



**Musubie**

Certified Nonprofit Corporation  
Nationwide Children's Cafeteria Support Center



Certified Nonprofit Corporation  
Nationwide Children's Cafeteria Support Center Musubie

# Annual Report 2023



# Musubie

Annual Report 2023

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Kodomo means 'child,' and shokudo means 'cafeteria' in Japanese. However, the term 'Kodomo Shokudo,' which can be translated as 'Children's Cafeteria,' often carries a much broader meaning than the name suggests. It frequently refers to community-led initiatives that not only provide meals but also create inclusive spaces that bring together people of all ages.

## Our Logo



We established the Nationwide Children's Cafeteria Support Center Musubie out of a desire to revitalize communities and ensure that no child is left behind. We chose the name "Musubie," which means a "group of people connected by a common cause", in the hope of bringing like-minded people together.

Our logo expresses our desire to create a bright and compassionate future by connecting children's cafeterias, those who support children's cafeterias, and the children who represent our future.

## Musubie and SDGs



The Sustainable Development Goals (SDGs) are a call to action unanimously adopted by 193 member states of the United Nations in September 2015. There are 17 goals in total, including ending poverty in all its forms, ensuring good health and well-being, and developing sustainable cities and communities. The year 2030 has been set as the date by which to achieve the goals.

Musubie is working to contribute towards achieving six of the 17 SDGs.

## Message from the President



Recently, I had the opportunity to attend a community workshop in the Tohoku region of Northern Japan.

The workshop, held in a community of around 500 households, took place at the local community center located along the main prefectural road running through the heart of the area. This part of the community had been a hub for local services, including a daycare center and an elementary school. However, the community was facing a gradual decline in its social infrastructure due to a low birthrate and an aging population. The daycare had closed three years earlier, and the elementary school was scheduled to close that year. In response, local community members had come together to discuss potential solutions to the growing crisis.

Towards the end of the workshop, participants broke into smaller groups, with each group proposing ideas for how they could support the local community. One group of women suggested opening a café or community kitchen. With the daycare and elementary school both closing, they were concerned the area would lose its sense of community. Their idea was to create a space where people could meet and stay connected.

I'm not certain if this community café will ultimately come to fruition, or if it will call itself a Kodomo Shokudo if it does. However, I sensed that the motivation of these community members reflects the same spirit driving the spread of Kodomo Shokudo across Japan.

This is an example of grassroots self-determination and the foundation of democracy. These community members came together to take responsibility and take action for the benefit of their community—not for profit or because they were instructed to. They've taken the initiative in response to the weakening of social connections and are doing what they believe is necessary for the well-being of their community.

In the end, it doesn't matter whether the café calls itself a Kodomo Shokudo or not. What truly matters is that there are people who, rather than waiting for direction, take the initiative to identify what needs to be done and then take action. Equally important is that others are willing to support their ideas and collaborate in bringing them to life. It's these kinds of movements that give me hope for our society.

As of FY2023, we have identified 9,132 Kodomo Shokudo across Japan, a number nearly equivalent to the number of public junior high schools. Furthermore, we believe that many other projects across Japan, while not called Kodomo Shokudo, are based on the same principles and driven by people taking action for the same reasons. At Musubie, we are committed to supporting those individuals as well.

We must constantly reflect on whether we are doing enough to be recognized as an organization that stands in solidarity with all those who tirelessly work every day, regardless of whether they identify as Kodomo Shokudo.

**Yuasa Makoto**

President and CEO, Nationwide Children's Cafeteria Support Center Musubie  
 Social activist / Specially Appointed Professor,  
 Research Center for Advanced Science and Technology, The University of Tokyo





## About Musubie

### Creating a Society Where No One is Left Behind

A society that leaves no one behind is one where people feel connected and where each of us feels a sense of belonging. We believe that a Children's Cafeteria, or Kodomo Shokudo, where people of all ages—from young children to the elderly—can come together to share a meal, has the potential to foster such a society. At Musubie, we are committed to encouraging widespread participation in these Kodomo Shokudo and to ensuring that the movement continues to spread across Japan.



#### Vision

Create a society in which no one is left behind, by supporting children's cafeterias

#### Mission

We will establish a network of children's cafeterias throughout Japan to ensure that everyone has a safe place to go. We will enable members of the community to help shape the future by volunteering at children's cafeterias.

#### Action

We are working to create a society in Japan in which no one is left behind.

1. We support local children's cafeteria networks
2. We connect with corporations and organizations interested in community development to provide assistance to children's cafeterias
3. We conduct surveys and research and raise awareness to enhance community activities



## Messages from Regional Network Organizations

A range of support, collaboration, and partnerships is crucial for the sustainable operation of a Kodomo Shokudo. Seven years after our foundation, we have grown to 130 members, securing funding and supplies thanks to the information provided by Musubie. It's important to continuously reaffirm our goals and reflect on the kind of society we want to build together with the children who are part of it. I hope Musubie will continue to be proactive, maintaining the ideal balance of a child's perspective and enthusiasm alongside the practical approaches of adults.

**Egawa Kazuya**  
Co-Director  
Fukushima Kodomo Shokudo Network



Having the support of others who share the same aspirations is incredibly reassuring. An unexpectedly meaningful relationship has developed between the Musubie staff and us, and within the regional network, allowing us to share openly, as if we were friends or family. Through these connections, I've learned what intermediary organizations must do to provide stable and sustained support for the important work of Kodomo Shokudo. We are deeply grateful for the moral and material support we receive from Musubie as we continue working to enrich the lives of children and their communities.

**Fujino Naoko**  
Representative Director  
General Incorporated Association,  
Aichi Kodomo Ouen Project



## What are Kodomo Shokudo?

An introduction to Kodomo Shokudo based on research by Musubie in 2023.



### How many Kodomo Shokudo are there?

As of 2023, we identified 9,132 Kodomo Shokudo across Japan, nearly matching the number of public junior high schools and other compulsory education institutions combined. Kodomo Shokudo are voluntary, community-led initiatives found all over the country, and while centered around children, they serve as welcoming spaces where people of all ages can come together and connect over a meal. These spaces bring vitality to communities, provide the elderly with a sense of purpose, and help alleviate loneliness and poverty.

Source: 2023 National Survey of Kodomo Shokudo Numbers



### What are the objectives of Kodomo Shokudo?

According to our survey, the primary purpose of Kodomo Shokudo is to provide meals for children, with around 90% of respondents identifying this as the main goal. However, many other objectives were also highlighted. 80% of those surveyed indicated that "creating a welcoming space for children" was an important goal, 60% emphasized "supporting single-parent families," and roughly 50% cited "inter-generational exchange" and "community building" (multiple answers were allowed). Clearly, Kodomo Shokudo serve many purposes beyond simply providing meals.

Source: 2nd National Survey of Kodomo Shokudo



### Who uses and who runs Kodomo Shokudo?



In the survey, 80% of locations reported that at least one "preschooler" participated, 90% indicated involvement from "elementary school students," and 70% noted participation from "junior high to high school students (or under 18s)." Additionally, 70% of respondents stated that at least one adult aged 18-64 (excluding college and vocational students) participated, while 50% said that a senior citizen (aged 65 or older) had used their services demonstrating that Kodomo Shokudo are utilized by people of all ages. The organizations running them include citizen groups, volunteer organizations, non-profits (NPOs), and individuals.

Source: 2nd National Survey of Kodomo Shokudo



### What are some of the challenges faced by Kodomo Shokudo?



Common challenges faced by Kodomo Shokudo often revolve around funding and staffing. In our survey, the top concern was "publicizing and promoting the cafeteria to those in need (including families in poverty) and delivering support to them." This was followed by challenges such as "lack of funding," "staff shortages," and "difficulty providing individual support to families in need." Additionally, nearly 90% of respondents reported feeling the impact of recent price increases. (Data from survey conducted in June 2023)

Source: 8th Kodomo Shokudo Current Status and Challenges Questionnaire

\ Brought to you by Musubie staff /  
A rainbow of Kodomo  
Shokudo reports (Japanese)



In Yamagata Prefecture, we have established the Yamagata Support Center for the Creation of Children's Community Spaces within the Prefectural Social Welfare Council. This support center assists in the creation and management of community spaces that provide a comfortable and welcoming environment for children. The assistance we have received from across Japan through Musubie has been invaluable. As of the end of 2023, more than 80 cafeterias are active throughout Yamagata Prefecture. We are immensely grateful for the opportunity to participate in the national networking event and the Otakara Share Project, which allowed us to connect with many other intermediary organizations and gain valuable insights. We will continue to collaborate with Musubie toward building a community where everyone can live a fulfilling life.

**Abe Hikaru**  
Community Welfare Officer, Community Welfare Division  
Social Welfare Corporation  
Yamagata Prefectural Social Welfare Council



The number of Kodomo Shokudo in Ibaraki and in Japan has increased dramatically in the past few years. This has been possible thanks to the many people who share a desire to support children and who believe that there is something that they can do, as well as Musubie which provides them with support. Although each individual project may be small in scale, they are creating important community spaces, and contributing to child-centered community building. Musubie plays an important role in supporting these projects. As Musubie celebrates its fifth anniversary, I wish them even more success in the five years ahead.

**Ohno Satoshi**  
Executive Director / Secretary General  
Ibaraki NPO Center COMMONS,  
operating Support Center of Ibaraki  
for Community Kitchen for Children





Directors'  
RoundtableMeet Musubie's  
New Directors!


Musubie's new directors join  
a round-table discussion

Looking back  
over 2023 and  
envisaging the futureMusubie's  
New Directors!

Musubie celebrated its fifth anniversary in December 2023. In Fall 2023, we introduced a new directors system to foster a more autonomous and proactive culture and to strengthen governance within the organization. Directors were appointed for each main activity or function of the organization, including the following: Regional Network Support Projects; Collaborative Projects with Corporations & Partners; Surveys and Research Projects. Directors are responsible for meeting targets and producing results in their respective areas, and will be actively involved in managing the organization. Here, our four new directors look back on 2023 and discuss their hopes for the future.

**Endo Noriko**

Director of Collaborative Projects with Corporations & Partners  
Until FY2023, I was in charge of a project to utilize funds from dormant bank accounts. In my spare time, I enjoy cooking with my 2nd grade old son.

**Nakatani Jun**

Director of Organizational Support  
Until FY2023, I was in charge of Team 47, strengthening our collaboration with regional network organizations. In my free time I like making curry with

**Moriya Satoshi**

Director of Grants  
Until FY2023, I was mainly in charge of disaster prevention and projects to support networks in Tokyo. I also run a Kodomo Shokudo in Katsushika City. In my free time, I enjoy playing board games.

**Yi Songyeol**

Director of Systems Development  
I joined Musubie's ICT team in October 2023. My hobbies include studying coding and development.

## A year when mutual trust with regional networks, corporations and other partners grew

### —What projects stand out to you from FY2023?

**Nakatani:** During FY2023, we worked to further strengthen our regional network support. In particular, we focused on Team 47, one of Musubie's main projects. Regional network organizations are important partners for Musubie, and the Team 47 Project involves assigning a staff member to each prefecture to build stronger relationships with regional network organizations and provide them with better support. During FY2023, we focused on enhancing the networks' managerial structure. This included holding monthly prefectural networking events, called Otakara Share Meetings, where regional network organizations could exchange information and experiences. I believe it is crucial for organizations within the networks and Musubie to learn from and support each other, building strong, trust-based relationships.

**Moriya:** FY2023 was the third and final year of the Three-Year Plan to support the establishment and operation of a much-anticipated metropolitan network. It is challenging for a single regional network to cover the entire Tokyo metropolitan area because of the sheer number of Kodomo Shokudo in Tokyo. Therefore, in collaboration with the Tokyo Voluntary Action Center (TVAC), we have been reaching out to networks operating at the municipal level in Tokyo. During 2023, we held five networking events and study sessions for these municipal networks. These events have led to ongoing communication between the networks, helping to strengthen the operational management of each one.



**Endo:** Through our work with corporations and other partners, we promote the importance of regional support for Kodomo Shokudo. At Musubie, we envisage a society where various stakeholders that are active in one region, such as local governments, businesses, and neighborhood and community associations, use Kodomo Shokudo as a hub to work closely with the community, and resources such as donations (material and financial) are circulated locally. During FY2023, we were able to do more work with corporations which support this vision. For example, Starbucks ran a Barista Experience Event at thirty-six different Kodomo Shokudo across Japan. This is an example of how an experience in a Kodomo Shokudo helped create new ties between community members, and the staff working in the area's cafes. We also saw more promotional campaigns from local supermarkets which included donations to Kodomo Shokudo. There was also an increase in direct donations to Kodomo Shokudo and we were happy to see many corporations and partners helping to share the message to support Kodomo Shokudo locally.

**Moriya:** Another important function of Kodomo Shokudo, beyond simply providing food, is to foster connections within the community that transcend generations and social backgrounds. This social cohesion is also vital for disaster prevention. As part of the Kodomo Shokudo as Disaster Prevention Hubs Project, we held nineteen training sessions and events across the country.

**Yi:** FY2023 was a year when we recognized the need for Musubie to grow in response to the increasing number







of Kodomo Shokudo. One unique aspect of Musubie is that almost all the staff work online, bringing together individuals with specialized skills to form teams that manage individual projects, with over a hundred projects being carried out at any given time. During FY2023, we focused on strengthening the systems used by individual Musubie members to help them realize their full potential. The first step was to create a core system and enhance security. With this core foundation in place, we can now provide more active support to members regarding the systems they utilize.

## To become an organization where each individual can fulfill their potential

—What do you want to work on first, as a director?

**Nakatani:** For me, it's about enhancing the capacity of each Musubie member to support the organizations we work with. The Japanese term we use for organizational support is *banso-shien*, which means to "accompany" and "support." I believe that ultimately, this is about providing assistance that acts as a catalyst for transforming society as a whole. We create a shared vision for the future alongside the organizations we support, and then we provide the necessary support for individuals within those organizations to become the agents of change who will build that future. Our partners are diverse, including regional networks, groups that run Kodomo Shokudo, local governments, and businesses. What is important to us is that the relationships we forge with our partners are not hierarchical but rather equitable, allowing us to build consensus together. As society becomes more complex, our organizational support work becomes more challenging, and many things cannot be learned without actually going out into the field. Until now, the skills and knowledge needed for organizational support have stayed with individual staff

members, but moving forward, I want to compile this knowhow as organizational knowledge. I also want the knowledge and expertise gained by each team and project to be shared more broadly. Furthermore, I plan to create a training program for organizational support officers based not on theory, but on insights from those working on the frontlines.

**Endo:** In FY2023, we developed a logic model based on discussions with around twenty of our project leaders. A logic model is a visual representation of the logical cause-and-effect process toward achieving our final goal and enables us to visualize the direction we should take in our collaborative projects with corporations and other partners. The model provided a valuable opportunity to share the organization's goals and objectives with everyone, ensuring that all our project leaders are aligned and I feel it has made it easier to work together. In FY2024, I would like to further expand our efforts to promote the regional circulation of resources, as discussed earlier.

**Moriya:** I will be the Director of Grants for FY2024. Although Kodomo Shokudo may all share a common name, as individual projects each one is unique and they are all run in different ways. That's one of the great things about Kodomo Shokudo. But when it comes to grant funding, I would like to work on better defining Musubie's policy.

**Yi:** Listening to all of you, I understand how passionate you are about resolving problems and finding solutions to challenges on the ground. However, I believe my role is to take a step back and look at the organization as a whole. For example, part of my responsibility is to review project processes across different areas and work on improving efficiency.







Photographed at: WeWork Link Square Shinjuku

## Building a society where diverse resources are circulated locally

—Tell us about your aspirations for the future.

**Endo:** I want to expand our collaboration with corporations and other partners so that the people managing Kodomo Shokudo can operate safely and securely. The people running these programs are driven by a strong sense of purpose, but they often face various challenges. I'd like to help corporations and other partners to understand both their motivations and the specific challenges they face. When we are considering a collaboration with a business, we always aim to have them experience a Kodomo Shokudo firsthand whenever possible. This makes the connection more meaningful. When they see the value of Kodomo Shokudo in person, they can use their own strengths to support and enhance the work we do. I believe this process will continue to be important moving forward. Starting in FY2024, we will also set up prefectural funds to promote the regional circulation of resources. I want to create opportunities for various interactions and connections within each region.

**Moriya:** Ideally, in the future there will no longer be a need for the work that Musubie does, and instead, regional networks, corporations and other partners, and Kodomo Shokudo operators will all work directly with the local community to resolve any challenges they face. I think it's important to provide support while keeping this end goal in mind. Eventually, we want the necessary support to come from within the community. In order for

this to be able to happen, I want to invest more in listening to what people running Kodomo Shokudo or regional networks actually need, and provide support that meets the needs of those working on the ground.

**Nakatani:** When I think about it, we urgently need to improve our capacity to support the organizations we work with and accompany them in achieving their goals. When I talk with people from regional network organizations, I get the sense that navigating their role and relationships with people can be challenging. In some cases they might be asked to carry out functions or provide services that would normally fall under the scope of public assistance. How much should the Kodomo Shokudo be doing? This is a difficult question, but as far as Musubie is concerned, I'd like for us to be able to provide the support needed to be able to respond to these sorts of challenges that are becoming ever more complex.

**Yi:** As Director of Systems Development, I want to make a structure for Kodomo Shokudo that will be sustainable in the future. Currently, many of the people running Kodomo Shokudo are senior citizens. Going forward, our generation will need to take over, and then we will need to pass on to the next generation. As the way people work changes drastically and technology develops, we should also change some of the work of Kodomo Shokudo. I personally would like to create change starting from my own area of expertise, which is IT and organizational development, to allow more people to get involved in the work of Kodomo Shokudo.

## Our Projects

## Regional Network Support Projects

Providing support to facilitate the work of Kodomo Shokudo Networks (intermediary organizations) in regions across Japan

Noto Peninsula Earthquake  
Kodomo Shokudo Support

Musubie is working with its partner Kodomo Shokudo Regional Networks in Ishikawa Prefecture to provide assistance and aid to areas affected by the seismic intensity 7 earthquake that struck the Noto Peninsula on January 1, 2024. During the first three months immediately after the earthquake, we put in place an emergency Kodomo Shokudo Support Fund to offer financial assistance and act as a liaison for aid for Kodomo Shokudo in the affected areas. We believe that Kodomo Shokudo will continue to play a crucial role in the recovery process, serving as community hubs where “connections” can be rebuilt. This important work will continue into FY2024.

## National Networking Event



Regional Networks are emerging across Japan, creating opportunities for those managing Kodomo Shokudo to exchange information, discuss challenges, receive training, and gain support for publicity and awareness raising. Our National Networking Event brings together Regional Network organizations, which serve as Musubie's regional partners, from all over Japan. With the end of the COVID-19 pandemic, FY2023 marked the first time in three years that the event was held in person. A total of 192 people participated, including representatives from thirty-seven prefectures, guest speakers, and Musubie members. Participants had the chance to learn from one another by sharing both the challenges they have encountered and the successes they have achieved. We received many positive comments from attendees, such as ‘It was very helpful’ and ‘I’m so glad I came.’

## Utilization of Dormant Bank Deposits



To date, six Musubie projects have been selected to receive funding from the Japan Network for Public Interest Activities (JANPIA)'s initiative for using deposits in dormant bank accounts for public good. All of the projects provide funding and operational support to organizations carrying out “activities in the public interest,” and aim to support social cohesion through community spaces and Kodomo Shokudo.

**FY2023 Project to Revitalize Regions by Enhancing Visibility of Community Spaces**

**FY2022 Project for Holistic Coordination of Community Spaces**

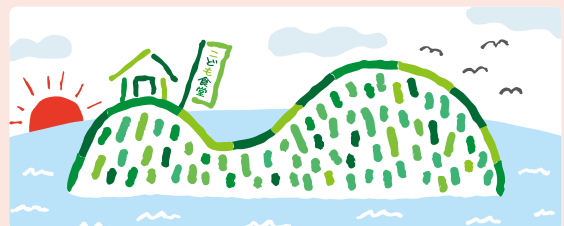
**FY2021 Project to Promote Regional Circulation of Resources through Kodomo Shokudo**

**FY2021 (COVID 19 category) Project to Reduce and Prevent Disparities in post COVID19 Reconstruction through Kodomo Shokudo**

**FY2020 Creating Model Communities through Comprehensive Collaboration Between Community Spaces**

**FY2020 (COVID 19 category) Project to Provide Comprehensive Support to Kodomo Shokudo**

## Remote Island Summit



We organized a summit to explore the concept of Kodomo Shokudo and other community spaces for all generations on remote islands. The summit brought together individuals involved in establishing Kodomo Shokudo on islands all around Japan. Participants shared practical examples of island-specific initiatives, strategies for sustaining projects, and ideas for sourcing necessary food and ingredients. The event fostered peer learning among current Kodomo Shokudo organizers on remote islands, individuals considering starting one, local government officials, and representatives from intermediary organizations. We were able to exchange ideas that are relevant not only to remote islands but also to smaller towns and villages where Kodomo Shokudo are still few in number. We were especially pleased to hear that some summit participants later went on to establish their own Kodomo Shokudo.

and more!

## Collaborative Projects with Corporations & Partners

Connecting Kodomo Shokudo with Supporting Corporations & Partners

### ALIA Children's Support Project



In May 2023, Musubie and ALIA (Association of Living and Amenity, an industry association consisting of 125 companies and organizations involved in housing equipment and materials) signed a cooperation agreement for the ALIA Children's Support Project. This initiative aims to improve Kodomo Shokudo facilities. To date, the project has provided products and assistance to 141 organizations. We have received many positive comments from recipients, such as: "Thanks to the water heater we received, the children now smile while washing up, even in winter," and "Our Kodomo Shokudo kitchen, which had become worn from years of use, now looks as good as new." Support continues to grow to ensure safe and secure facilities for Kodomo Shokudo.

### Collaboration with Docomo



Cell phone operator, NTT Docomo Inc's (hereafter Docomo) "dPoint Club" CSR project, "#tsunagaru d point," allows dPoint Club members to donate to a cause of their choice. Through this initiative, 476,189 dPoint Club members contributed to the Kodomo Shokudo support program, resulting in a total donation of 15 million yen from Docomo. These funds will be distributed through the Musubie Kodomo Shokudo Fund as part of the Connections through Food support plan. Through the collaboration, we also visited several Kodomo Shokudo with Docomo's dPoint mascots, the POiNCO Brothers, who brought smiles to the faces of children and adults alike as they interacted with community members.

### AEON Kodomo Shokudo Support Team



The AEON Kodomo Shokudo Support Team was established in December 2020 as part of a partnership between AEON and Musubie to collect donations, raise awareness, and provide material aid. In FY2023, the project successfully collected 41.99 million yen in donations, which were distributed to Kodomo Shokudo and other organizations nationwide. Events were held at AEON Mall Kagoshima, AEON Mall Haeburu, and AEON Fujiidera Shopping Center as part of the initiative. During the New Year, AEON donated and delivered 950 traditional Japanese New Year festive meals, known as "Osechi," to Kodomo Shokudo. AEON Co., Ltd. is leveraging its resources to support the work of Kodomo Shokudo across Japan, promoting social cohesion for children and local communities.

### AstraZeneca YHP



Musubie was selected as the partner for AstraZeneca (headquartered in the UK) for its Japan Young Health Program (YHP), an initiative aimed at reducing the risk of non-communicable diseases, such as cancer and diabetes, by improving children's diets and habits. AstraZeneca's Young Health Program operates in forty countries worldwide, and the three-year Japan program began in March 2021. To date, we have implemented two programs in Kodomo Shokudo as part of this collaboration.

- 1 The planning and implementation of food/health education to teach children about food that can help prevent non-communicable diseases.
- 2 Volunteering by AstraZeneca staff at Kodomo Shokudo

Work completed in FY2023 (number of facilities visited)  
Food education: 43 / Staff volunteers: 47

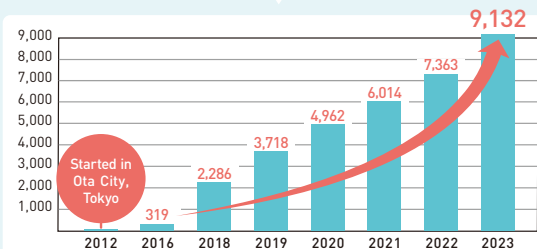
and more!



## Surveys and Research Projects

Surveys and research to collect information to raise awareness about the significance and achievements of Kodomo Shokudo

### Project to Promote Social Infrastructure



\*Data from 2018 onwards is based on research carried out by the registered NPO Nationwide Children's Cafeteria Support Center, Musubie, and Regional Networks. The 2016 data is based on research carried out by the Asahi Shimbun Newspaper.

In collaboration with regional networks, we conducted a nationwide survey of Kodomo Shokudo. As of FY2023, we identified 9,132 Kodomo Shokudo across Japan - an increase of 1,769 from the previous year, marking the largest annual growth to date. This brings the total number of Kodomo Shokudo to almost the same as the number of public junior high schools in Japan. This growth reflects the resilience of communities as they respond to the prolonged effects of the COVID-19 pandemic, striving to rebuild connections through Kodomo Shokudo. We are also advocating for local governments to adopt open data, making information about Kodomo Shokudo more accessible to those who need it. In FY2023, four local governments successfully implemented open data systems.

### Connections and Impact Survey



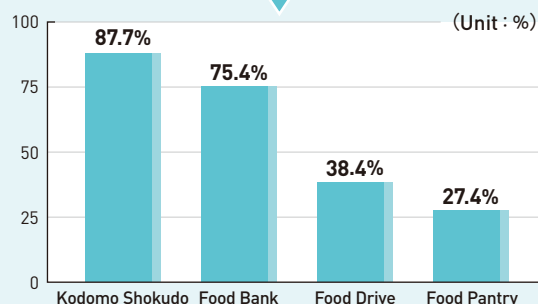
We carried out interviews with individuals managing Kodomo Shokudo and compiled the results into a booklet. Kodomo Shokudo play a vital role in fostering community cohesion or connections, which help safeguard children within that community. Our survey revealed that when organizers "actively engaged with the community" and initiated "supportive communication," it resulted in "growing community cohesion." The booklet also features concrete examples of strategies to strengthen community ties. We are promoting this booklet with the hope that it will be a valuable resource for those interested in community building.

### Running Cost Survey

#### Report on Kodomo Shokudo running costs

From September to November 2023, with the cooperation of eighty nine Kodomo Shokudo, we carried out a survey to assess their running costs, covering direct expenses, indirect expenses, and cash/material donations. Based on the survey results, we estimated the total running costs for the 9,132 Kodomo Shokudo across Japan (as of 2023) and evaluated their impact on society. The results revealed that, as of FY2023, the community-building activities provided by these 9,132 Kodomo Shokudo, through the provision of community meals, have a total running cost of approximately 7.3 billion yen. This amount represents a quantitative representation of the value that Kodomo Shokudo contribute to communities and society.

### Awareness Survey



To strengthen initiatives to raise awareness about Kodomo Shokudo, we carried out a nationwide survey in June 2023. The findings showed that while general awareness of Kodomo Shokudo is quite high at nearly 90% (87.7%), only 47.3% of respondents understood their actual functions. Furthermore, although most Kodomo Shokudo have no requirements for participation and serve as community spaces for people of all ages, only 29% of respondents felt that "anyone, regardless of age or social situation," could join. While awareness of Kodomo Shokudo is growing, there is still a significant gap in understanding the specifics of their work. This underscores the need to promote a more comprehensive understanding of the role and impact of Kodomo Shokudo within communities.

and more!

# 06

**Musubie**  
Annual Report 2023

## Our Activities

2023

### Index of related projects

- Regional Network Support Projects
- ★ Collaborative Projects with Corporations & Partners
- ◆ Surveys and Research Projects
- ▲ Other

- Musubie's Kodomo Shokudo Fund, 2023 Spring Edition provides funding to 441 Kodomo Shokudo and 17 Regional Networks



むすびえ・  
こども食堂基金  
MUSUBIE KODOMO SHOKUDO FUND

- National Networking Event for regional networks from across Japan held face-to-face, for the first time in three years



- ▲ Awarded the "Sustainable Japan ESG Special Award" from Sustainable Japan Award 2023



- "Summer Holiday Special★ Snack Give-Away": Promoting good times together



- ▲ Celebrating Five years of Musubie. Set up a fundraising project to provide insurance and other support to give security to Kodomo Shokudo across Japan.

- Founded Musubie's 2024 Noto Peninsula Kodomo Shokudo Support Fund and started accepting donations.



- ★ Minions merchandise donated to 300 Kodomo Shokudo by Food Bank Aichi



- ◆ The number of Kodomo Shokudo in FY2023 reached 9,132, almost the same as the number of public junior high schools. (From: 2023 National Survey of Kodomo Shokudo Numbers)

Apr.

May.

Jun.

Jul.

Aug.

Sep.

Oct.

Nov.

Dec.

Jan.

Feb.

Mar.



- ▲ Kodomo Shokudo Support Daisakusen! Campaign for a V-shaped recovery - rebuilding "connections" post COVID, bringing together Kodomo Shokudo, communities and allies.

- ▲ 2023 public advertising campaign launched by public interest incorporated association, Advertising Council Japan

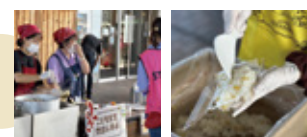


July ~ January

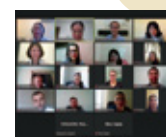
- Conducted Children and Families Agency, 2023 "Children's Food Support for Single Parent Families"



- Kodomo Shokudo as Disaster Prevention Hubs Project, Kodomo Shokudo x Disaster Prevention, Event to Provide Hot Meals in Uwajima.



- ★ Conducted a seminar for social workers from the Ministry of Education of Georgia



- Musubie's Kodomo Shokudo Fund, 2023 Fall edition provides funding to 216 Kodomo Shokudo and 11 Regional Networks

- ★ Ran prefectural "Kodomo Shokudo Top Seminar" for local mayors. In 2023 seminars were held in Toyama and Wakayama prefecture.

2024

- Collaborated with local network organizations affected by the 2024 Noto Peninsula Earthquake to act as an intermediary for aid, provided "Kodomo Shokudo support funding" and set up "pop-up" Kodomo Shokudo to help provide ongoing support to recovery efforts



- ▲ Received the Grand Prix in the Action section of the Well Being Award 2024



- ★ Collaborated on the "IPPUDO and Poka-Poka Kodomo Shokudo in AEON Karatsu"



## What Your Donations have Helped us to Achieve



Thanks to support from corporations, partners and individuals, we have been able to provide many Kodomo Shokudo with material and financial support.

### ● Funding provided

Through the Musubie Kodomo Shokudo Fund, Maruetsu and Musubie Fund Mini, and grants from the project to utilize funds from dormant accounts etc.



Distributed a total  
of **516 million yen**  
to a total of **1,919**  
organizations



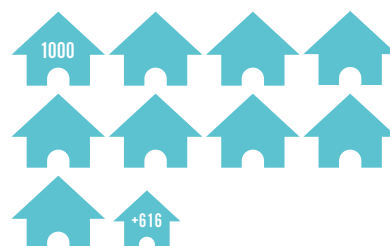
### ● Supplies donated

Acted as an intermediary for the needs-based donation of a wide variety of supplies, including not only foodstuffs, but also toys, stationary, household appliances, housing equipment and sanitary/hygiene products.



Distributed supplies  
to a total of **9,616**  
organizations

\*Equivalent to 384 million yen's worth of supplies  
(value calculated based on sales prices)



Musubie's work is made possible thanks to the support of so many of you. Thank you.

### ● Corporate supporters



**687** entities

[Breakdown]

Entities provided donations **595**

Entities provided grants **12**

Entities provided material support **80**

### ● Individual supporters



**9,009** people

[Breakdown]

Monthly supporters **6,404**

One-off donations\* **2,605**

(\*Includes 20 legacy gifts)



## Voices of Our Supporters

In response to the requirement for stores to charge for plastic bags, the "Tsuruha Group Kodomo Shokudo Prosperity Fund" now donates a portion of the proceeds from plastic bag sales to local Kodomo Shokudo. These funds represent the goodwill of our customers, and we are committed to ensuring they are used effectively by Kodomo Shokudo. As part of our sustainability initiatives, we will continue to support Kodomo Shokudo with the help of our customers and Musubie. Our goal is to preserve our natural environment so that our children and future generations can continue to live on this beautiful planet.

**Sustainable Management  
Promotion Department  
Manager Tsuruha Holdings Inc.**

**Fukuchi Masashi**



**Former Japan national  
rugby team player**

**Goromaru Ayumu**

In FY 2023, I collaborated with Musubie, who kindly agreed to help coordinate donations for children in Shizuoka Prefecture. I am delighted to work with Musubie to donate school satchels to children, who represent the future of our society, and I look forward to our continued partnership.

Starbucks supports Musubie's vision of "a society where no one is left behind" and all our partners (staff) are united in our efforts to create community spaces all over Japan, in cooperation with Musubie. Kodomo Shokudo and Starbucks cafes have already collaborated in many ways, and we will continue to work together to make communities more inclusive.



**Social Impact Team,  
Corporate Affairs Dept.,  
Marketing Division  
Starbucks Coffee  
Japan, Ltd.**

**Sawada Yuki**

## Individual donors

I want children to always be able to smile. I believe that if adults are able to find happiness and live a peaceful life, children will also be able to do the same and the world will be a better place. I support Musubie. Please keep up the good work to support children.

**Yamamoto Toshiyasu**  
(Yamaguchi prefecture)

I run my own delicatessen. Although the amount was small, I was delighted to donate a portion of my proceeds. Please use this contribution to help rejuvenate local communities.

**Nokuchi Kitchen**  
(Kanagawa prefecture)

I made a donation with my 3rd grade daughter. I hope it helps ensure that children have access to warm meals.

**Batani Rie**  
(Hyogo prefecture)

## Legacy donors

Please continue your efforts for the benefit of children. They are our future, and I hope my donation will contribute to your important work.

**Tamura Tetsunobu**  
(Fukuoka prefecture)

I am very impressed by your work and made a donation in the hope that it will help you manage rising costs.

**Yoshida Yoshiko**  
(Shiga prefecture)



## Corporations &amp; Partners that have provided donations and support

## Financial Support



あなとも、コンビニ。  
FamilyMart



AEON



maruetsu  
マルエツ



ツルハ  
ドラッグ



三菱商事



NTT  
docomo



RM | JAPAN  
FOUNDATION



DAIDO 大同生命保険株式会社



PICTET  
1805



natural science



浦上食品・食文化振興財団



STARBUCKS®



11  
ドラッグストア



水まわりって、大切だから  
Takara standard



株式会社 高速



CBIC



あそびましょ。  
AKAGI



杏林堂  
SUPER DRUG STORE



Tokyofm  
Life time audio 80.0



LIFE PLAZA  
PARTNERS



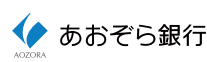
Daiwa House  
大和ハウスグループ



House  
ハウス食品グループ本社株式会社



TGN  
ツルハグループ  
Wants



あおぞら銀行  
AOZORA



富士住建  
Fujijuden



FJK Association



Bull-DoG



KPMG



ジャパン  
テクニカル  
ソフトウェア



イトーヨーカドー



くすりの福太郎



WellGo



レディ



高める、つくる、そして、支える。  
熊谷組  
KUMAGAI



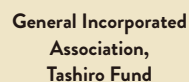
AINet  
株式会社エーアイネット・テクノロジ



Unilever



TOYOSHIMA  
豊島株式会社



General Incorporated  
Association,  
Tashiro Fund



かがやく「笑顔」のために  
森永乳業  
morinaga



株式会社 三和化学研究所  
S&W



JMT  
日本自動車ターミナル



HKK  
オンラインワンを誇る会社  
八天工業株式会社



Givaudan  
Human by nature



JAIC  
日本アジア投資株式会社



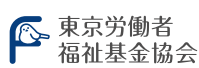
あいおいニッセイ同和損保  
MS&AD INSURANCE GROUP



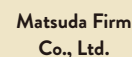
APPLIED  
MATERIALS



SAZAIE 株式会社



東京労働者  
福祉基金協会



Matsuda Firm  
Co., Ltd.



タグチ工業株式会社



今日を愛する。  
LION



Universal



NEWOLD



一徳堂



SHIONOGI

and more!

We have received donations and support from numerous Corporations & Partners that share Musubie's mission of creating "a society where no one is left behind." Thanks to this support, we have been able to provide a range of assistance to Kodomo Shokudo across Japan. Thank you.

## Material Assistance

Yomiuri Tokyo Nanoka-kai/ Yomiuri Shinbun Tokyo Head Office		Shiseido Japan Co., Ltd.	STARBUCKS®	amazon
	AEON	Zenyaku		j-milk
	AIMEDIA		VEGHEET	協同乳業株式会社
JACCS		今日を愛する。 LION	House ハウス食品グループ	RALPH LAUREN
MTG	HAK	共同船舶	Hisense	アサイー × お米の乳酸菌 POWDER
		セントラル硝子	おしごと はくふつかん	AXA
水まわりって、大切だから Takara standard	アイリスオーヤマ	三菱商事ライフサイエンス	magicnumber	AllAbout Life Marketing
TAKARA TOMY	Ore Ida オレアイダ	MORINAGA	and more!	

## Grants

JANPIA 一般財団法人 日本児童公益活動推進機構		AstraZeneca	ノーツ すこやかこども 財団	日本 THE NIPPON 財団 FOUNDATION
公益財団法人 三菱財団 THE MITSUBISHI FOUNDATION	YAHOO! 基金 JAPAN	MCF		and more!

\*Association of Living and Amenity's "ALIA Children's Support Project" Partner Companies TOTO LTD. / LIXIL Corporation / Osaka Gas Co., Ltd. / Sankyo Tateyama, Inc. / Tateyama Advance-Company / AGC Inc. / AGC TECHNO GLASS Co., Ltd. / TAKUBO INDUSTRIAL CO., Ltd. / DAIKEN CORPORATION / Panasonic Housing Solutions Co., Ltd. / YKK AP Inc. / Heating & Ventilation A/C Company, Panasonic Corporation / Panasonic Ecology Systems Co., Ltd. / NEW COSMOS ELECTRIC CO., LTD. / NORITZ CORPORATION / Rinnai Corporation / Paloma Co., LTD

We have also received support from many other corporations & partners. For full details, please refer to our website (Japanese website) ▶





## FamilyMart x Musubie Interview

Musubie's work is possible thanks to our many supporters, including both corporations and individuals. To date, we have collaborated extensively with partners who share our philosophy of "creating a society where no one is left behind." FamilyMart is one such important partner. In addition to hosting "Famima Kodomo Shokudo" events that utilize FamilyMart stores as venues for Kodomo Shokudo activities, FamilyMart also provided ongoing and flexible support to Kodomo Shokudo during the COVID pandemic. Now, FamilyMart's collaboration with Musubie is entering a new "post-COVID" phase. We interviewed Ohashi Yumiko from FamilyMart and Musubie Executive Managing Director Shibuya Masato about the importance of corporate support for Kodomo Shokudo and its connections with regional communities.



FamilyMart × Musubie Interview

### A partnership that paves the way for future Kodomo Shokudo



#### FamilyMart

##### Ohashi Yumiko

Marketing Headquarters  
Sustainability Promotion  
Department  
CSR and Diversity Promotion  
Group Manager  
FamilyMart Co., Ltd.

Ohashi works on areas such as social issues and diversity, overseeing the planning and management of initiatives like the Famima Food Drive, which provides regional food assistance, and Communication Support Tools, designed to aid individuals with hearing or language disabilities, as well as the elderly, in their shopping.

#### Insights gained from people with firsthand experience of Kodomo Shokudo

— Up until now, FamilyMart and Musubie have collaborated to support Kodomo Shokudo, particularly in overcoming the challenges posed by the COVID-19 pandemic. Can you share your thoughts on that experience?

**Ohashi:** We started the "Famima Kodomo Shokudo" project to encourage regional revitalization, but soon after its launch the pandemic hit and we weren't able to actually do what we had planned. We heard from Musubie that there were many other Kodomo Shokudo who were also struggling to stay open, so I wondered, "is there another way we can help?"

**Shibuya:** I remember having numerous meetings and engaging in in-depth discussions about how to work with Kodomo Shokudo. At a time when it was challenging to open cafeterias due to the pandemic, we thought about how Kodomo Shokudo could help people in getting through today and paving the way for tomorrow. The funding program

"Famima - Musubu - Tsunagaru - Kodomo Shokudo Support Project" came out of these discussions. The funding for this project comes from the Yume-no-Kakehashi in-store donations collected at FamilyMart stores across Japan.

— The "Famima - Musubu - Tsunagaru - Kodomo Shokudo Support Project" not only provides grants to Kodomo Shokudo, but also hosts online report sessions, to create opportunities to hear directly from people actually running Kodomo Shokudo.

**Ohashi:** I saw pictures from the events, and all the children and adults participating were smiling. It was wonderful to see how the donations collected in FamilyMart stores were bringing joy to people and helping them take their first steps forward.

**Shibuya:** I remember how the Kodomo Shokudo organizers would always smile when discussing their experiences in the cafeterias. It was also heartwarming to see some Kodomo Shokudo that participated in the same report session go on to support each other with supplies. Participating in initiatives like this, with FamilyMart as our partner, has fostered a sense of unity, reinforcing the idea that "we are all a team working together through Kodomo Shokudo," regardless of the type of support we provide.

## The key to starting a Kodomo Shokudo The role of regional networks

— In addition to supporting Kodomo Shokudo to stay open or reopen, you also established the Start-up Funding Program in 2023 to assist those setting up new Kodomo Shokudo. What motivated this initiative?

**Shibuya:** Listening to the report sessions, I realized how important it is for all of us to have a welcoming space nearby that anyone can visit at any time. However, the reality is that many areas still don't have a Kodomo Shokudo. This realization led us to start discussions with FamilyMart about how we can support people who want to start their own Kodomo Shokudo.

**Ohashi:** This was at a time when the social impacts of the pandemic were starting to improve, and existing Kodomo Shokudo were regaining some of their liveliness. I felt that this



Musubie

### Shibuya Masato

Musubie Executive Managing Director  
 After graduating from university, Shibuya worked at Sumitomo Corporation. Following early retirement, he joined Musubie in October 2020.

would be a good time to try and support efforts to set up new Kodomo Shokudo.

**Shibuya:** Even during COVID, more than 1,000 new Kodomo Shokudo were established every year, so I also thought that now that the pandemic has ended, there would be even more.

— In the process of implementing the Start-up Funding Program, we also asked regional networks for help to make a video.

**Shibuya:** Behind the establishment of each of the thousand new Kodomo Shokudo were regional networks carrying out study sessions, offering individual consultations, and providing dedicated support to these new initiatives. As we created a video showcasing their knowledge and experiences in setting up Kodomo Shokudo, I gained a deep appreciation for the immense value of their insights and experiences.

**Ohashi:** We also received invaluable support from regional networks for the Famima Food Drive, and their presence was essential in helping the national Start-up Support Funding Program establish itself in regions across Japan.

## Exploring how to provide support together, as equal partners

— Tell us about your plans and aspirations for the future.

**Ohashi:** FamilyMart is a place where anyone can go at any time. Moving forward, I hope we can continue to support people and be a valued presence in our local communities. For a sustainable future, I am committed to embracing new challenges and collaborating with Musubie to bring joy to the community.

**Shibuya:** I feel exactly the same. It goes without saying that I would like to further strengthen the work we've accomplished thus far. Additionally, we need to raise awareness locally and in society as a whole about how donations are helping Kodomo Shokudo create better and more thriving communities. I am eager to continue expanding our collaboration with FamilyMart as equal partners, all working toward the same goal.



I want to continue working on initiatives that bring joy to the community!

Let's continue to work together as equal partners!

## Financial Report

### FY2023 Financial statement

(all units are in Japanese yen)

Item	Amount
<b>A Ordinary revenue</b>	
① Membership fees	220,000
② Donations	922,569,046
③ Grants, etc.	389,393,903
④ Operating revenue	38,275,731
⑤ Other revenue	1,824,680
Total ordinary revenue	1,352,283,360
<b>B Ordinary expenses</b>	
① Operating expenses	1,160,548,766
(1) Labor	149,978,460
(2) Other expenses	1,010,570,306
② Administrative fees	287,964,352
(1) Labor	94,146,382
(2) Other expenses	193,817,970
Total ordinary expenses	1,448,513,118
Current net increase (decrease) in ordinary income [A]−[B]=①	-96,229,758
<b>C Non-recurring revenue</b>	
Total non-recurring revenue	0
<b>D Non-recurring expenses</b>	
Miscellaneous losses	60,365
Total non-recurring expenses	60,365
Current non-recurring increase (decrease) [C]−[D]=②	-60,365
Increase (decrease) in current net assets before tax ①+②=③	-96,290,123
Income taxes – current ④	412,000
Net assets carried forward from previous period ⑤	805,235,539
Net assets carried forward to next period ③−④+⑤	708,533,416

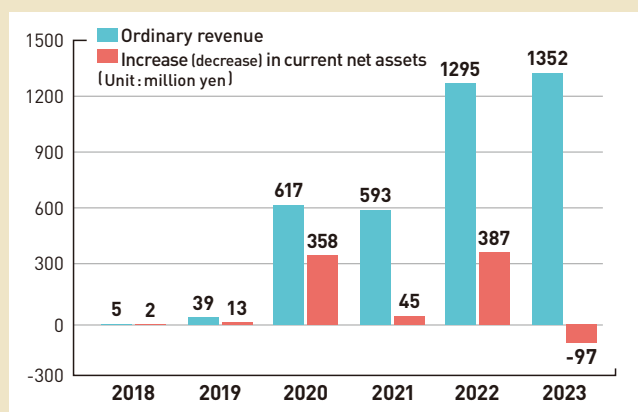
### FY2023 Balance Sheet

(all units are in Japanese yen)

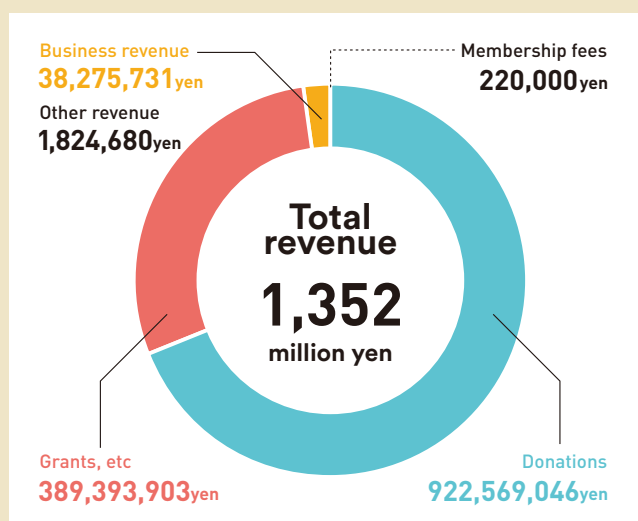
Item	Amount
<b>A Assets</b>	
① Current assets	858,016,182
② Fixed assets	88,513,800
Total assets	946,529,982
<b>B-1 Liabilities</b>	
① Current liabilities	196,083,166
② Fixed Liabilities	41,913,400
Total liabilities	237,996,566
<b>B-2 Net Assets</b>	
Total net assets	708,533,416
<b>B Total liabilities and net assets [B-1]+[B-2]</b>	946,529,982

- Complete set of financial statements and balance sheets are available on our website (Japanese).
- Auditor, Mr. Inamura Yuto, reported that, as a result of his internal audit, the execution of business by directors was in compliance with laws and regulations, the Articles of Incorporation, and the business plan, and that there were no improper acts or material facts that violate of laws, regulations, or the Articles of Incorporation.

### Increase(decrease) in revenue and net assets



### Revenue breakdown



FY2023 was a year of significant change. In May, COVID-19, which had a long and deep impact on Japanese society, was downgraded to level 5. Additionally, in January the 2024 Noto Peninsula Earthquake hit. Within this societal context, Musubie recorded an ordinary revenue of 1.352 billion yen, an increase of 57 million yen compared to the previous year. Of this revenue, 68.2% came from donations and 28.8% from grants. We saw notable growth in our income from regular donations from monthly supporters. In terms of expenditure, we actively invested in our operations to expand the scope and impact of our activities. Specifically, we provided financial support through grants and aid to support those impacted by the 2024 Noto Peninsula Earthquake, assisted in establishing Kodomo Shokudo in collaboration with regional networks, and provided management support including IT tools, information on infection prevention measures, and fundraising training. Additionally, we implemented initiatives to promote the spread of Kodomo Shokudo in remote island and rural areas. Our total operational expenditure amounted to 1.161 billion yen, reflecting an increase of 415 million yen (55.7%) from the previous year. As a result, our current net assets after tax decreased by 96 million yen. Looking ahead to FY2024, we will continue to actively invest funds to support the establishment of new Kodomo Shokudo and the ongoing operation of existing cafeterias. We are working toward our target of establishing 20,000 Kodomo Shokudo - equivalent to one per elementary school catchment area - by 2025, as outlined in our Second Mid-term Plan formulated in 2023.



# Creation and Publication of Musubie's Second Mid-Term Plan (FY2023-FY2025)

Five years since Musubie's establishment in December 2018, we have identified five main pillars as priority areas for the next three years. Using the subcategories of "Aims and Objectives," "Direction of Work" and "Specific Initiatives," the plan outlines the purpose and goals of each pillar, the direction we need to take to achieve them, and the specific initiatives we will implement, including targets and timelines.



Article about the announcement of the second mid-term plan (Japanese)

## Pillar 0

### Creation for Connection

Strengthen society through impactful and innovative initiatives that foster local communities, providing individuals with a strong sense of belonging and connection.

## Pillar 1

### Expand to Broaden Access

Support the establishment and operation of 20,000 new Kodomo Shokudo, aiming to create a society where everyone has access to a welcoming community space.

## Pillar 2

### Promote the Local Circulation of Resources

Improve Musubie's capacity to provide organizational support to all stakeholders, with the objective of creating an ecosystem that promotes the regional circulation of resources.

## Pillar 3

### Increase Understanding by Demonstrating Value

Amplify the visibility of Kodomo Shokudo and community spaces, publicize their societal value, and promote their expansion. By publicizing their impact, we aim to expand their reach, embed them in community infrastructure, and increase public understanding of their importance.

## Pillar 4

### Cultivate an Organization Where People Thrive

Cultivate the awareness and structure needed to build an organization where individuals can thrive and shine.

This mid-term plan incorporates the concept of "impact management" on a scale that aligns with our work, marking a significant evolution for our organization. "Impact management" refers to a framework or process that allows an organization or business to evaluate and optimize its societal impact. Moving forward, we will make the experiences and transformations that have so far remained with individual staff visible at an organizational level. We will also reflect on the past and apply what we've learned to maximize our impact as an organization.

This mid-term plan reflects our aspirations for the future. "A society where no one is left behind" is uncharted territory for all of us. We look forward to collaborating with the various stakeholders involved in Musubie's work, making progress together, revisiting past efforts when necessary, and continuously exploring and creating a future together. To use the analogy of a sea voyage, this mid-term plan provides the navigational skills needed to recognize the challenges and solutions ahead, offering tools such as a compass and a nautical chart. It is filled with hidden potential, allowing us to draw on our multifaceted knowledge and skills. We invite you to join us in this vibrant process of co-creation, through Musubie's diverse projects, and together imagine a future for society.

### Message from the Staff Member in Charge of Formulating the Second Mid-term Plan.

In December 2023, we finally completed and published our three-year plan (including 2023). The journey to create this plan reflected many of the challenges we face as an organization—challenges that could be described as growing pains, as Musubie continues to expand. The plan was shaped through the contributions of many Musubie members, who took part in deciding what we aim to achieve and why over the next three years. We kept the process open and collaborative, encouraging autonomy and independence, even when it meant prioritizing these values over strict rationality or efficiency.

We brought together ideas from Musubie members across various teams and roles, and in the final stages, even our president joined in, contributing directly to help complete the plan. As we work toward becoming an organization "where people can shine," We feel that the process of drafting this plan has been a key part of our transformation.

## Messages from Musubie Members

Thank you for your continued, generous support. I remain committed to strengthening the foundation of our organization and turning your support into meaningful societal change. It's incredibly encouraging to know that we have so many people standing with us.



**Asami  
Shiori**

Human Resources

Thank you for your continued warm support. In today's world, IT is an essential tool for making a broad, positive impact. I look forward to continuing to leverage technology to its fullest as we work together to build a better society.



**Morita  
Shuma**

ICT

Every day, I feel the warmth and passion of Kodomo Shokudo and our community-building efforts growing, and I am deeply grateful. Together, let's work towards a better future!



**Kojima  
Kanta**

Regional Network  
Support Projects

We are grateful for your ongoing support. Thanks to you, we are able to use research and surveys to illustrate how the impact of Kodomo Shokudo is increasing each year, while also expressing the passion of those who make this possible despite the challenges they encounter. I will continue to work hard and carry out our activities with the thoughts of our supporters in mind! Your ongoing warm support is greatly appreciated.



**Ogi  
Wakako**

Surveys and  
Research Projects

Musubie was able to celebrate its fifth anniversary thanks to the contributions of individuals, like you, who make our work possible. We look forward to your continued support so that we can further spread warmth and kindness.



**Mishima  
Rie**

Executive Managing  
Director

Your persistent and warm encouragement and confidence in Kodomo Shokudo means a lot to us. Each time I visit a Kodomo Shokudo, I am struck by the welcoming atmosphere and the warmth on everyone's faces. We appreciate your ongoing support as we aim to further promote these community spaces and work towards a future where they are the norm!



**Miyazaki  
Daisuke**

Management Planning  
Division

Thank you for your continued warm support. We will do our best to ensure that your contributions are delivered to the organizers of the Kodomo Shokudo and regional network organizations across Japan. We kindly ask for your ongoing encouragement and cooperation.



**Komatsu  
Mayumi**

Regional Network  
Support Projects

# Than for your

Many people have  
their support and colla  
Musubie projects th  
Here are some heartfelt  
Musubie members worki

Every day, I see how Kodomo Shokudo play a crucial role in fostering social cohesion and bringing people together, contributing to a "society where no one is left behind." I am genuinely grateful for the support we receive from so many individuals. I will continue to work towards increasing public trust in our efforts and building structures for greater stability and sustainability.



**Nishikawa  
Masaaki**

Regional Network  
Support Projects



I have the pleasure of delivering your kind support to many Kodomo Shokudo through grants. It brings me happiness and hope to see the positive impacts and connections formed through our work spreading. I look forward to continuing to work together to support the work of Kodomo Shokudo.



**Tsuneda  
Miho**

Collaborative Projects with  
Corporations & Partners

Your unwavering support means a lot to us. With the number of Kodomo Shokudo in Japan now exceeding 9,000, it has become commonplace to hear about them in daily conversation. It is crucial not to let this become just a passing trend. I am committed to ensuring that Kodomo Shokudo become vital community spaces that future generations will value. I look forward to building a brighter future together!



**Kudo  
Masayuki**

Regional Network  
Support Projects

Your donations play a crucial role in creating a space where regional networks and individuals running Kodomo Shokudo from across Japan can come together. I want to extend my heartfelt thanks to everyone for their generosity, cooperation, and understanding. I will continue to strive to improve society and communities through the power of connections.



**Miya  
Yui**

Regional Network  
Support Projects

*Thank you  
for your support!*

We deeply appreciate your unwavering support. I will continue to spread the message that many people care about each and every individual who attends a Kodomo Shokudo.



**Mutsuga  
Atsumi**

General Affairs  
Department

Every day I feel that regions in Japan, and the nation as a whole, are slowly moving closer to realizing a "society where no one is left behind." This is thanks to all of you, who think about the work of Kodomo Shokudo and who support us in various different ways.



**Shibuya  
Masato**

Executive Managing  
Director

Your ongoing support is deeply appreciated. To create a society where Kodomo Shokudo are flourishing everywhere, we need a variety of approaches. At Musubi, we are committed to making this vision a reality through our diverse projects. We appreciate your ongoing interest in our work.



**Yamakado  
Naofumi**

Regional Network  
Support Projects

Thanks to your steadfast encouragement, Kodomo Shokudo, which were facing a crisis during the COVID pandemic, have now been able to expand even further. We will continue to work diligently to make Kodomo Shokudo even more widely known and accessible to everyone. We respectfully ask for your continued and unwavering kind support. It is greatly appreciated.



**Kim  
Yangho**

Executive Managing  
Director

We are grateful for your ongoing and kind support. The smiles of all the children and people who gather at Kodomo Shokudo around Japan are a testament to your generosity. Please continue to stand by us.



**Yamagata  
Ikuko**

Collaborative Projects with  
Corporations & Partners

*...and more!*



## Musubie's Officers and Advisors

### Officers

#### President and CEO

##### Yuasa Makoto

Social activist / Specially Appointed Professor,  
Research Center for Advanced Science and Technology,  
The University of Tokyo

#### Executive Managing Directors

**Shibuya Masato**  
**Mishima Rie**  
**Kim Yangho**

#### Auditor

##### Inamura Hiroto

Attorney, Waseda Legal  
Commons, LPC

### Executive Advisors

##### Kiyohara Keiko

Special Advisor to Children and Families Agency / Visiting Professor  
of Kyorin University / Former Mayor of Mitaka City, Tokyo

##### Sato Fumitoshi

President & CEO, Japan Finance Organization for Municipalities

### Advisors

##### Nitta Nobuyuki

Visiting Professor, Kaichi International University

##### Saito Hiromichi

CEO, Legacy Gift Promotion Organization, Inc

##### Wakisaka Seiya

Wakisaka Tax and Accounting Office

##### Sekiguchi Hiroaki

Representative Director, NPO SEIEN

##### Nagahama Yoji

CEO, Mojo Consulting LLC

##### Kamozaki Yoshihiro

Executive Director, Japan Fundraising Association, Social Impact Center

Please join the Kodomo Shokudo movement through Musubie!

### Make a donation

There are many ways to donate: credit card,  
bank transfer, second-hand book donations,  
VPoints, legacy giving etc.

Visit our website  
(Japanese)  
to find out more!



### Join the Musubie team

Make use of your experiences and join together  
in our social movement to create a better future.

## Certified Nonprofit Corporation Nationwide Children's Cafeteria Support Center Musubie

Nationwide Children's Cafeteria Support Center Musubie

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We post **almost** daily updates on  
children's cafeterias and Musubie!

