

Part 4

Invitation Program



Chapter 1

Overall Itinerary

Date	Time	Program
February 23 Tuesday	8:55 9:35 13:05	Arrival of foreign participants at Tokyo Austria by LX160 to Narita International Airport UK by BA005 to Narita International Airport Germany by LH716 to Tokyo International (Haneda) Airport
February 24 Wednesday	9:40-10:20 10:30-10:50 11:00-12:00 13:30-14:30 14:40-15:40 16:00-17:40 18:30-20:00	Orientation Opening Ceremony Keynote Lecture on "Brief overview of the non-profit sectors in Japan" NPO Management Forum Orientation Local Program Orientation Introductory Lecture by officials of Cabinet Office Welcome Reception
February 25 (Thursday) - February 28 (Sunday)		< NPO Management Forum > Institutional Visits on February 25, Thursday
February 28 Sunday	16:30-18:00	Return to Hotel after NPO Management Forum Local Program Orientation
February 29 (Monday)		< Individual Study and Japanese Cultural Experience >
March 1 (Tuesday) - March 6 (Sunday)		< Local Program >
March 7 Monday	AM 13:00-14:50 15:00-16:15 16:25-17:05 17:10-17:30 17:40-18:00 18:30-20:00	Preparation of course presentation Course Meeting Course Presentation Evaluation of Achievement Summary of Evaluation by Delegation Leaders Completion Ceremony Farewell Party
March 8 Tuesday	11:10 11:15 15:20	Departure of foreign participants from Tokyo Austria by LX161 from Narita International Airport UK by BA006 from Narita International Airport Germany by LH717 from Tokyo International (Haneda) Airport

NPO Management Forum 2016

1 Objective

< Purpose of the Program >

Participation in a wide range of social activities which actively contribute to the international society and communities is requisite to realizing a “cohesive society,” where individuals with various attributes participate in society in an independent manner to support themselves and each other while making full use of their respective abilities.

The NPO Management Forum 2016 (14th NPO Forum) was implemented with the aim that actively involving Japanese and foreign participants in non-profit sector in three fields (elderly people, persons with disabilities and youth) forgathered to share beneficial information based on the situations of NPOs and their activities in respective countries and exchange opinions in a pragmatic matter, thereby enhancing their capacities for NPO management, supporting social activities in their respective fields, and eventually, becoming youth leaders so as to play a central role in the activities.

< Objectives for FY2016 >

At the NPO Management Forum 2016, specialists and those who are involved in the fields of the elderly people, persons with disabilities and youth from Japan, Austria, Germany and UK gathered to discuss how young generation can take leadership in the non-profit sector.

In order to tackle new issues appearing in the diversifying modern society, non-profit organization have become to play various roles in the society.

To enhance the organizational foundation and management functions, to improve the activities’ qualities for solving social issues and to expand their influences, non-profit organization are required to collaborate with public administration, other organization and social enterprise, utilizing their own strength. Recently, collaborated cases of business enterprise with non-profit organization, as a part of companies’ social contribution activities or as their business partners, have been rapidly increased. On the other hand, some cases have been left unimplemented or discontinued in spite of their will for collaboration.

Previous NPO Management Forums had focused on the themes of collaboration with each of public administration, communities and other organizations. Participants of NPO Management Forum 2016 worked together under the theme of “cooperation and collaboration with business enterprise.”

At the NPO Management Forum 2016, participants were divided into three different topic groups to discuss the challenges for non-profit organization and social enterprise to collaborate, sharing examples of collaboration and cooperation in each country to clarify the essential mindset required for promoting collaboration, with the aim to further work on collaboration and cooperation with social enterprise in their own organization after the Forum.



2 Program Outline

< General Theme for Discussion >

For further development of non-profit organization' activities

– Cooperation and collaboration among non-profit organizations and business enterprises –

For non-profit organization to effectively implement their activities to tackle social issues, it is important for them to connect with business enterprise in addition to the collaboration with public administration and communities. Participants discuss what proficiency social enterprise and non-profit organization would provide for each other and what effect they would produce to contribute to society, from the collaboration among the enterprise and organization.

< Discussion Topics > Participants joined one of the following discussion topics:

Topic 1: Cooperation and collaboration in project

Topic 2: Cooperation and collaboration relating to human resource development

Topic 3: Cooperation and collaboration relating to public relations

< Date > February 25 (Thursday) – 28 (Sunday), 2016

< Venue > National Olympics Memorial Youth Center

< Participants > Foreign participants: 38 (12 from Austria, 13 each from Germany and the UK)
Japanese participants: 32

Schedule of the NPO Management Forum 2016

Date	Time	Schedule
February 25 Thursday	AM PM 13:00-16:45 19:30-20:30	Institutional visit by Topic (Foreign participants) Institutional visit by Topic (Foreign participants) Japanese participants: Orientation Plenary Orientation
February 26 Friday	9:00-9:20 9:30-10:30 10:45-12:15 14:00-17:45 19:15-20:45	Opening Ceremony Plenary Session Orientation by topics Discussion Cultural Exchange Program
February 27 Saturday	9:00-12:00 12:15-13:45 14:00-18:00 19:15-20:45	Discussion Lunch by fields of activities Discussion Preparation for Presentation
February 28 Sunday	9:00-10:15 10:30-12:00 12:15-13:35 13:50-14:50 15:00-15:30 15:45 16:00	Preparation for Presentation Presentation by topics Farewell Lunch Evaluation Completion Ceremony Transfer to hotel (Foreign participants) Departure of Japanese participants

3 Report of Discussions and Institutional Visits by Topics

During the NPO Management Forum, foreign and Japanese participants had discussions in three different topics.

Prior to the discussions, on February 25th Thursday, institutional visits by discussion topic groups were implemented with the aim to learn the current situation in Japan, accompanied by the NPO Management Forum Organizing Committee members. The participants visited non-profit organizations in the field of elderly

people, persons with disabilities and youth, and business enterprises which have collaboration with non-profit organizations, exchanged information and ideas with staff on “For further development of non-profit organization’ activities – cooperation and collaboration among non-profit organizations and business enterprises” and deepened understanding of the situation surrounding non-profit organization in Japan.

Topic 1: Cooperation and collaboration in project

Theme:

Cooperation and collaboration among non-profit organizations and business enterprises are implemented in various styles. Moreover, there are growing number of examples across the world launching new projects while taking advantage of each strengths. Participants share advanced examples in line with such cooperation and collaboration, and discuss necessary ideas and concepts of project for more effective practice. In addition, participants discuss how to create projects that make the best use of their respective strengths and creating benefits at both ends, as well as clarify the important elements for cooperation and collaboration by recognizing the different values between non-profit organizations and business enterprises,

Goals:

1. Understand the different concepts of revenue for non-profit organizations and profit for business enterprises, and to recognize the shared values for cooperation;
2. Outline the benefits that could arise from cooperation by analyzing and understanding the characteristics of non-profit organizations and business enterprises respectively;

3. Analyze and understand the potential form of cooperation (joint management and/or cooperative relationship) between non-profit organizations and business enterprises;
4. Summarize particular elements of the essential idea and models of projects for more effective practice through developing draft projects of cooperation that can be implemented within the each participant’s organizations and participants.

Preparatory Tasks:

1. Summarize the strength of participant’s organization/ enterprise and its reasons
2. A. Summarize the advantage of cooperating with participant’s organization/ enterprise
B. Describe the concrete example of cooperation between participant’s organization/ enterprise or vice versa. If not, describe an example of other organizations and business enterprises that participants know or have an interest for.
3. Describe the collaborative projects participants would like to engage in

< Institutional Visit (February 25, Thursday)>

9:15-11:30	Social Welfare Corporation Tokyo Colony, Tokyo Katsushika Welfare Factory	<ul style="list-style-type: none"> • Introduction of organization and activities • Examples of collaborative projects with business enterprises • Exchange of opinions • Facility Tour
13:45-16:00	Certified Specified Non-profit Corporation Katariba	<ul style="list-style-type: none"> • Introduction of organization and activities • Examples of collaborative projects with business enterprises • Exchange of opinions • Facility Tour

Institution I: Social Welfare Corporation Tokyo Colony, Tokyo Katsushika Welfare Factory

Purpose of the visit:

Tokyo Katsushika Welfare Factory is the first workshop in the country for persons with disabilities, founded in 1972 by corporation outsourced by Tokyo Metropolitan Government as a measure of providing job opportunity for persons with disabilities. For 40 years since its inception, it has engaged in producing and distributing emergency supply goods, sawing, printing envelopes and other materials. It has contributed in supporting persons with disabilities for their financial and social independence and emergency supply goods related projects in particular have been acknowledged its large scale in the country. In April 2012 it has become a corporation which provides multi-function social welfare service for persons with disabilities, making effort in expanding business operation and community based services.

This visit aims to learn the collaborative project between non-profit organizations and business enterprises in disaster prevention projects, and to understand the current circumstance, achievements and problems.

Outcome:

Participants visited the Business and Sales Department, Storage for Disaster Prevention Goods, Sewing Department and the Showroom of the Tokyo Colony. Afterwards participants deepened understanding on the facts related to the employment of persons with disabilities in Japan and the role of Tokyo Katsushika Welfare Factory and their history until privatization as an employment support office in 2012. Also, participants learned about the disaster prevention program, one of their three core programs, such as cooperation and long-lasting relationship built with the business partners, disaster prevention goods for disaster prevention, and the support program for home-based work by persons with disabilities based on the “home-based employment” system. During the introduction of support program for home-based work by persons with disabilities, participants had opportunity to directly hear the explanation about job duties and experiences from the worker with disabilities who use the support system through the internet.

Institution II: Certified Specified Non-profit Corporation Katariba

Purpose of the visit:

Certified Specified Non-profit Corporation Katariba views social challenge as “Environment where children

and youth are born and raised would effect on their ability or motivation to survive” and thus, functions under the philosophy “Let children and youth be motivated to overcome their life challenges” toward solution. It has provided the career learning program called “Katariba” (“place for sharing” in Japanese) to 220,000 high school students throughout the country in order to raise their confidence and motivation of students in choosing their careers after graduating from schools. It also provides afterschool program called “Collaborative School” under partnership between Katariba and schools in disaster affected area and supports daily learning of 400 students.

This visit aims to learn about collaborative project example of non-profit organization and business enterprise through its career literacy program and to understand the current situation, achievements and problems.

Outcome:

Participants first learned on the history and mission of Katariba as well as their approach for dialogue with high school students based on the understanding of the school and social environment surrounding high school students in Japan and the problems students are facing today. Then, participants deepened their understanding about their career program implemented in collaboration with business partners and its activities focusing on career learning, their method for fundraising, different perspectives held by partners, the structure of the organization, and the mode of collaboration that makes the best use of Katariba’s strength through exchange of opinions. At last, participants observed the facility and actual site of high school students.

<Results of Discussions>

1. Different concepts of revenue generation for business enterprises and non-profit organizations

There are different concepts of revenue generation for business enterprises and non-profit organizations but both sectors have to make sure they maximize their respective revenues in order to be successful.

Business enterprises

- Selling goods or services for financial profit
- Increased return on stakeholder’s financial investment
- Strengthening of brand reputation to consolidate market position

Non-profit organizations

- Successfully delivering projects for the benefit of society
- Reinvesting funds into the organization to strengthen projects
- Strengthening of organization’s values to consolidate

market position

Both business enterprises and non-profit organizations can increase their revenue generation through effective project collaboration and, as stated above, revenue generation can be more than a simple increase in profits. Whilst financial gain is important, the social benefits of project collaboration cannot be underestimated. In fact it can be seen as the primary reason for project collaboration.

2. Benefits arising from collaboration and cooperation between non-profit sector and business enterprises

The benefits that can arise from collaboration and cooperation between non-profit organizations and business enterprises can be summarized as the following two ways:

[Shared benefits]

- Financial benefits: non-profit organizations are able to generate financial resources necessary for effective project implementation and provision of their services. It can secure long term funding (including free resources such as trial products or in-kind items) for projects that they may otherwise not be able to raise on their own. Furthermore, it may reduce dependency on public subsidies: as a result, NPOs can enhance their negotiation power with the public sector. As for companies – despite the different regulatory systems of their respective countries and municipalities – there is a possibility for tax reduction and/or exemption in reward for their donation for non-profit sectors.
- Skill development: non-profit organizations are able to gain professional skills and knowledge owned by business enterprises such as human resource development programs, marketing and project management. For companies the collaboration with non-profit sector is an opportunity to increase the awareness of their employees on social issues and to explore the possibilities for further collaborative projects. By training corporate employees on holistic approach to the society, non-profit organizations are also able to raise awareness of general public on the social issue they are working on. All these elements will result in increased consumer satisfaction and improved brand image of companies. Simultaneously, the skills and expertise of both corporate employees and NPO staffs will be enhanced through support from the mutual ends.
- Creation of new products and services: through collaboration with non-profit sectors there is a chance for companies to discover consumer needs for new products and thus to create a new market, ultimately

leading to the expansion of their businesses. As for the beneficiaries of the activities by non-profit organizations they will be able to access new products and services that can address their individual needs appropriately.

[Individual benefits]

- Projects supported by credible sources of finance helps improve their organizational base as a non-profit organization and expand their service delivery to wider range of users in need. In addition it is an advantage that their work and achievement will meet higher recognition by the society. As a result their activity will draw further interest of more people and their organizational status can be improved in the area of their work.
- Companies tend to spend a substantial amount of money on advertising to increase their market share. By working with non-profit organizations they are able to present the credibility of their social activities which will positively affect its reputation and brand image, consequently leading to the increased profits. Partnerships with non-profit organizations, in particular the charitable sector, enable an effective advertisement for free. Also collaboration with non-profit sector serves as an opportunity for companies to gain advice and knowledge on legal compliances and such. Amongst other benefits are the human capacity development which will result in improved social skills and self-fulfillment of their employees, building relationship to the potential future employees of the companies.

Through discussions participants identified a number of benefits that can arise from partnerships between non-profit and corporate sectors. There is no doubt good relationships between the two groups can bring about positive effects for the society as a whole. Yet, due to the different approaches and priorities, collaboration and cooperation between non-profit and corporate sectors are occasionally difficult to realize, even though both groups exist for the same reason of making people's lives better. When planning new cooperation between non-profit organizations and business enterprises, it is indispensable to understand the benefits each party can gain respectively.

3. Different modes of collaboration and cooperation

There are four different models of partnerships identified through the discussions and experiences shared by Japanese and foreign participants.

	Form of Co-operation	Goal	Effort & Resource	Example
[Form1]	Service Relationship	One needs Something From the other		- NPO needs training - Company needs expertise of NPO
[Form2]	Joint Venture	Develop programe together		create new project together
[Form3]	Active Partnership	mutual exchange -sustainability		- awareness raising includes everyone NPO, business, youth people - bigger impact
[Form4]	Donation	Develop programe together		- company gives large donation to NPO - money, food, redources, space

Some forms of cooperation can be a mixture of the four definitions and depending on the project and relationship between the two parties, each form has its own benefits. It's also important to point out that some cooperation can start at one form and develop into another.

4. Process for effective partnerships

Before starting any partnerships between non-profit sector and business enterprises the organization must establish its final goal first. Once the organizational goal is established they can analyze and reflect on their own merit and the merit of the organization they want to work with. Through discussions the group identified a framework which can be used when planning projects between non-profit organizations and business enterprises. Understanding the needs of the service users is a prerequisite. The framework can be transferred for any target groups such as youth, elderly and/or persons with disabilities.

- [1] The first questions to ask your own organization: what do I want to achieve from the cooperation? What do I have to offer? Answers to these questions must be kept in mind throughout the process from planning to the implementation of the joint project; thus they must be very well and clearly defined from the beginning.
- [2] Choose the business partner of your cooperation: before starting a project there is a need to research the businesses your organization is interested in collaborating with, making sure their work align with your values and principles. Research for examples or

case studies with strong scientific evidence based on best practices. When identifying a business to work with, following points should be examined:

- Vision, mission, philosophy and the guiding principles of the company
- Scale and size of their businesses: is it global or local?
- The profit rate
- Monitoring, evaluation and reporting system in place

Final decision on the partner should be made based on your earlier question – “what do you want to achieve and what do you have to offer?”

- [3] Create a proposal: when you define an appropriate business partner, develop a proposal or short presentation for the company and explain the benefits they can gain from cooperation with your organization.
- [4] Identify a key contact: it is important to make contact with someone in the company you can arrange a meeting with to discuss further.
- [5] Define goals and the target groups: together with the business partner choose and identify clear expectations from the start.
- [6] Define outcome of impacts: agree on the offer with costs, resources, plans and methodology and draft a contract.
- [7] Finalize the contract: make it clear what costs and process are involved and enter in a contract.
- [8] Framework & project management: use the developed framework and your project management skills.
- [9] Evaluate the impact: reflect and evaluate your findings during and after the project period. Evaluation of the impact can lead to follow-up cooperation and result in the sustainability of the project.



Topic 2: Cooperation and collaboration relating to human resource development

Theme

Cooperation and collaboration between non-profit organizations and business enterprises for the purpose of human resource development is drawing more and more attention and various projects are being carried out in recent years. Non-profit organizations are able to learn management know-how and organizational operation from their corporate partners; business enterprises are able to raise their awareness for social contribution and acknowledge the importance of understanding social challenges in their local communities. Participants share the examples and experiences, thereby strengthen their organizational basis for human resource development of both ends.

Goal:

1. Define the desired personnel (skills, elements etc.,) of employee for non-profit organizations and business enterprises.
2. Identify the benefits and something to offer to each

other by cooperation and collaboration; identify guiding principles for collaboration and cooperation.

3. Clarify challenges both parties are facing in human resource development.
4. Propose a framework that enables collaboration in human resource development and make an action plan for implementation that can be adopted at the participant's organization.

Preparatory Task:

1. Describe an example of human resource development that business enterprise and/or non-profit organization collaborate and cooperate?
2. Summarize the skills and attributes that are needed by participant's organization
3. Identify the challenges related to human resource development in participant's organization
4. Describe the ideas of possible projects that both business enterprises and non-profit organizations can work together in human resource development

< Institutional Visit (February 25, Thursday)>

10:00-12:00	'Service Grant' Japan, Inc.	<ul style="list-style-type: none"> • Introduction and outline of Service Grant • Introduction of the collaborative project with business enterprises and other non-profit organizations • Discussion
14:00-16:00	PricewaterhouseCoopers Arata	<ul style="list-style-type: none"> • Introduction and outline of PwC Arata • Introduction of the collaborative project with non-profit organizations • Discussion with staff

Institution I: Specified Non-Profit Corporation 'Service Grant'

Purpose of the visit:

Service Grant is a specified non-profit corporation which help strengthen the organizational foundation of non-profit sector by providing "skills" and "know-how" as Project Grant instead of granting conventional form of subsidy. Project Grant builds a platform of professionals registered as "pro-bono" workers and Service Grant works for bridging between the non-profit organization in need of support and the "pro-bono" professionals.

Through the visit, participants discuss the challenges surrounding non-profit organizations in Japan in terms of human resource development as well as the benefits and importance of the collaboration between the non-profit sector and business enterprises.

**"Pro-bono" derives from the word "Pro Bono Publico" which means "public benefit" in Latin. It signifies "Volunteer activities; making use of expert knowledge and skills to meet social and public needs."*

Outcome:

Participants learned about the ideal society envision of Service Grant, issues surrounding pro-bono work in Japan, the difference between pro-bono and volunteer work, and principles for non-profit organizations to produce successful results through pro-bono opportunities. Participants understood that business enterprises and non-profit organizations are not in a hierarchical relationships; it is important to recognize that both parties are equal partners to achieve meaningful exchange and effective human resource development at both ends. In the later of the visit participants were divided into two groups and had

discussions on the situation of pro-bono programs abroad and issues related to human resource development with the staff of the Service Grant. Participants acknowledge the fact that accepting pro-bono workers is an opportunity for the non-profit sector to produce tangible results within their organization as well as to foster their leadership to actively interact with external partners. Such learning remained as lessons for participants which they can reflect back on the operation of their own organizations in the future.

Institution II: PricewaterhouseCoopers Arata (PwC Arata)

Purpose of the visit:

In fulfillment of its mission to provide audits and assurance as outstanding professional services, PricewaterhouseCoopers Arata applies the approaches and best practices of PricewaterhouseCoopers, one of the world's largest accounting firms, in way tailored to conditions in the Japanese market.

At PwC, the purpose is to build a trust in society and solve important problems. There is a network of firm in 157 countries with more than 208,000 professionals who are committed to delivering quality in assurance, advisory and tax services.

Participants learn through an example that PwC Arata has temporarily posted an employee to a non-profit organization and discuss the challenges and the synergy which arose from the cooperation and collaboration with a non-profit organization from the point of view of business enterprise.

Outcome:

At first, the overview of the company followed by a presentation by Mr. Tsuyoshi Igarashi who worked at the Certified Specified Non-profit Corporation Teach For Japan for two years using the "temporary transferring" system was introduced. Participants learned his temporary posting contributed to build external network, improved its brand value, developed new projects, achieve effective human resource development and stimulated morale within the corporation.

To the question from one of the participants whether there was an appropriate return for the company for having bearing the personnel cost during the temporary transfer, PwC Arata answered "We could produce certain results for our investment as a company. Another staff is also planning to transfer for a non-profit organization from next year." Participants assured that the result of human resource development and the outcome of human resource interaction between non-profit organizations and business

sector is not easily perceivable; however, the joint initiative between the two groups can certainly produce some impact for the society.

<Results of Discussions>

Partnership between non-profit organizations and corporations is important for human resource development. Firstly participants defined the skills needed for non-profit organizations and corporations respectively, and then summarized the significance of cooperation and collaboration between them in human resource development. Furthermore, they compiled the challenges non-profit organizations are facing in human resource development.

1. What skills do non-profit organizations and corporation need?

Participants summarized the skills needed for both organizations:

- Self-reflective skills: there is a need for the staff of non-profit organizations to see themselves as professionals. They need to be aware of their own personal development and what they need in order to become more professional. Staff also need to be resilient, adaptable to change and to cope with heavy workloads. In turn corporations need to perceive workers in the non-profit sector as professionals rather than part-time staff or volunteers. They should be more open-minded and appreciative of work, recognizing their social contributions and be supportive.
- Inter-personal skills: as for the non-profit sector this means communication in a professional manner both within and outside of their own organizations. Team building is important to give staff greater motivation and an ability to work together. NPO staff also need to be strategic in their planning, to help them develop and plan for their future sustainability. NPOs need specialist skills to help them develop the management of their staff and volunteers in a professional manner. As for the business sector the employees need to develop their social and emotional competence such as empathy.
- Technical skills: these are what both non-profit organizations and companies equally need. Work of non-profit organization often require specialized skills such as accountancy and legal advice; yet it is common for any countries that there is a financial constraints to hire staff with skills in these areas.

2. Why should the non-profit and business sectors work together for human resource development?

When non-profit organizations and corporations work together on human resource development, the results are a 'win-win-win': a win for the corporate, a win for the NPO, and a win for society.

- The 'win' for the corporate includes cost reduction, efficiency and improvement of their business focus. In the area of human resources development companies can optimize its corporate culture, raise their future managers and reduce the cost for skill development. They can also improve their reputation and corporate values. From their visit to PricewaterhouseCoopers Arata the participants learned the examples of their temporary transfer system in which an employee of the company worked at a non-profit organization for two years. Staff returned from their secondment feeling highly motivated and they had learned leadership skills which they could apply in their normal job. This example proves that socially contributing activities generate positive impact on the human resource development of the company too.
- The 'win' for non-profit organizations includes financial support and help for staff to develop their skills and receive training that the NPO wouldn't otherwise be able to provide on its own. For example, if there is a lack of computer proficiency among the staff of a non-profit organization a company could help by offering skill sessions or workshops. Another example is staff in nursing homes suffering from frequent backaches resulting from lifting patients. In order to avoid negative affect on their well-being a corporation could help by donating lifting equipment.
- Finally, when the non-profit sector and businesses work together successfully the society as a whole 'wins'. For example, some non-profit organizations can offer training to corporate employees to help them understand how to interact with people with disabilities, such as autism and deafness, or how to treat people with illnesses such as dementia. Rather than feeling awkward or uncomfortable when they encounter these people, staff know how to respond and can provide better service. NPOs benefit by fulfilling their mission to provide a better life for this section of society and by raising awareness of important issues. Society benefits because more and more people have a better understanding of how to interact with people with different needs.

3. What are the challenges non-profit organizations face in improving their human resources?

Non-profit organizations face many challenges when it comes to having strong human resources and this trend was commonly observed in Austria, Germany, UK and Japan.

First of all, there is a common sense that the work of non-profit sector is considered less important than the work of private sector or public sector counterparts. This is reflected in low salary; furthermore there is high turnover as employees feel dissatisfied and leave after a short period of time. Additionally, due to the nature of short business cycles and unpredictable funding, it is difficult to employ staff for a long period of time. Therefore, recruitment of people with the right skills and resilience to do the job properly for the low level of reward that the organizations are able to offer.

A solution to this problem is for NPOs to collaborate with training providers (these could be corporates or other NPOs) to make sure that their staff can be trained for less cost. One example from the UK was a housing association that worked with unemployed people to improve their employability skills. Once they were trained, the housing association employed them or helped them find jobs in other organizations. This has a dual benefit of providing a supply of well-trained employees to the NPO and ensuring that they are loyal to the NPO and don't want to leave as quickly.

A similar problem is the lack of finance to invest in training and development for the staff. NPO staff are often overworked with little time to spend on a lengthy training process. Therefore, NPO staff must learn on the job which is not always the best way. A solution to this is to start a mentoring program between NPOs and corporates. This facilitates an exchange of knowledge which benefits both NPO and corporate employees with relatively low financial cost. It also means that NPO staff gain leadership skills which helps them progress to the next level in their job. This makes staff recruitment easier as staff feel the organization is investing in them and they see the job as a route to something even better.

Both foreign and Japanese participants agreed that there is a gap of understanding between the non-profit organizations and corporates which is hindering collaboration and cooperation between the two groups in human resource development. In particular, the corporates tend to view them as inferior and lack skills. The impact of their work is difficult to measure, therefore it is close to non-existent. As a result corporates see little benefit in collaborating with NPOs. However, this prejudice works

both ways; NPOs can think that corporates have no interest beyond money and overlook the social contribution they make. Some organizations are also very sensitive about collaborating with the corporate sector and thus not accepting suggested offers.

A solution to this is to improve the image of the non-profit sector. NPOs should appeal more that fact they are making a significant difference to the society. While their impact is difficult to measure quantitatively, it is still possible to convey the significant influence they make over people's lives and the society qualitatively. They should also be more proactive in communicating corporates the reputational value and benefits in human development that they can receive from collaboration.

Non-profit organizations need to work with their networks to find solutions, including speaking to young people and inviting the opinion of their beneficiaries or service users. Often they are the people with the best ideas about how their services can be improved. If the organization is not producing favorable results or still lacking in professional expertise it is also important to actively learn from the corporates. They can propose an employee exchange or shadowing scheme so both sides can learn new and better ways of working which will produce mutual benefits at both ends. They also need to learn from corporates by ensuring they have practical and professional action plans which focus on the outcomes they will achieve within an appropriate timescale.

Both the non-profit and business sectors need to make the effort to improve their human resource development through collaboration. The group rediscovered their vision of an ideal world where NPOs and corporates are viewed as equal partners with an equal role to play. Once these challenges are solved, collaboration for human resource development will truly be an instance of 'win-win-win.'

4. Concrete ideas for solutions

Participants discussed examples their organizations are currently working on or ideas they wish to start in the future.

- Networking: Awareness raising and better recognition for the professionalism of the non-profit sector through communication campaigns and walk-in sales.
- Knowledge exchange: improving the understanding on each other and sharing the experience and information through exchange labor program between non-profit organizations and business enterprises.
- Human interaction: non-profit organizations and corporates jointly improve the capacity of their workers.
 - 1) Pro-bono: a corporate employee support a non-profit organization with his professional knowledge.
 - 2) Exchange program: exchange of human resources between a non-profit organization and a company
 - 3) Social day: events where companies get involved in the activities of a non-profit organizations on a certain day.
- In-kind/financial support: companies make financial and/or in-kind contribution as a part of their investment in PR.



Topic 3: Cooperation and collaboration relating to public relations

Theme:

Public relations activities carried out through a joint initiative between non-profit organizations and business enterprises can help raise the recognition of both organizations and their trust in the society. In addition, they are able to explore approaches towards new target segments, disseminate new values and information on social issues that had rarely discussed before in the society.

Participants discuss the process for effective implementation of public relations activities through cooperation and collaboration, sharing examples from both business enterprises and non-profit organizations. Additionally, participants clarify important elements and perspectives for public relations activities and collaboration. Based on the discussions, participants make action plans that are essential for their respective organizations and business enterprises.

Goal:

1. Share case examples of participants' organizations and companies while recognizing the benefits of joint activities for the purpose of public relations;

2. Discuss the process of implementing public relations activities;
3. Clarify important elements and perspectives for public relations as well as effective cooperation and collaboration with the recognition of the necessity for measuring the impact of public relations activities;
4. Develop action plans while reflecting on participants' own organizations and/or companies.

Preparatory Tasks:

1. Describe examples of cooperation and collaboration for the purpose of public relations with the following points: name of the partner, size of the target group, background of your partnership, the outcome, and lessons-learned. Examples can include cases where the joint work was unintentional yet produced positive effects for public relations.
2. Summarize the ideas of potential projects which both business enterprises and non-profit organizations can collaborate and cooperate for the purpose of public relations.

< Institutional Visit (February 25, Thursday)>

10:00-12:00	Japan Youth Hostels, Inc.	<ul style="list-style-type: none"> • Introduction of the organization • Collaborative projects with business enterprises in the area of public relations • Discussions
15:30-17:00	Yahoo Japan Corporation	<ul style="list-style-type: none"> • Introduction of the company • Collaborative projects with the non-profit sector • Discussions

Institution I: Japan Youth Hostels, Inc.

Purpose of the visit:

Since its inauguration in 1951, Japan Youth Hostels, Inc. has developed youth hostels all over Japan aiming at "the sound development of youths through simple outdoor travel activities." While dealing flexibly with changes of time and social needs, the organization is promoting its projects in order to provide "exchange opportunities" for all people including youths to "realize" and "learn" by themselves through "travels." In particular, Japan Youth Hostels, Inc. focuses on public relations through projects aimed at university students as well as strengthens the information dissemination by SNS.

Through the visit, participants learn how the organization selects and approaches business enterprises

in order to effectively promote their projects as well as the results and challenges identified after conducting their public relations activities. In the latter session participants exchange opinions with the staff of Japan Youth Hostels, share their activities for public relations in respective counties, thereby explore ideas for future activities in the area of public relations.

Outcome:

Briefing of Japan Youth Hostels helped participants understand three examples of collaborative projects, highlighting the start of collaboration, course of action until the implementation, and results and effects in the area of public relations. In particular, participants were inspired by the story of their staff having exchanged 2,000 business cards and finally finding their partner for collaboration,

and their efforts contributing to the increased number of hostel users and their reputation. Participants understood the effective cooperation with business enterprises through public relations. They shared their experience of working with business enterprises, discussed and learned the importance of risk management and code of conduct throughout collaboration.

Institution II: Yahoo Japan Corporation

Purpose of the visit:

Yahoo Japan Corporation was established to provide information search services on the internet in 1996. Based on its corporate mission of “remaining a problem-solving engine,” it has developed a variety of businesses “by drawing on the power of information technology to help forge solutions to contemporary problems.”

With the example of the project “Twitter Campaign to connect You with Government”, implemented in collaboration with Specified Non-profit Corporation YouthCreate in order to encourage social participation by youth, participants learn the benefits companies can gain from collaboration with non-profit organizations, the process of selecting partners, method of implementation, outcomes and their future vision.

Outcome:

Yahoo Japan Corporation started its service “Yahoo! Minna no Seiji,” meaning “our politics,” in February 2006. The service offers visualization of user view on political topics, special pages featuring current news and relevant articles, and communicating political content using SNSs. Especially on the collaborative project “ASK NIPPON” with YouthCreate, participants learnt about the beginning of their collaboration, benefits on the corporate side gained from partnership with non-profit sector, importance of agreeing on the course of project with the partner, and the method of measuring impacts by public relations activities. Under the theme of ‘effective collaboration between non-profit organizations and business enterprises’ and ‘how to facilitate the political participation by the youth,’ participants exchanged their opinions with the staff of Yahoo Japan Corporation, learning the examples of public relations activities that are mutually beneficial for non-profit organizations and business enterprises.

<Results of Discussions>

While there is no cooperation between non-profit organizations and business enterprises, it is hard to build effective public relations. First of all, it is important to assess the currently existing cooperation and resources

available from each partner. Ideal collaboration and cooperation between the non-profit and business sectors are achieved when the both parties are involved in the public relations process. The group developed a checklist of potential answers that both parties should ask themselves before starting the public relations process.

What is public relations through collaboration?

Public relations between non-profit organizations and business sectors can happen only when collaboration in projects happens. There is never just a partnership between the two parties that exists in isolation – it should always happen in combination with collaboration in projects.

1. Why? (Clarify the aims for public relations activities)

- What is the context for planning public relations activities?
- Why is there a need to communicate?
- Is it the appropriate time for communication?

The context and stage of current joint project should be analyzed in order to identify the need for public relations activities. For example, is the purpose of the planned activities to provide correct information, to respond to wrong information, or to provide quality and/or new information?

2. Who does the public relations? (Identify the human resources and ensure the balance between the partners)

- Who has the skills and resources and how are they shared?

The process should be achieved in a win-win situation created using each participant’s networks.

3. To whom? (Understand the target group)

- Which group and audiences are the public relations activities targeting?
- Who will they be focusing on? What are they interested in?

4. What? (Define the content of the activity)

- What is the message that you want to communicate?
- How much information do you want to provide, in respect with each partner’s interests, values, and goals?

This question should help the two partners to identify what will be the added value of realizing joint activities for public relations and therefore to agree and consent on a common benefit from it.

5. Where and which public relations?

- Which channel should be used for the intended public relations activities?
- Is the collaboration a one-off public relations activity or a part of the long-term communication strategy?
- Will traditional media platforms (newspaper) be used and/or online media and SNS (Social Network Systems or Social Media)?

This can be decided once the target has been agreed on as well as clarifying what are the available resources for the intended public relations activities.

6. Feedback information

Knowing and understanding the audience or the target group will define the communication strategy employed during the public relations activities. Especially if the partners have less experience in developing effective public relations products, its useful to collect feedback on what has been tried, what is working and what is not working, as well as how the public target is receiving the information and what they think about it.

Feedback can be obtained through questionnaires, surveys, interviews and such. The information collected can help to plan and readjust future public relations activities, and in a long run, to produce collaboration between non-profit organizations and business enterprises for a long-term public relations strategy.

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It is important to take into account several points:

- This is only a guideline for non-profit organizations and business enterprises to facilitate their cooperation and collaboration in public relations strategy.
- All the steps are equally important and to be taken as a continuous process which should support building their capacity in delivering successful joint public relations activities.
- It is important to be aware that the purposes and perspectives along the public relations process may not always align with that of your partner's.

- The whole process deepens cooperation between non-profit organizations and business enterprises which strengthens trust towards each other.
- Several of these questions are interlinked and it is possible and recommended to go back and forth between questions.

Case studies

1) Collaboration between Age UK and Innocent

Age UK, organization working with older people, and Innocent, the company selling fruit smoothie drinks, initiated a joint project in which Age UK supporters knit tiny bobble hats to put on the smoothie bottles and Innocent sells bottles with the hats. Age UK gained 25pence for each of the bottles sold (costing £2.50). The money goes towards Age UK's Winter Warmth program which helps older people through making their homes more efficient and advising them how to stay warm and well in winter. The partnership has been going for 11 years and has raised £1.75 million.

2) Collaboration between Aeon Mall and Social Welfare Corporation Inclusion Kitakyushu

Inclusion Kitakyushu is a non-profit organization which works with persons with disabilities in Kitakyushu City. They collaborated with Aeon Mall to hold an exhibition of art by people with disabilities such as paintings, calligraphy and photos. By working with the mall, their art reached a much wider audience than it would have done otherwise. The mall gained extra visitors and sales by attracting potential customers with the exhibition.



Chapter 3

Local Program

1. Kagoshima Prefecture (Activities for Elderly People Course)

Date	Time	Schedule
March 1 Tuesday	9:40 11:35 13:30-14:00 14:00-15:00 15:00-17:00 18:30-20:30	Departure from Haneda (NH621) Arrival at Kagoshima Airport Courtesy Call at Kagoshima Prefectural Government Orientation Lecture on the policies for elderly people and dementia in Kagoshima Prefecture Welcome Reception
March 2 Wednesday	9:00-16:30	Visit to Public Interest Incorporated Foundation Jiaikai Geriatric Health Services Facility Ai-to-Yui-no-machi
March 3 Thursday	9:30-12:00 14:00-17:00	Public Interest Incorporated Association Alzheimer's Association Japan - Kagoshima prefectural branch, Association for people with dementia and families (Yasuraki-kai) Visit to Integrated Community Support Center Dementia "watch over mate" liaison council of Kagoshima city
March 4 Friday	10:00-17:30 (10:10-10:15) (10:15-12:30) (12:30-13:30) (13:30-16:00) (16:10-17:10) (17:10-17:30)	Local Seminar Opening Presentation by country Lunch with participants Group Discussion Overall session (Presentation by group, Q&A) Closing
March 5 Saturday	10:00-12:00 12:00-13:30	Evaluation Homestay Matching Homestay
March 6 Sunday	13:30 16:30 18:10	Return from Homestay Departure from Kagoshima Airport (NH628) Arrival at Haneda Airport

< Theme and program outline of Activities for Elderly People Course >

Supporting the elderly with dementia in our community: Cooperation between organizations and public administration, promoting activities initiated by residents

Japan has one of the highest life expectancy in the world and is becoming an "ultra-aging society" with the number of people above age of 65 accounting for 25.9% of the total population.

Of all Japan, Kagoshima prefecture is experiencing a higher number of late elderly who are older than 75 years

old. The aging of the population is advancing compared to the national average and its number is estimated to rise continuously until the year of 2035.

According to the report on dementia countermeasures by the Ministry of Health, Labour and Welfare, the number of people with dementia tends to increase with the age by different age categories. Hence, there is a high likelihood of Kagoshima prefecture experiencing an increase of elderly people with dementia as its overall population becomes older.

Due to this background there is the needs to promote collaboration among medical, welfare and local communities and to implement the necessary support from

the standpoint of people with dementia and their families based on their situation comprehensively.

Kagoshima prefecture is currently implementing various measures against dementia from the following perspectives:

- Promoting prevention of dementia: promote awareness raising and build environment to prevent life-style related disease
<Measure of municipalities> Supporting local projects of dementia prevention by cities, towns and villages such as “Brain activation exercise class”
- Promoting early diagnosis and countermeasures of dementia
<Measure of municipalities> Promoting and spreading the use of “Care Path of Dementia”, an informational tool to identify medical and welfare services at different stages of dementia and facilitate access to appropriate support. Establishment of 8 medical centers specialized in dementia treatment in the prefecture.
- Enriching the support for the people with dementia and their families
<Measure of municipalities> Providing training for dementia friendly supporters and promoting their activities

For the effective implementation of these measures it is essential to collaborate and cooperate with organizations, public administrations and local community, and to encourage the initiatives of local residents. Thus, local program in Kagoshima prefecture focused on the following three points of collaboration and exchange of opinions and information with participants, in order to seek solutions and practices as well as the potential future projects.

- 1) Prevention of dementia
- 2) Early diagnosis and countermeasures of dementia at the early stage
- 3) Support system for the elderly with dementia to continue their life in their communities

<Program Outline>

1. Courtesy call on Kagoshima Prefectural Government
2. Lecture on the policies for elderly people and dementia in Kagoshima Prefecture

Lecturer: Ms. Hiroko Nagayama, Director for Integrated Community Care System, Long-Term Care Welfare Division, Health and Social Welfare Department, Kagoshima Prefectural Government

3. Institutional visits

- Public Interest Incorporated Foundation Jiaikai, Geriatric Health Services Facility Ai-to-Yui-no-machi

Jiaikai provides highly professional medical care and integrated services of welfare, nursing and medical treatment. The organization also offers human resource development programs with the aim of fostering people who can take leading roles in community medical services. Ai-to-Yui-no-machi group functions as a service provider of Long-term Care Insurance System within the foundation, offering residential as well as day care services amongst various other activities.

As a part of their residential care service, Geriatric Health Services Facility Ai-to-Yui-no-machi provides specialized rehabilitation which help determine the condition of the patients whether they are able to return and continue living home or not. The facility has a specialized unit for dementia with 50 beds, offering special care for dementia and intensive rehabilitation within a short-time period.

To support the elderly having home care there are four facilities providing day care services for the commuting outpatient: outpatient facility Ai-to-Yui-no-machi for short-stay and rehabilitation, nursing care facility Hayabusa, and day service centers Ashita-no-kaze and Ibuki. Other available facilities include Home Care Support Center providing consultation to design care plans, Home-visit Nursing Station to support home treatment, and Home Care Helper Station.

Director of the facility, with his qualification as a medical doctor, also services as Vice-Director of the Medical Center for Dementia at Taniyama Hospital. He is actively promoting early diagnosis of and proactive approaches for dementia, as well as professional treatment provided by the dementia specialized unit.

[Focus]

The visit introduces the support provided by the foundation starting from their awareness raising activities, early diagnosis, treatments of dementia, medical care, and to the support for everyday life of the elderly in the community. Participants discuss and exchange ideas with the staff of the foundation, sharing examples from their home countries. The discussions also touch upon the early detection of dementia, introduction of community cooperation, support for the family and the neighbors, challenges in building a community friendly for people with dementia, and effective care and meaningful services for the final moments of the patients amongst others.

- **Public Interest Incorporated Association Alzheimer's Association Japan - Kagoshima prefectural branch, Association for people with dementia and families (Yasuraki-kai)**

Association for people with dementia and families was formed in 1980 with 47 prefectures and 11,000 members across Japan. The organization aims at building society where people with dementia and their family support each other and live in peace regardless of the illness by providing information related to dementia and its care. When people seek for information on dementia or try to learn systems in Japan and overseas such as long-term care insurances, the headquarter office and prefectural branches provide necessary information through newsletters and host gatherings. Furthermore, members of the organization can share their concerns with other families that are also struggling with the care for their family members with dementia, encourage and support each other. The organization holds seminars and conducts research on dementia and related projects, advocating for dementia policies by collecting voices of the people with dementia and their families.

[Focus]

Within their policy framework for dementia “New Orange Plan,” Government of Japan is emphasizing the need for support desired from the standpoint of the people with dementia and families themselves. Yet, concrete actions for policy implementation are still being explored. Through this visit participants understand the situations and challenges people with dementia and their families are facing in Japan and discuss the roles of relevant actors by sharing examples of their home countries.

- **Integrated Community Support Center, Dementia “watch over mate” liaison council of Kagoshima city**

Kagoshima city has Integrated Community Support Centers in 17 locations within the city as a facility to support independent living of the elderly and to prevent advancing their need for geriatric care. Nurses, social workers and chief care managers and other staffs with professional qualifications are posted at the centers, coordinating with relevant organizations to enable comprehensive support and help the elderly to live independently in their familiar communities. The main roles of the centers are: 1) consultation on health, medical, nursing care and welfare services, 2) implementation of projects for preventive care, 3) protection of the rights of the elderly people, and 4) support for the elderly people in collaboration with

relevant local stakeholders.

“Dementia watch-over mate” is a project in cooperation with local volunteers, promoting the building of a community where people with dementia can continue their daily life in their familiar towns. Volunteers who have completed “Dementia Watch-Over Mate” course visit homes of the local elderly who may have dementia to check their conditions and have conversations, as well as to listen to the concerns of their families.

[Focus]

Through the visit, participants understand roles of Integrated Community Support Center and learn project examples initiated by local volunteers. Furthermore, participants discuss challenges along the sustainable implementation of projects initiated by volunteers, how to foster more volunteers and how to build collaborative relationships with other relevant organizations in the community.

4. Local Seminar

[Theme] Realizing happy and fulfilling life of the elderly with dementia through necessary support

[Objective]

1. Through case study presentation and discussions participants would learn ideas and examples to support the elderly with dementia and their families caring them, exchanging opinions and suggestions for more effective implementation of activities in their respective countries.
2. Participants would deepen their mutual understanding on different entities (public administration, organization and the local residents), explore necessary collaboration among them, and discuss their individual and organizational roles to support happy and fulfilling lives of the elderly with dementia in the community.

[Presentation by country]

Using the case of the following pre-assignment, participants understand the current situation of elderly people with dementia by sharing innovative projects, systems and challenges in respective countries and lay out a common understanding among the participants for later discussions. Through comparing characteristics of elderly care and systems in each country, participants obtain ideas for projects to be implemented in their respective country.

[Pre-assignment]

Introduce care services example in both formal and informal (*) care available in order to support the case at home. (*Formal services is referred to public services provided through the use of long-term care insurance.

Informal services is referred to other types of services provided from non-profit organizations, volunteers and/or in the community.)

“How to support the home care of the elderly with dementia and their families after their discharge from the hospital? What is the necessary collaboration to achieve this?”

[Outline of the case]

- A man in his early 80s is living with his wife in her late 70s. His son lives outside of Kagoshima prefecture. His “key person” is the wife.
- Diagnosis: Alzheimer’s Disease. The man gets angry when he is not with his wife. He does not go out by himself. A police found him being lost in the past.
- Long-Term care level 2 (no using specific services)

[Current situation]

- He has been hospitalized due to pneumonia. His condition was improved to the level of discharge although the ability in his physical function declined. A conference is scheduled to be held to support his life after the discharge.

[Discussion]

Participants divide into three groups and discussed the respective topics.

Topic 1: What is the desirable support for the family (i.e. care giver) of the man?

Topic 2: How should the specialists collaborate cross-occupationally and support the man?

Topic 3: How should the public administration, organizations and the local volunteer (residents) collaborate to support the continued home care of the man using both formal and informal services effectively?

5. Homestay (1 night 2 days)

Atsushi Doi
Chairperson of the Hosting Committee
Physical Therapist, Rehabilitation Room
Public Interest Incorporated Foundation Jiaikai

Introduction

I was dispatched to Germany in Fiscal Year 2010 under the Young Core Leaders of Civil Society Groups Development Program to learn about the well-being of elderly. Impressed by the program, I had been willing to organize the receiving program in Kagoshima Prefecture, which was realized this time. The challenges we faced and our leaning are described below.

Preparation to receive the program

The greatest difficulty for us to receive the program for the first time was to focus our attention on a certain theme. We were prone to set the program theme to introduce the approaches in Kagoshima Prefecture to foreign participants, losing the focus on problem solving. It was because we had not clearly understood the picture of the approaches as well as challenges in the field of welfare for elderly people in Kagoshima.

With the advices given in several meetings by the

Long-Term Care Welfare Division, Health and Social Welfare Department, Kagoshima Prefectural Government, the theme became gradually focused, while the committee members had increased awareness on common views. It was a significant fortune, as well as one of the outcomes brought by the program, for us working in the activity sites to cooperate with the staff of the Prefecture, of whom we had not had a direct communication on actual duties until the preparation started.

Learning at the visited organizations

At each visit, we had various learning: most impressive was at the Geriatric Health Services Facility Ai-to-yui-no-Machi where the foreign participants actually interacted with elderly persons with dementia, who were the most focused in the theme of Kagoshima program.

It is a well-known fact that, for elderly with dementia, a rapid environmental change may cause a major stress and have a negative impact on a symptom of dementia. Interaction with the foreign youths meant for the elderly with dementia to put themselves into an environment far different from their daily life, thus, we worried whether these elderly might get unnerved. At the time of interaction, however, every elderly person, including those usually

with stern facial expressions, welcomed the participants to the utmost extent, by saying “hello, hello!” and waving flags of the countries with big smiles, which was also owing to sensitive actions taken by the participants. The welcome by the elderly people made the staff of the facility very happy and made me regret on myself labeling “elderly with dementia” unconsciously. To my surprise, no one got unnerved after the interaction, moreover, I had a report on the following day that some elders with short-term memory difficulty, who cannot recall a memory of few minutes before, were talking that they enjoyed the day before. This made me realize that it is the most important support for elderly to have a time to interact with society.

Learning at Local Seminar

Local Seminar, the biggest hurdle throughout the preparation, turned into a place of significant learning, thanks to the unstinted cooperation provided by the people who are active in the Prefecture. The number of participants for the Presentation by Country in the morning was much bigger than our expectation: I was most pleased at sharing the experience with more than 100 participants.

To my regret, we spent more time on information sharing than discussion at Group Discussion. Needless to say, information sharing is essential way of learning. I

think that it would have been possible to organize more profound discussion, if we had focused more on the case-based discussion as well as explored the backgrounds, tasks and approaches for the disseminated information on systems in greater detail, to effectively utilize the limited time.

As the moderators we asked led the discussion amazingly, we had a focused discussion, smooth operation and good presentations in the end. I hope to share this learning with the members of the Hosting Committee.

I myself hope, out of a regret of this year’s Seminar, to think over an ideal form of the Local Seminar, and to take actions without deviation between goals and means, having a clear image and facing the task at the activity site at hand with sincerity.

Conclusion

Since this was the first time to receive the Program, we sometimes bothered the participants as well as all related persons. However, I am convinced that the Program had brought a step leading to the future for the elderly welfare field in Kagoshima. Taking this opportunity, I express my gratitude to every person involved in the organization of the Program.



Purpose to receive the Program delegation - it was a small world -

Asutsugu Kurono, Hosting Committee Member
Director

Public Interest Incorporated Foundation Jiaikai
Geriatric Health Services Facility Ai-to-yui-no-Machi

Introduction

It all began with a request by two staff of my organization, asking me to write recommendation letters for them to participate in the Young Core Leaders of Civil Society Groups Development Program in 2010. I still

remember that I immediately wrote the letters for them, as their participation in the Program would be a wonderful thing, based on my short experience of studying abroad. I would like to thank them for bringing the outcomes of their participation to the organization in the precious form of “hosting foreign participants.”

Welcoming foreign participants

Mr. Doi, Chairperson of the Hosting Committee in Kagoshima, and Ms. Murai, in charge of welcoming foreign participants at our organization, are colleagues in the same facility and also former participants of the

Sending Program. Owing to this, the welcome event at our foundation went smoothly despite various troubles arisen. I was responsible for the organizational briefing. I introduced the systems in Japan, functions of our organization, and our visions and philosophy. I explained the goal of dementia care is to realize “a good end of life” and it is of a great importance “how the patients live their everyday.” I was glad because from their questions I could feel the foreign participants understood our message very well. I also learnt that Japan and other countries have similar issues, such as difficulties of the patients maintaining a good relationship with the family until their final moment or their families trying to hide the dementia known to other people. Knowing this, I gained confidence that our approach can work in other parts of the world as well. At the same time, I realized there is no silver bullet for the issue of dementia and everyone is struggling to find the best solution.

After the briefing, participants were divided into groups for discussion under three themes: support for good end-of-life care for the elderly with dementia; support and guidance for family members of the elderly with dementia; and building of a community where the elderly with dementia can live happily and feel at ease. Although every theme was not easy to discuss, participants and the staff of our organization had enthusiastic conversation through interpreters. I was worried our staff would not talk much, yet they actively spoke up contrary to my assumption. I was impressed how quickly they adopted themselves into the situation. As I watched them share and discuss the solutions for the common problems beyond the border, I became convinced of the growth potential of our staff. The head of the local community residents’ association also joined the group discussion and introduced the approaches they take in their neighborhood. It became a very meaningful time that there was even a request from a UK participant to send some of the pictures from the discussion session after the event.

What surprised me the most was the reaction of the residents of our facility. I was moved to see, at the every division of the facility, our dementia patients excitedly welcomed the foreign participants with smile on their faces. I could not stop thinking that the spirit of Satsuma, the old name for “Kagoshima” where people positively embraced foreign cultures throughout its history, is inherited by them until this day. I felt assured that the welcome program was a big success when I saw the smiles of foreign participants at the end of their visit to our Ai-to-yui-no-Machi.

Local Seminar

Local Seminar was organized to summarize the learning outcome of the Local Program. The event was carried out under the theme of “realizing happy and fulfilling life of the elderly with dementia through necessary support.”

In the morning session, each country presented how they would support a fictional patient, Mr. Takada, diagnosed as Alzheimer’s disease and classified as level 2 in need of long-term care, living with his wife. All the presentations gave lasting impressions. In Austria, similar to Japan, children traditionally take care of their parents but their social security is highly reliable and does not require people to save money themselves. Albeit high taxes as a result, the trustful system enables people to age with relief, I believe. From the German presentation, I was surprised to learn so-called ‘parallel care,’ a concept of caring the care givers of dementia, and the Holiday Offers system which covers the cost of an accompanying care givers on a trip of an elderly couple as a part of their long-term care insurance. UK presentation taught me the importance of integrating different services provided individually. From the Japanese presentation it seemed the role of care managers was a fresh idea to the foreign participants. From their questions, I could realize what the advantages of Japanese systems are. The presentation served not only as a report by each country but enabled participants to discover something new, leading up to the latter discussion session. I was given an opportunity to summarize the morning session so I made it clear that professionals like us with great passion are longed for in every community who always look for the best for the elderly.

In the afternoon, the participants were divided into three groups to further discuss one of the following themes: what is the desirable support for the family (i.e. care giver) of the dementia patient; how the specialists should collaborate cross-occupationally and engage the elderly with dementia; and how the public administration, organizations and local volunteer (residents) should collaborate in order to support the continued home care using both formal and informal services effectively. Participants discussed enthusiastically and made many comments. ‘Information, time, money are all important. But more than anything else, our heart matter,’ ‘There should be a visualized map of different occupational skills and when they are required,’ ‘All stakeholders involved in the care and support for people with dementia need to fill the subtle gap before they collaborate.’ From the expressions of the participants I could feel they had a productive day with good discussions.

Learnings from the Local Program

I learned that dementia is a common issue throughout the world and there are people who tackle the issue with passion. It is important to have a robust system to support persons with dementia. I also learned that the Japanese

hospitality, so-called omotehashi, is suited for dementia care, and that Japan needs to disseminate our efforts more to the world. I hope to find things of great value to the world from our everyday work. I sincerely thank for this precious opportunity.

Yoriko Ii

Center for International Youth Exchange

March 1, Tuesday

After receiving a warm welcome by the organizing committee at Kagoshima airport, the delegation paid a courtesy call on Mr. Kiyomi Nakayama, Deputy Executive Director of Citizens Affairs Bureau of Kagoshima Prefecture where we could overlook Mt. Sakurajima. He explained the prefectural uniqueness as only Kagoshima has both world natural and cultural heritage sites in Japan. His message also included his expectation on the participants to interact with citizens deeply at each visit and establish a good network.

Followed by the courtesy call, Ms. Hiroko Nagayama, Director for Integrated Community Care System, Long Term Care Welfare Division, Health and Social Welfare Department gave a lecture on the situation of Kagoshima prefecture, current situations and challenges of the elderly as well as measures against dementia. The aging rate of Kagoshima prefecture is 28.6 % which is higher than the national average. The potential number of demented elderly is assumed to be 12,000. Under these circumstances, various projects have been implemented as measures against dementia with the following pillars of promoting dementia prevention, promoting early diagnosis and correspondence, and providing support to the demented people and their families. Overseas participants asked questions about situations and support systems of early onset of dementia and also introduced related projects of their respective countries. In addition, they actively exchanged opinions on a usage of internet and ICT in the field of the elderly.

The welcome party warmly took place with the attendance of prefectural government officers, staffs of institutional visits and moderators of the Local Seminar, and Japanese traditional music was also played by students of Kagoshima University.

March 2, Wednesday

Participants visited Public Interest Incorporated Foundation “Jiaikai”/”Ai-to-Yui-no-machi.” Dr. Asutsugu Kurono, Director, explained 1) how well the principle of the government strategy “Realizing a society where demented people continue to live in their communities with ease based on their own will” is actually being practiced in communities; 2) Based on the current situation of realizing the said strategy, his corporation set their organizational mission as “establishing care services to support community living,” “strengthening support of daily living and family care givers in communities,” “developing human resource who provides medical and care services” and “dementia care”; 3) what would be the information which family care givers should know in order to maintain a good relationship with demented families since BPSD (Behavioral and Psychological Symptoms of Dementia) is an inhibiting factor of the “satisfactory end of life.” Overseas participants compared challenges of their countries in these topics and asked questions about a change of power dynamics in the family relationship, roles of “dementia support doctor,” the correspondence of early onset of dementia, and problems of a long waiting period to enter a nursing home.

Followed by the explanation, participants toured inside the facilities such as general units and special dementia care unit of Geriatric Health Services Facility, commuting rehabilitation center and specialized day care for dementia. As they were warmly welcomed by service users even after the moment they stepped into each facility, they enjoyed each visit and extended their time in order to spend the fruitful moment and gain more learning experience.

After lunch with facility staff, participants were divided into 3 small groups and exchanged opinions on the following topics with Japanese facility staff; 1) How to support the end of life as the elderly want, 2) How to support and educate family care givers of dementia, 3) Projects to create communities where people with dementia feel comfortable to live. In the discussion, participants found the common points as their outcomes that people should take notes of their will before the onset, value the

importance to decide how they want to end their life on their own, and realize an existing gap between the person and families. In addition, overseas participants reported that projects and correspondences for the immigrant elderly should meet the needs of different ethnics, culture and languages. Through exchanging ideas and opinions, participants and Japanese staffs were able to share many detailed projects such as promoting understanding of dementia, an awareness campaign, a nursing leave from work, education to teach children about dementia, and dementia café etc.,

March 3, Thursday

The following visits took place to deepen understanding projects of family support and collaboration of community and volunteers in order for people with dementia to continue their life with ease in their familiar communities.

In the morning, Mr. Hiroyuki Tsunemi, director of Public Interest Incorporated Association Alzheimer's Association Japan – Kagoshima prefectural branch (Yasuraki-kai) explained their activities and his members had an interaction with overseas participants. Members of the association asked questions about a family support system and a specific communication method with demented people of different countries. Overseas participants also introduced unique projects that were different from Japan such as utilization of immigrants and neighboring countries as care givers, correspondence to minority groups such as immigrants and LGBT, home care support by a nursing team and usage of music and art for smooth communication.

In the afternoon, after Ms Eiko Maeda, Integrated Community Support Center explained their project of “dementia watch over mate,” participants had a chance to listen to citizens who are volunteers in the project. It was inspiring to hear that volunteers respect people with dementia as someone senior with rich life experience and cherish the moment when they could closely spend time with their dementia friends.

March 4, Friday

During the plenary session in the morning, all countries presented possible approaches of the fictional case under the theme of “how to support the case and the family in order to continue their life at home after discharge? What kind of collaboration and liaison system are needed?”

- Austria: 30% of nursing care service is provided at

home. In many cases, families traditionally provide home care. Since 2014, a law has stated that families are allowed to take nursing leave if their families are in need of care level above 3. A framework of economic support of home care is basically by tax. Many citizens think that they do not have to pay their fee when receiving care because high tax rates are imposed on them.

- Germany: The estimated number of dementia patients is 1.5 million and tends to be increasing every year. Since the Long-Term Care Insurance started in 1995, in addition to regular service that only targets the person in need of care, psychological and other related supports such as monetary support to respite care for family care givers, nursing allowance and a training program to care providers have been also covered by the insurance system. Other possible support is providing an opportunity of leisure and subsidies of participation fee so that people with dementia and families can spend their time together with ease when they go to an excursion and a trip. Also, NPOs like Alzheimer's association and other related agencies are trying to maintain and even improve the quality of volunteer services by implementing a training of volunteers (a training of over 20 hours required by different states).
- UK: As an example of collaboration with public administration, organization, business entities and volunteers to support home living, UK participants introduced a project called s.a.i.l. (Safe and Independent Living) which was implemented in the liaison of Southwark Council, London Fire Brigade, Police, National Health Service (NHS), Age UK - Lewisham and Southwark branch, and other volunteer organizations. It is a comprehensive care system where the elderly check the given lists, and are provided with needed supports by appropriate organizations based on their situations. In addition, international collaborative programs in the poorest and middle-income countries where health and social care systems are not yet established were introduced.

In the afternoon, overseas and Japanese participants were divided into 3 groups; 1) Support for family care giver, 2) Collaboration and liaison of different professionals, and 3) Collaboration and liaison of local residents and other concerned entities to support home living. Topic 1 discussed ideas and examples of projects to maintain the well-being of care givers by different phases of nursing care (early, middle and last stages). Topic 2 exchanged ideas of different types of professionals and discussed

what would be the ideal form of support. Topic 3 pointed out that breaking the stigma of dementia could lead to a community collaboration. In addition, participants engaged in a role-play exercise and reconfirmed that the quality of life would increase if comprehensive service is provided and all concerned entities including public administration, organization and community fully share accurate and detailed information of the person.

In the closing, Mr. Asutsugu Kurono, chairperson of the Local Seminar, made comments that the seminar revealed many people all over the world has so much concern about the elderly and surrounding issues even though all countries have different support systems of dementia based on our backgrounds. Hence, we shall continue to work together beyond countries. He concluded his remarks by showing his expectation on all participants to utilize the network established in the seminar for our future activities and ongoing life.

March 5, Saturday

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During the morning, participants reflected their activities of the Local Program in an evaluation session. They departed for a two days and one night homestay program.

March 6, Sunday

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Participants assembled at both Kagoshima Prefectural Government office and Kagoshima airport and spent the last minutes of farewell with host families.

Comment:

Kagoshima program was planned and aimed to discuss from various perspectives how to support people with dementia and families comprehensively in collaboration with public administration, organization and local citizens as the main theme.

The program followed the steps of different activities starting from introducing projects of Kagoshima prefecture, exchanging opinions at institutional visits, interacting with family care givers and local volunteers and then case presentations and discussion at the Local Seminar. This steps helped overseas participants learn comprehensively about the current situation and surrounding environment of the elderly, support systems and project examples in Kagoshima prefecture. Also, as each program was set based on actual challenges of Kagoshima, it enabled each visit to be mutually stimulating and provide an opportunity

for local people to learn situations and projects of overseas countries. The first visit of “Ai-to-Yui-no-Machi” had balanced activities of a lecture, facility tours, interaction with service users, and discussion with staffs. Overseas participants were able to experience the atmosphere of Japanese nursing care as it was such a great opportunity for overseas participants to closely interact with both people who provide and receive care.

Through listening to and interacting with family care givers of dementia and watch-over mates (community residents), participants were able to consider how to approach and keep an appropriate space with non-professionals, and even had a chance to listen to different individual view of life.

Many local citizens participated the morning session of the Local Seminar. It was useful to learn systems and support methods of different countries. Japanese participants who were involved in the elderly and dementia care were encouraged and inspired to know that our Japanese system was not inferior to ones of other European countries. At the same time, Japanese and overseas participants shared similar comments that a networking system to connect different service is not yet efficiently established and service itself is not well known even though all participating countries already have decent service to support the elderly and dementia.

The usage of IT and ITC as a support tool of the demented elderly was not brought up as a discussion topic this time, although this topic will continue to bring an attention as overseas participants showed their strong interest in Japanese technology.

The Local Program of Kagoshima recognized common challenges different countries face such as the utilization and actualization of Integrated Community Care Support, importance of more involvement of local citizens to support people with dementia, dissemination of various service and systems, support for care givers, and education and awareness campaign targeting the youth. It was a good opportunity for both overseas and Japanese participants to gain useful information and hints for their future works



and actives. I sincerely expect that all people involved would broaden their perspectives, improve motivation to work for future activities and support for both people with dementia and family care givers, and develop their network established through participating the program.

Lastly, I would like to extend my sincere gratitude

to Kagoshima prefectural government, Kagoshima city, the organizing committee, staffs and service users of institutional visits, family care givers who openly shared their experience, local volunteers, host families who warmly welcomed overseas participants, and all other people who created and supported the program.

2. Oita Prefecture (Activities for Persons with Disabilities Course)

Date	Time	Schedule
March 1 Tuesday	9:55 11:35 15:00-15:20 15:30-16:00 16:15-18:00 19:00-21:00	Departure from Haneda Airport (JL663) Arrival at Oita Airport Orientation Courtesy Call on Oita Prefectural Government Lecture on the Policies and Programs for the Persons with Disabilities Sector in Oita Prefecture Welcome Reception
March 2 Wednesday	9:30-12:00 12:30-13:15 14:30-17:00	Visit to Social Welfare Corporation Moegi-no-Sato Oita Prefecture Support Center for Persons with Developmental Disabilities ECOAL Lunch at Restaurant Donko no Sato, Social Welfare Corporation Moegi-no-Sato Visit to Social Welfare Corporation Mizuho Public Welfare Center Welfare Facility for Disabled SEISHINEN
March 3 Thursday	9:00-11:30 12:30-17:00 (12:30-13:20)	Visit to Oita Volunteer Center/ Citizen Activity Center (Oita Council of Social Welfare) Visit to Oita University, the Faculty of Education and Welfare Science, Human Society and Welfare Science Course Lunch with Oita University Students at Cafeteria
March 4 Friday	9:30-17:00 (9:30-9:45) (9:45-12:00) (12:00-13:00) (13:00-16:00) (16:15-16:50) (16:50-17:00)	Local Seminar Opening Presentation by country Lunch with participants Group Discussion Overall Session (Presentation by group, Q&A) Closing
March 5 Saturday	9:00-11:00 11:30	Evaluation Homestay
March 6 Sunday	14:30 17:00 18:25	Return from Homestay Departure from Oita Airport (SNA92) Arrival at Haneda Airport

<Theme and program outline of Activities for Persons with Disabilities Course>

Carer's training for promoting social participation of persons with disabilities: Focusing on cooperation in community, development of professional skills, and fostering the next generation

After the ratification of the United Nations "Convention on the Rights of Persons with Disabilities" in January 2014, Japan established the Act for Eliminating Discrimination

against Persons with Disabilities in June 2013, which enters into enforce on April 1, 2016.

Oita Prefectural government prioritizes measures for persons with disabilities to support their community living, employment, and also the children with disabilities and their families. However, understanding towards persons with disabilities and their empowerment, as well as reasonable accommodation in the community have not yet mainstreamed sufficiently, and thus there is a strong need to promote actions focusing on these ideas.

Since the enforcement of the Act for Support for

Persons with Developmental Disabilities in 2005, the number of people receiving welfare services for disability has been increasing and the types of services have become diversified. Carers are demanded not only in their number but also in the quality of their knowledge and skills more than ever. Training of carers and promotion of better understanding within the community is indispensable to build a society where persons with disabilities and their families live and work happily; this is one of the most urgent issues to be tackled.

Thus, local program in Oita prefecture focuses on the qualitative and quantitative development of the available human resources that can support persons with disabilities in local communities. Through discussions on the following three points in depth, the program aims to identify support that address individual needs of persons with disability in the community and to build a society where they can lead their independent living.

- 1) Making the field of welfare a more attractive occupation for the young generation
- 2) Creating an environment where welfare workers can strengthen their expertise while working
- 3) Building a system of volunteers to support persons with disabilities in the community

<Program Outline>

1. Courtesy call on Oita Prefectural Government
2. Briefing on the policies for persons with disabilities in Oita prefecture

Lecturer: Mr. Seichi Mitoma, Assistant Director for Planning and Sports, Welfare for the Disabled Division, Welfare and Health Department, Oita Prefectural Government

Mr. Koichiro Hirose, Deputy Manager for Planning and Sports, Welfare for the Disabled Division, Welfare and Health Department, Oita Prefectural Government

3. Institutional visits

- Social Welfare Corporation Moegi-no-Sato Oita Prefecture Support Center for Persons with Developmental Disabilities ECOAL

Oita Prefecture Support Center for Persons with Developmental Disabilities ECOAL has organized 3-year training program for professionals to support persons with developmental disabilities, known as “training for supervisors (SV training),” for over 150 professionals, such as teachers, workers at welfare facilities and civil servants, in various fields since 2006. Modeling after ECOAL approaches, SV training was developed and has

been implemented nationwide since 2014. However, it is facing a difficulty to maintain its quality similar to the one originally organized by ECOAL.

[Focus]

Participants understand the outcome and challenges of the training for welfare works to acquire professional knowledge organized by ECOAL. Thereafter, they share ideas on training programs in each country to strengthen trainees’ professional expertise, and exchange opinions on development of trainees and coordinator who implement the training programs.

- Social Welfare Corporation Mizuho Public Welfare Center, Welfare Facility for Disabled SEISHINEN

With its vision “to respect every person’s dignity and to contribute to create a community with shared education and inclusion,” Social Welfare Corporation Mizuho Public Welfare Center provides supports for persons and children with disabilities and elderly people based on their individual condition and needs. They share the information with the community and make the facility open to the area for promoting to raise understanding within the community.

Welfare Facility for Disabled SEISHINEN, where the participants will visit, is a residential facility to provide daily living support and training required for independent living for persons with disabilities, as well as consultation and advices.

[Focus]

Participants understand the organizational training systems and the organizational approaches to foster workplace environment for staff to acquire skills and knowledge so that a qualitative supports be maintained and provided. Also, participants exchange opinions with staff in several facilities of the Corporation on effective organizational approaches to secure human resources and prevention of job turnover, comparison to the Japan’s nationwide issues of increasing turnover rate issues, by sharing approaches in each country.

- Oita Volunteer Center/ Citizen Activity Center (Oita Council of Social Welfare)

Established in 1981 and renamed as Oita Volunteer Center / Citizen Activity Center in 2004, the Center works to foster volunteering spirit within the Prefecture, provides supports for various kinds of volunteer activities, and amasses and matches needs in the community.

[Focus]

Participants learn the actual condition of the program organized by the Center to foster volunteer spirits.

Thereafter, they share information on how to support volunteers for them to support persons with disabilities to participate in community, and exchange opinions on essence to build a structure for volunteers and disability-related organizations (groups organized by persons with disabilities and facilities) to support community together as well as on better training programs.

- Oita University Faculty of Education and Welfare Science, Human Society and Welfare Science Course Social Welfare

Oita University is the only public university in the Prefecture, offering courses to train specialists in the welfare sector. The course on social welfare offers a curriculum to gain professional expertise required as social workers and attempts to foster the next generation of carers. The university maintains a high number of their students passing the national licensing exam for Certified Social Worker (the university achieved the pass-rate of 100% in 2014 whereas the national average was 27%); this implies that the university has been successful in educating the future specialists.

[Focus]

Participants divide into three groups with different views to exchange ideas, namely, 1) support for community living, 2) promotion on employment of persons with disabilities and 3) support for children with disabilities and their families. In small groups, participants and university students discuss and consider how to create welfare workplaces, activities and fields more attractive by themselves.

4. Local Seminar

[Theme] How to develop carers to promote understanding of local community for persons with disabilities and how to establish its structure

[Objective]

Structure of inclusion of and coexistence with persons with disabilities in a community varies in each country as it has its own cultures and historical background, however, it is common that persons support those with disabilities. Through the presentations by country in three focuses described below, participants will learn how each country has developed carers to support persons with disabilities as well as the outcomes and challenges of the carers' development. Thereafter, the participants will clarify important essences and required processes to promote the

approaches targeted in the three focuses after the Program and will discuss how to establish an effective structure to develop professional and /or future carers.

For the presentation high school students who are studying in welfare courses in the Prefecture would be also invited. This would offer an opportunity for the young people, leaders of the next generation, to think about personal attributes necessary to become specialists in the field of social welfare.

[Presentation by country & Discussion]

10 minute presentation by country (excluding translation) about the practice which has been taken place at one of the participants' organizations including background, effect, outcome and challenges. In the afternoon, participants divide into three groups and discussed the respective topics.

1) Creating the welfare workplace more attractive for the next generation (Presentation by UK)

Due to the negative image of working condition, welfare activity sites has been always facing staffing shortage. Participants will discuss how to create attractive welfare workplaces where young people become willing to work at and be responsible in the future, obtaining ideas to solve the short-staffing issues.

2) Creating a system to strengthen staff's expertise (Presentation by Germany and Japan)

Carers in welfare activity sites take responsibility in precious works to support a living of individuals, however, a certain proportion of the carers leave their positions due to job burnout on regular basis. Participants will discuss how to establish a structure for carers to continue working for longer periods and strengthen their expertise at the same time.

3) Cooperation with volunteer as partners in the community (Presentation by Austria)

Under current short-staffed circumstances in the areas to support persons with disabilities, it is necessary to utilize local volunteer to provide sufficient supports for persons with disabilities as it is very difficult to do so by professional personnel alone. Participants will discuss how to develop volunteer for organizations to provide their supports effectively to the targeted people as well as how to match volunteer with professional staff and their effective collaboration.

5. Homestay (1 night 2 days)

Outcome of the local program and future challenges in the field of persons with disabilities

Kazuteru Tanaka

Chairperson, the Hosting Committee
Deputy Director, Social Welfare Corporation Ton-Ton

Foreword

It is the 3rd time for Oita Prefecture to host the local program, and 2nd time to host particularly ones of persons with disabilities field, under Young Core Leaders of Civil Society Groups Development Program. As I had experienced being a member of the hosting committee for the previous program in 2012, I intended to make a program evolve from the previous one. So I set the theme for the Local Program and spent much time for preparation by the hosting committee getting input from relevant parties.

Setting for the Local Program

To decide the theme for this fiscal year, we considered what are current issues in the field of persons with disabilities in Oita Prefecture, and in a large perspective, in Japan, and set the theme; “The supporters’ training for promoting understandings of persons with disabilities.” A structure where a person supports the other person is inevitable in this field. Considering that a person who supports the other is a supporter, supporters’ training is essential as a common theme in any countries. So, we considered we would be able to understand the current situation in Oita and get hints for the future by knowing approaches taken in respective countries.

There are three pillars for supporters’ training, namely; maintenance and improvement of expertise of staff already engaged in work; approaches to students expected to play a leading role in the next generation; and volunteer training to promote social participation of persons with disabilities. We selected places to visit during the program in this perspective.

For a system to make one’s expertise improved while working, we focused on the Oita Prefecture training program for supporting specialists for persons with developmental disabilities implemented by Oita Prefecture Support Center for Persons with Developmental Disabilities ECOAL and staff training scheme with the career path system introduced at Social Welfare Corporation Mizuho Welfare Center, which is a large-scale corporation. For approaches to students expected to play a leading role for the future, we intended to see power to change the future of welfare through exchange of opinions with the students

of the Social Welfare Course, Faculty of Education, Oita University. For volunteers’ training, we paid attention to approaches taken by the volunteer center that provided volunteer with trainings including disaster preparedness.

Outcome of the Local Program

Through visits to respective facilities and the Local Seminar, we could get inspired for establishment of a support system utilizing the local resources with infinite possibilities in order to make Oita better place to live in.

For improvement of expertise, sharing the current situations in respective countries revealed necessity for establishment of an evaluation system with supervisor to evaluate specialists and evaluation by users. At Mizuho Welfare Center, active discussion took place with the staff there having “actual practice site” as a common ground. The visit also enhanced motivation of the staff, as we could hear many staff saying they wanted to learn more after knowing approaches in welfare practices in respective countries. At Oita University, it was a precious opportunity for the students to learn practices of social work in respective countries and consider better welfare approaches. At the volunteer center, the overseas participants participated in an emergency drill as well as they learned the number of registered volunteers and deepened understanding on particularity of and necessity for volunteers in an emergency. At the Local Seminar, the systems of respective countries for supporters’ training could be shared, such as supporters’ training with mentoring introduced, and the matching system for volunteers and consumers making use of special skills and hobbies of volunteers.

Challenges for the future

Through this program, it was revealed that outcome of human resource development can be expected concerning supporters’ training in Oita Prefecture with creative mind and effort, even in a region with scarce human resources. On the other hand, area for future improvement also became clear, such as evaluation system after human resource development and program implementation for quality enhancement with input by users. I’m motivated to make improvement toward realization of better welfare together with relevant parties, learning from case examples and approaches in respective countries. Opinion exchanges with members on the same ground, even though from different countries, served as precious opportunities to learn from bidirectional discussions. We heard many voices after the program from every place we visited

saying it would be better if they could have spent more time to talk. I felt the necessity to form some structure to keep the learning sustainable, without making it a one-time experience. I cannot forget wonderful smiles the overseas participants showed during the program when they took pictures with consumers working at the restaurant and watched the gathering of children with the Down syndrome held at the welfare center. I keenly felt that they value time

to spend with consumers and, through that, consider issues and areas for development in this field. Making use of what I gained through the program this fiscal year, I intend to work on preparation for the program for the next fiscal year and for establishment of community where consumers and their families can keep smiling, talk about and imagine their dreams and futures.

Outcome and Learning through the Facility Visit under the Program

Ryohei Tashima, Hosting Committee Member
Social Welfare Corporation Moegi-no-sato

I was able to have precious experiences as a person in charge of the facility receiving participants for the program. I was able to deepen my own understanding about the development training for support specialists for persons with developmental disabilities and their dispatch system, which is one of approaches taken by Oita Prefecture Support Center for Persons with Developmental Disabilities ECOAL under our corporation as an autism comprehensive support center to provide support through life-stages of persons with developmental disabilities including autism

I made preparation aiming for the participants to understand the system of support specialists for persons with developmental disabilities, which is unique to Oita Prefecture, and also aim to consider how we can further develop trained specialists for the future. Support specialists for persons with developmental disabilities are those who belong to various entities/organizations in the prefecture after completing 3-year training in 3 levels; entry level (to know); intermediate level (to get engaged); and advanced level (to plan); in order to raise awareness for characteristics of developmental disabilities and to establish support network in the social model perspectives. Responding to request for dispatch from schools, nurseries, facilities and/or companies, they promote understanding for characteristics of the disabilities and improve environment, and give consultation to eliminate disabilities (barriers) between consumers and relevant parties. Outcome of their work was well acknowledged, which led to the nationwide approach for the training for support supervisor for developmental disabilities started in 2014 subsidized by Japan Foundation.

During discussion upon visit, information was shared about systems to enhance expertise of staff in

organizations and approaches to promote understanding toward disabilities in respective countries. In Austria, though it varies among organizations, they have a system to allow staff to have 40 to 80 hours within working hours to spend for their own trainings, so that carers themselves can deepen their knowledge and enhance expertise. Some organizations have a sabbatical system, which allows staff to review welfare from other aspects to get a new vision before coming back to work. Several approaches are taken in participants' countries not to focus only on existing conventional welfare, but to convert it to widened and creative welfare. I felt that they have capabilities to stay in line with needs appearing and changing from time to time. Each country actively implements evaluation function for supervisors (SV), supervision on SV, and maintenance/improvement of quality of SV inviting external instructors regularly even after the training. Within such implementation, they are trying to understand the community needs and eliminate regional differences.

Concerning the training course for supervisors we are working on, we understood the necessity to follow-up the SV after their completion of the training, but actually we couldn't carry it out. Some ten people start working as SV every year, but what they do afterward depends up individual ability, some of them just complete the three-year training and don't work as SV after that. Learning from approaches taken in the participants' respective countries, I intend to work on reviewing ours, aiming at establishment of follow-up system to help each SV work actively after the training.

For lunch, we served the participants with a set menu consisting of house-made udon noodles and chicken rice at DONKO, a restaurant owned by our corporation. At DONKO, where persons with and without disabilities work together and consideration is made for the staff to work according to their disability characteristics and needs, the overseas participants were quite impressed not only with the taste of the food, but more than that, with persons with disabilities working with confidence as kitchen or

floor staff. I was touched to see them take photographs and enjoy conversing with the staff with disabilities. There is a small shop-space in the restaurant building, where they sell woven products, such as name straps and pouches, postcards with artwork, kiln-made porcelain and agricultural products. The overseas participants actually picked them up in their hands and expressed their surprise at wide variety, high quality and very reasonable pricing of the products. It is difficult for persons with developmental disabilities to communicate with other people, and they have little chances to hear praising voices for their products. So, it was an ultimate experience of success for the working users, rewarding their tireless effort, to receive candid appraisal for their products and have their day-to-day acknowledge by the overseas participants. When I heard a home-stay host family telling that the participant staying with them said that the pouch she had bought at DONKO is the most precious treasure, I became confident with approaches we had taken and really wanted to tell the words to those who are making the product wonderfully with much care in spite of their disabilities to encourage them for the future.

Looking back the program this time, I feel so contented that I could host the visit which gave me much learning and wonderful encounters. Human relationship, which has no single right answer, has a common ground beyond the

border and differences in culture. I could learn various different ideas and passion of those who are engaged with person with disabilities in respective countries through exchanging information about various approaches in different countries, which I appreciate very much.

For the future, I intend to aim at welfare with liberal mind-set to respond each and every consumer with passion, as I learnt possibilities to support persons with disabilities in an out-of-the-box manner, without limited by the conventional concept of welfare. I think that expanding my own view for welfare will lead to solution of issues, so that persons with disabilities won't feel difficulty due to their disabilities. To achieve my goal, I hope to participate in this program by myself as a participant next time to get first-hand knowledge about various forms of welfare overseas and to learn from them, in order to take approaches to expand my own view for welfare.



Kumi Miyahara
Center for International Youth Exchange

March 1, Tuesday
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After being welcomed by the committee members at Oita Airport, the participants had lunch in Beppu Hot Spa, served with food steamed by hot spa heat, and then, moved to the Oita Prefectural Government building. Following the orientation, a courtesy call on Manager, Promotion of Private Schools/Youths Section, Living Environment Department, Oita Prefectural Government and a lecture on disability measures by Disability Department, Welfare and Health Division, Oita Prefecture took place.

The participants deepened their understanding on the number and ratio of persons with disabilities and the major policies in Oita Prefecture through explanation on overview of the "4th term" Oita Prefecture Disability Welfare Plan. The Q&A session turned out to be an opportunity for them to understand differences between Japan and their countries; for example, available services depend on levels certified

by disability handbooks, among 7 levels for physical disabilities, 4 levels for intellectual disabilities and 3 levels for psychiatric disabilities; and among major diseases of persons with psychiatric disabilities, needs concerning addiction among the homeless is increasing in Germany, while response for depression is focused in the measures in Oita Prefecture. They also knew that Oita Prefecture has ADL (Activity for Daily Living) training at group homes and day-time support utilizing continuous employment support type A and B, in order to promote community living of persons with intellectual disabilities. They were impressed with the effort made to nurture understanding of disabilities and volunteer spirit in community through continuous implementation of Oita Prefecture Wheelchair Marathon event.

At the welcome reception afterward, host families and representatives of places to visit participated, and the participants had an amiable time with their respective host families. The overseas participants were very much attracted by Shinto music and dance performed during the welcome reception.

March 2, Wednesday

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The participants visited Social Welfare Corporation Moegi no Sato Oita Prefecture Support Center for Persons with Developmental Disabilities ECOAL in Bungo-Ohno City, in the south to Oita City. First, Mr. Yasuro Igarashi, Chairman of the board, explained human resource development scheme of the corporation and its outcome, and connection of approaches between national and local governments. And then, Mr. Takeshi Igarashi, Director of Oita Prefecture Support Center for Persons with Developmental Disabilities ECOAL passionately explained chronological background to start the training of support specialist for developmental disabilities (Supervisor (SV) training) and its outcome.

After these explanations, opinion exchange took place about training systems in respective countries. In Austria and Germany, training during workhours is permitted (for example, 40 hours for the first year and after that, 80 hours each year) and proactive acquisition of knowledge and skills by staff is recommended. The participants from UK shared information about their system where they have SV training by SV who completed the training and the scheme to instruct / oversight SV to secure quality of SV, which gave hints for the Japanese attendants to establish a support scheme for SV. Concerning funding to continue the training, practices in UK and Germany were shared; funding by remuneration gained by conducting staff training for companies in UK and awareness raising for persons with disabilities by establishing sales route for distribution of artwork by persons with disabilities in Germany.

The participants went to Donko-no-Sato, a restaurant under disability welfare service facility operated by the corporation. At Donko-no-Sato, people with different disabilities, such as Asperger Syndrome and other types of autism with intellectual disabilities, or developmental disabilities, are engaged in different work according to individuals' characteristics, capabilities and inclinations; waiting on the customer by serving and clearing tables, washing dishes and assisting the cooks in the kitchen. At a shop in the same building, some goods produced at their vocational workshop, such as confectionaries, pouches and ceramics. The overseas participants were very much impressed to see the persons with disabilities working enjoyably, took many goods in the shop in their hands and purchased them. A German participant, an art-therapy practitioner, mentioned that it requires some times more effort than usual for persons with disabilities to create their

works, and by having customers purchase their effort with added value reflected in the prices, understanding toward person with disabilities will be promoted in community.

In the afternoon, the participants visited Social Welfare Corporation Mizuho Welfare Center, Support Facility for Persons with Disabilities, Seishin-en. First, Mr. Yukio Adachi, Facility Director of Mizuho Gakuen, explained their approaches for staff development at Mizuho Welfare Center, followed by opinion exchange about systems for staff development at respective organizations in respective countries. Some common issues among all countries were revealed, for example, in the welfare field, more women are engaged than men and turnover rate is rather high as work condition is worse than other types of work. As ideas to resolve these issues, creation of worker-friendly workplace became a topic of discussion, which covered; introduction of birthday holiday scheme (Japan), incremental annual paid holidays according to the length of service (Germany, UK), the Distinguished Service Award by Mayor or any politician for person with long-time service (Germany) and introduction of service program for users utilizing hobbies of staff members. Possibilities for new approaches to make the workplaces more attractive to new-hires were also discussed; such as introduction of mentor-system for new-hire training and effort to improve salary/work conditions.

March 3, Thursday

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The participants visited Oita Prefecture Volunteer / Civil Activity Center (Oita Prefecture Welfare Council), where they received greeting remarks by Mr Kenji Kai, Director, followed by introduction of activities of the volunteer center delivered by Mr. Nobuhiro Fujita, senior officer. During this session, explanation also touched upon active engagement of disaster volunteer activities and change in the number of volunteer after the Great East Japan Earthquake, of which image was also displayed. The overseas participants understood necessity for support and response according to characteristics of individual persons with disabilities for evacuation living at the time of disasters, and asked questions about practices of volunteer training to respond to such situations. During this visit, an evacuation drill took place, and the participants joined the drill together with citizens using the center and the staff members. The drill was conducted simulating a fire and tsunami caused by an earthquake, where the participants recognized the needs for persons with disabilities through experience, such as evacuation route and way to evacuate for wheelchair users and importance of support with easy-

to-understand wording. After that, the participants shared the systems for volunteer development in respective countries and exchanged opinions on aforementioned volunteer training programs and peer volunteering where persons with disabilities volunteer for other persons with disabilities.

In the afternoon, the program was implemented in the campus of Oita University. After having lunch at the university canteen with the students of Social Welfare Course, Welfare Science Department of Oita University as buddies, the participants exchange opinions about ideal disability welfare. As it was a fine day, some groups interacted outside of the building. The students expressed themselves in a candid manner, which made the organizers recognize necessary support in development of the next generation. As for support for community living, some important aspects were confirmed, including knowing well about community, perception change by supporters to inclusion, independence and hope, and understanding needs and hopes of persons with disabilities. Concerning employment of persons with disabilities, some ideas were confirmed necessary; such as opportunities for employers to know potential of persons with disabilities through ordinary employment and welfare-type employment, and creative approaches to change perception on persons with disabilities in addition to improvement of the legal system. Lastly, an overseas participant with more practical experience in social welfare, sent cheers to the students, hoping them to understand the needs positioning persons with disabilities (users) in the center, and to keep working on user-centered support with dreams in their minds.

March 4, Friday

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The Local Seminar, as a wrap-up of the local program, was participated also by high school students in the morning in addition to the Japanese participants, where cases in respective countries were shared.

- UK: The presentation was made sharing ideas to make welfare more attractive for the next generation, not by putting it in a certain framework, but enhancing enjoyment in operating programs in an out-of-box and creative manner. Some case example were shared; a case where a user of the organization is now actively working as a staff of the organization after receiving support and training; and Gig Buddies, a program to improve leisure activities of persons with disabilities utilizing community volunteers.
- Germany: To establish a structure to improve expertise,

an approach was presented which consists of 3 points, namely; 1) reform management to enable workers to get involved in their organizations' decision-making process with impact; 2) knowledge management, such as incentives for mindfulness training and specialized training; and 3) health management, such as work-life-balance and periodical massages.

- Austria: Concerning collaboration with volunteers, the presentation covered some cases of collaboration with volunteers to supplement shortage of staff, which has been developed along with the long history of volunteering. Particularly, actual examples were shared where focus is put on managers and care-coordinators who do matching with youths, training/guidance for volunteers and coordinate volunteers. Outcome brought about through active utilization of internship was also shared by the presentation.
- Japan: Presentation introduced a system to improve expertise worked on by Social Welfare Corporation Minna-no-Hiroba TONTON.

In the afternoon, group discussion was held in 3 groups to share issues in community, exchange opinions about ideal future image of community, and considered practices to be done to realize the ideal future. Ideas to create community where Win-Win-Win can be brought about for all people, including consumers, supporters and community people were shared as outcome; such as; enhancement of motivation by introduction of flex-system and sabbatical system; campaigns to communicate attractiveness of welfare work; and volunteer enlightenment.

Lastly, the Local Seminar was concluded with the words, "Keep it Punk! (Let's challenge something new. Create new things without fear; it leads to creation of radical change. Let's keep on our own activities!)"

March 5, Saturday

.....

Evaluation meeting was held in the morning, followed by homestay.

March 6, Sunday

.....

After saying goodbye to host families, the participants left for Oita Airport.

Comment:

As for approaches toward social participation of persons with disabilities, "supporters/carers" was put in the center for program planning. After Japan ratified of the

UN Convention on the Rights of Persons with Disabilities in January, 2014, we have more opportunities to hear about the concept of “social model” but approaches to change mind-set of people are not easily to realize, and neither about carers who are involved with persons with disabilities. Austria, Germany and UK have similar challenges/issues respectively, such as shortage of carers and high turnover, and are working on solution of the issues utilizing various methodologies. Such practices could be shared among the participants from various standpoints; staff with expertise, future welfare staff and volunteers in community.

Highly-engaged discussion could take place among the overseas participants and the staff of the visited facilities by allocating much time for opinion exchange in small groups to share approaches taken at the visited facilities and approaches taken in respective countries to tackle their issues.

On the other hand, as the program focused on carers, no occasion was set for interaction or opinion exchange with consumers with disabilities. So, it was impressive to see the bright eyes and enthusiasm of the participants when they entered Donko-no-Sato, a restaurant of Social Welfare Corporation Moegi-no-sato. We also received feedback

from them at the evaluation meeting telling suggesting that there will be effect and advantage brought about by having consumers with disabilities involved in this program, which can be an input for the future program planning.

It is my expectation that the participants will utilize experience and knowledge gained through this local program for approaches to lead to awareness changes in society in their respective activity places / organizations. I also expect that collaboration in more different aspects will be extended in respective countries through continuous information exchange.

Lastly, I would express my gratitude for Oita Prefectural Government, Hosting Committee, and the places to visit, that spent more than a half year making effort for preparation; and all those who supported this program.



3. Wakayama Prefecture (Activities for Youth Course)

Date	Time	Schedule
March 1 Tuesday	9:10 10:35 11:45-12:45 14:40-15:15 15:20-15:50 16:00-17:30 18:30-20:30	Departure from Haneda (SFJ021) Arrival at Kansai International Airport Visit to Wakayama Castle Orientation Courtesy Call on Wakayama Prefectural Government Lecture on Policies and Programs for Youth in Wakayama Welcome Reception
March 2 Wednesday	9:30-15:30 18:30-20:30	Visit to Specified Non-Profit Corporation Heart-Tree/ Nanki Youth Support Station Discussion with the staff Dinner with the hosting committee
March 3 Thursday	9:30-12:00 13:15-16:00 16:15-17:00	Visit to Specified Non-Profit Corporation Kuchikuma-no-Club (Seaca) Visit to Wakayama Prefecture Kumano Senior High School Courtesy Call on Mayor of Kamitonda Town
March 4 Friday	9:30-17:00 (9:30-9:40) (9:40-12:05) (12:05-13:00) (13:00-15:30) (15:45-16:40) (16:40-17:00)	Local Seminar Opening Presentation by country Lunch with participants Group Discussion Overall Session (Presentation by group, Q&A) Closing
March 5 Saturday	9:30-11:30	Evaluation Homestay
March 6 Sunday	13:30 17:00 18:25	Return from Homestay Departure from Kansai International Airport (SFJ026) Arrival at Haneda Airport

<Theme and program outline of Activities for Youth Course>

Promotion of youth activities and training of youth leaders for community development

Youths are the important human resources that can lead the future of the country; therefore, creating an environment and implementing policies relevant for their future is great importance. In recent years the environment surrounding the youth has been changing dramatically due to the increasing number of nuclear families, progressing urbanization and development of information technology. It brings a lot of issues related to youth such as weaker ties within the community and lack of direct communication, and limited opportunities to direct experiences.

In order to overcome these challenges, it is necessary and important to make more actions to foster the empathy of the youths by increasing opportunities for the youths to experience group activities and to feel connection to their community and to the people as well as cultivating their attachment toward the community and their motivation to work for their hometowns, raising their leadership, creativity, and ability to take actions.

Wakayama Prefecture implements a program to build a cycle of young people nurturing the next youths of the community. So-called “Relay Type Healthy Next Generation Development Program” aims to raise the awareness of the citizens on the youth development and to build a framework where both adults and young people in the community can work together to nurture the youths. In order to further development of the program the government and the citizens need to recognize each other as partners for youth development and the two groups collaborate with each other. Adding to this, in recent years, there is a new movement in Wakayama that places the view of children in the center and incorporate their learning in town development. Presence of youth leaders with strong leadership is indispensable to promote such activity continuously.

Moreover, youth leaders are necessary who play an important role to create a community where people can solve their problems with the help of their neighbors and young people are able to involve in community activities with enthusiasm. Local Program in Wakayama prefecture aims to explore the essentials for fostering such youth leaders and discuss, in particular, how they can work to nurture those with creativity and ability to take actions, who can discover the beauty of the community and help revitalize their hometown. Lessons-learnt from discussions

are expected to be used for the future activities and projects in the Prefecture as well as in the home countries of the foreign participants.

<Program Outline>

1. Courtesy call on Wakayama Prefectural Government
2. Briefing on the policies and programs for youth of Wakayama prefecture
Lecturer: Mr. Takayuki Ohyama, Sound Development Support Section Official, Youth Affairs and Gender Equality Division, Prefectural Citizen’s Bureau Environment and Living Department, Wakayama Prefectural Government
3. Courtesy call on Mayor of Kamitonda Town
4. Institutional visits
 - Specified Non-profit Corporation Heart-Tree / Nanki Youth Support Station

Specified Non-profit Corporation Heart-Tree has been working to support to the youth who withdrew from society (so-called Hikikomori) for many years, providing a place where they feel the sense of belonging. Tanabe city has a network of government-private partnership to support Hikikomori and Heart-Tree constitutes a part of it. They provide support using their experiences built through these activities and the network with other relevant partners.

[Focus]

Through the visit participants exchange opinions with staff on how to approach youths who are withdrawn from society and have other concerns, further discussing the potential activities and desired human resources when young people are supporting other youths with problems.

- Specified Non-Profit Corporation Kuchikuma-no-Club (Seaca)

Seaca is the corporation that works to expand the network of people through sports, thereby nurturing the youths and volunteer leaders. They aim to achieve community development through building a cycle of people that are born in this area joining the club, growing with the club, and eventually returning to the group.

[Focus]

Discussion among participants and staff provides to exchange ideas on how to promote community building and to cultivate talents of people through sport activities with which people feel familiar and relevant to their physical strengths, age, skills, hobbies, purposes and lifestyle respectively.

- **Wakayama Prefecture Kumano Senior High School**

Kumano Supporters Leader Club is one of the extracurricular activities organized by Kumano Senior High School. The club organizes a variety of activities in cooperation with the local community: students of the club visit homes of the elderly living alone and organize educational programs for elementary school students, such as reading sessions and teaching traditional dances. The group also visits facilities for persons with disabilities during summer and perform a variety of dance. Their performance is shown at local festivals and residential facilities for elderly as well.

These activities allow students to return the skills and knowledge they learned at school for the good of their local communities. The experiences are aimed to cultivate their motivation to work for their hometown and to develop their practical skills.

[Focus]

Participants discuss what kind of activities are necessary to foster charismatic human resources that can take a leading role for community development with aiming to lead the development of human resources that can revitalize the local activities and contribute for the community

5. Local Seminar

[Theme] Promotion of youth activities and cultivating youth leader for community development

[Presentation by country & Discussion]

10 minute presentation by country (excluding translation) about the practice which has been taken place at one of the participants' organizations including

background, effect, outcome and challenges. In the afternoon, participants divide into three groups and discussed the respective topics.

1) How to build a place where the youths can be involved and feel the sense of belonging (Presentation by Austria)

With the increasing complexity of social structures in the modern world, the youths today are facing a variety of problems more and more. Simultaneously, general communication and inter-generational connection within the community has diminished, resulting in the growing number of youths holding back their problems unsolved and feeling they have nowhere to belong. In order to change the circumstance, it is necessary to create places where the youths feel the sense of belonging and they can actively involve themselves. Participants discuss what kind of places are needed from the youths and how to create such environments, additionally how to develop human resources that can take a leading role in those places.

2) How to promote the involvement of youths in youth organizations' activities (Presentation by UK & Japan)

Discuss on how to find youths that have had no contact with youth organizations and how to involve them in the youth activities.

3) How to nurture youth leaders through the cooperation of school and local communities (Presentation by Germany)

Discuss on the necessary systems and activities of cooperation between schools and local communities to foster the young generation and develop more youth leaders.

6. Homestay (1 night 2 days)

Achievement of the local program and the challenges of youth development

Shinji Miyamoto

Chairperson of the Hosting Committee

Secretary to the Association of Social Welfare

Service for Elderly in Kinan Region

This program made me earn a valuable experience, while realizing a certain direction to lead my life, as it was the first experience for me to be both the chairperson of the hosting committee and a host family.

Young persons should be equipped well to take up the future of the country; therefore, it is remarkably important to foster their capabilities and set up appropriate frameworks

for them. Nevertheless, a number of challenges lay before them today. Communities seldom contact with each other and people scarcely make direct communication. There are less empirical learning opportunities, etc. These challenges are mainly due to dramatic changes seen in social environment surrounding young persons, such as an increase in the number of nuclear families, urbanization, and development of information devices, etc. Having that in mind, the aim of this program was determined, recognizing the importance of offering young persons more opportunities to foster their understanding as well as to cultivate their emotional attachment and a sense of contribution toward local communities. It was hoped to encourage them to think of new ideas and make actions as