

JAPAN NPO CENTER

ANNUAL REPORT 2024





Our Mission and Core Values

Mission Statement

As an infrastructure organization for the private nonprofit sector, the Japan NPO Center will strengthen the foundation of nonprofit organizations (NPOs) and build new and innovative partnerships with government and private sector, encouraging them to act as Co-Creators of robust civil society.

Core Values

- Always stand in solidarity with the excluded and oppressed.
- 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

Table of Contents

Messages from the Chairperson	3	• Consultations	10
For the achievement of the Mid-term Vision 2021-2025	4	• Policy Engagement / East Japan Earthquake Reconstruction	11
Main Focus of the Five-year Initiatives and Specific Actions			
2024 Program Highlights		List of Programs in 2024	12
• Training and Exchange	6	Financial Summary in 2024 and Trend of Membership	14
• Informatization Support	7	Activity Plan / Financial Plan for 2025	16
• Creation and Development / International	8	Organization Profile, Board of Directors & Auditors, Councilors, and Staff Members	18
• Research & Study	9		

Message from the Chairperson



Makoto Oshima

Chairperson, Board of Directors
Japan NPO Center

I became the Chairperson of the Board for the Japan NPO Center in July 2024. My primary work involves managing a group of small and medium-sized enterprises in Joetsu City, Niigata Prefecture. My core belief is that "vibrant local regions lead to a vibrant Japan." Driven by this conviction, I have embarked on this new chapter, focusing on how NPOs can tackle increasingly complex social issues and collaborate effectively with other sectors, including businesses and government.

Fiscal Year 2025 is the final year of our current Mid-term Vision. This means we will be reviewing existing projects and exploring new initiatives. We must work steadily to ensure the success of our current projects, while also building new frameworks for the future. In recent years, the government has shown growing interest in "intermediary support organizations." Here at the Center, we have been actively discussing the ideal structure for these organizations with NPO support centers nationwide. This role is especially crucial in disaster relief, where public-private partnerships are gaining greater emphasis due to amendments in the Basic Act on Disaster Management.

As a bridge for NPOs across Japan, I intend to proactively visit various prefectures and foster dialogue. We will also continue our efforts to expand our membership and support base.

We sincerely ask for your continued support and cooperation.

Toward the Realization of Mid-Term Vision 2021-2025

Main Focus of the Five-Year Initiatives and Specific Actions

We review the status of the five main focus areas outlined in our Mid-term Vision for Fiscal Year 2024. This allows us to further accelerate our efforts towards achieving our envisioned societal future.



Read our mid-term vision here.



I. Information Dissemination

We will actively disseminate local voluntary efforts and initiatives both domestically and internationally, providing opportunities for more people to be exposed to the values that NPOs create. We will also actively introduce overseas initiatives to Japan to promote exchanges.

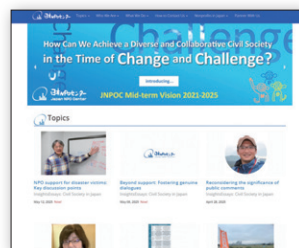
Changes in FY2021-FY2024

	FY2021	FY2022	FY2023	FY2024
News releases issued	4 times	29 times	11 times	14 times
E-mail magazine subscribers	1,153 people	1,210 people	1,303 people	1,414 people
NPO CROSS (JNPOC news & commentary website) articles published	15 articles	26 articles	18 articles	26 articles

FY2024 Results

English website

We have focused our efforts on disseminating information through the English website. In FY2024, we translated and published various content, including 7 articles from NPO CROSS, 9 introductions to JNPOC-related projects, 4 contributed articles by overseas experts, and our Annual Report 2023.



NPO CROSS

We have published 26 articles, including pieces by our volunteer writers. This also features collaborative articles from Prof. Yukiko Miki's Journalism Seminar at Senshu University's Faculty of Humanities, and a series of contributed articles from Prof. Tobias Jung, Head of the School of Management and director and founder of the Centre for the Study of Philanthropy & Public Good in the UK.

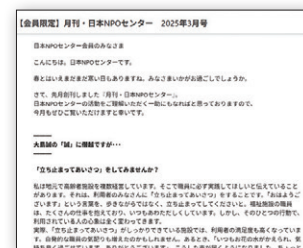


Japan NPO Center Monthly launch

Starting in February 2025, we began sending out a monthly email newsletter to our members.

Each issue includes:

- A column from our Chair
- Updates and reports on JNPOC's initiatives
- Latest articles from NPO CROSS, and more.



2. Consultation and Coordination

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



Changes in FY2021-FY2024

	FY2021	FY2022	FY2023	FY2024
Intermediation of funds	174.73M yen	184.91M yen	195.73M yen	126.11M yen

3. Training and Exchange

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



Changes in FY2021-FY2024

	FY2021	FY2022	FY2023	FY2024
Training implemented	34 times	39 times	59 times	51 times
Total number of training participants	2,359 persons	1,796 persons	2,229 persons	1,451 persons
Dispatch of lecturers/committee members	35 orgs	38 orgs	41 orgs	41 orgs

FY2024 Results

Launch of Tomo-civi, our new learning community initiative

This initiative offers 18 courses covering key areas such as:

- organizational management
- corporate partnerships
- collaboration with government

► A total of 464 participants attended.

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 to create an environment that facilitates the activities of NPOs.

FY2024 Results

Research/Study

- Survey on Actual Conditions of Theme-Based Network Organizations
- Abridged Japanese translation report of Doing Good Index 2024 – Examining the Readiness of Asia's Social Sectors to Thrive
- Administrative Support for the Japan NPO Research Association

Policy recommendations

- Requested to the ruling and opposition parties regarding NPO-related tax reform
- Proposal regarding measures to combat Loneliness and Isolation
- Recommendation regarding Disaster Relief legislation

5. Networking

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

FY2024 Results

Networks in which JNPOC participates

- Public-Private Partnership Platform for Loneliness and Isolation Prevention
- Hirogare Volunteer no Wa Liaison Committee
- NPO/NGO Network for Social Responsibility (NN Net)
- Joint Committee for Coordinating and Supporting Voluntary Disaster Relief Activities (Shien-P)
- Japan Voluntary Organizations Active in Disaster (JVOAD)
- Japan Civil Society Network on SDGs

Networking opportunities created by JNPOC

- Gathering for Businesses and NPOs (March 4th); co-sponsored with Japan Business Federation; 15 networking organizations and 20 companies participated in the event
- Association for the Future Prospect of NPO Support Centers (CEO Meetings)
- Discussion meeting with theme-based network organizations
- Networking for women's support organizations

Training and Exchange

Developing New Nonprofit Actors and Partners

Taking the next step through ongoing learning and connections

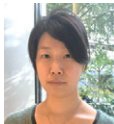
Tomo-civi: A learning community for building civil society together

New Proprietary Program

Continuous Learning, Collaborative Growth: Our learning community, *Tomo-civi*, whose name is a play on "torch" (*tomoshibi*) and *tomo* (Japanese for "together") to evoke building a civil society collaboratively, is dedicated to fostering its further development. We achieve this by creating a space where NPO actors can continuously connect and learn, building cross-regional and cross-sectoral networks to establish a foundation for sustainable, progressive activities.



Voices from our staff



At the Tomoshibi NPO School, under the theme of "Civil Society and Care," we explored how to build activities based on the shared understanding of individual vulnerability. In the Himitsu Seminar, participants had opportunities to share their concerns and support one another. We reaffirmed the importance of moving forward—not by relying on individual strength as a given, but by steadily building small-scale efforts and nurturing connection.

— Yuko Mitsumoto

FY2024 Overview

We launched our first NPO School lecture series, offering 18 online courses on diverse topics like civil society theory and organizational management. This attracted 464 participants, with in-person sessions for the opening and a special lecture, plus a residential field trip. Later in the year, we started Himitsu Seminar, a continuous forum for exchange and collaborative learning, themed around "expand," "review," and "continue." 32 individuals have participated in these discussion-based sessions, culminating in an in-person achievement presentation at year-end.

New possibilities for communication in the age of sustainability

Tsutaeru Kotsu: 20th anniversary forum

Collaborative Program

Contribution & Collaborators:
Dentsu, NPO PR Improvement Committee

20 Years of empowering social communication: In 2004, with the aim of further expanding and invigorating NPO activities, *Tsutaeru Kotsu* (Communication Skills for NPOs) was launched through a collaboration between Dentsu, a company specializing in communication, and NPOs addressing social issues.



significantly. Today, organizations are being urged to reaffirm their core values, while companies are integrating sustainability into their core operations. As a result, corporate–nonprofit partnerships have entered a new phase.

This forum explored how communication is evolving in the age of sustainability. Participants discussed ways to use public relations and communication to tackle social issues through collaboration between businesses and nonprofits, and looked ahead to emerging possibilities.

FY2024 Overview

In addition to the 132 participants who attended in person, an archived recording was made available to 125 Dentsu employees. The keynote address was delivered by Mr. Kenji Shiratsuchi, former Executive Officer and Special Advisor at Dentsu, followed by panel discussions featuring members of the NPO PR Improvement Committee, Dentsu employees, and other NPO stakeholders.

Informatization Support

Supporting NPOs in Disclosing Information & Providing IT Assistance

Supporting NPOs' activities with the power of IT

TechSoup Japan

Collaborative Program

Collaborators: TechSoup Global and domestic/international IT companies

Empowering Japanese NPOs through access to essential IT & cloud services: This program offers donated software and cloud services to nonprofit organizations through partnerships with TechSoup Global (USA) and IT companies in Japan and abroad. JNPOC manages TechSoup Japan program, supporting nonprofits nationwide. Through access and guidance, the program helps strengthen the organizational



IT capacity of Japanese nonprofits.

FY2024 Overview

- We continued coordinating software donations, certifying cloud product licenses, and providing technical support and IT seminars.
- New organization registrations: 383 organizations (total of 9,547 organizations)
 - Number of software donation coordination: approx. 2,120 requests
 - Paid technical support & Rental of sound equipment: 10 cases
 - Newsletter distributions: 12 issues, total of 95,467 emails sent (45.1% open rate)
 - Paid newsletter advertisements: 2 companies
 - Supported NPTEch Initiative seminars

Supporting NPOs to improve IT literacy

NPTEch Initiative

Proprietary Program

Contribution & Cooperation: ITOCHU Techno-Solutions Corporation (CTC), Intel, NTT Data Group, TIS, Dell Technologies, and National Women's Education Center

IT partners for progress—Uniting companies to empower NPOs: This platform brings together IT companies committed to supporting the nonprofit sector, offering IT empowerment training and related programs for NPO staff. It aims to help nonprofits harness digital technology more effectively and expand the possibilities of their work.



FY2024 Overview

- Held a press conference and issued a press release to announce the launch of the NPTEch Initiative 2024
- Conducted 5 online seminars for IT beginners, with a total of 286 participants
- 91% of participants rated the seminars as "informative" in a follow-up survey
- Hosted one "I-Day Digital Study Program for NPOs" with 6 participants

Development & Expansion

Proposing of New Values and Mechanisms

A program for at-risk children and young people

Grant program supporting child/youth lives

Collaborative Program
Contribution: Takeda Pharmaceutical

Securing safe spaces for Japan's youth: Japan has one of the highest suicide rates among young people aged 15 to 34 within the G7 countries. In this context, safe and welcoming "third places"—outside of school and home—have become increasingly vital as spaces that protect and sustain the lives of children and youth.

To support young people facing hardship or social isolation, we partner with innovative, community-based nonprofit organizations and implement projects that help them lead safe, healthy, and stable lives.

FY2024 Overview

- Provided grants to 9 organizations from October 2023 to September 2024
- From October 2024 to September 2025, grants awarded to 11 organizations (6 continuing and 5 new)

Voices from our staff



Changes in the national curriculum guidelines and shifts in public policy have significantly impacted the circumstances surrounding children and youth. As a result, safe and supportive spaces—"third places"—are being recognized as increasingly vital. This program supports activities tailored to evolving social conditions and local needs, including assistance for students who are not attending school, support for socially withdrawn youth, and resources for their families. — Masayuki Sato



International

Connecting with Partners Overseas and Building Civil Society Together

Assessing the social sector landscape in Asia

Collaboration on the Doing Good Index 2024

Collaborative Program
Cooperation: Centre for Asian Philanthropy and Society (CAPS)

Decoding Japan's social sector: As the Japan partner for the biennial Doing Good Index (DGI)—a comparative study of the social sector's enabling environment across Asia conducted by the Center for Asian Philanthropy and Society (CAPS) in Hong Kong—JNPOC carried out online organization surveys covering legal registration, fundraising, and government collaboration among Japanese NPOs. In addition, we conducted expert discussions to analyze Japan's domestic regulatory landscape and produced a translated summary of the CAPS' DGI 2024 report.



Translated summary of DGI 2024



FY2024 Overview

- Japan received the highest number of organization responses in Asia for the DGI 2024 survey, with 326 participating NPOs.
- Published a translated summary of the DGI 2024 report in June; key findings shared via our newsletter and blog.
- Posted two contributed essays by CAPS researchers on trends and IT use in Japan's social sector—available in English and Japanese.
- Used survey insights as quantitative evidence in our external communications.

Voices from our staff



Since 2020, JNPOC has collaborated on the DGI study. For DGI 2024, in addition to translating the report, we introduced essays by CAPS researchers tailored to a Japanese audience as part of our efforts to raise awareness among domestic stakeholders. Going forward, we will continue to promote the international exchange of knowledge and information by leveraging global resources, networks, and new partnerships. — Kazuho Tsuchiya



Research & Study

Original Research Contributing to Civil Society and NPOs

Connecting researchers and NPO practitioners on the ground

Administrative support for the Japan NPO Research Association

New Collaborative Program / Independent Program
Cooperation: Japan NPO Research Association

Strengthening the nexus: In FY2024, the Japan NPO Center began providing administrative support to the Japan NPO Research Association (JANPORA). With its membership comprising both researchers and nonprofit practitioners, JANPORA serves as a vital platform for knowledge exchange. Beyond administrative support, we are committed to contributing to its programs and operations, aiming to further strengthen collaboration between research and practice.

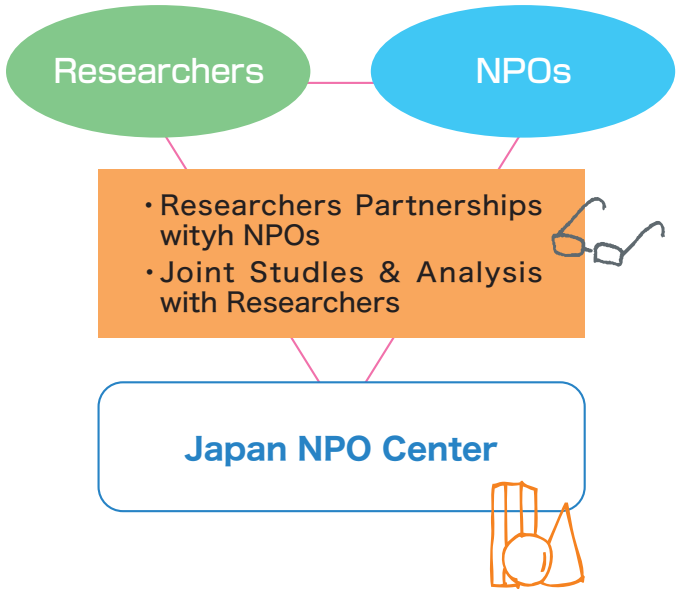
Voices from our staff



In our first year of involvement, we focused on ensuring smooth administrative operations while also raising awareness of the Japan NPO Center. Many members of the Japan NPO Research Association are affiliated with nonprofit organizations, and a significant number of academics have direct experience in NPO practice. Through our engagement, we hope to explore new forms of collaboration that bridge research and practice. — Yuki Okimoto

FY2024 Overview

- Provided JANPORA administrative support, including membership management, accounting, and administrative coordination
- Conducted outreach and promotional activities for JNPOC at the JANPORA 26th Annual Conference



Gaining insight into nonprofit realities to enhance supportground

Report on the actual conditions of theme-based network organizations

New Proprietary Program

Unlocking the potential of thematic NPOs: Theme-based network organizations* play a vital role in Japanese civil society, yet they face the ongoing challenge of low public recognition. To better understand their structures and activities and to inform future support strategies, we conducted a dedicated study.

* They are defined as nonprofit entities composed of multiple member organizations working on the same social issue. We focused specifically on those operating at a national scale.



FY2024 Overview

- Sent survey requests to 150 organizations and received 43 responses (conducted at the end of FY2023).
- Published the findings in a report on our website.
- Held a results-sharing and networking event for theme-based network organizations.
Date: 2pm–4:30pm December 25, 2024,
Venue: Otemachi First Square Conference, Room C (Tokyo)
- Featured the results in Issue 100 of NPO no Hiroba.



Consultations

Consultations That Lead to Practical Application

Matching up more diverse NPOs with corporations

Consultations on corporate sustainability and NPO partnerships

Proprietary Program

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



FY2024 Overview

Donations of shareholder perks, company products, and office supplies
Meiji Holdings
Aozora Bank
Ezaki Glico and others.

Partnership examples in donation programs

Program type	Description	JNPOC's involvement
Corporate-Led Giving	Companies make direct donations to NPOs based on their material issues and corporate purpose. Donation themes and recipient organizations may change annually, allowing for flexible implementation.	<ul style="list-style-type: none">• Preliminary research• Identifying and listing candidate NPOs• Conducting interviews with selected organizations
Employee-Recommended Giving	Companies select donation recipients based on employee recommendations. In some cases, a matching gift program is adopted, where the company matches employee contributions. This creates opportunities for employees to engage actively in social contribution.	<ul style="list-style-type: none">• Verifying eligibility of proposed recipient organizations• Conducting interviews with nominated groups
Project-Based Giving	Companies define a specific theme and support long-term social contribution projects over multiple years. This approach aims to achieve deeper social impact.	<ul style="list-style-type: none">• Consulting on theme design and project framework• Recommending and selecting partner organizations• Providing administrative support

Policy Engagement

Gathering Knowledge and Advocating on Nonprofit-Related Policies and Systems

Promoting stronger public-private collaboration in disaster relief

Advocating for reforms in disaster relief policies and systems

Proprietary Program

Collaborators: Association for Proposing Future Disaster Recovery Systems from 3.11 (aka 311 Change Association)
Japan Voluntary Organizations Active in Disaster (JVOAD)

Reimagining disaster management: As a member of the 3.11 Change Association, we promoted reforms by highlighting the importance of incorporating a welfare perspective (phase-free social security) and encouraging public-private collaboration (multi-sectoral disaster response). We actively engaged in discussions on revising the Basic Act on Disaster Management and preparing for a new Disaster Management Agency.

FY2024 Overview

Supporting disaster policy reform through NPO engagement: The Cabinet-approved revision of the Basic Act on Disaster Management in February 2025 reflected key advocacy goals, including the integration of a welfare perspective. The introduction of a registration system for Disaster Relief



Support Organizations drew strong interest from the nonprofit sector. We hosted dialogue sessions with NPO support centers and disaster coordination groups, and submitted policy recommendations to the Cabinet Office. Ongoing dialogue continues to ensure that NPOs can contribute effectively and autonomously in future disaster responses.

Voices from our staff



Public-private collaboration is becoming more important in disaster response, as seen in the latest legal reforms. But systems must be designed to ensure NPOs aren't treated like subcontractors. As expectations grow, NPOs are also being called to provide support that's truly centered on disaster survivors. Intermediary organizations play a key role here—we'll keep working to make sure NPOs can contribute in their own independent and diverse ways.

— Kenji Yoshida

Great East Japan Earthquake Reconstruction

Support where the Community Plays the leading Role

Strengthening the organizational capacity of local NPOs

Disaster-related projects

Propriety Program / Collaborative Program

Donations: Individuals, Organizations, Businesses, etc.Organized by 311 Change Association

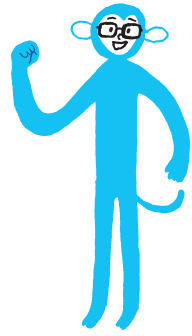
Recovery support through NPO partnerships:

Since the Great East Japan Earthquake in 2011, we have supported recovery efforts by working with local NPOs. Strengthening their organizational foundations—not just their projects—has been essential. These activities are made possible through donations from members, individuals, NPOs, companies, and others.



FY2024 Disaster-related projects

Project Name	Project Overview
Great East Japan Earthquake Local NPO Support Fund	This fund helps strengthen the organizational infrastructure of local NPOs, enabling them to carry out long-term, independent efforts to support the recovery and rebuilding of disaster-affected communities.
Nissan Smile Support Fund	Funded by a donation from Nissan Motor, the project provides grants to NPOs engaged in community rebuilding, revitalization, and reconstruction across the three Tohoku prefectures.



List of Programs in FY2024

We continue to pursue our vision through ten program areas, aiming to serve as a driving force for social change. Many of our initiatives at the Japan NPO Center are developed in partnership with NPOs, corporations, aid organizations, and government agencies. Collaboration with NPO support centers across Japan plays a central role, enabling us to engage not only in bilateral efforts but also in multi-stakeholder projects.



	Program Name	Corporate/Organizational Partners
Informatization Support	Promoting NPOs' information disclosure • Managing and operating <i>NPO Hiroba</i> (NPO database website)	
	Supporting NPOs' IT use • Managing TechSoup Japan, an IT donation / discount and IT support program for NPOs	TechSoup Global, Adobe, Amazon Web Services, Dell Technologies, Microsoft, Slack, Sorimachi, Mediator, and other domestic/international IT companies
	• Digital Infrastructure Enhancement Program • NPTech Initiative	TIS ITOCHU Techno-Solutions (CTC), Intel, NTT Data Group, TIS, Dell Technologies, and National Women's Education Center
Training & Exchange	For NPO Support Centers • Training Program to Enhance the Capacity to Support NPOs • Workshop for Strengthening Organizational Capacity of NPOs/NGOs	Panasonic Holdings Panasonic Holdings
	For NPOs • <i>Tomo-civi</i> , a learning community for building civil society together • <i>Tsutaeru Kotsu</i> (Communication Skills for NPOs) • Organizational Capacity-Building Forum	Dentsu; NPO PR Improvement Committee Panasonic Holdings
	For Corporations • Businesses and NPOs Gathering (Initiatives for promoting collaboration and interaction between businesses and NPOs)	One Percent Club of the Japan Business Federation
	• Qadai Lab	Dentsu (Dentsu B Team)
Consultations	NPO referrals and checks Providing consultation services for NPOs and civil society groups	
Networking	Hosting the CEO Meetings (Association for the Future Prospect of NPO Support Centers)	
	Organizing an exchange meeting for theme-based network organizations	
	Participation in the Public-Private Partnership Platform for Loneliness and Isolation Prevention	Cabinet Office's Office for Policy on Loneliness and Isolation
	Networking initiatives with women's support organizations	
	Participation in other sector-specific networks	

	Program Name	Corporate/Organizational Partners
Research & Study	Administrative support for the Japan NPO Research Association	Japan NPO Research Association (JANPORA)
	Other researches	
Policy Engagement	Responding to corporate and tax reforms regarding NPOs	
	Dissemination of NPO accounting standards	NPO Accounting Standards Council
	Policy recommendations on reforming disaster victim support systems	311 Change Association; Japan Voluntary Organizations Active in Disaster (JVOAD)
	Other policy recommendations	
Development & Expansion	<i>Tsunagaru Bosai</i> Project (Disaster prevention and mitigation project inclusive of people requiring special assistance)	Sompo Japan Insurance; Foundation for Promoting Sound Growth of Children
	SAVE JAPAN Project	Sompo Japan Insurance; NPO support centers: Environmental NPOs
	Women's Empowerment Programs	Takeda Pharmaceuticals
	Grant Program Supporting Child/Youth Lives	Takeda Pharmaceuticals
	NIKE Community Impact Fund	Nike Japan Group
International	Coordinating grant programs for Japan in partnership with Myriad USA/Give2Asia	Myriad USA/Give2Asia (New York/Oakland, CA)
	Disseminating information in English	
	Doing Good Index (DGI) data collection	Centre for Asia Philanthropy and Society (Hong Kong)
	Empowerment program through girls' participation in sports	Laureus Sport for Good Foundation (London)
	AWS InCommunities Grant support program	Amazon Web Services
East Japan Earthquake Reconstruction	Great East Japan Earthquake Local NPO Support Fund	Individuals, organizations, corporations, etc.
	Nissan Smile Support Fund	Nissan Motors
	Takeda Life and Livelihood Rebuilding Program	Takeda Pharmaceuticals
	Revision of <i>15 Core Competencies for NPO Leaders</i>	
PR & Information Dissemination	Management and operation of publicity media	
	Managing <i>NPO Cross</i> (JNPOC's news & commentary website)	
	Publishing <i>NPO no Hiroba</i> (JNPOC's official newsletter)	
	Book publishing and sales	

Statement of Activities FY2024 (April 1, 2024- March 31, 2025)

(Unit: Japanese Yen)

I Ordinary Revenue		FY2024		To the Budget (%)
		Budget	Results	
Membership Fees Total		16,700,000	14,860,000	89%
	General membership fees	15,800,000	14,070,000	89%
	Associate membership fees	900,000	790,000	88%
Donations Total		199,412,000	178,218,586	89%
	Donations (Regular)	1,200,000	2,103,666	175%
	Donations (Specified)	23,600,000	16,029,223	68%
	Transfer of donations received	174,612,000	160,085,697	92%
Grants etc. Total		2,012,000	1,185,000	59%
	Grants	2,012,000	1,185,000	59%
	Cost sharing	0	0	-
	Subsidies	0	0	-
Programs and Contracts Total		110,269,000	108,816,245	99%
	Proprietary programs	81,364,000	78,380,275	96%
	Commissioned programs	28,905,000	30,435,970	105%
Others Total		0	51,879	-
	Reversal of provision for the anniversary programs	0	0	-
	Reversal of provisions	0	0	-
	Interest income	0	45,920	-
	Miscellaneous	0	5,959	-
Total Ordinary Revenue		328,393,000	303,131,710	92%
II Ordinary Expenses		FY2024		To the Budget (%)
		Budget	Results	
Programs and Contracts Total		295,903,000	271,019,918	92%
	Personnel Expenses Total	82,584,000	81,789,796	99%
	Executive remunerations (Programs)	7,584,000	6,935,320	91%
	Full-time employees (Programs)	42,000,000	41,627,612	99%
	Contract employees (Programs)	20,400,000	19,906,357	98%
	Temporary employees (Programs)	0	197,500	-
	Commuting (Programs)	1,800,000	1,884,577	105%
	Legal Welfare (Programs)	10,800,000	11,238,430	104%
	Others	0	0	-
	Other Expenses Total	213,319,000	189,230,122	89%
	Cost of sales	32,300,000	29,625,456	92%
	Travel and transportation (Programs)	6,246,000	9,027,055	145%
	Rent (Programs pro rata)	10,290,000	10,357,116	101%
	Water/utility (Programs pro rata)	444,000	536,131	121%
	Telecommunication (Programs pro rata)	1,080,000	1,514,875	140%
	Entertainment (Programs)	0	288,617	-
	Meeting (Programs)	2,741,000	4,478,620	163%
	Outsourcing (Programs)	16,695,000	13,688,328	82%
	Rewards/compensation (Programs)	5,051,000	6,597,469	131%
	Grants	124,300,000	104,781,893	84%
	Cost Sharing	8,308,000	2,692,804	32%
	Printing/publishing (Programs)	753,000	748,817	99%
	Advertisement/promotion (Programs)	1,220,000	234,621	19%
	Staffing services (Programs)	0	0	-
	Provision for the anniversary programs	0	0	-
	Provision for repair reserve	0	0	-
	Others	3,891,000	4,658,320	120%
Administrative Expenses Total		32,366,000	36,289,665	112%
	Personnel expenses Total	22,024,000	21,549,155	98%
	Others Total	10,342,000	14,740,510	143%
Ordinary Expenses Total		328,269,000	307,309,583	94%
III Non-Ordinary Revenue		FY2024		
		Budget	Results	
Gain on the prior fiscal year adjustment for restricted net assets		0	1,500,000	
IV Non-Ordinary Expenses		FY2024		
		Budget	Results	
Loss on the prior fiscal year adjustment for restricted net assets		0	3,217,470	
V Changes in unrestricted net assets before taxes		124,000	-5,895,343	
VI Corporate tax, resident tax, and business tax		70,000	70,000	
VII Changes in unrestricted net assets		54,000	-5,965,343	
VIII Unrestricted net assets brought forward from the previous fiscal year		68,978,021	68,978,021	
IX Unrestricted net assets brought forward to the next fiscal year		69,032,021	63,012,678	

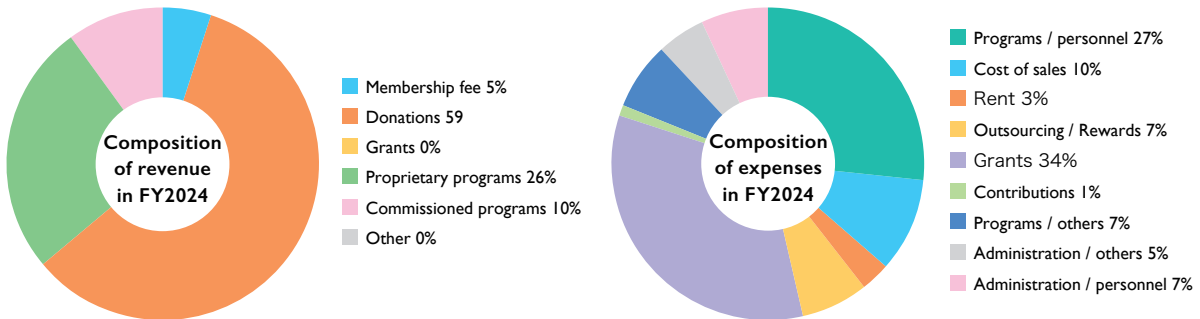
The activity report, statement of activities, balance sheet, and inventory of assets for FY2024 were audited by Auditors Kenichiro Kawasaki and Isamu Oba, and they were found to be accurate and compliant with the laws and regulations.

Balance Sheet (as of March 31, 2025)

(Unit: Japanese Yen)

Account		Amount	
I Assets			
1 Current assets			
Cash	25,325		
Ordinary deposits	236,593,166		
Trade accounts receivable	3,791,804		
Inventories	1,475,895		
Other current assets	487,321		
Total current assets		242,373,511	
2 Non-current assets			
Leasehold deposits	2,980,800		
Total non-current assets		2,980,800	
Total assets			245,354,311
II Liabilities			
1 Current liabilities			
Trade accounts payable	14,111,762		
Advances received	1,269,530		
Accrued corporate tax etc.	70,000		
Accrued consumption tax etc.	1,935,600		
Deposits received	1,588,777		
Total current liabilities		18,975,669	
2 Non-current liabilities			
Provision for the anniversary program	1,000,000		
Provision for disaster recovery assistance	2,500,000		
Provision for Great East Japan Earthquake follow-up	5,000,000		
Membership bond	440,000		
Provision for repairs	2,878,740		
Total non-current liabilities		11,818,740	
Total liabilities			30,794,409
III Net assets			
1. Restricted net assets			
Restricted net assets brought forward from the previous fiscal year	192,316,425		
Total changes in restricted net assets	△ 40,769,201		
Restricted net assets brought forward to the next fiscal year		151,547,224	
2. Unrestricted net assets			
Unrestricted net assets brought forward from the previous fiscal year	68,978,021		
Total changes in unrestricted net assets	△ 5,965,343		
Unrestricted net assets brought forward to the next fiscal year		63,012,678	
Total net assets			214,559,902
Total liabilities and net assets			245,354,311

Breakdown of revenue and expenses in FY2024



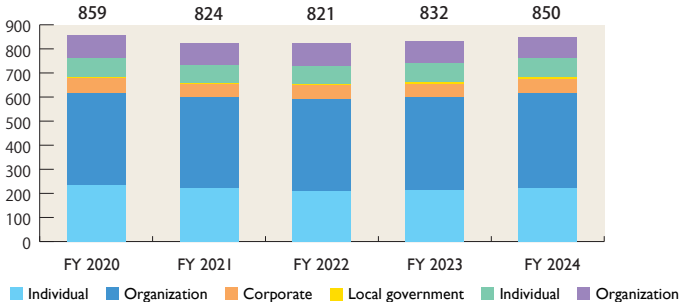
Number of members (as of March 31 in each year)

(Unit: # of people / organization)

Type of Membership	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
General	Individual	233	221	209	213
	Organization	385	377	383	397
	Corporate	59	55	55	53
	Local government	6	6	6	6
Associate	Individual	77	72	76	79
	Organization	99	93	92	90
Total	859	824	821	832	850

Trend of Membership (as of March 31 in each year)

(Unit: # of people / organization)



From the Managing Director:
Business Plan for FY2025

Kenji Yoshida
Managing Director, JNPOC



FY2025 is the final year of our current mid-term vision—a time to both solidify achievements and explore future directions. With growing attention on the role of “intermediary support organizations”, we will deepen collaboration with NPO support centers and thematic networks across Japan, strengthening our function as a bridge among diverse stakeholders. Alongside our IT initiatives like TechSoup Japan, we’ll expand research and policy advocacy, while continuing to build strong relationships with members and supporters to foster a more robust civil society.

■ Informatization Support Programs

Advancing IT Support and Strengthening Outreach TechSoup is shifting from product donation to practical IT support, with a focus on clearer guidance for users. We’ll continue seminars like the TIS Digital Infrastructure Enhancement Program and NPTEch Initiative to support beginner and intermediate users. On the outreach front, we’re enhancing visibility through NPO CROSS and advancing our social media strategy to build trust.

■ Training and Exchange Programs

Expanding Learning and Cross-Sector Connections *Tomocivi* NPO School offers a series of courses on six themes—such as capacity-building, evaluation, and advocacy—to foster learning and networking. Programs like *Tsutaeru Kotsu* (Communication Skills for NPOs) and Qadai Lab support outreach and social impact. We also provide onboarding for NPO support center staff and promote cross-sector exchange to strengthen support networks nationwide.

■ Networking Programs

Advancing Collaboration Through National and Thematic Networks Building on the CEO Meetings, a regular platform for dialogue, we are partnering with local NPO support centers across Japan to address key issues such as loneliness, social isolation, and disaster response. We are also deepening collaboration with thematic networks to strengthen grassroots NPO support capacity and raise public awareness of their vital role.

■ Policy Engagement Programss

Driving Policy Change Through Cross-Sector

Collaboration In partnership with NPO support centers, we are advocating for reforms to the nonprofit incorporation and tax systems. We also engage with relevant organizations to propose policy improvements related to support for disaster survivors and public-private cooperation during emergencies.

■ Research & Study Programs

Bridging Research and Practice In our second year of supporting the operations of the Japan NPO Research Association, we are working to deepen collaboration with researchers. Alongside building stronger ties between practitioners and academics, we are also actively advancing both independent and commissioned research initiatives.

■ Development & Expansion Programs

Empowering Communities Through Targeted Grant Programs We are advancing a variety of grant programs that support women, children and youth, environmental conservation, and empowerment through sports. Initiatives such as the *Tsunagaru Bosai* Project (Disaster prevention and mitigation project inclusive of people requiring special assistance) and the SAVE JAPAN Project are strengthening community-based support, while we continue to expand training and networking opportunities for partner organizations.

■ International Programs

Strengthening Global Ties and Visibility We collaborate with partners such as Myriad USA/Give2Asia, Laureus Sport for Good, and AWS to support international grantmaking and research. By enhancing English-language outreach, we aim to share insights from Japan’s civil society and expand global networks.

■ East Japan Earthquake Reconstruction Programs

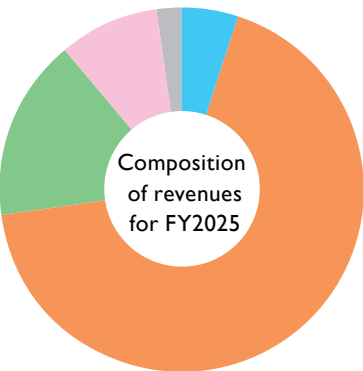
Supporting Long-Term Recovery and Leadership We are updating the I5 Core Competencies for NPO Leaders—originally developed after the disaster—and launching new training based on the revised text. Alongside the Great East Japan Earthquake Local NPO Support Fund, we continue to provide sustained assistance and follow-up to promote resilient, community-based recovery.

■ FY2025 Statement of Activities Summary (Budget)

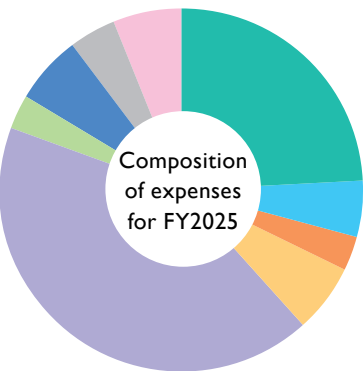
(Unit: Japanese Yen)

I Ordinary Revenue	FY2024 Results	FY2025 Budget
Membership Fees Total	14,860,000	16,000,000
General membership fees	14,070,000	15,100,000
Associate membership fees	790,000	900,000
Donations Total	178,218,586	226,400,000
Donations (Regular)	2,103,666	2,000,000
Donations (Specified)	16,029,223	54,200,000
Transfer of donations received	160,085,697	170,200,000
Grants etc. Total	1,185,000	1,300,000
Grants	1,185,000	1,300,000
Cost sharing	0	0
Subsidies	0	0
Programs and Contracts Total	108,816,245	82,565,260
Proprietary programs Total	78,380,275	53,103,900
Commissioned programs Total	30,435,970	29,461,360
Others Total	51,879	5,000,000
Reversal of provision for the anniversary events	0	0
Reversal of provision for repairs	0	5,000,000
Interest income	45,920	0
Miscellaneous	5,959	0
Total Ordinary Revenue Total	303,131,710	331,265,260
II Ordinary Expenses	FY2024 Results	FY2025 Budget
Programs and Contracts Total	271,019,918	296,857,800
Personnel Expenses Total	81,789,796	79,146,000
Executive remunerations (Programs)	6,935,320	6,624,000
Full-time employees (Programs)	41,627,612	41,550,000
Contract employees (Programs)	19,906,357	18,900,000
Temporary employees (Programs)	197,500	0
Commuting (Programs)	1,884,577	1,716,000
Legal Welfare (Programs)	11,238,430	10,356,000
Others	0	0
Other Expenses Total	189,230,122	217,711,800
Cost of sales	29,625,456	18,200,000
Travel and transportation (Programs)	9,027,055	5,641,000
Rent (Programs pro rata)	10,357,116	11,010,000
Water/utility (Programs pro rata)	536,131	444,000
Telecommunication (Programs pro rata)	1,514,875	1,080,000
Entertainment (Programs)	288,617	24,000
Meeting (Programs)	4,478,620	4,334,300
Outsourcing (Programs)	13,688,328	13,187,000
Rewards/compensation (Programs)	6,597,469	7,004,000
Grants	104,781,893	140,500,000
Cost sharing	2,692,804	8,308,000
Printing/publishing (Programs)	748,817	3,845,200
Advertisement/promotion (Programs)	234,621	56,000
Staffing services (Programs)	0	0
Provision for the anniversary programs	0	0
Provision for repair reserve	0	0
Others	4,658,320	4,078,300
Administrative Expenses Total	36,289,665	34,102,600
Personnel expenses Total	21,549,155	21,048,000
Others Total	14,740,510	13,054,600
Ordinary Expenses Total	307,309,583	330,960,400
III Non-Ordinary Revenue	FY2024 Results	FY2025 Budget
Gain on the previous fiscal year adjustment	1,500,000	0
IV Non-Ordinary Expenses	FY2024 Results	FY2025 Budget
Loss on the prior fiscal year adjustment for restricted net assets	3,217,470	0
V Changes in unrestricted net assets before taxes	-5,895,343	304,860
VI Corporate tax, resident tax, and business tax	70,000	70,000
VII Changes in unrestricted assets	-5,965,343	234,860
VIII Unrestricted net assets brought forward from the previous fiscal year	68,978,021	63,012,678
IX Unrestricted net assets brought forward to the next fiscal year	63,012,678	63,247,538

■ FY2025 Budget:
Breakdown Composition
of Revenues and Expenses



- Membership fees 5%
- Donations 68%
- Grants 0%
- Propriety programs 16%
- Commissioned programs 9%
- Other 2%



- Programs/ personnel 24%
- Cost of sales 5%
- Rent 3%
- Outsourcing / Rewards 6%
- Grants 42%
- Cost sharing 3%
- Programs / others 6%
- Administration / others 4%
- Administration / personnel 6%

■ Organization Profile

Organization name	Japan NPO Center
Representative	Makoto Oshima, Chairperson, Board of Directors
Establishment date	November 22, 1996
Certificate of Incorporation date	May 31, 1999
Registration date	June 1, 1999
Certification date as Approved NPO	June 16, 2011 (Original Approval), December 10, 2020 - December 9, 2025 (Current term of validity)

■ Board of Directors & Auditors Term: July 1, 2024 – June 30, 2026

Chairperson	Makoto Oshima	Board member, Kubikino NPO Support Center
Vice Chairperson	Mariko Kinai	Board member / National Director, World Vision Japan
Vice Chairperson	Hiroshi Yamazaki	Chairperson, Board of Directors, Whole Earth Nature School
Executive Director	Yoshifumi Tajiri	Executive Director, Japan NPO Center
	Yoichiro Abe	Advisor, Central Community Chest of Japan
	Yu Ishida	Chairperson, Board of Directors, Mori-no-Dengonban YURURU
	Satoshi Ohno	Executive Director / Managing Director, Ibaraki NPO Center Commons
	Takuya Okamoto	President & CEO, Chitose Kensetsu Inc.
	Chieko Kuribayashi	Representative, Toshima Kodomo Wakuwaku Network
	Asako Kondo	General Manager of Organization Promotion Headquarters, Japanese Consumers' Co-operative Union
	Shigeru Shimizu	Director, Regional Development Department, The Tokyo Chamber of Commerce and Industry
	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
Auditor	Natsuko Hagiwara	President, National Women's Education Center (NVEC)
	Kaori Fujieda	Board member / Managing Director, Social Coordinate Kanagawa
	Yoshiteru Horie	President, Association for Aid and Relief (AAR), Japan
	Yukiko Miki	Chairperson, Board of Director, Access-info Clearinghouse Japan
	Hiroaki Yoneyama	Chairperson, Board of Directors, Foodbank All Japan
	Isamu Oba	Satellite Office
	Kenichiro Kawasaki	Lawyer, Representative Partner, Waseda Legal Commons, LPC

(Names, affiliations, and positions are as of July 1, 2025)

■ Councilors Term: July 1, 2025 – June 30, 2027

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)

Manami Uchiyama	Board member & Managing Director, Fukushima NPO Network Center / Director-General, Fukushima Community Organizations Support Center (Fukushima Saposen)
Shoma Okamoto	Representative Director, Sakura Line 311
Taro Okabe	Chairperson, Tanpopo-no-ie
Chieko Okuyama	Chairperson, Kosodate Hiroba Zenkoku Renraku Kyogikai (Japan Association of Parents' and Children's Gatherings)
Yuko Oyama	Board Member, Environmental Partnership Council (EPC)
Kie Kashiwagi	Board Member & Chief Researcher, Shimins Seeds Research Institute
Chisato Kitanaka	Co-Representative, All Japan Women's Shelter Network
Daichi Konuma	CEO, Cross Fields / Co-representative, Japan Association of New Public
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
Keiji Nishizawa	Chairman, Committee on Corporate Behavior & SDGs, Japan Business Federation (Keidanren) / Advisor, Sampo Japan Insurance.
Masanori Handa	Deputy Director, Kochi Council of Social Welfare
Michihiro Horaku	Director, SEIN Community Lab / Chairperson, Senboku Community Development Foundation
Megumi Mizusawa	Executive Director, Japan NGO Center for International Cooperation (JANIC)
Shinnosuke Minami	Chairperson, Ichimannin Idobata Kaigi (Ten Thousand People's Community Forum)
Yo Mouri	Chairperson, Tottori Prefectural Citizens' Activity Promotion Center

(Names, affiliations, and positions are as of July 1, 2025)

■ Staff Members As of July 1, 2025

Kenji Yoshida	Managing Director		
Eiji Ueda	Deputy Managing Director		
Kazuho Tsuchiya	Program Leader		
Miyuki Shimizu	Hikaru Chiyoki	Yuko Mitsumoto	Masaki Murao
Katsuko Yamawaki	Hideo Watanabe	Wakaba Adachi	Sumie Arai
Masayuki Isono	Yuki Okimoto	Machi Orime	Masayuki Sato
Kaho Shinohara	Yayoi Yamamoto	Koichiro Yoshimitsu (Seconded from Kao Corporation)	

■ Research Fellows Shuhei Shiino Yumiko Tanimoto



JAPAN NPO CENTER



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English Website: <https://www.jnpoc.ne.jp/en>

NPO Hiroba (NPO Database): www.npo-hiroba.or.jp

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Website



Japanese
Website

