

# 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**

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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.



### 1. 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.

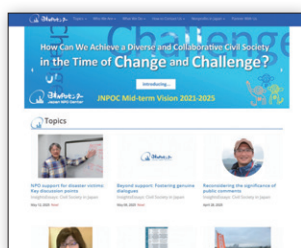
#### ■ Changes in FY2021-FY2024

|                                                                | 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.

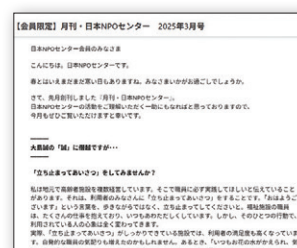


##### Japan NPO Center Monthly launch

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.

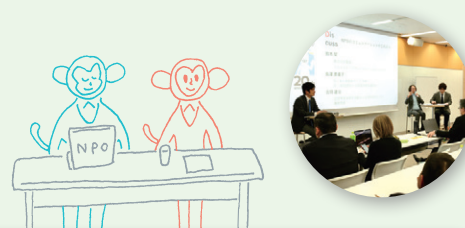
#### FY2024 Results

#### 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.

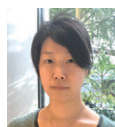
**FY2024 Overview**

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.



**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

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.

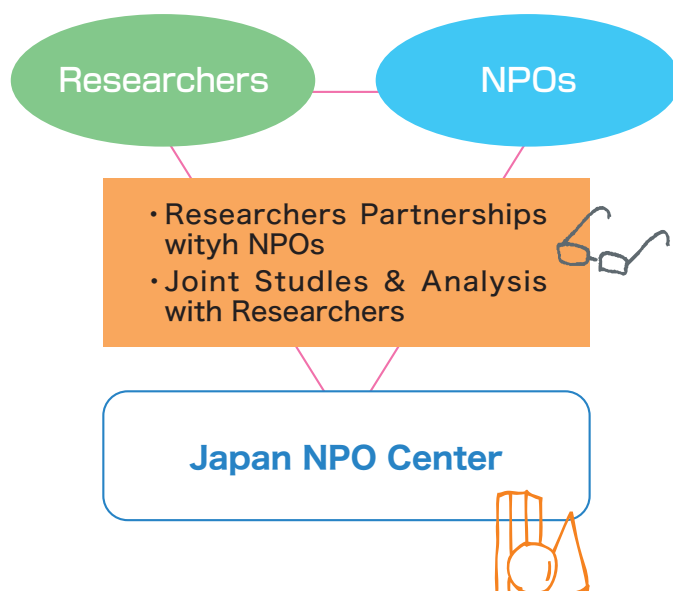
#### Voices from our staff



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                                                                                                                                                                                          |
|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corporate-Led Giving</b>        | 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"> <li>• Preliminary research</li> <li>• Identifying and listing candidate NPOs</li> <li>• Conducting interviews with selected organizations</li> </ul>                      |
| <b>Employee-Recommended Giving</b> | 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"> <li>• Verifying eligibility of proposed recipient organizations</li> <li>• Conducting interviews with nominated groups</li> </ul>                                         |
| <b>Project-Based Giving</b>        | 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"> <li>• Consulting on theme design and project framework</li> <li>• Recommending and selecting partner organizations</li> <li>• Providing administrative support</li> </ul> |

## 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

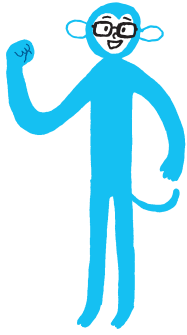
**Recovery support through NPO partnerships:**

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                                                                                                                                                                                                                                                      |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Informationization Support | <b>Promoting NPOs' information disclosure</b><br><ul style="list-style-type: none"> <li>Managing and operating <i>NPO Hlroba</i> (NPO database website)</li> </ul>                                                                                             |                                                                                                                                                                                                                                                                                        |
|                            | <b>Supporting NPOs' IT use</b><br><ul style="list-style-type: none"> <li>Managing TechSoup Japan, an IT donation / discount and IT support program for NPOs</li> <li>Digital Infrastructure Enhancement Program</li> <li>NPTech Initiative</li> </ul>          | TechSoup Global, Adobe, Amazon Web Services, Dell Technologies, Microsoft, Slack, Sorimachi, Mediator, and other domestic/international IT companies<br><br>TIS<br>ITOCHU Techno-Solutions (CTC), Intel, NTT Data Group, TIS, Dell Technologies, and National Women's Education Center |
| Training & Exchange        | <b>For NPO Support Centers</b><br><ul style="list-style-type: none"> <li>Training Program to Enhance the Capacity to Support NPOs</li> <li>Workshop for Strengthening Organizational Capacity of NPOs/NGOs</li> </ul>                                          | Panasonic Holdings<br><br>Panasonic Holdings                                                                                                                                                                                                                                           |
|                            | <b>For NPOs</b><br><ul style="list-style-type: none"> <li><i>Tomo-civi</i>, a learning community for building civil society together</li> <li><i>Tsutaeru Kotsu</i> (Communication Skills for NPOs)</li> <li>Organizational Capacity-Building Forum</li> </ul> | Dentsu; NPO PR Improvement Committee<br><br>Panasonic Holdings                                                                                                                                                                                                                         |
|                            | <b>For Corporations</b><br><ul style="list-style-type: none"> <li>Businesses and NPOs Gathering (Initiatives for promoting collaboration and Interaction between businesses and NPOs)</li> <li>Qadai Lab</li> </ul>                                            | One Percent Club of the Japan Business Federation<br><br>Dentsu (Dentsu B Team)                                                                                                                                                                                                        |
| Consultations              | NPO referrals and checks<br>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 (JVOD) |
|                                      | 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  |                   |

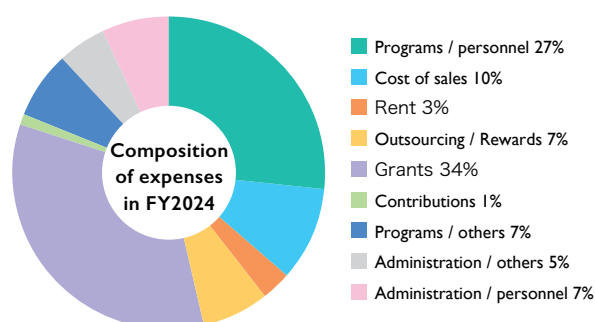
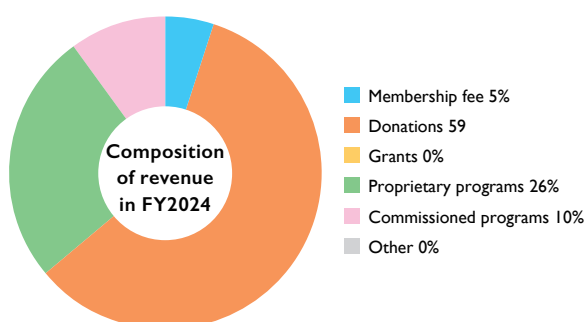
The activity report, statement of activities, balance sheet, and inventory of assets for FY2024 were audited by Auditors Kenichiro Kawasaki and Isamu Oba, and they were found to be accurate and compliant with the laws and regulations.

## Balance Sheet (as of March 31, 2025)

(Unit: Japanese Yen)

| Account                                                               | Amount       |             |             |
|-----------------------------------------------------------------------|--------------|-------------|-------------|
| <b>I Assets</b>                                                       |              |             |             |
| 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 |
| <b>II Liabilities</b>                                                 |              |             |             |
| 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  |
| <b>III Net assets</b>                                                 |              |             |             |
| 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



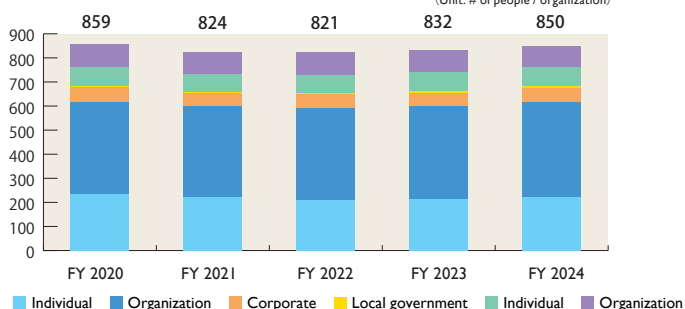
## Number of members (as of March 31 in each year)

(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     | 388     |
|                    | Corporate        | 59      | 55      | 55      | 53      |
|                    | Local government | 6       | 6       | 6       | 6       |
| Associate          | Individual       | 77      | 72      | 76      | 79      |
|                    | Organization     | 99      | 93      | 92      | 93      |
| 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

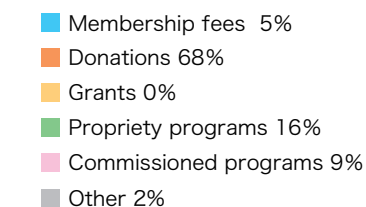
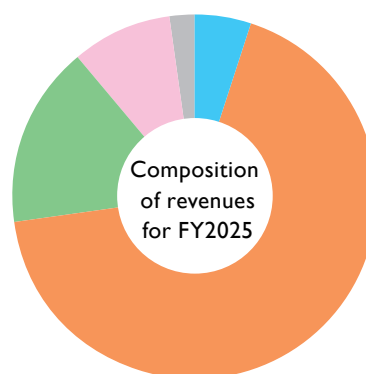
**Supporting Long-Term Recovery and Leadership** We are updating the 15 Core Competencies for NPO Leaders—originally developed after the disaster—and launching new training based on the revised text. Alongside the Great East Japan Earthquake Local NPO Support Fund, we continue to provide sustained assistance 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                  |
| <b>Total Ordinary Revenue Total</b>                                        |  | <b>303,131,710</b> | <b>331,265,260</b> |
| 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         |
| <b>Ordinary Expenses Total</b>                                             |  | <b>307,309,583</b> | <b>330,960,400</b> |
| 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



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

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

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

## ■ Staff Members

As of July 1, 2025

|                        |                          |
|------------------------|--------------------------|
| <b>Kenji Yoshida</b>   | Managing Director        |
| <b>Eiji Ueda</b>       | Deputy Managing Director |
| <b>Kazuho Tsuchiya</b> | Program Leader           |

|                         |                       |                                                               |                      |
|-------------------------|-----------------------|---------------------------------------------------------------|----------------------|
| <b>Miyuki Shimizu</b>   | <b>Hikaru Chiyoki</b> | <b>Yuko Mitsumoto</b>                                         | <b>Masaki Murao</b>  |
| <b>Katsuko Yamawaki</b> | <b>Hideo Watanabe</b> | <b>Wakaba Adachi</b>                                          | <b>Sumie Arai</b>    |
| <b>Masayuki Isono</b>   | <b>Yuki Okimoto</b>   | <b>Machi Orime</b>                                            | <b>Masayuki Sato</b> |
| <b>Kaho Shinohara</b>   | <b>Yayoi Yamamoto</b> | <b>Koichiro Yoshimitsu</b><br>(Seconded from Kao Corporation) |                      |

|                           |                      |                        |
|---------------------------|----------------------|------------------------|
| <b>■ Research Fellows</b> | <b>Shuhei Shiino</b> | <b>Yumiko Tanimoto</b> |
|---------------------------|----------------------|------------------------|



JAPAN NPO CENTER



## Japan NPO Center

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Original copy published in July 2025

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