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THE TOYOTA FOUNDATION

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The Second Coming of China and India

Shosaburo Kimura

President, The Toyota Foundation

On May 1, 2004, the European Union expanded to the east, north, and south as its membership increased from 15 to 25 nations. In April 1951, France, West Germany, Italy, Belgium, Luxembourg, and the Netherlands signed the Treaty of Paris, establishing the European Coal and Steel Community, the first step toward today's EU. Yet who then could have imagined the EU in its current form?

It is easy to criticize the problems and difficulties the enlarged EU faces. But what cannot be denied is the giant, steady strides that the countries of Europe have taken from being nineteenth-century-style nation states toward becoming a twenty-first-century-style continental composite state. Instead of its previous 11 official languages, the EU now has 20: Czech, Danish, Dutch, English, Estonian, Finnish, French, German, Greek, Hungarian, Italian, Latvian, Lithuanian, Maltese, Polish, Portuguese, Slovakian, Slovenian, Spanish, and Swedish.

As a uni-national state sandwiched between two continental composite states—the United States to the east and the EU to the west—how should Japan conduct itself?



In addition to the developments of the past 50 years, the US securities firm Goldman Sachs forecasts that over the next half-century the so-called BRICs countries (Brazil, Russia, India, and China) will advance to such an extent that in 2050 China will have the world's highest gross national product (\$44 trillion), followed by the United States (\$37 trillion) in second place, India (\$25 trillion) in third, Japan (\$6 trillion) in fourth, Brazil (\$6 trillion) in fifth, Russia (\$5 trillion) in sixth, and Germany, Britain, and France (each \$3 trillion) in seventh, eighth, and ninth.

With the world at such a historic turning point that this bold prediction might well come true, in October 2004 the Toyota Foundation celebrates its thirtieth anniversary. In the next 30 years, China may take over the mantle of global economic champion from the United States. China, like America, is a continental composite state and a federal country. It is time for Japan, which learned so much from China and India in exchanges that began over 1,000 years ago, to launch new economic, diplomatic, and cultural policies that place China and India in Japan's direct field of vision once again. Indeed, work on this has already begun in the economic field.

Just as Japan is being forced to review its entire foreign policy, in light of the structural shift affecting the whole of Asia the Toyota Foundation has no choice but to review its Southeast Asian Programs, to which it has devoted considerable energy. At the same time, in this period of major global transition, how can the Foundation tap Japan's natural qualities, merits, and attractions to contribute to the prosperity and happiness of Asia as a whole?

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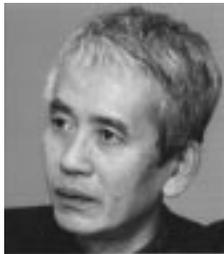
I believe that the answer lies in raising the technological strength that Japan has cultivated to a level where it becomes a form of globally attractive cultural capacity and in polishing this cultural capacity with every kind of wisdom regarding colors, shapes, ways of living, and life itself.

The Advisory Committee on the Toyota Foundation's Vision and Initiative

Takeshi Ryusawa

Chair, Advisory Committee on the Toyota Foundation's Vision and Initiative

The Advisory Committee on the Toyota Foundation's Vision and Initiative was launched by the Foundation in October 2003. The committee, which meets once a month, presented its First Interim Report to the Foundation in February 2004. I would like to take this opportunity to provide a little supplementary information about the committee and its report.



The task assigned to the committee by the Managing Director of the Foundation has two main features. First, the committee has been commissioned to examine every aspect of the Foundation's activities—from its programs and management policies and systems to its concepts and mission—and present proposals for reform to coincide with the Foundation's thirtieth anniversary. Second, although the committee will operate for a term of two years, the Foundation intends to swiftly implement the committee's concrete reform proposals as they are produced, rather than receiving a comprehensive report at the end of the two-year period. It should be noted that the Foundation's activities are governed by a management system centering on the Board of Directors and the Secretariat; the Advisory Committee is a consultative body and does not implement policies. Decisions about whether to implement the committee's recommendations—including, of course, judgments on the suitability of those recommendations—are taken by the Board of Directors and the Secretariat. The committee's assignment is to examine the full range of the Founda-

tion's activities and to produce reports outlining practical reform suggestions. The committee regards highly the decision by a private-sector foundation of such tradition and public repute to conduct a frank review of its own activities, shed light on areas that should be reformed, and swiftly implement recommended measures. Equally, the committee must accept that the task entrusted to it places on its shoulders a heavy responsibility. This is why the committee's discussions were marked by high expectations of the Foundation and, at times, by harsh criticism of the current situation.

The Advisory Committee has nine members: Kang Sang-Jung (Professor, Interfaculty Initiative in Information Studies, Graduate School of Interdisciplinary Information Studies, University of Tokyo), Ken'ichi Goto (Professor, Graduate School of Asia-Pacific Studies, Waseda University), Narifumi Tachimoto (Professor, Institute of Global Humanics, Chubu University), Koji Tanaka (Director, Center for Southeast Asian Studies, Kyoto University), Hisao Nakai (Director, Hyogo Institute for Traumatic Stress), Takeshi Hamashita (Professor, Center for Southeast Asian Studies, Kyoto University), Yumiko Himemoto (Chief Program Officer, Toyota Foundation), Kazue Iwamoto (Senior Advisor, Toyota Foundation), and myself. All of the external committee members have been involved with the Toyota Foundation's activities in the past and, needless to say, hold its work in high esteem. Having read vast amounts of material (documents collected during the compilation of a 30-year history of the Foundation, which is taking place alongside the Advisory Committee's deliberations, and documents requested by committee members during their discussions), the committee members hold long, lively discussions every time they convene. It should be noted that the Managing Director's role in the committee's proceedings is to pose questions; he is not a member of the committee. To ensure the objectivity of its deliberations and reports, the Advisory Committee has ruled that the Managing Director has the status of an audience member and can speak only when requested by the committee to explain a document or an aspect of the Foundation's activities.

The Advisory Committee had a choice between two approaches: It could begin by tackling the highly abstract issues of the Foundation's concepts and mission and then move on to the programs and management system, or it could first focus on individual programs and how they are currently operated. In the end, the committee chose the latter course, opting

to examine more concrete matters, rather than starting with abstract discussions. But in order to tackle practical matters, committee members need common standards for evaluating the overall state of the Foundation's activities and for making judgments about the individual programs that make up these activities. In other words, they need to have a shared basic perspective on their deliberations.

Looking, for example, at the distribution of budgetary resources, while it is true that selection methods and the characteristics of the selection committees vary from program to program and that these differences stem from the unique history of each program, there are in this setup inherent problems. Following some discussion, in its First Interim Report the committee established five interim criteria for the Foundation's activities. The criteria are (1) that programs should have clearly defined objectives, (2) that priority fields should be identified and budget allocations optimized under a strategy of selection and concentration, (3) that horizontal development across multiple fields is needed, (4) that selection processes should be fair and transparent, and (5) that programs and systems should be appropriate for a private foundation. In summary, the Advisory Committee laid out the direction the Foundation should take while thoroughly examining the Foundation's current programs and how they are managed from these five perspectives.

The Foundation's Southeast Asian Programs were a particular focus of attention in the First Interim Report. Four of the external committee members can broadly be described as experts in Southeast Asian research and possess the insight to place the Southeast Asian research conducted in this region and in Japan within a broader context. From an early stage, they and the other committee members agreed that, viewed from the perspective of the five criteria listed above, the current Southeast Asian Programs should be fundamentally reviewed. The First Interim Report proposed "the termination of the Southeast Asian Programs as a separate area of endeavor." This, of course, does not mean ceasing to accept applications from Southeast Asia. In the committee's opinion, what is required is to place grant applications from Southeast Asia and grants to this region within a more horizontal, multi-tiered framework. We believe that the duty of the Foundation as a pioneer in its field—and, moreover, the challenge for the Advisory Committee—is to formulate a new program framework that taps the experience and expertise accumulated by the Foundation during its first 30 years.

A Milestone for Foundation Reform

Norio Kanie

Managing Director, The Toyota Foundation

At a meeting of the Board of Directors in October 2003, a decision was taken to establish the Advisory Committee on the Toyota Foundation's Vision and



Initiative to consider the Foundation's mid- and long-term vision and other matters. As the Foundation approaches its thirtieth anniversary in October 2004, the committee was launched to prepare the Foundation for new developments in its activities.

The first step taken to mark this coming anniversary was the

launch in April 2003 of the Committee on 30-Year History Compilation to oversee the production of a book tracing the Foundation's 30-year history. Following a decision by the Board of Directors, the Compilation Committee has also begun its work. We envision that the 30-year history, which is scheduled to be completed in three years, will be a publication that looks back on the Foundation's activities so far while also pointing to the future. We originally planned for the history to be compiled by members of the Foundation staff. However, Yujiro Hayashi, the Foundation's first Executive Director and a member of the Board of Trustees, pointed out that what is required in a history book is historical fact, not historical views, and that to have the book compiled by staff alone would restrict the work's objectivity, which is the most important quality in such a book. That is why we formed a compilation committee that includes not only those members of staff previously assigned but also directors, trustees, selection committee members, and publishing experts and will, therefore, be able to consider issues from a variety of perspectives. It is, if you like, a "hybrid" committee composed of a mixture of internal and external members. Mr. Hayashi himself, of course, has become one of the compilation committee members. The committee, whose lively discussions run for several hours at each session, had met 10 times as of April 2004.

As those involved in the Compilation Committee's work have researched and gathered information, it has gradually become clear that the scope of the Foundation's history and achievements extends far beyond what has so far been publicly presented.

I believe that my predecessors at the Foundation have made vast accomplishments. Much of its success has been due to the many talented people that have been involved in its work. However, a certain amount of institutional exhaustion is bound to appear in the systems of any organization that has been operating for nearly 30 years. Only recently did the number of staff at the Foundation rise above 20. In the beginning it had fewer than 10 staff members, and even during its period of stability there were barely more than 10. In the past few years the number of new faces has increased, and this has made it difficult to carry on some aspects of the Foundation's important "institutional memory," such as the sense of mission and the passion that marked the Foundation immediately after it was founded. Recently there have also been concerns that some staff members lack the desire to learn from the Foundation's institutional memory and that the qualities required by program officers are not sufficiently understood. There have also been signs of overlap among the Foundation's programs, and some of the ways in which projects are selected need to be reviewed to ensure transparency and fairness. What is more, a decade of low interest rates has put a severe squeeze on the Foundation's finances.

With this situation in mind, I came to the conclusion that the time had come to reform the Foundation. When considering reforms, it is important to distinguish between things that must not be changed and things that should be changed. One must have a clear understanding of the Foundation's strengths and weaknesses and must not meddle with things that are beyond its capacity. Last summer, as I recognized the need to consider the Foundation's vision, I began to think about setting up some sort of body for this purpose. I also came to realize that a body composed solely of Foundation staff members would only come up with reform proposals of limited scope. It is extremely difficult to think up proposals for fundamental reform while carrying out one's everyday duties, especially as the reforms may sometimes involve discontinuing aspects of one's own work. I then came to think that the process of formulating reform proposals should be separate from that of implementing them, in other words, that an advisory committee should consider questions put to it by the Foundation and come up with answers, while the task of putting the committee's suggestions into action would be left to the Foundation's Board of Directors and Secretariat. As with the 30-Year History Compilation Committee, I envisioned that the

Advisory Committee would be a "hybrid" composed of a mix of members from inside and outside the Foundation. Takeshi Ryusawa, a member of the 30-Year History Compilation Committee, and Kazue Iwamoto, a member of the Foundation staff, were invaluable sounding boards as I mulled over these issues. I consulted them because I felt that the task of reforming the Foundation fitted neatly with the compilation of the 30-year history. Selecting people to serve on the Advisory Committee from among the possible candidates was a big challenge. The committee members would need a thorough grasp of the Foundation's position and would have to back the goal of reforming the Foundation wholeheartedly.

Throughout the month of September I was engaged in selecting candidates for the committee. Fitting this task around other Foundation business, I traveled around Japan—to Tokyo, Aichi, Kyoto, Hyogo, and other places—to meet the candidates in person, explain the significance of reforming the Foundation, and ask them to join the committee. As a result, at the October 2003 Board of Directors meeting I was able to put forward Takeshi Ryusawa as chair; Kang Sang-Jung, Ken'ichi Goto, Narifumi Tachimoto, Koji Tanaka, Hisao Nakai, and Takeshi Hamashita as external members; and Foundation staff members Kazue Iwamoto and Yumiko Hime-moto as internal members of the Advisory Committee on the Toyota Foundation's Vision and Initiative. As I have mentioned, Takeshi Ryusawa, the chair of the Advisory Committee, is also a member of the 30-Year History Compilation Committee in his capacity as a publishing expert who is thoroughly versed in the social sciences and the humanities. He has contributed some highly perceptive comments to the Compilation Committee, and I can think of no one more suited to chairing the Advisory Committee. Kazue Iwamoto, meanwhile, is a pioneer as a program officer who traveled around Southeast Asia at the behest of Executive Director Hayashi in the early days of the Foundation and has achieved many things for it. She left once but has now returned as a consultant. Yumiko Himemoto is a 17-year veteran of the Foundation's Southeast Asian Programs and was selected in April 2003 to lead those programs. Despite many tough challenges during the transition period of these programs, she made an invaluable contribution to the development of the Southeast Asian Studies Regional Exchange Program (SEASREP), which has an excellent international reputation.

At its monthly meetings, the Advisory Committee

holds lively discussions lasting more than half a day. In January 2004 the Advisory Committee held a two-day gathering at the Toyota Commemorative Museum of Industry and Technology in Nagoya, an institution about which the Foundation had suggested ideas at the time of its founding. Besides attending the meetings, committee members also have to read vast amounts of supporting materials. The committee has heard the opinions of the Foundation's three program leaders, as well as those of its young program officers. Following six months of determined activity, the Advisory Committee presented its First Interim Report in February 2004. The interim report was produced because it was thought that the Board of Directors and the Secretariat would have difficulty producing action plans to implement the committee's various recommendations if these were compiled into one final report. The Foundation has solemnly accepted the Advisory Committee's interim report.

The new fiscal year that began in April 2004 is the first year of Foundation reform. The Secretariat paid due respect to the Advisory Committee's interim report when drawing up plans for the new year and submitting them to the Board of Directors. It is often said that reforms cause pain, and a certain amount of discomfort may be unavoidable. Indeed, one must experience some pain in order to give birth to something new. No organization will make progress if it is marked only by an attachment to the familiar and continued inertia. The Foundation must be flexible in a variety of areas, because it demands this same flexibility from grant recipients. We must continue our efforts while never losing sight of our basic purpose, which is to contribute to society.

Management Plan for Fiscal 2004

Keisuke Sasaki

Secretary General, The Toyota Foundation

In the management plan for fiscal 2004, the contents and operating procedures of the Toyota Foundation's various programs were broadly reexamined and revised based on the First Interim Report of the Advisory Committee on the Toyota Founda-



ation's Vision and Initiative. The following changes were made to the programs.

(1) Research Grant Program

- As this is a period in which preparations are being made for a complete overhaul of the program, there will be no changes in fiscal 2004, and the basic theme will remain "Creating a Society with Pluralistic Values."
- The structure of the Selection Committees that examine applications for grants has been reevaluated, however. With regard to Category B grants for joint research projects, whereas there had previously been a separate selection committee for each of the three categories of humanities, society, and the environment, these have now been consolidated into a single committee. This step was taken to allow committee members to fully evaluate projects in the interdisciplinary fields and across research areas.

(2) Grant Program for Civil Society

- Though the Advisory Committee plans to continue discussions with regard to the future shape of the Grant Program for Civil Society, a reevaluation of operational aspects of the program will be carried out in fiscal 2004.
- Regarding Grants for Projects on Civil Society, in addition to shifting from a framework of non-publicly solicited applications to one of publicly solicited applications, a Selection Committee will be established to screen applications.
- Regarding Grants for Citizens' Activities, applications for which have up to now covered a wide variety of areas, thematic and disciplinary guidelines will be narrowed and a suitable Selection Committee established.

(3) Southeast Asian Programs

- The Research Skills Training Program will be terminated and integrated into the Southeast Asian National Research Program (SEANRP). Only those projects that place a high priority on training young researchers will be transferred to SEANRP.
- The newly consolidated SEANRP will be added to the roster of the Research Grant Program in fiscal 2005. As preparation for this, in fiscal 2004 the application system will be amended to publicly solicit applications, and applications will be screened by the Selection Committee based on discussions among all its members.
- The Regional Collaboration Grants of the South-

east Asian Studies Regional Exchange Program (SEASREP) will be transferred to the SEASREP Council in Manila in April 2005.

(4) Foundation Initiative Grant Program/Research Report Grant Program

Expansion of these programs has been considered, and it has been decided to increase their budgets.

Budget for Fiscal 2004

(Unit: ¥1,000)

Program	Amount
Research Grant Program	
Research Grants (Category A)	45,000
Research Grants (Category B) *	120,000
Grant Program for Civil Society	
Grants for Citizens' Activities	40,000
Grants for Special Projects on Civil Society	15,000
Southeast Asian Programs	
Southeast Asian National Research Program (SEANRP)	71,500
Southeast Asian Studies Regional Exchange Program (SEASREP)	38,500
Foundation Initiative Grant Program	60,000
Research Report Grant Program	20,000
Total	410,000

* Includes the "Asian Neighbors' Network" and "Special Subjects: Roots of Japanese Modernity" subprograms

Compiling the 30-Year History of the Toyota Foundation

Yoshiko Wakayama

General Manager, 30-Year History Compilation Office

The Toyota Foundation will mark the thirtieth anniversary of its founding on October 15, 2004. In order to compile and publish a definitive 30-year history of the Foundation, the Committee on 30-Year History Compilation was launched in April 2003. The committee



is chaired by Foundation Managing Director Norio Kanie and includes the following members: Foundation Trustee and former Executive Director Yujiro Hayashi; Director Yoneo Ishii, who previously served as chairman of the Selection Committee for International Grants

and as chairman of the Selection Committee for the "Know Our Neighbors" Program; Director Hideo Yamaguchi, a former managing director; Ryuho Hayama, director of NTT Publishing; Takeshi Ryusawa, an advisor with Transart and a former managing editor and member of the board of Heibonsha; Foundation Senior Fellow Masaaki Kusumi; and Foundation Senior Adviser Kazue Iwamoto.

Committee Chairman Kanie said of his hopes for the project to compile the 30-year history, "As we approach the thirtieth anniversary of the Foundation, an important landmark, it is an excellent opportunity both to review the past and to open the door to the future. I would like to seize the opportunity to revive the energy of the time when the Foundation began and to seek out new challenges. I would like to make the 30-year history of the Foundation something that can be regarded highly by people both in Japan and abroad, as well as by future generations. I hope that it will draw on the vitality of those currently working for the Foundation and that it will be read as a social history by those who have been involved with the Foundation in the past."

The Formation of the Compilation Committee

The committee formed to compile the history met eight times between May and November 2003. It decided on a basic plan for the compilation and expressed from a broad viewpoint the direction the project would take. I would like to introduce here some of the debate that took place within the committee.

It was decided that the chronicle would focus on the five main actors involved in Foundation activities: the founder, the Board of Directors, the Selection Committees, the program officers, and the grant recipients. The founder is Toyota Motor Corp., while the Board of Directors acts as the supreme decision-making body of the Toyota Foundation. The Selection Committees, which were established within each of the grant programs operated by the Foundation, review applications for grants and present the results to the Board of Directors as recommendations. The Selection Committees also assist the program officers in their day-to-day duties. The program officers are the Foundation's specialists. It is through the grant recipients that the work of a foundation is most visible to society, as these are the people who use grant funds to conduct projects.

Regarding the historical nature of the Toyota Foundation, the relationship between a foundation and its founder will generally be the decisive factor

in the nature of that foundation, and this is an issue that has been debated repeatedly during the 30-year history of the Toyota Foundation. In particular, while ours is a foundation that was established by a corporation, the founding corporation decided to draw a clear line separating its activities and policies from those of the Foundation. Reading through historical documents reconfirms that the Toyota Foundation was created to be an independent private-sector foundation that would serve the public interest.

Program officers are specialists who investigate, plan, and implement on behalf of the grant programs. They have the ability to grasp the needs of society when those needs are still nascent, they form advanced human networks around the issues they uncover, and they stay in the background in the implementation of the program. In other words, the ideal candidates are people who perform their roles magnanimously behind the scenes, rather than seek the limelight for themselves. At the same time, specialist knowledge is required. At the time the Foundation was created, no one knew anything about the role that program officers would play, so an image of program officers appropriate for a Japanese foundation was created after observing and learning from foundations in the West. At this time, though, much depended on the personal qualities of individual program officers, so when the operation of the Foundation became more systematized, the role of program officers was taken up again.

Looking at the financial aspects of the Toyota Foundation, the committee examined the circumstances between 1997 and 1999, when Toyota Motor Corp., the Foundation's founder, expanded the Foundation's endowment by a total of ¥20 billion. It is clear that this was the result of a top-down decision made by Toyota Motor that the Foundation somehow had to be allowed to continue providing the same level of grants at a time of ultralow interest rates. The committee also heard reports on the Foundation's relationship with the Ministry of Public Management, Home Affairs, Posts, and Telecommunications (formerly the Prime Minister's Office), the government body overseeing the Foundation.

Plans for the 30-Year History Book

Based on discussions like these within the 30-Year History Compilation Committee, the format of the book that will be produced is under consideration. I would like to introduce the outline as a sort of interim report. The 30-year history will consist of two parts: a main book and an appendix for data. While

focusing on the five groups of people mentioned above and their roles in the Foundation's activities, the main book will also present a chronological history of the Foundation, including the development of the grant programs. The book will weave a rich, three-dimensional tapestry of the Foundation and the people involved with it and will feature interviews with and contributions from such people as the chairman, president, executive director and managing director, directors, auditors, trustees, selection committee members, and grant recipients. We would also like to devise a way to place the Toyota Foundation's first 30 years within a larger historical context. While the centerpiece of the appendix for data will be information on the roughly 6,000 grants provided by the Foundation, the question of how the most important of these results should be presented is a topic for further debate.

The 30-year history of the Toyota Foundation is slated for publication in March 2006. The English version will be a condensed version of the original Japanese book and will be released after the Japanese version.

As a Member of the Compilation Committee

What is the emerging spirit of the Toyota Foundation, which was founded 30 years ago? In order to have this understood not just by Japanese but by thoughtful people around the world, I have included my thoughts as opening remarks in the Foundation's annual report, which shares with society the activities of the Foundation. Rather than simply being my own personal opinions, a thorough debate was held within the Foundation ahead of the publication of these opening remarks in order to ensure that they reflect the view of the Foundation as a whole. As a result of the many discussions and debates, I found that I myself learned a great many things. It was also good to know that these were not simply my own individual ideas but that they have come to be shared by the Foundation as a whole.

Such considerations from the Foundation's early years are proving to be an important part of the record of the various periods in the Foundation's history, as well as a source of inspiration as we look to



return to our roots. I am pleased that this sense is being strengthened by the Compilation Committee. (Yujiro Hayashi)

* * *

I am very pleased to be able to participate as a member of the 30-Year History Compilation Committee. This is because the Toyota Foundation is well aware of the significance of the compilation of its history, is aiming to create something that will be useful for years to come, and is approaching the task with a near ideal level of careful preparation in terms of personnel, funding, and time; I sense this very keenly each time I attend the meetings of the committee. Two of the people on the committee are veteran professional editors, and efforts will be overseen by the general manager, who has a wealth of experience. The resulting history will present the rich experience of the Toyota Foundation in grant activities in a way that other Japanese grant-providing foundations, which are still at their embryonic stage, can learn from. This history will undoubtedly contribute greatly to the future development of grant-providing foundations in Japan. I eagerly hope the history can be completed as soon as possible. (Yoneo Ishii)



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It is difficult to get people to understand the motivation of a foundation; the number of people who do are limited. As an individual, I wanted to test the possibilities of a private sector foundation within Japanese society, and I worked to publicize its efforts. I heard, however, that some people felt I did not do anything to help my company. Many of the things that benefit society, though, are of little use to a company. Moreover, the essence of a grant-providing foundation is to do its work without expecting it to be reported.



I moved from Toyota Motor Corp. to the Toyota Foundation in 1981 and retired in 1994. I remember our leadership thought up to that point that our work should be modest and steady. Afterwards, I served as a part-time member of the board of directors and auditor. By serving as a member of the Com-

pilation Committee since a year ago, however, I have been surprised by the changes in the Foundation. Rather than hastily reaching a conclusion, I would like for us to reconsider what the Foundation should be. There is no mistaking that the 30-year history of the Toyota Foundation will be a valuable resource. (Hideo Yamaguchi)

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I have been very moved each time I have had the opportunity to listen to the deep discussions among the people who built the very foundations of the Toyota Foundation and those who are working to create the organization's future vision. As the only complete outsider, and one without any special knowledge or experience that would allow me to make a contribution, I wondered why I was there. I recognized, though, that I was a fan and supporter of the Toyota Foundation, and I felt strongly that its activities were what led Japanese corporations to contribute to culture and that such contributions would not have taken place otherwise. I hope that we can put together a history of this independent, private-sector foundation that includes good points and bad, is enjoyable to read, and provides many hints for the future, a history of the Toyota Foundation that will set a precedent for other foundations with its directness and depth of thought. (Ryuhō Hayama)



View the First Interim Report of the Advisory Committee on the Toyota Foundation's Vision and Initiative on the Foundation's website (www.toyotafound.or.jp/etop.htm).

The Toyota Foundation welcomes responses from readers of the *Occasional Report*. Comments and questions should be addressed to the International Division, The Toyota Foundation, Shinjuku Mitsui Building 37F, 2-1-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-0437, Japan. The articles in the *Occasional Report* reflect the authors' opinions and do not necessarily represent the opinions of the Foundation.

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