jp/ss2021/report/>



The speakers, who are active in their respective communities, presented local issues and initiatives.



Local coordinating organization : Fukuoka NPO Center

#### Session 1 (Omuta venue)

“Now is the Time to Boost Local Resilience - Flexibility x Robustness”



Local coordinating organization : Able Art Japan

#### Session 2 (Sendai venue)

“Scrap and Build of Civic Sector from Tohoku : Designing Connections”



Local coordinating organization : Kubikino Support Center

#### Session 3 (Joetsu venue)

“Creating a Community with Followers”

### Opening Session

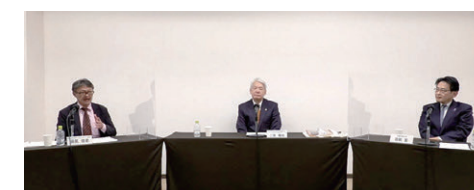
#### ■ Speakers

**Hiroki Mochizuki** (Writer)

**Atsuko Muraki** (Visiting Professor, Tsuda University)

#### ■ Facilitator

**Makoto Oshima** (Chairperson, Civic Sector National Conference 2021 Steering Committee / Vice-Chair, JNPOC)



### Closing Session

#### ■ Speakers

**Masaya Futamiya** (Chairman, Sompo Japan Insurance Inc. / Vice-Chairman, Board of Inquiry, Japan Business Federation (Keidanren)/ Chairman, Committee on Corporate Behavior & SDGs)

**Hiroshi Tawa** (Vice-Minister, Cabinet Office)

#### ■ Facilitator

**Yoshifumi Tajiri** (Executive Director, JNPOC)



## FY2021 Program Highlights

### Training and Exchange

#### Developing New Nonprofit Actors and Partners

In order to promote the human resources development of the next generation and to create value sharing partnerships, we provide a forum to exchange information, opinions and wisdom that will not only allow us to acquire new knowledge but also gain new perspectives.

Developing supporters who can accompany and support NPOs/NGOs in strengthening their organizational capacity

### Training Program to Enhance the Capacity to Support NPOs

**Collaborative Program** Commissioned by: Panasonic Holdings Co.

When NPOs/NGOs are working to strengthen their organizational foundations, there are situations in which it is effective to have a third party involved to support their organizational operations. In this training course geared towards these third-party supporters, participants will learn the knowledge and skills necessary for such accompaniment support through practical lectures. Since experience is required to provide accompaniment support for strengthening organizational foundations and cannot be acquired in a short period of time, we will create an environment in which

training participants can learn from each other.



Lecturer: Mr. Masao Kawai, office musubime

#### <FY2021 Overview>

The training was held from September 17, 2021, to January 14, 2022, with a total of six sessions: two basic sessions and four practical sessions. All sessions were held online. The number of participants exceeded the target of 33 (including 17 only attending the basic sessions), and approximately 70% of the participants indicated that the training enhanced their ability to support the strengthening of organizational foundations.

Learning the concept of strengthening organizational capacity

### Workshop for Strengthening Organizational Foundations of NPOs/NGOs

**Collaborative Program** Commissioned by: Panasonic Holdings Co.

This workshop provides NPOs with an opportunity to think about strengthening their organizational capacities. The workshop includes lectures on basic content, case studies of organizations that have worked to strengthen their organizational foundations, and talk sessions where participants can delve into the issues among themselves. It is conducted with the cooperation of local NPO support centers.



of organizational foundations among NPOs and NGOs active in various fields.

**Target Participants:** NPO/NGO staff

**Output/Outcome:** Two online seminars and one workshop were held in May and June. A total of 103 participants attended (45 for the first seminar, 45 for the second seminar, and 13 for the workshop). The average evaluation among the participants was 98% for the lectures, 94% for the case studies, and 89% for the talk sessions.

#### <FY2021 Overview>

Workshop Objective: To raise awareness of the importance

One-of-a-kind think tank for discovering issues

### Qadai Lab

**Collaborative Program** Collaborator: Dentsu Inc

NPOs face unique perspectives on the complex and intertwined issues they face as they work on the ground in their respective fields. By having these issues shared with people from other sectors, such as business and government, and through dialogue with those who participate, this program creates a place where new initiatives for solutions can be developed.



#### <FY2021 Overview>

**Program Objective:** To provide an opportunity for strategic collaboration, especially for those in charge of new businesses. **Target Participants:** People in charge of new businesses, etc. **Output/Outcome:** Publicity was strengthened by distributing a series of articles in the Dentsu Bulletin, a medium operated by Dentsu, and by posting case studies on the website. In addition, we cooperated with the Japan Women's Empowerment Professional Football League (WE League), which is the women's professional soccer league, in its WE ACTION campaign to realize a diverse society and gender equality, and held workshops.

### Information

#### Receiving and Disseminating NPOs' Information and Opinions, Providing ICT Support for NPOs

Considering this as a fundamental and indispensable function of an infrastructure organization, JNPOC has been focusing on information programs since our establishment. We disseminate information on our own center and the NPO sector as a whole, and support NPOs in disclosing their own information. We also focus on ICT support for NPOs in cooperation with various stakeholders.

Supporting the activities of nonprofit organizations with the power of IT

### TechSoup Japan

**Collaborative Program** Collaborators: TechSoup Global and domestic/international IT companies

TechSoup is a global program (headquartered in San Francisco, USA, with over 60 partner organizations) that provides IT support to nonprofit organizations worldwide through the donation of software, discounts, and various services. In Japan, JNPOC operates as TechSoup Japan. The program contributes to strengthening the organizational foundations of nonprofit organizations working to solve social issues and promote social change by providing products and services for nonprofit organizations in collaboration with IT companies in Japan and overseas, and by supporting the promotion of IT knowledge and utilization.

techsoup 日本

#### <FY2021 Overview>

- We continued to mediate software donations, certify cloud product licenses, and provide various types of information.
- Number of registered organizations:** 8,088 in total (including 554 newly registered organizations in FY2021)
- Number of mediated donations:** 8,420 licenses to 1,755 organizations (equivalent to about 420 million yen in market value)
- The TechSoup landing page and pamphlet have been revised to make the service easier to understand.
- We have begun to develop a concrete plan to provide more technical support services in addition to the conventional donation services.



#### NEXT ACTION

- We will fully launch TechSoup's IT technical support services for non-profit organizations.
- We will provide an opportunity for nonprofit organizations to gain new perspectives and disseminate their opinions through our opinion website NPO CROSS and our newsletter NPO no Hiroba.

### International

#### Connecting with Partners Overseas and Building Civil Society Together

We actively participate in issues that are common not only in Japan but also on a global scale. JNPOC disseminates information on Japanese civil society in English, exchanges opinions and ideas on local issues in Japan, and deepens cooperation with overseas companies and organizations, through which we develop new programs.

Project evaluation that works closely with grantees

### Empowerment Program through Girls' Participation in Sports

**Collaborative Program** Laureus Sport for Good Foundation

The Laureus Sport for Good Foundation supports the Play Academy with Naomi Osaka, a program that promotes the empowerment of girls in Japan by providing equal opportunities for girls through play and sports. The program includes a survey of the actual status of girls in sports in Japan, grant officer support and overall evaluation of the program, as well as project evaluation and follow-up support for each grantee organization.

#### <FY2021 Overview>

- Logic model training was provided to grantee organizations on their projects.
- Subsequently, we provided individual accompaniment support to each organization on the projects to be implemented with this grant fund.
- As a result, five grantee organizations completed the logic model for project evaluation and established indicators.

#### NEXT ACTION

- We will maximize our learnings by sharing knowledge and exchanging opinions between Japan and other countries.
- We will disseminate the results and learnings from our activities in English.

## FY2021 Program Highlights

### Creation and Development

#### Proposing of New Values and Mechanisms

We attempt to create and propose new values, mechanisms, and frameworks through the interactions of new perspectives and collaboration with different sectors and fields.

Providing opportunities for local residents to participate in environmental conservation activities

### SAVE JAPAN Project

**Collaborative Program** Collaborators: Regional environmental NPOs, regional NPO support centers, and Sompo Japan Insurance Inc.

This project started in 2011 with the aim of providing local residents with an opportunity to participate in environmental conservation activities. The project aims to promote understanding of biodiversity through having local citizens participate in environmental conservation events, and to create an environment that is comfortable for all living creatures. This project has been carried out for more than 10 years, and even during the COVID-19 pandemic, it has continued to implement activities creatively.

#### <FY2021 Overview>

**Project Objective:** To help citizens who have had few opportunities to participate in environmental conservation activities understand the concept of biodiversity and take an interest in the local natural environment, with the aim of creating an environment that is comfortable for all living creatures.

**Target Participants:** Citizens, environmental NPOs, and local NPO support centers in each region

**Output/Outcome:**

- In each region, as part of the Behavioral Modification Phase

of this project, a one-year regional joint project is being implemented from October 2021 to September 2022 to contribute to the mainstreaming of biodiversity through field programs and information dissemination. Various events such as forest maintenance, rice harvesting, and tideland observation events were held 20 times in 19 regions across Japan as of the end of March 2022, with 907 citizens participating.

- We have produced a booklet entitled SAVE JAPAN Project: 10 Years' Footprints 2011-2020, which summarizes our activities over the past 10 years. Over the past 10 years, 873 events were held and approximately 50,000 people participated in activities that help conserve a total of 299 rare species throughout Japan. In addition, 95.3% of the participants answered that they became interested in environmental issues and environmental conservation activities after participating in the events. Furthermore, we found that the event helped to strengthen the environmental NPOs' organizational capacity by increasing the number of members and staff as well as the number of new event participants, and improving organizational management skills.



#### NEXT ACTION

- We will connect stakeholders from other sectors to the efforts of NPOs to solve social issues.
- We will support organizations that seek to transform their organizations and businesses through the use of IT.

### Research and Study

#### Independent Research that Contributes to Civil Society and NPO Development

We conduct research necessary to strengthen the foundation of NPOs, and use our research findings in other projects to address issues or make policy proposals. The topics of our research change as we assess and anticipate social and contemporary conditions and needs.

Seniors welcomed to participate and work in nonprofit organizations but challenges remain in accepting them

### Survey on the Needs of Senior Human Resources in Nonprofit Organizations Nationwide

#### New Collaborative Program

Research Cooperation: Office of Recurrent Education and Extension Center, Waseda University

In this era of 100-year life expectancy, the revision of the Act on Stabilization of Employment of Elderly Persons and the reform of working styles are attracting attention to the future activities of seniors. Given these circumstances, we conducted a nationwide survey to understand the current status and future needs of nonprofit organizations\* accepting senior human resources\*.

#### <FY2021 Overview>

**Survey Contents:**

- Current status of accepting human resources from external entities
- Intention and desire to accept senior human resources in the future
- Demographic profiles

**Survey Targets:**

Representatives, board directors, executive directors, etc., of nonprofit organizations nationwide (or those who are in charge of organizational management)

**Survey Term, Method, and Number of Respondents:**

- Survey Term: May 12 - June 1, 2021
- Method: Online self-administered survey
- # of Surveys Sent: 8,982 organizations; # of Responses: 865 organizations; Response Rate: 9.6%.

#### Discussion from the Survey Results:

The survey revealed that there are high expectations for senior human resources in the future in terms of how these seniors with various experiences and knowledge can be active in nonprofit organizations.

At the same time, both the seniors themselves and the nonprofit organizations that accept them need to prepare in advance in order to have them participate and play active roles in the activities of these organizations. Seniors not only need to have on-the-ground experience of the actual issues the organization is working on, but also know the values, perspectives, and organizational management of the organization. More importantly, both parties need to learn and mutually understand each other through exchanges of ideas and opinions. Therefore, a run-up period to the actual acceptance of a senior into the organization would be necessary in order to join forces and to work together well.

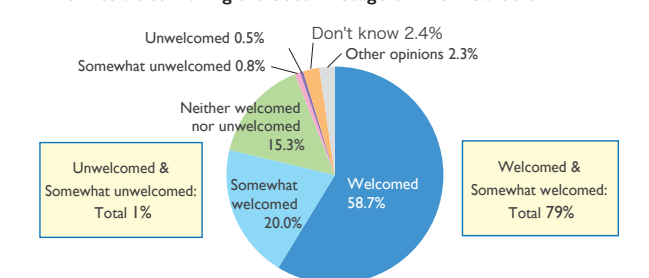
#### NEXT ACTION

- We will conduct research and actively disseminate information on social issues in Japan and efforts that address them.
- We will make policy proposals on legal and taxation issues to create an environment conducive to NPOs' activities.

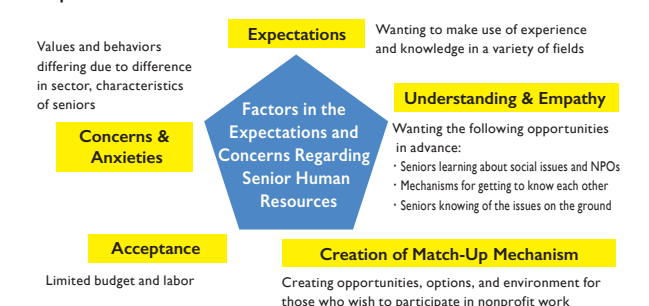
Current Positions of Human Resources from External Entities (Multiple choices)



On Senior Human Resources Participating and Playing Active Roles in Social Contribution Projects and NPO Activities During the Second Stage of Their Careers



NPOs' Perspectives Seen in Their Open-Ended Answers: Expectations vs. Concerns/Anxieties



\*Nonprofit organizations include the following incorporation statuses: specified nonprofit corporation, general association, general foundation, public interest association, public interest foundation, social welfare corporation

\*Senior human resources denote that people around 60 years old (just before or after retirement) with a wide range of experience and knowledge who have worked for many years in the private sector, government, etc., and who wish to participate in social contribution projects and NPO activities during the second stage of their careers.



## FY2021 Program Highlights

### Consultations

#### Consultations That Lead to Practical Application

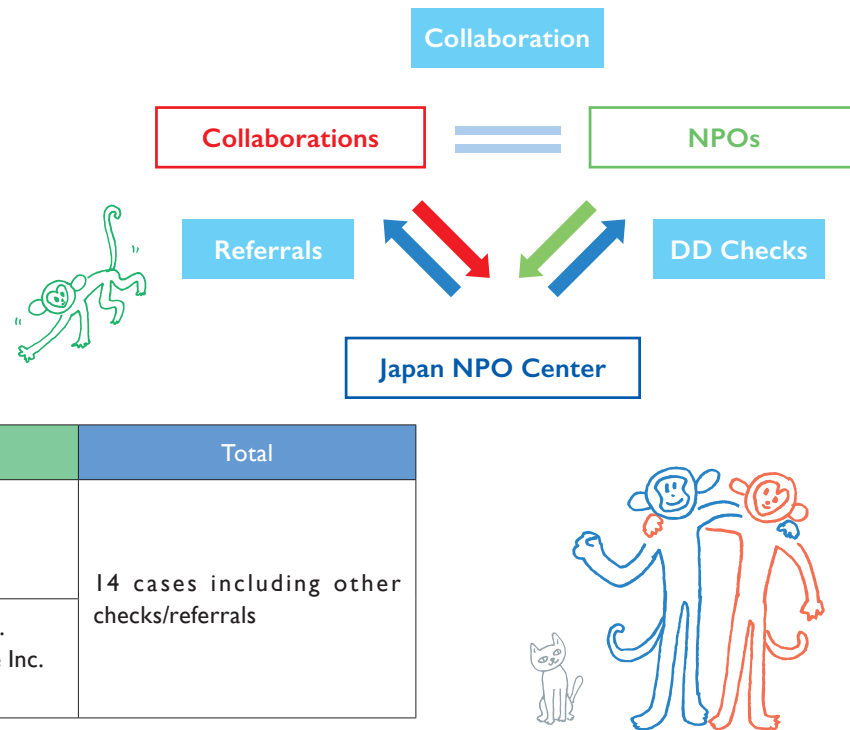
JNPOC provides reliable information on various issues related to NPOs in response to the requests for consultations we receive from our members and corporations. Depending on the nature of the request, we collaborate with a network of NPO support centers across Japan, field-specific support organizations, and overseas

Matching up more diverse NPOs with corporations

### NPO Referrals and Checks [Due Diligence (DD) Checks]

#### Independent Program

We are receiving an increasing number of inquiries from corporations about which NPOs to donate to and collaborate with, as well as inquiries about designing collaborative programs. We support the creation of points of contact between more diverse NPOs and corporations, and the collaboration of both parties to solve social issues and create value.



#### <FY2021 Overview>

	Results	Total
Conducting checks on NPOs receiving donations	Asahi Breweries, Ltd.	14 cases including other checks/referrals
Referrals of suitable NPOs to receive donations	Meiji Holdings Co., Ltd. Sompo Japan Insurance Inc. Rakuten Group, Inc.	

#### <FY2021 Overview>

### Sompo Japan x Albark Tokyo Cheerleading classes for kids Smile Dance Project

JNPOC cooperated in the planning and operation of the Smile Dance Project carried out by Sompo Japan Insurance Inc. and Toyota Albark Tokyo Inc. Cheerleaders of Albark Tokyo, a professional basketball team, held cheerleading classes for children at children's centers from October 2021 to May 2022. The classes were held ten times at four local children's centers, including Albark Tokyo's home ground, with a total of 180 children participating.



#### NEXT ACTION

- To facilitate solutions to complex social issues, we will continue to promote dialogue and partnerships across regions and activity areas.

### East Japan Earthquake Reconstruction

#### Support Where the Community Plays the Leading Role

Since immediately after the 2011 Great East Japan Earthquake, JNPOC has engaged in reconstruction assistance activities through supporting NPOs. To provide better assistance in disaster-affected areas, we believe that it is important not only to support the NPOs' projects but also to develop and strengthen their organizational foundation. These activities are supported by donations from our members, individual donors, NPOs, and businesses.

Strengthening organizational capacity of local NPOs

### Great East Japan Earthquake-related Projects in 2021

#### Independent / Collaborative Program



Project Name	Project overview
Great East Japan Earthquake Local NPO Support Fund [General Grant]	The fund supports the strengthening of the organizational capacity of local NPOs so that they can work independently over the long term for activities that support the rebuilding of the lives of disaster victims.
Great East Japan Earthquake Local NPO Support Fund [Specified Grant] Daiwa Securities Phoenix Japan Program	Based on a donation from Daiwa Securities Co., Ltd., this program focusing on human resources development is designed to strengthen the organizational capacity of local NPOs in the three Tohoku prefectures (Iwate, Miyagi, and Fukushima) that are working to rebuild the lives of those affected by the Great East Japan Earthquake.
Great East Japan Earthquake Local NPO Support Fund [Specified Grant] JT NPO Support Project (3rd Phase)	Based on a donation from Japan Tobacco, Inc., this project is a collaborative effort between the Japan NPO Center and the 3.11 Memorial Network to carry out projects related to the passing down of disaster experiences to future generations.
Nissan Smile Support Fund	Based on a donation from Nissan Motor Co., Ltd., this project provides grants to NPOs working for community rebuilding, revitalization, and reconstruction in the three Tohoku prefectures.
Takeda Life and Livelihood Rebuilding Program	Based on a donation from Takeda Pharmaceutical Company Ltd., this program supports the reconstruction of the areas affected by the Great East Japan Earthquake through local NPOs. From the perspective of humanitarian assistance and organizational capacity building, the support for these NPOs intends to help rebuild the lives and livelihoods of the local people with care.
Huawei Great East Japan Earthquake IT Support Project	Based on a donation from Huawei Technologies Japan Co., this supports IT-based projects for three NPOs in Miyagi and Iwate prefectures helping disaster victims.
Rakuten Group, Inc. "Ten Years After 3.11: Moving into the future with each and every thought"	Based on donations from Rakuten Group, Inc. and the Rakuten Eagles, this program provides organizational capacity-building support to organizations to help the leaders and create innovations in the future.

### Networking

#### Actions in Collaboration with Related Organizations

JNPOC participates in multiple networking organizations with multiple stakeholders, with different goals and objectives.

Promotion of initiatives unique to the private sector

### Participation in the Public-Private Partnership Platform for Loneliness and Isolation Prevention

#### Collaborative Program

JNPOC participates in the public-private partnership platform for measures against loneliness and isolation, for which the Cabinet Secretariat's Office of Loneliness and Isolation Prevention serves as the administrative office, and supports local efforts to address this issue.

#### <FY2021 Overview>

Our objective was to encourage grassroots NPOs in their efforts to connect local residents to gain recognition. JNPOC participated in the preparatory meeting of the Loneliness and Isolation Countermeasures Coordination Platform established on September 27; when it is officially launched as the "Public-Private Partnership Platform for Loneliness and Isolation Countermeasures" in March 2022, we participated in the meeting as an organizing body. In addition, together with volunteers from the NPO support centers, we compiled a "Request to the Government on Measures against Loneliness and Isolation" and submitted it to the Minister on August 11, 2010. The request was based on the idea that the government should actively engage in dialogue in policy making and reflect the on-the-ground insights in its policies, and that not only organizations directly involved in measures against loneliness and isolation, but also the very existence of NPOs has the potential to contribute to the solution of this problem

#### NEXT ACTION

- We will exchange ideas with local NPO support centers to further encourage local initiatives and collaboration among related organizations.





## FY2021 Program Summary

In FY2021, we celebrated the 25th anniversary of our founding. We are continuing to work in nine program areas to realize our vision of society and to be a driving force. We also continued our efforts from the previous fiscal year in our Response to the Impact of COVID-19.

Many of the Japan NPO Center's projects and initiatives

are carried out in cooperation with NPOs, corporations, foundations, and government agencies. An important part of these efforts is collaboration with NPO support centers throughout Japan. As a result, many of our projects are not only bilateral collaborations, but are also undertaken with multiple stakeholders.

	Program	Corporate/Organizational Partners
25th Anniversary Commemorative Event	25th Anniversary: Message to the Future & Symposium	
	Civic Sector National Conference 2021	Able Art Japan Kubikino Support Center Fukuoka NPO Center Local coordinating organizations (Sendai, Joetsu, Omuta)
Response to the Impact of COVID-19	<b>Network initiatives</b> • Commitment to COVID-19 Intermediary Social Solidarity (CIS) administrative office -Policy recommendations on NPO support measures	
	<b>Mediation of corporate donations</b> • Grants to support home welfare services for residents affected by COVID-19 • Grants to support young people, the elderly, and people with disabilities affected by COVID-19	Takeda Pharmaceutical Co., Ltd.  Anonymous donations
Information	<b>Promoting NPOs' information disclosure</b> • Managing and operating NPO Hiroba, an NPO database website	
	<b>Supporting NPOs' ICT use</b> • Managing TechSoup Japan, a software donation program for NPOs	TechSoup Global, Adobe, Amazon Web Services, Box, Google, Microsoft, Slack, Zoom, and other domestic/international IT companies
	<b>Disseminating information from JNPOC</b> • Publishing the official journal NPO no Hiroba • Managing NPO Cross, a website for discussions on civil society • Managing and operating the JNPOC website	
Training & Exchange	<b>For NPO support centers</b> • NPO support center new staff training • Training program to enhance the capacity to support NPOs • Workshop for strengthening organizational foundation of NPOs/NGOs	Panasonic Holdings Co. Panasonic Holdings Co.
	<b>For NPOs</b> • Developing communication and publicity skills • Power of communication project	Dentsu Inc., NPO PR Improvement Committee Yahoo Japan Foundation
	<b>For Corporations</b> • Otemachi Discovery Salon • Qadai Lab	Dentsu Inc.
	<b>Forums</b> • Capacity building forum • NPO-Government dialogue forum	Panasonic Holdings Co.
NPO System	Responding to corporate and tax reforms regarding NPOs	
	Dissemination of NPO accounting standards	Council of NPO Accounting Standards

	Program	Corporate/Organizational Partners
Creation & Development	SAVE JAPAN Project	Sompo Japan Insurance Inc. NPO support centers Environmental NPOs
	Green Gift Earth Energizing Program	Tokio Marine & Nichido Fire Insurance Co., Ltd. EPO (Environmental Partnership Office) Environmental NPOs
	STO Creation Project	Code for Japan ETIC. NTT Data Corporation
	Personnel exchange program for corporations and NPOs	
Consultations	NPO referrals and checks	
Networking	Hosting the CEO Conference (Association for the Future Prospect of NPO Support Centers)	
	Participation in the public-private partnership platform for loneliness and isolation prevention	
	Participation in the G7 Summit civil society coalition	
	Participation in other sector-specific networks	
Research & Study	Development of a training program for NPO program evaluations	
	Endowed course at Toyo University	Toyo University, Course of Sociology, Sociological Studies for Practitioners
	Survey on NPO Support Centers	
International	Coordinating grant programs for Japan in partnership with Give2Asia	Give2Asia (Oakland, California)
	Japan-U.S. exchange on human resources for local communities	Caravan Studios/TechSoup Global (San Francisco)
	Disseminating information in English	
	Cooperating with DGI (Doing Good Index) Data Collection	CAPS: Centre for Asia Philanthropy and Society (Hong Kong)
	Empowerment program through girls' participation in sports	Laureus Sport for Good Foundation (London)
East Japan Earthquake Reconstruction	Great East Japan Earthquake Local NPO Support Fund (general grant)	Individuals, organizations, corporations, etc.
	Great East Japan Earthquake Local NPO Support Fund (specified grant) Daiwa Securities Phoenix Japan Program	Daiwa Securities Co., Ltd.
	Great East Japan Earthquake Local NPO Support Fund (specified grant) JT NPO Support Project (3rd Phase: Passing down disaster experiences)	Japan Tobacco, Inc.
	Nissan Smile Support Fund	Nissan Motor Co., Ltd.
	Takeda Life and Livelihood Rebuilding Program	Takeda Pharmaceutical Co., Ltd.
	Huawei Great East Japan Earthquake IT Support Project	Huawei Technologies Japan Co.
	Rakuten Group, Inc. "Ten Years After 3.11: Moving into the future with each and every thought"	Rakuten Group, Inc.

## FY2021 Statement of Activities Summary (2021/4/1 ~ 2022/3/31)

(Unit: Yen-%)

I Revenue		FY2021		Variance	Ratio against Budget (%)
		Budget	Settlement		
	Membership Fee	15,425,000	15,100,000	▲ 325,000	97.9%
	Regular membership fee	14,635,000	14,260,000	▲ 375,000	97.4%
	Associate membership fee	790,000	840,000	50,000	106.3%
	Donations	200,169,500	135,189,239	▲ 64,980,261	67.5%
	Donations (Regular)	1,500,000	459,816	▲ 1,040,184	30.7%
	Donations (Specified)	31,554,750	9,937,423	▲ 21,617,327	31.5%
	Transfer of donation received	167,114,750	124,792,000	▲ 42,322,750	74.7%
	Grants	9,450,000	9,805,272	355,272	103.8%
	Grants	8,900,000	9,805,272	905,272	110.2%
	Contributions	50,000	0	▲ 50,000	0.0%
	Subsidies	500,000	0	▲ 500,000	0.0%
	Programs and Contracts	102,617,000	108,151,233	5,534,233	105.4%
	Independent program	72,248,000	71,374,572	▲ 873,428	98.8%
	Commissioned program	30,369,000	36,776,661	6,407,661	121.1%
	Others	5,000,000	6,779,155	1,779,155	135.6%
	Reversal of provision for the anniversary events	5,000,000	5,000,000	0	100.0%
	Provision for repair reserve	0	1,760,000	1,760,000	-
	Interest	0	743	743	-
	Miscellaneous	0	18,412	18,412	-
Total Revenue		332,661,500	275,024,899	▲ 57,636,601	82.7%
II Expenses		FY2021		Variance	Ratio against Budget (%)
		Budget	Settlement		
	Program	284,558,860	227,420,152	▲ 57,138,708	79.9%
	Personnel	69,405,000	62,370,048	▲ 7,034,952	89.9%
	Executive remuneration (Program)	5,760,000	5,799,504	39,504	100.7%
	Full-time staff (Program)	36,000,000	30,682,997	▲ 5,317,003	85.2%
	Contract employee (Program)	17,325,000	15,632,225	▲ 1,692,775	90.2%
	Temporary employee (Program)	0	1,098,550	1,098,550	-
	Commutation (Program)	1,320,000	660,164	▲ 659,836	50.0%
	Legal Welfare (Program)	9,000,000	8,496,608	▲ 503,392	94.4%
	Others	0	0	0	-
	Others	215,153,860	165,050,104	▲ 50,103,756	76.7%
	Sales costs	8,510,000	10,590,928	2,080,928	124.5%
	Travel and transportation (Program)	9,339,500	2,259,419	▲ 7,080,081	24.2%
	Rent (Program / distribution)	10,050,000	10,052,280	2,280	100.0%
	Water / utility (Program / distribution)	444,000	353,618	▲ 90,382	79.6%
	Telecommunication (Program / distribution)	1,200,000	1,729,853	529,853	144.2%
	Entertainment (Program)	248,000	151,551	▲ 96,449	61.1%
	Meeting (Program)	15,680,000	1,761,287	▲ 13,918,713	11.2%
	Outsourcing (Program)	41,039,000	37,131,682	▲ 3,907,318	90.5%
	Rewards / compensation (Program)	6,475,000	6,260,765	▲ 214,235	96.7%
	Grants	71,600,000	59,629,815	▲ 11,970,185	83.3%
	Allotted charges	33,500,000	19,438,629	▲ 14,061,371	58.0%
	Printing / publishing (Program)	2,774,000	1,843,559	▲ 930,441	66.5%
	Advertisement / promotion (Program)	2,740,000	367,935	▲ 2,372,065	13.4%
	Temp personnel services (Program)	5,040,000	5,687,410	647,410	112.8%
	Provision for the anniversary events	0	1,000,000	1,000,000	-
	Provision for repair reserve	0	500,000	500,000	-
	Other	6,514,360	6,291,373	▲ 222,987	96.6%
	Administration	44,496,000	41,415,754	▲ 3,080,246	93.1%
	Personnel	30,682,000	27,384,582	▲ 3,297,418	89.3%
	Others	13,814,000	14,031,172	217,172	101.6%
Total Expenses		329,054,860	268,835,906	▲ 60,218,954	81.7%
III Total changes in unrestricted assets		3,606,640	6,188,993	2,582,353	171.6%
IV Corporate tax, resident tax, and business tax		70,000	70,000	0	100.0%
V Total changes in unrestricted net assets		3,536,640	6,118,993	2,582,353	173.0%
VI Unrestricted net assets in the beginning of the fiscal year		68,562,314	68,562,314	0	100.0%
VII Unrestricted net assets at the end of the fiscal year		72,098,954	74,681,307	2,582,353	103.6%

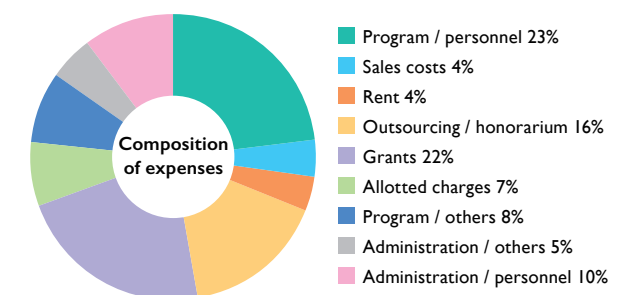
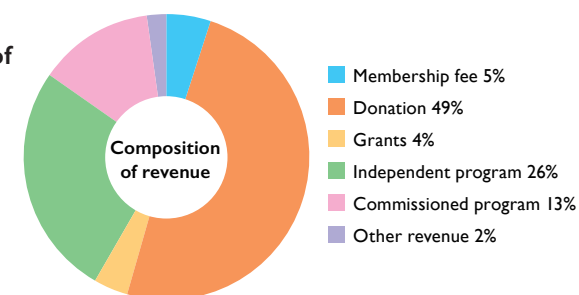
The activity report, statement of activities, balance sheet, and inventory of assets for FY2021 were audited by Auditors, Kenichiro Kawasaki and Takeshi Hayasaka on April 28, 2022, and they were found to be accurate and legitimate.

## Balance Sheet (As of 2022/3/31)

(Unit: Yen)

Account		Amount	
I Assets			
1 Current assets			
Cash		41,526	
Ordinary account		271,390,776	
Savings account		50,000,000	
Account receivable		109,905	
Inventory		1,262,146	
Other current asset		42,662	
Total Current Asset			322,847,015
2 Non-current assets			
Deposit		2,922,000	
Total Non-current assets			2,922,000
Total Assets			325,769,015
II Liabilities			
1 Current liabilities			
Account payable		4,732,419	
Advance receipt		3,182,710	
Accrued corporate tax		70,000	
Accrued consumption tax		414,200	
Deposit received		1,762,908	
Total current liabilities			10,162,237
2 Non current liabilities			
Provision for the anniversary program		1,000,000	
Provision for disaster assistance		2,500,000	
Provision for follow-up with Great East Japan Earthquake		5,000,000	
Membership bond		440,000	
Provision for repairs		4,640,000	
Total Non-current liabilities			13,580,000
Total Liabilities			23,742,237
III Net assets			
1. Restricted net assets			
Balance forward from the previous term for restricted net assets		211,261,001	
Total changes in restricted net assets		16,084,470	
Balance forward to the next term for restricted net assets			227,345,471
2. Unrestricted net assets			
Total changes in unrestricted net assets		68,562,314	
Balance forward from the previous term for unrestricted net assets		6,118,993	
Balance forward to the next term for unrestricted net assets			74,681,307
Total Net Assets Total			302,026,778
Total Liabilities and Net Assets			325,769,015

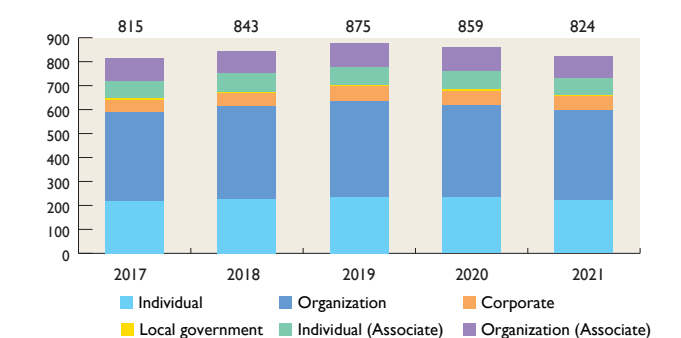
## Breakdown of revenue and expenses in FY2021



## Number of members

Type of Membership	2017	2018	2019	2020	2021
Regular	Individual	219	227	236	233
	Organization	370	384	400	385
	Corporate	51	56	60	59
	Local government	8	6	6	6
Associate	Individual	70	76	75	77
	Organization	97	94	98	99
Total	815	843	875	859	824

## Change in number of members





## Business Plan for FY2022

## Kenji Yoshida

Managing Director, JNPOC



In the mid-term vision developed last year, the following four goals were set forth for the civic sector: 1) Value of participation is conveyed to a wide range of people working to solve social problems, 2) Value of NPOs is more recognized in society across regions, 3) An environment for sharing knowledge and learning, both domestically and internationally, is created, and 4) Dialogue and collaboration between NPOs and the corporate and government sectors advance in many places. In order to actualize such a civil sector, we have developed a mid-term plan to realize the projects and organization described in our vision.

In our mid-term plan, we have placed the expansion of our membership as our top priority. Although we have been supported by numerous members, we consider the number of members to be an indicator of the degree of our support. We will make organization-wide efforts to further enhance our programs and expand our membership so that more people will support what we do.

In organizational management, under the supervision of three leaders, the teams in charge of program operations will be reorganized to operate more flexibly and collaborate beyond business responsibilities. In addition, we will strengthen the corporate administration department and newly create the public relations section.

Furthermore, each team will constantly review the projects to date, develop new areas based on our achievements, and promote the development of needed projects of today.

## Focus of each program

## Creation and Development

## Strengthening the support services from corporate consultation / Mediating resources to more NPOs

- Ongoing projects: Implementing a PDCA cycle to create more social value by leveraging our accumulated experience.
- New projects: Working closely with NPO support centers nationwide and theme-based national organizations to identify nationwide needs and implement programs utilizing the strengths of the private sector.

## Training and Exchange

## Enhanced learning opportunities together with NPO supporters

- Renewal of NPO Support Center Beginner Training Program and New Training Program for Middle Management.
- Development of online training programs for NPOs, utilizing our "15 Forces for NPO Leaders" textbook and other products.
- Creation of mechanisms that enable training participants to build ongoing relationships.
- Reduction of operation costs through active use of online payment and registration system.

## Networking

## Building new relationships with a wider range of NPO supporters

- Exploring networks with each region by closely exchanging opinions with NPO support centers to address the social issues of loneliness and isolation with diverse entities.
- Creating opportunities for mid-career staff of NPO support centers for discussions.
- Strengthening collaboration with NPO network organizations utilizing collaboration projects developed under the Creation and Development programs.

## Institutional and Advocacy

## Policy recommendations based on the value of the civil sector

- Proposals for measures to address loneliness and isolation promoted by the Cabinet Secretariat.
- Cooperation in the development of the NPO Web Reporting System advanced by the Cabinet Office.
- Creation of a forum for NPO support centers to discuss the re-examination of dormant deposits.

## Research and Study

## Researching to support the value of the civil sector and building a network of researchers

- Developing a collaborative relationship with academic institutions and researchers relevant to NPOs.
- Trial joint research with researchers.
- Receiving and implementing consultation and research from overseas companies/organizations.

## International

## Learning together about the ingenuity of citizens on a global scale

- Regularly disseminating and updating information on topics related to NPOs and civil society in Japan and the activities of JNPOC.
- Developing networks with overseas organizations, particularly in the U.S.
- Strengthening of ties with existing partner organizations and development of services.

## Informatization Support

## Building a new structure from software provision to service installation support

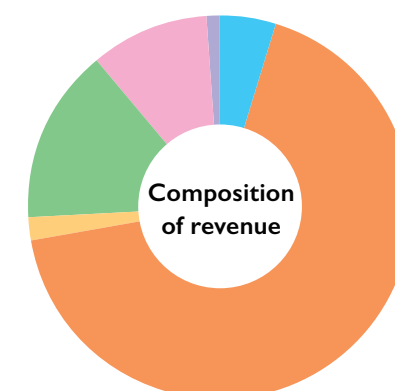
- Strengthening NPOs' organizational capacity through the provision of IT products and services and IT knowledge and utilization.
- Developing/networking IT human resources.
- Exploring and piloting new services that meet the needs of NPOs (from existing software donation to cloud computing).
- Promoting the use of NPOs' information.
- Promoting the use of our NPO database (NPO Hiroba).

We realize that JNPOC needs to continuously change to keep pace with the drastically changing social conditions. We hope to work with you to envision such new developments. We look forward to your continued support and cooperation toward further development of the civil sector.

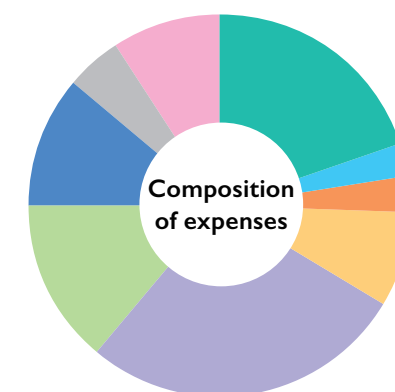
## FY2022 Statement of Activities Summary (Budget)

(Unit: Yen)

I Revenue	FY2021	FY2022	Variance
Membership fee	15,100,000	17,000,000	1,900,000
Regular membership fee	14,260,000	16,095,000	1,835,000
Associate membership fee	840,000	905,000	65,000
Donations	135,189,239	242,500,996	107,311,757
Donations (Regular)	459,816	1,000,000	540,184
Donations (Specified)	9,937,423	75,055,500	65,118,077
Transfer of donation received	124,792,000	166,445,496	41,653,496
Grants	9,805,272	7,096,900	▲ 2,708,372
Grants	9,805,272	7,096,900	▲ 2,708,372
Contributions	0	0	0
Subsidies	0	0	0
Programs and Contracts	108,151,233	85,980,400	▲ 22,170,833
Independent program	71,374,572	52,040,400	▲ 19,334,172
Commissioned program	36,776,661	33,940,000	▲ 2,836,661
Other	6,779,155	3,000,000	▲ 3,779,155
Reversal of provision for the anniversary events	5,000,000	0	▲ 5,000,000
Provision for repair	1,760,000	3,000,000	1,240,000
Interest	743	0	▲ 743
Miscellaneous	18,412	0	▲ 18,412
Total Revenue	275,024,899	355,578,296	80,553,397
II Expenditure	FY2021	FY2022	Variance
Program	227,420,152	305,581,748	78,161,596
Personnel	62,370,048	71,382,000	9,011,952
Executive remuneration (Program)	5,799,504	6,612,000	812,496
Full-time staff (Program)	30,682,997	42,000,000	11,317,003
Contracted employee (Program)	15,632,225	12,000,000	▲ 3,632,225
Temporary employee (Program)	1,098,550	0	▲ 1,098,550
Commutation (Program)	660,164	1,320,000	659,836
Legal welfare (Program)	8,496,608	9,450,000	953,392
Others			0
Other expenses	165,050,104	234,199,748	69,149,644
Sales costs	10,590,928	10,906,800	315,872
Travel and transportation (Program)	2,259,419	10,510,500	8,251,081
Rent (Program / distribution)	10,052,280	10,050,000	▲ 2,280
Water / utility (Program / distribution)	353,618	444,000	90,382
Telecommunication (Program / distribution)	1,729,853	1,200,000	▲ 529,853
Entertainment (Program)	151,551	210,000	58,449
Meeting (Program)	1,761,287	10,512,000	8,750,713
Outsourcing (Program)	37,131,682	24,047,000	▲ 13,084,682
Rewards / compensation (Program)	6,260,765	5,503,000	▲ 757,765
Grants	59,629,815	97,080,000	37,450,185
Allotted charges	19,438,629	49,318,708	29,880,079
Printing / publishing (Program)	1,843,559	1,034,000	▲ 809,559
Advertisement / promotion (Program)	367,935	1,780,000	1,412,065
Temp personnel (Program)	5,687,410	5,340,000	▲ 347,410
Reversal of allowance for the anniversary events	1,000,000	0	▲ 1,000,000
Provision for repair	500,000	0	▲ 500,000
Others	6,291,373	6,263,740	▲ 27,633
Administration	41,415,754	47,302,000	5,886,246
Personnel	27,384,582	31,234,000	3,849,418
Others	14,031,172	16,068,000	2,036,828
Total Expenditure	268,835,906	352,883,748	84,047,842
III Total changes in unrestricted assets	6,188,993	2,694,548	▲ 3,494,445
IV Corporate tax, resident tax, and business tax	70,000	70,000	0
V Total changes in unrestricted net assets	6,118,993	2,624,548	▲ 3,494,445
VI Balance forward from the previous term for unrestricted net assets	68,562,314	74,681,307	6,118,993
VII Balance forward to the next term for unrestricted net assets	74,681,307	77,305,855	2,624,548

FY2022 Budget  
Breakdown of revenue and expenses

- Membership fee 5%
- Donation 68%
- Grants 2%
- Independent program 15%
- Commissioned program 10%
- Other revenue 1%



- Program / personnel 203%
- Sales costs 3%
- Rent 3%
- Outsourcing / honorarium 8%
- Grants 28%
- Allotted charges 14%
- Program / others 11%
- Administration / others 5%
- Administration / personnel 9%

## ■ Organization Overview

Organization name	Japan NPO Center
Representative	Natsuko Hagiwara, Chairperson, Board of Directors
Establishment date	November 22, 1996
Certificate of Incorporation date	May 31, 1999
Registration date	June 1 1999

Date certified as Approved Specified Nonprofit Corporation June 16, 2011 (First period)  
Current Term of validity December 10, 2020 – December 9, 2025

## ■ Board of Directors & Auditors Term: July 1 2022 – June 30 2024

Chairperson	Natsuko Hagiwara	President, National Women's Education Center (NVEC)
Vice Chairperson	Makoto Oshima	Board member, Kubikino NPO Support Center
Vice Chairperson	Hiroshi Yamazaki	Chairperson, Board of Directors, Whole Earth Nature School
Executive Director	Yoshifumi Tajiri	Executive Director, Japan NPO Center
	Yoichiro Abe	Managing Director, Central Community Chest of Japan
	Yu Ishida	Chairperson, Board of Directors, Mori-no-Dengonban YURURU
	Tatsuya Ishihara	Chairperson, Board of Directors, Okayama NPO Center
	Katsuji Imata	Executive Director, CSO Network Japan
	Satoshi Ohno	Executive Director / Managing Director, Ibaraki NPO Center Commons
	Takuya Okamoto	President & CEO, Chitose Kensetsu Inc.
	Mariko Kinai	CEO, World Vision Japan / Board member, Japan NGO Center for International Cooperation (JANIC)
	Shinichiro Kobayashi	Director, Social/Community Activities Promotion Department, Japanese Consumers' Co-operative Union
	Ryota Takahashi	Director, Community Welfare Department / Director, National Voluntary Action Center, Japan National Council of Social Welfare
	Mika Nagai	Executive Director / Managing Director, Osaka Voluntary Action Center
	Tetsuya Hirasawa	Director, Regional Development Department, The Tokyo Chamber of Commerce and Industry
	Rika Fukuda	General Manager, CSR & Citizenship Department, Panasonic Holdings Corporation / Chair, Committee on Responsible Business Conduct & SDGs Promotion, Keidanren One Percent Club, Japan Business Federation (Keidanren)
	Kaori Fujieda	Board member / Managing Director, Social Coordinate Kanagawa
	Hiroaki Yoneyama	Chairperson, Board of Directors, Foodbank All Japan
Internal Auditor	Kenichiro Kawasaki	Lawyer, Representative Partner, Waseda Legal Commons, LPC
	Takeshi Hayasaka	Accountant, Representative, Satellite Office

(Names, affiliations, and positions are as of July 1, 2022 )

## ■ Councilors Term: July 1 2022 – June 30 2024

Since its establishment, JNPOC has had the Council consisting of Councilors in order to utilize their diverse and wide-ranging expertise and various experiential knowledge in the management of the organization and its activities. (Articles of Incorporation, Articles 37 and 38)

Midori Ito	Managing Director, Zenkoku Ido Service Network (National Mobility Service Network)
Kazuyuki Imamura	Board member / Office Manager, Arakawa Clean Aid Forum
Manami Uchiyama	Board member, Fukushima NPO Network Center / Director, Fukushima Community-based Activity Organization Support Center (Fukushima Saposen)
Chisato Kitanaka	Co-Representative, All Japan Women's Shelter Network
Akira Sakata	Musician, Visiting Professor, School of Life Sciences, Tokyo University of Pharmacy and Life Sciences, The Graduate School of Biosphere Science, Hiroshima University
Sumiko Sawada	Executive Director / Managing Director, Kigyo Mécénat Kyogikai (Association for Corporate Support of the Arts)
Yumiko Shibazaki	Chairperson, Board of Directors, Able Art Japan
Kozue Shindo	Associate Professor, Faculty of Human Sciences, Department of Social Services, Sophia University
Koji Sumida	Board member / Managing Director, Feliz Monte
Hiroaki Sekiguchi	Chairperson, Board of Directors, SEIEN
Tadashi Nishikawa	Executive Director, Hands On! Saitama
Eriko Nitta	oard member / Managing Director, Japan Civil Society Network on SDGs
Norihiro Nomura	Chairperson, Board of Directors, Gifu NPO Center
Keiji Nishizawa	Chair, Committee on Responsible Business Conduct & SDGs Promotion, Japan Business Federation (Keidanren) / Executive Officer, Sompo Japan Insurance Inc.
Masanori Handa	Director, Community Support Group, Kochi Council of Social Welfare / Director, Kochi Volunteer NPO Center
Michihiro Horaku	Director, SEIN Community Lab / Chairperson, Board of Director, Senboku Community Development Foundation
Yukiko Miki	Chairperson, Board of Director, Access-info Clearinghouse Japan

(Names, affiliations, and positions are as of July 1, 2022)

## ■ Staff Members As of July 1 2022

Kenji Yoshida	Managing Director / Program Leader
Eiji Ueda	Deputy Managing Director / Program Leader
Kazuho Tsuchiya	Program Leader

Miyuki Shimizu	Hikaru Chiyoki	Kaoru Nakagawa	Shinji Nagase
Yuko Mitsumoto	Katsuko Yamawaki	Hideo Watanabe	Wakaba Adachi
Hirokuni Katae	Masayuki Sato	Kaho Shinohara	Makoto Tanabe
Yuko Fujino	Sumie Arai	Yayoi Yamamoto	Kyosuke Honda (Seconded from Kao Corporation)

■ Research Fellows	Shuhei Shiino	Yumiko Tanimoto
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JAPAN NPO CENTER



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NPO Hiroba (NPO database): [www.npo-hiroba.or.jp](http://www.npo-hiroba.or.jp)

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