Support the Disaster Recovery Leaders - Relieve, rebuild and re-start Japan

Disaster Recovery Leadership Development Project
Revised Implementation Plan

September 2011
ETYC.
Build up Tohoku where the Japanese youth challenges for their own future

Create Entrepreneurial Ecosystem in Tohoku for Self-sustaining Rebuilding
Project Background and Summary

Build up Tohoku where the Japanese youth challenges for their future

- Bottleneck: Lack of core leadership resources for recovery effort
  - Leadership role is desired in every segment of affected area by the earthquake. Outstanding leaders could attract resources and high potential project ideas which is critical for recovery effort.
  - On the other hand, over 25% of the population is elderly (35% in coastal area) and there has been outflow of young workforce to Tokyo metropolitan area, which resulted in critical shortage of core leadership talents to execute recovery projects on the ground, at Executive Director level.

- Solution: Continuous involvement of young talents to recovery effort
  - ETIC. has recruited and assigned 41 young non-profit leaders for 6 month to one year assignment to work for disaster recovery projects (as of Aug 31st)
  - After the earthquake rescue boom, decreased inflow of non-profit organizations and its volunteers are concerned. Continuous involvement by young leaders are critical for sustainable development

- Entrepreneurship and local Initiatives are the key for recovery effort
  - Tohoku used to be relying on government subsidization and investment by large companies. It is a structural problem of vital local economy and weak community tie.
  - Entrepreneurship by local small business, youth and women are the key and it will attract youth who are willing to devote into the recovery work
## Project Overview (for 3 years)

Cultivate and develop recovery leaders who will be the core of eco-system for entrepreneurial and sustainable community in Tohoku

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<tbody>
<tr>
<td><strong>STEP1: Short-term Emergency Relief</strong></td>
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<td></td>
<td><strong>Total: $203,915</strong></td>
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<tr>
<td>(1) Support to socially vulnerable (elderly, handicapped and children)</td>
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<tr>
<td><strong>Step 2&amp;3: Fellowship Program for Disaster Recovery Leaders</strong></td>
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<td><strong>Total: $3,067,136</strong></td>
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<td>(2) Fellowship program for disaster recovery leaders</td>
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<td>(3) Project Support for Disaster Recovery (the projects which ETIC fellows work)</td>
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<td></td>
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<td><strong>Total: $923,635</strong></td>
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<tr>
<td>(4) Support for start-up ventures for industrial recovery and development</td>
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<td><strong>Total: $1,872,750</strong></td>
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</table>

| 15 Fellows recruited and assigned as the first phase of the project for the period of March 17th to May 2nd |
| Additional 15 fellows assigned for the period from May 9th to Aug 31st |
| 41 fellows are assigned as of Aug 31st |
| Identify 50 projects to assign 100 fellows by Sep 2012 |
| Assign 200 fellows by 2014 |
| 4 Fellows are assigned |
| Conduct feasibility study |

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Project Plan for FY2011* and Some Example Cases
*from April 2011 to March 2012
Our plan for FY2011

We will focus on sending 70 Fellows to local projects in FY2011, while implementing some pilot projects for our mid- to long-term activities.

<table>
<thead>
<tr>
<th>Projects</th>
<th>Mar 2011</th>
<th>Sep</th>
<th>Mar 2012</th>
<th>FY2011 Budget</th>
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</thead>
<tbody>
<tr>
<td><strong>STEP1: Short-term Emergency Relief</strong></td>
<td>15 Fellows recruited and assigned as the first phase of the project for the period from March 17th to May 2nd. <strong>Additional 15 fellows</strong> assigned for the period from May 9th to Aug 31st</td>
<td></td>
<td></td>
<td>$203,915</td>
</tr>
<tr>
<td><strong>Step 2&amp;3:</strong> Fellowship Program : Leadership Development for Mid-Long Term Recovery</td>
<td>Recruit and assign <strong>70 fellows</strong> in 35 projects by Mar 2012</td>
<td></td>
<td>Full implantation from Jan 2012</td>
<td>$1,584,947</td>
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<tr>
<td>(2) Fellowship program for disaster recovery leaders</td>
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<tr>
<td>(3) Project Formulation for Disaster Recovery (the projects which ETIC fellows work for)</td>
<td>A few projects under pilot</td>
<td></td>
<td></td>
<td>$196,402</td>
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<tr>
<td><strong>Step 4: Long-Term Cultivation of Recovery Leader</strong></td>
<td></td>
<td></td>
<td>Feasibility study, planning and preparation</td>
<td>$129,079</td>
</tr>
<tr>
<td>(4) Support for start-up ventures for industrial recovery and development</td>
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15 ETIC fellows led emergency relief projects immediately after the earthquake to support socially vulnerable (elderly, handicapped and children)

Phase I: Emergency Relief (Mar 17th – May 2nd)
- Needs assessment for evacuee at Miyagi prefecture
- Regularly visited 945 evacuation site to identify evacuee with special needs
- Assigned 15 senior fellows including executive director at Sendai HQ

Phase II: Modelling (May 9th – Aug 31st)
- Kesen-numa
- Minami-sanriku
- Ogatsu, Ojika
- Ishino-maki
- Tagajo
- Build up operation mechanism for care provision for vulnerable focusing on Sanriku area where seriously suffered
- Activities will be transferred to local organizations
- Assigned 15 fellows in each area at director position

Phase III: Implementation (Sep 1st – 2012 Mar 31st)
- Tsuna-Pro Kesen-numa (Spin-out Organization)
- Kesen-numa Oshima Recovery Association (Local Organization)
- Establish system to ensure safety and security of the evacuee
- Continue to provide support focusing on model project in Kesennuma

Total: $203,915
Japan Society: $94,105 (48%)

Donation from Japan Society will be used to...
- Send 15 Fellows for 3 month in the Phase II.
- Send 6 Fellows in the Phase III (budgeted in Fellowship project)
Fellowship Program: Bring solution to lack of leadership to fully commit to local projects in a long-term which is a bottleneck issue for disaster recovery

Identify and assign 300 young leaders (fellows) in 3 years to work for local project for disaster recovery

- Young talents in 20s and 30s willing to make long-term commitment
- The ability to work independently and actively in severe environment

- Young individuals in their 20th and 30th who can work full-time for 3 months to 1 year
- With the situation constantly changing, and with the lack of various resources, we value the ability and potential to work independently and actively to produce outputs
  - For example, we are looking for those who have experience in working or doing an internship at ventures and NPOs especially during the start-up phases

By providing financial aid, we support the activities of fellows in the affected area

- On top of 100,000 to 150,000 yen/month from Disaster Recovery Leadership Fund, we provide prior and post trainings, as well as other supports such as matching of businesses and raising awareness
Project Overview (2) Fellowship Program for Leadership Development

**FY2011 Goal**
- Identify and assign **70** Fellows to **35** projects by March 2012
  (Target at 200 Fellows in three years)

**Progress**
- Assigned **41** Fellows in **20** projects (As of Aug 2011)
- **14** positions in recruitment

**Implementation Process**

- **Position Opening on the Web**
- **Fellowship Recruitment Fair**
- **Training**

**Budget**
- Total: $1,584,947
- Japan Society: $475,896 (30%)

Donation from Japan Society will be used to...
- send 15 Fellows mainly to provide affected people with the emergency medical and emergency supports
Project Case: Onagawa-Kogakukan Tutoring School

After-school tutoring classes for children in Tohoku employing teachers who lost their jobs in earthquake

Leader: Kumi Imamura
(President, NPO Tatariba / ETIC Program Graduate)
Kumi has launched Katariba program with 4000 college volunteers when she was studying at university. Currently she is running a project in Onagawa, Miyagi pref.

ETIC Fellow: Lisa Takayama
Lisa has lived in Manila for 13 years, working as a country representative of international non-profit organization. She works for Katariba’s project for fundraising and project management.

Beneficiaries
Teachers who lost their job in earthquake: Employment Creation
Children in Onagawa: After-school tutoring opportunities

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Project Case: Tsuna-Pro Kesen-numa

Identify 150 evacuee in need of special care to provide personalized care liaised with clinics and government

Leader: Katsuhiro Kawasaki
Katsuhiro started his business consulting firm in 2000 and also involve in community revitalization projects.
He has been proactively involve in recovery projects in Kesen-numa area as a part of Tsuna-Pro project which ETIC has been leading.

Fellow: Hiroshi Kajihara (left)
- 4th year student in Waseda Univ.
- Played a key role in launching a local volunteer office with local disaster countermeasures office.

Fellow: Naoto Kojima (right)
- 2nd year student in Aoayamagakuin Univ.
- Managed volunteers who implemented a door-to-door survey on all the houses.

Beneficiaries
OBAKA Group Project:
A local group of young fishermen works towards reconstruction of Kesen-numa Ohshima.

Residents in Kesen-numa:
Secure the residents’ safety and reassurances
Project Case: “Cannus” Home-Visit Nursing

Support local medical and nursing entrepreneurs to create a model for regional medical care

Leader: Kensuke Sugawara
(Coordinator, Cannus)
After the earthquake, Kensuke quit his job as physical therapist and joined Cannus to support local operation at Ishinomaki.

Fellow: Yuko Tsukada
Yuko took one year off from Chiba university to join in Tsuna-Pro program to conduct needs assessment for evacuation centers. She support Cannus for develop operation model.

Beneficiaries
Nurse: Support starting medical venture start-ups
Evacuees and local residents: Support healthcare
Project Case: Tohoku Roku Project

Develop high value-added agri-business in Sendai
Creating 40+ employment including handicapped people

Leader: Masayuki Shimada
(CEO, Familia Corporation)
Masayuki have led "Marche Japon Sendai" project. After the earthquake, he provided more than 20,000 meals to evacuation centers which eventually formed as "Roku" project.

Fellow: Akihiro Fujisawa
Akihiro quitted his job at major convenience store chain and joined Tohoku Roku project in July 2011. After two weeks, he has promoted to division manager and run bakery operation of the business.

Beneficiaries
Handicapped people: Employment opportunities
Farm workers: Job opportunities

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Potential Project: Kesen-numa Outreach

Identify local resources and attractions for marketing communication for vital small business community in Kesen-numa

Leader: Kazue Saito
(Director, Saiyoshi Co.)

Kazue is the 3rd generation management of Saiyoshi, a family-owned fishery firm with 60 years of history. She is trying to rebuild her business with a help of external investors.

Fellow Position: Open

Recruiting fellow position who work to market Kesen-numa’s small business and local resources. The fellow is also expected to train marketing communication skill for local businesses.

Beneficiaries
Small business in Kesen-numa: Improved Communication skills and increased sales

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Potential Project: Fukushima(Aizu) Center for Social Bond

Job Creation for Nuclear Refugees and Earthquake Evacuees

Leader: Wataru Kainuma
(CEO, Meiten)
Founder of Meiten, the first social enterprise in Aizu, Fukushima, which aims at revitalization of local community

Fellow Position: Open
Conduct networking of evacuee from Fukushima

Beneficiaries
Evacuee and local resident of Futaba, Fukushima
### 1. Industry Recovery Project (8 Cases)

- **Tohoku Roku Project**
  Primary industry revitalization including hydroponics, agriculture, processing factories and local restaurants near Sendai, which creates 40 jobs mainly for those with disabilities and supports reconstruction of farmers

- **Industry reconstruction project in Ishinomaki and Ojika areas**
  Aims at independence by operating a small-scale business by local housewives creating and selling traditional goods by utilizing deer horns

- **General Association of the East Japan Food Industry**
  Distribution and food companies in Tokyo purchase farm and marine items in Tohoku and support the producers

- **Hitachinaka Marine Seaside Train Renewal Project**
  Rebuild the area with the local train as a symbol to connect everyone in the community for reconstruction

- **Minamisanriku Reconstruction Atelie Project**
  Create jobs in the atelie by producing goods with the octopus of Shizugawa as a symbol for reconstruction

- **Kesen-numa Project for Raising Awareness (Saikichi mercantile store)**
  Local seafood processing workers challenge to provide more information about them to the final consumers

- **Hotate Aquaculture Revival Project (Sweet Treat 311)**
  Support clam and scallop farmers in Ogatsu who have set up a reconstruction project

- **Rikuzentakada Community Community**
  Local SMEs’ managers launched a time-limited company to rebuild local community and to revitalize local shopping streets.

### 2. Medical and Social Services Projects (10 Cases)

- **Guru-guru Supporters**
  Helps to provide elderly people in shelters and temporary housings with their meanings of lives through creating jobs

### 3. Educational Projects (4 Cases)

- **Educational Support Project for Middle-school and High-school students (Kidsdoor)**
  Educational support to the children of families with financial difficulties after the disaster

- **Educational Support Project for Children in Temporary Houses**
  Educational project for children in 19 temporary housings in Seidai

- **HotSpace**
  Creating a place where the children can feel at home

- **Onagawa-Koukakukan (Katariba)**
  By employing education-related workers in Onagawa and starting up a night-school for local children

### 4. Community Revitalization Projects (6 Cases)

- **Fura-Tohoku Project**
  Accept volunteers from capital regions and facilitate their communication with local people

- **Personal Support Center**
  Create jobs for the people living in shelters

### 5. Projects that provide intermediary supports (6 Cases)

- **The Miyagi Fund**
  Locally-rooted foundation for recovery

- **Sendai Miyagi NPO Center**
  Leading intermediary support center in North Japan

- **MAKOTO Project**
  Non-profit fund that helps the creation of new projects by companies in disaster-affected

- **RCF Disaster Support Team**
  A think-tank for providing supports for effective reconstruction efforts

- **ORIZURU Project**
  Support for fundraising efforts using social media

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**[Project Selection Criteria]**

We mainly select projects that are expected to be highly-leveraged

1. Projects that could serve as model cases for other projects and areas
2. Projects with long-term strategies for specific community’s development
3. Projects with hopes to reconstruct industries and create social innovations as well as job opportunities
## Total Budget (3 years, as of Sep 2011)

*In response to the increasing needs, we have raised our 3-year target for Fellowship Program from 100 Fellows to 200 Fellows.*

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<thead>
<tr>
<th>Period</th>
<th>Total Budget (JPY)</th>
<th>Total Budget (USD)</th>
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<tbody>
<tr>
<td><strong>1. Short-term Emergency Relief</strong></td>
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<tr>
<td>Support Funding for Fellows (Tsunu-pro)</td>
<td>¥ 15,293,661</td>
<td>$ 203,915</td>
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<tr>
<td>Support Funding for a Local Entrepreneur</td>
<td>¥ 9,438,000</td>
<td>$ 125,840</td>
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<td>Program Expenses</td>
<td>¥ 3,000,000</td>
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<td>Proportional Distribution of the Program Expenses for the Entire Project</td>
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<tr>
<td>Personnel Expenses</td>
<td>¥ 866,604</td>
<td>$ 11,555</td>
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<td>General and Administrative Expenses</td>
<td>¥ 139,033</td>
<td>$ 1,938</td>
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<tr>
<td><strong>2. Fellowship Program</strong></td>
<td>¥ 445,804,035</td>
<td>$ 5,944,054</td>
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<tr>
<td>Support Funding (stipend) for Fellows</td>
<td>¥ 322,902,500</td>
<td>$ 4,305,367</td>
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<td>Program Expenses</td>
<td>¥ 8,175,000</td>
<td>$ 109,000</td>
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<td>Proportional Distribution of the Program Expenses for the Entire Project</td>
<td>¥ 13,433,498</td>
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<td>Personnel Expenses</td>
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<td>General and Administrative Expenses</td>
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<td><strong>3. Project Support</strong></td>
<td>¥ 73,436,825</td>
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<td>Program Expenses</td>
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<td><strong>4. Start-up Support</strong></td>
<td>¥ 124,353,188</td>
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<td><strong>Total</strong></td>
<td>¥ 658,887,709</td>
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