

Targets and Achievements of Operational Reform

Since making a fresh start as an independent administrative institution in October 2003, we have been striving to improve our programs and operations for greater effectiveness, efficiency, and responsiveness to social needs.

In fiscal 2008, or the second year of our Second Mid-Term Plan (for the five-year period from fiscal 2007 to fiscal 2011), we continued to make steady progress toward achieving the Plan's targets and launched a new initiative to incorporate greater flexibility into our operation.

Mid-Term Plan: Operations of independent administrative institutions are guided by their approved mid-term (three- to five-year) plans, developed by the institutions based on the guiding plans for the corresponding period established by the respective ministers. The Japan Foundation successfully achieved the targets of its First Mid-Term Plan (three and a half years from October 2003 to March 2007). The Second Mid-Term Plan outlines specific targets and plans for the five years from April 2007 to March 2012.

More efficient operations and more flexible program implementation

Target 15% reduction in administrative expenses within the five years from fiscal 2007

▶▶ In the second year, we were able to reduce these expenses by 13.3% in total, primarily attributable to the relocation of our headquarters to Yotsuya, Shinjuku-ku in Tokyo in April 2008.

Target Annual reductions of at least 1.2% in the program operation costs funded by government subsidies

▶▶ We endeavored to reduce costs while maintaining the quality of programs by collaborating with other organizations, promoting price competition, focusing on prioritized programs, and other strategies.

Target Building stronger partnerships with other organizations

▶▶ We have partnered up with a number of domestic and international organizations including the operation of the Joint Research Institute for International Peace and Culture with a leading higher educational institute in Japan, and the Center for Japanese-Language Testing. At the same time, we undertook a greater number of commissioned projects and solicited donations, resulting in the growth of our revenues.

Target Increasing operational efficiency and flexibility

▶▶ We have consolidated some departments within our headquarters and language institutes, and empowered remaining departments by establishing internal teams initiatives which began in April 2009.

Target Expanding our global networks

▶▶ In addition to our overseas offices, our key partners include the members of the JF Nihongo Network (the Sakura Network) and those groups involved in the Face-to-Face Cultural Exchange Center project in China.

Seeking greater flexibility for more efficient program operations

The Japan Foundation Overseas Offices

- 1 The Japan Foundation, Seoul (est. 2001)
- 2 The Japan Foundation, Beijing (est. 1994)
- 3 The Japan Foundation, Jakarta (est. 1974)
- 4 The Japan Foundation, Bangkok (est. 1974)
- 5 The Japan Foundation, Manila (est. 1996)
- 6 The Japan Foundation Center for Cultural Exchange in Vietnam (est. 2008)
- 7 The Japan Foundation, Kuala Lumpur (est. 1989)
- 8 The Japan Foundation, New Delhi (est. 1994)
- 9 The Japan Foundation, Sydney (est. 1977)
- 10 The Japan Foundation, Toronto (est. 1990)
- 11 The Japan Foundation, New York (est. 1972)
(Including the Center for Global Partnership NY)
- 12 The Japan Foundation, Los Angeles (est. 1982)
- 13 The Japan Foundation, Mexico (est. 1987)
- 14 The Japan Foundation, Sao Paulo (est. 1975)
- 15 Istituto Giapponese di Cultura (est. 1972)
- 16 The Japan Foundation, London (est. 1972)
- 17 Japanisches Kulturinstitut (est. 1972)
- 18 Maison de la culture du Japon à Paris (est. 1975)
- 19 The Japan Foundation, Budapest (est. 1991)
- 20 The Japanese Culture Department "Japan Foundation" of the All-Russia State Library for Foreign Literature (est. 2008)
- 21 The Japan Foundation, Cairo (est. 1994)

