

well as to perform their leadership and to foster a mind of compassion.

As the importance of youth development has been recognized in Wakayama, the “Relay Type Healthy Next Generation Development Program” was launched for the purpose of creating a system which develops young persons in local communities and contribute to develop even younger persons (the next generation). It was also aimed to rise public awareness in the field. Such a program requires solid private-public partnerships for its consolidation. Another program offers children to take initiatives to study their communities through their learnings. We need youth leaders here: leaders who will continue those programs, encourage young persons’ active participation, and recreate communities that community residents can recognize and find solutions to their common challenges together. The hosting committee thought that hosting this program was a golden opportunity to discuss how to go about in cultivating such youth leaders with inventive mind and ability to take action and that we can develop its outcomes further even after the program.

Our program began with introduction of a group of Kumano Senior High School students who shared their experiences of working closely with local communities. Another example of human resource and community development through sports was shown by Kuchikumano Club, Sports, Education, All, Culture, Association (SEACA). Finally, Nanki Youth Support Station displayed their case of private-public cooperation toward supporting young people with social withdrawal called “Hikikomori” and exchanges of ideas were generated. As for the local seminars, the Austrian delegation showed their approaches for human resource development as well as their projects in creating places for young people to work on different projects, while the UK and Japanese (Youth Club Minabe) delegation introduced programs each in recruiting young people toward group projects and finding isolated young individuals. The German delegation explained about their youth leader development programs working in collaboration between schools and communities. It was also good through organizing the local program to learn more about projects realized by youth development organizations in Wakayama.

I would like to look at our program by comparing it with my growing

experiences. I was born in 1976 as one of three children of a family in a small town of 15,000. Quite normally at that time, three generation lived together. My grandparents showed me a way of traditional living as well as taught me about nature and traditional children’s plays. It was the time when people’s living and culture throughout the year were revolving around rice farming. Family members gathered during Obon (in August), prayed together for the ancestors’ resting souls, and participated community events like Bon Odori (Dance) and/or Sento Prayer, where a great number of candles are lit to pray for every resting souls regardless family relations. I remember also that people of the community got together around a village shrine to pray for prolific harvest in Autumn by playing flutes and drums as well as dancing Shishimai (Lion Dance), while enjoying drinks and food in a very lively atmosphere. Some rituals were practiced at the end of each year, and relatives called on each other in their best dresses on new year’s day. Children also had frequent gatherings, organized by a community children’s association. They did different things together like playing some sports such as softball and kickball. Adults treated every child as if they were all their own children, so understanding each child’s personality well. The community was almost like a big foster family. Even Shorinji Kempo provided a community contribution opportunity for senior students to take leadership to supervise their juniors in communities. These experiences were made available solely because there were adult leaders within communities.

“Learning by making mistakes.” We reaffirmed the significance of positive influence that adults give children. We should show them appropriate and sensible behaviors in some ways fit to today’s society. Many youth development programs and policies in participating countries were shared in details during this program. These knowledge shall encourage people in the field even more than now, and their spirit will be passed on to the next generation. Lastly, it is our sincere hope that the Young Core Leaders Program will be a part of framework of youth development in Japan.



Achievement and Gained Learning from Local Seminar and Visit Program

Mitsuru Kashiwagi, Hosting Committee Member

Executive Director

Specified Non-profit Corporation Heart-Tree

The Specified Non-profit Corporation Heart-Tree manages a number of projects. The “Sunny Woods” has been a place made available for socially withdrawn (“Hikikomori”) young persons since 2002. After finding a place to be involved with, “Nanki Youth Support Station” has provided the young persons with some problems the first step towards seeking an employment since 2008, as a project entrusted by the Ministry of Health, Labor and Welfare. We also manage a counselling service project of Wakayama Prefecture, called “Youth Support Station With You,” for young persons through an outreach system. Finally, “Rurucoro Sweets Kitchen” and “Café Rurucoro” were opened in 2014 as facilities of intermediate employment support, taking a part of community development projects where “young people work and live,” that Wakayama prefecture has promoted. Regardless those projects, the total operating cost of our organization is 60 million JPY, 80% of which is commissioned by national and prefectural government. The self-sponsored fund accounts only 20% with Rurucoro project of approximately 10 million JPY. The Heart-Tree is, therefore, a very small, always in debt, non-profit organization. Yet, for the fact that Tanabe city established the “Hikikomori counselling counter” in 2001, setting a precedent across Japan, a public-private cooperation network for Hikikomori support was already in place. This was the ground, around Tanabe city, where we have been working and where the local program of young core leaders took place, welcoming delegations from Austria, Germany and U.K.

On their visit, we showed them “Nanki Youth Support Station” and other project sits in the morning, and we discussed related matters together in the afternoon. Some similar cases to Hikikomori can be identified also in Europe, but they are usually taken as “personal” problems diagnosed as depression or schizophrenia and not taken as the issue among young persons like cases recognized in Japan. “Hikikomori” seemed quite extraordinary to them and almost everyone had a question about it. This active discussion was expected, but I was still surprised by their proactive participation. To our explanation regarding truants being possible signs of prospective Hikikomori and a necessity to provide early help for them accordingly, a number of questions were raised. Would teachers and/

or schools have public trainings or seminars to get proper knowledge about the matter? Truants are a school issue so why not teachers get more specialized with the matter? These opinions were completely new and made us realize what different angles of the same issue can show us. During the visit to “Sunny Woods” in the morning, after knowing it opens only in the afternoon, two persons expressed their wish to visit there again in the afternoon when someone is actually using the place. Two users were playing cards when they returned the facility and they spoke with the one of the users who had better command of English. Again, this was such a positive behavior. Positive and proactive approach and attitude of foreign delegates constantly shocked me during their visit.

Two days after receiving them, the local seminar was held at Kamitonda Cultural Hall on the theme “Promotion of Youth Activities and Cultivation of Youth Leader for Regional Development.” A number of presentations were given: 1. Approaches for giving youth a place to belong. A place where youth can be full of life and get actively involved (presented by Austrian delegation), 2. Approaches for active participation of youth in youth association activities. How can we involve local youths in the association which they have not joined? (presented by U.K. delegation), 3. Activities of Youth Club Minabe and the issue of nurturing next leaders. (presented by a Japanese group), 4. Approaches for nurturing youth leader through cooperation of school and local community. What effort or system is necessary for school and local community to nurture youth leader? (presented by German delegation). In the afternoon, based on those presentations, delegation members and general participating individuals had discussions in small groups.

Considering self-reliance of young persons as well as an unemployment rate of youth through a perspective of occupational training opportunity, in Austria (where the unemployment rate of youth is 9%), there is a protection system for young persons that sets a target for providing them educational training and/or employment opportunities. Also in Germany (where the unemployment rate of youth is 8%), there is the dual system through which young persons can proceed both of academic and occupational trainings at the same time. The merit of those systems is that they assure participating youth an income such as labor fees or provide them accommodations for the duration of the trainings. The number of youth support organization users may increase also in Japan, if unemployed young persons can try out a working experience, organized by a support station, at a company for 20 to 40 hours a week lasting

for three weeks or so with income assurance. As Dr. Michiko Miyamoto, Vice President of the Open University of Japan and Dr. Akihiko Higuchi, Professor of Hosei University, mention in their books, I also felt a necessity for local authorities to develop realistic and region specific support programs as unemployment or vocational training assistance to encourage youth to make efforts in contacting youth support institutions.

In Japan, a young person under 18 years of age must have his/her as well as his/her guardian's approval for him/her to receive any forms of support from youth support organizations like support stations. The legal framework of youth protection in Austria was amended in 2014, adopting ways of making interventions (acted by the bureau of youth welfare services) only by the request of the young person him/herself. This is a system that makes it possible for young people to reach to youth support organizations like Spacelab without his/her guardian's agreement. One Austrian delegate asserted that the early discovery of young people with some problems is what is remarkably important. It would be presumptuous of us in a private organization to make "interventions," but I simply envied to have the right for making interventions, since there were

some cases where I wished so much to have a right to make interventions.

Mr. Kazuhiro Nishikawa, a lecturer of Wakayama University and the advisor of the local seminar, mentioned about "output (newly created matters through experiences)," "outcome (expected effect on users)," and "impact (effect influential to society)." In summary, using his words, it was precious opportunity for us, the youth supporters, to experience other cultures and check the "impact" of our actions, to reaffirm our strong wish to understand the "outcome," which are recognizable changes in youth, and have a program prospect with numerical evaluation as the "output." In other words, as our organization is getting bigger and more people working together, we should reaffirm our policy; at the same time, each member should keep on improving his/her capability in the field so that our programs will become even more unconventional and flexible, free from Japanese way of thinking, and that our organization will provide higher quality of services. Lastly, but not the least, I thank all of involved organizations as well as personnel for giving us this great opportunity once again.

Maiko Hayashi
Center for International Youth Exchange

March 1, Tuesday
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Receiving the warmest welcome at Kansai International Airport by hosting committee members, foreign participants have moved to Wakayama City and visited Wakayama Castle with local university students. After the visit, courtesy visit to Mr. Takahiro Kuriyama, Director General of Environment and Living Department, Wakayama Prefectural Government has been paid. Participants had chance to taste house oranges which is a product of Wakayama prefecture. Mr. Kuriyama has explained about the Wakayama area, rich in mountain and sea, having world heritage Mount Koya, Kumano Sanzan, Shirahama beach area. He also delivered a message wishing to have a good exchange with people in Wakayama through various visits.

Following to the courtesy call, lecture was held concerning youth policy in Wakayama prefecture. Firstly, Mr. Koshiro Shimakawa, Activity Promotion Section Official held a lecture about Relay Type Healthy Next Generation Development Program. In Wakayama prefecture, there is a background that a number of

children groups once seen in local communities has been dramatically decreased, due to the less number of children and aging society. To establish youth development organizations in various locations within the prefecture and to revitalize cross generation among children, workshops targeting local adults and youths, junior leaders training toward primary and junior high school students are put into practice, aiming to establish a organization where people of all the age groups in communities can communicate.

Secondly, Mr. Takayuki Ohyama, Sound Development Support Section Official, explained about Youth Support Program. Target of support include "unemployed young people between 15 and 39 years old." In Wakayama, there are three Youth Support Stations which are established at the total of 160 locations across Japan, by the Ministry of Health, Labour and Welfare. In Wakayama, the challenges Youth Support Station and Youth Counseling Service With You were facing have been solved by being merged into one. In addition, Regional Council for Supporting Children and Youth divides the prefecture into four regions, and exchange information and establish network.

At the welcome reception conducted in seated style, participants enjoyed communicating with representatives from Wakayama prefectural government, institutional staffs

and advisor of Local Seminar. In addition, calligraphy and origami performance was shown, and participant who had her birthday on that day was given an original calligraphy art work.

March 2, Wednesday

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Second day, participants moved to Shirahama town in Nishimuro District, and visited Specified Non-profit Corporation Heart-Tree. Mr. Yoshiki Minami explained the history of Heart-Tree. After the explanation, participants have visited three relevant institutions; Nanki Youth Support Station and “rurucoro sweets factory,” café “rurucoro” which sells homemade sweets and handmade crafts of reclusive people, Hikikomori Support Center for Social Participation “Hinata no Mori (Sunny Wood)” which is a place to stay for reclusive people. All were in walking distance, and participants were able to communicate with office staffs, café staffs, and participants who wished with reclusive people. Quite a few participants expressed that the visit was meaningful in a way that they could understand their activities from various angles.

In afternoon, lunch exchange and opinion exchange session were held at the actual classroom previously used in Akizuno Garten, former Tanabe City Kamiakizu Elementary School.

In Europe, reclusiveness is not dealt independently as challenge youth face, thus definition of reclusiveness in Japan to background were explained in detail. During Q&A session, almost all the participants raised hands and had a vigorous discussion.

March 3, Thursday

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In the morning, participants have visited Specified Non-profit Corporation Kuchikumano Club. There were many good examples of cooperation of local government and NPO for local community, not only sports activities but also cultural activities such as language. After the discussion, opinions were exchanged, and examples of each country were introduced.

In the afternoon, participants had exchanges with students and teachers from Kumano Supporters Leader Club in Kumano Senior High School. Its activity deals with challenges of local society, involving broad generation in local community such as elderly people, persons with disabilities, schoolchildren. Participants danced “Uraja Ondo,” the dance which is performed when students visiting elderly care facility, under the guidance of students. Some

participants expressed their impression of autonomous attitude and power of Japanese high school students.

Followed by the visit, the delegation paid a courtesy call on the mayor of Kamitonda town. As for youth related project, promotion of reading activity among children (Bookstart project; reading picture books to baby and parents and giving a picture book as a gift), children commendation program which children is given a bronze medal directly from mayor were introduced.

March 4, Friday

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Local Seminar was held to summarize the local program, around 50 Japanese participants has participated. During the plenary session in the morning, each country has presented their example.

- Austria

Austria introduced its example concerning a place to belong for young people. Perspective for the place of youth in the society is the place which empower young people and let them participate. Principles upon practice are it is free of charge, anyone can join, diversity sensitive, self-determined and participatory, and potential oriented.

In addition, examples for the place for young people have been introduced, such as structured dialogue at national or EU level, youth protection by the youth welfare authorities, and youth center where young people can spend their free time.

- UK

UK had a presentation concerning approaches for active participation of youth in youth association activities. As for the journey of recruiting young people into youth activities, participants explained each process by introducing an example in each organization. Process shown is, firstly, use social media to promote activities, secondly spend time in communities to understand needs, and finally empower young people to share their positive stories with their peers.

In particular, YouthNet uses social media and wearable technology to let youth engage, Sporting communities builds trust inside community through counseling, advocacy and mediation, Ambitious about Autism create project with young people and share experiences through writing blogs and creating films.

- Japan

Japan introduced the activities of Youth Club Minabe. As of 2016, there are 68 members ranging from 19 to 37 years old. Youth exchange, community exchange and community contribution are three pillars. It aims for local development and cultivation of leaders through various

activities, such as summer camp and Japanese cooking class for youth exchange, jump-rope competition and rice growing experience for community exchange, and protection of loggerhead turtle for community contribution. Future challenges are the development of successors, and mentioned to the lacking cooperation between young generation.

• Germany

Germany has presented approaches for cultivation of youth leaders, focused on the cooperation of school and local community. The cultivation of youth leaders in Germany, European strategy and local strategy in field of youth, and local examples for cooperation were introduced.

There is a youth strategy for all European Union member states, and for example, program Erasmus plus, which provides qualification to youth leaders, and promotes studying abroad, provides certificate for school, local community and NGOs to qualify youth leaders.

As for local examples, projects funded by government and coordinated by local community in schools such as students beautifying public space were introduced.

In the afternoon, foreign and Japanese participants were divided into three groups, and according to each topic, exchanged opinions concerning promotion of youth activities and cultivation of youth leader for regional development.

In the closing, representatives from each group presented the summary of discussion. Mr. Nishikawa, advisor of local seminar, has mentioned the importance of social education and non formal education which is an educational activity organized outside school. In addition, he noted the necessity of evaluation system according to each youth activity.

March 5, Saturday

In the morning, participants had a evaluation session and reflected their program in Wakayama. In the afternoon, participants departed for each destination of homestay program.

March 6, Sunday

Participants has returned from homestay, and spent one last time before farewell with host family.

Comment:

System and position of the field of youth and youth work

is different from Europe. During the opinion exchange and discussion between foreign participants and institution, there were often times when assumed age of youth or role of youth worker for their activity is not consistent. Thus, it is important to share the background knowledge such as defined age of “Children,” “Young people” and “Youth,” and concept of “reclusive people,” concerning the field of youth in delegation country and Japan in advance.

Especially, about the concept of reclusiveness,

it was explained several times before the institutional visit, yet it took time for participants to grasp the image because it was unfamiliar concept. During the visit to Heart-Tree, foreign participants were able to discuss the phenomena of “reclusiveness.” It was impressive that in Europe, “reclusiveness” arises from various circumstances, and it is dealt independently according to each reason.

Vigorous discussion concerning school education and the position of youth work, non formal education and the role of youth work has taken place during each institutional visit.

Non formal education is independent from the school education system, and it provides the opportunity of education which meets each country and needs, by facing flexibly into problems youth face. In Europe, its purpose is to meet the needs to learn for immigrants, refugees and street children, while in Japan, local volunteer activities outside of school is regarded as non formal education. At Local Seminar, participants had shared the awareness, the important role of the support through non formal education.

In addition, the definition and role of youth worker is different among countries. As for foreign participants, youth worker and teacher exist separately. Youth worker in EU policy has a role to provide non formal education dealing flexibly with problem youth facing. In contrast, in Japan there is no clear distinction between school and youth work, and youth worker is not regarded as independent occupation.

I hope knowledge gained from this program will be reflected upon activities of each organization, and exchange of information in the network is maintained continuously so that further collaboration is conducted and connected to the future.

Finally, I would like to express my gratitude for Wakayama Prefectural Government, hosting committee, organizations we visited, local volunteers, host family who warmly welcomed foreign participants, and all those who supported the program, who made effort in preparation of the program.

Chapter 4

Evaluation

Course Presentation

On March 7, 2016, each course presented the summary of the program: outcomes of the program, NPO management and activities in each area.

I. Activities for Elderly People Course: life of elderly people with motivation in living

1. Feedback and proposal in the field of Elderly people

Kagoshima Prefectural Government

There is a challenge concerning activities of elderly people in rural area especially in the islands. Low rate of internet diffusion to the elderly people is the challenge to enhance internet medical system.

Public Interest Incorporated Foundation Jiaikai, Ai-to-Yui-no-machi

Services are closely delivered under collaboration with local community and integrated care. It was great opportunity to meet residents. We recognized the role and system of care manager. We were also impressed with respective care such as smash the carrot to make it easier to eat and shape it back to make it easier to recognize. We shared the examples of activity to increase Quality of Life (QOL) in Europe.

Public Interest Incorporated Association Alzheimer's Association Japan—Association for people with dementia and families

We learned about the four psychological stages that the family of a dementia person would reach. Denial as a first stage, confusion/anger/refusal as a second stage, clear cut solution as a third stage, reaching and acceptance as a fourth stage. It is important to support them with understanding of the psychological stages.

Integrated Community Support Center – Dementia “watch over mate” liaison council of Kagoshima city

“Watch over mate” is looking after people with dementia to live safely in their own city. Activities include watching over daily life, communication, taking over family's role in case of their absence.

2. Feed back and proposal for Japanese NPOs

The role of care managers which integrate all the services is able to promote collaboration of various

services. The common challenges to four countries is how to integrate fragmented approaches for collaboration.

We discussed how to get help from volunteers more cost effectively. We found out that first of all it is important to make it more interesting to involve in the volunteering. People with dementia involve with various people, and different people think differently.

II. Activities for Person with Disabilities Course: support for persons with disabilities in social participation

1. Outcome of the program

Oita Prefecture has been taking measures on the field of persons with disabilities since 1981, and making efforts to establish more inclusive community. We learned about activities and inclusive approach with persons with disabilities in Oita.

2. Feed back and proposal for Japanese NPOs

Flexible participation as a volunteer, such as career or decision making support inside the community, is necessary. It is important to lead to the development of professional human resource through granting rights to staffs, provide volunteers with enough training and job opportunities in other field.

3. Feedback and proposal in the field of persons with disabilities

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

ECOAL is a community center for children and adults with autism and supervisor training program they provide is about to develop its nationwide. It provides interactive learning and socializing opportunities and invites children with disabilities.

Donko-no-Sato

It is a restaurant where persons with disabilities are

employed. It is an inclusive place where persons with disabilities engage in various activities. Products made by persons with disabilities such as bags and bowls are produced and sold.

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

Promote activities of women and children. Staffs involve in activities to reflect decisions of users.

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

We saw the photo right after the Great East Japan Earthquake and after restoration. Having photos with impact is a good way to involve more volunteer. We also participated emergency drill. It should be hard to estimate earthquake while living a daily life. We learned to live each day happily and do the best each day.

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

Students were committed and passionate not only to share information but to involve to the society. The Act on the Elimination of Discrimination to be put into force on April 1, 2016 shows that new generation is ready for the disabilities sector in Japan.

4. How to utilize the network

We would like to seek how to develop the relationship with Japanese NPOs through network. As for personal level, I would like to collaborate with Donko-no-Sato through the handicrafts and art products. We started to talk about exchanging similar products from Germany. In addition, some of us are involved in intercultural social work in university, we are planning to exchange students and hold an intercultural program with Oita University.

Finally, we would like to keep working on with the value we shared during the program: Keep it punk: do not be afraid to think outside the box.

III. Activities for Youth Course: Nature of development of youth workers

1. Feed back and proposal for Japanese NPOs

Challenges NPOs face are similar in four countries. NPO staffs are underpaid, and there is a problem of retaining staff when hiring young people. Challenges in Japan are the restriction of system, not much free time after school, and less collaboration compared to Europe. On the other hand, major part of activity is based on schools, and there is a limit of organizing project outside schools for NPO.

2. Feedback and proposal in the field of youth

We proposed to let youth participate from the stage of planning. From a long term view, systematic changes are necessary, and it is necessary for government to introduce a method. Through the systematic change, it would be able to conduct approaches that are merged in holistic ways.

Specified Non-Profit Corporation Heart-Tree / Nanki Youth Support Station

We evaluated how Heart-Tree spending long time to develop relationship with Hikikomori reclusive, as building trust is regarded as important element also in Europe. Heart-Tree fills different needs depending on users.

We propose to let more recovered Hikikomori engage more with society, and build the supporting peer to peer program.

Specified Non-Profit Corporation Kuchikumano Club (Seaca)

It was good to see the service delivery through sports center although it is a small community. Since the Great East Japan Earthquake, it is open to devastated children of Fukushima every summer for free of charge. To maintain the big facility, it is important to seek possibilities for fundraising other than monthly fee. In addition, cooperation with schools or other organization is necessary.

Kumano Senior High School

Students are involving in many voluntary activities visiting elderly care facilities and supporting persons with disabilities. As for suggestion, it would be important to be based more on students' needs and enhance motivation of young people.

As for overall feedback, youth work should not be connected so much to schools. In addition, it is important to establish the method of evaluating activities, and to involve young people from the stage of planning.

3. How to utilize the network

We would like to consider how to make use of network. We would like to evaluate how suggested ideas were put into practice, and deliver the method of fundraising. As for personal level, I would maintain friendship and keep delivering the culture of other countries.

Comments by Mr. Akihiko Kimpara, Deputy Director for International Policy Planning, Office for International Youth Exchange, Cabinet Office

By listening to the presentation, I believe that the local programs of three prefectures were fruitful. Gained knowledge and learning were important ideas for future activities.

For three fields, it is important to consider the needs of respective recipients. Furthermore, in the community, it is necessary to develop Quality of Life (QOD) for elderly people and persons with disabilities, and raise a sense of independence for youth.

It is impossible for public sector to be responsible for all needs of individuals. Participant referred to how responsible person outside public sector act in each field, and in particular, increasing volunteers and utilizing new ideas are necessary. It was very interesting to learn specific efforts; as for youth field, to encourage development of youth through peer support, and as for elderly people field, to support families and collaborate between services

through care manager. I hope participants would share examples and utilize those in each field.

In the field of elderly people and persons with disabilities, it is necessary to consider safety within national system, and meet individual needs at the site in a flexible way. An example of developing food product for elderly people was introduced and we learned that in Japan, ideas have come up according to the needs of user “eat delicious dish in a delicious way,” which also led to a new business opportunity. I hope such new ideas spread more in Japan.

I hope as a member of Japanese government that foreign practices will be continuously been introduced to Japanese NPOs and society.

Evaluation by delegations

On March 7 2016, each delegation made a country presentation following the course presentation.

I. Austria

Each of us learned that we are facing the same challenges in the field of youth, but having different approaches. There are good structure and willingness to learn in Japan. In Japan, people accept suggestions positively and eager to implement our best measures. Local Programs were fruitful with hospitality and warm welcome. Especially Wakayama Program was fruitful together with lots of tasty oranges. It was a short stay, but fond of experience both in individual and professional way. We came as foreigner but leave as a close friend. We would like to thanks to Cabinet Office, local program committee members, and all the people who involved to this Program.



II. Germany

We appreciated for the impressive program. Having a good impression both on professional and private level, I have remarks concerning five aspects.

1. Preparation: Intense information was helpful to know. We have met 2 weeks before the Program and held a seminar. It was very helpful that two ex-participants have joined to share their experiences.

2. Management: It accommodated our needs. There was also a warm welcome of local program organizing committee.
3. Content: As for NPO Management Forum, Topic1, working both in mixed groups and professional field groups was helpful to discuss further in each group. As for Local Program, there was good exchange with institution staff and committee members.
4. Suggestion: More flexible method of discussion, more dynamic way is necessary, such as world café method or more. It is better to have more time to contact informally when introducing activities. As for institutional visit, even though there are language problem, it would be good to have chance to join and experience their work as a volunteer to have a better understanding of the structure of the organizations. It would be good to have a list of participants with emails including Japanese participants to maintain our network we built during the Program.
5. Individual remarks: It was good opportunity to reconnect with some Japanese delegates to Germany in 2010. We hope we would have long lasting relationship from this year Program as well.



III. UK

Two weeks program was lifetime experience. We thanks to the Cabinet Office, all the staff and volunteers, and everyone who made this Program possible. We have felt genuine warmth of Japan, and all Japanese we met had welcoming atmosphere. We appreciated to the organizing effort for this scale of project It looks easy from the participant side, but I understand there is a huge amount of effort for preparation, especially from my experiences of organizing smaller events. This was the fruitful experience to reflect on our work and organization back home and learn other countries situation. We are thankful to this wonderful experience.



Delegation Leaders' Reports

The following are the reports of the representatives of each course of the Program, including the learning of NPO management and proposals for Japanese organizations, as well as those in each course and how to utilize the learning into practice.

Activities for Elderly People Course

Claudia KAISER
Delegation Leader, Germany

First of all I would like to thank Cabinet Office, Government of Japan for having set up Young Core Leaders of Civil Society Groups Development Program in 2002. For many years it has brought together young experts of non-profit organizations from other countries and Japan in order to foster mutual understanding and facilitate the exchange of knowledge and ideas.

What I have learned with regard to NPO management

All our countries are facing similar challenges, i.e. an aging society with its potentials but also needs; a declining birth rate with shrinking family sizes; the decline of the workforce with impacts on the economy and the social systems; an increased level of mobility which leads to urbanization on one hand and rural depopulation on the other. Against this background it is vital for all of us to strengthen a “cohesive society” - a society for all ages and generations, for people with and without disabilities, and for all social classes. It is a society in which every person takes his or her responsibilities for one another; where people collaborate, cooperate and help each other with open minds. Civic engagement is vital for society; and non-profit organizations have an important role to play.

In Germany, Austria, the UK and Japan the tradition of non-profit organizations is both long-living and considerable in size. The non-profit sector has become a significant economic and social factor. At the same time it is quite complex and consists of different types of organizations concerning their legal status, financial backgrounds and professional capacities. In this regard it was very important to gain knowledge about the situation of non-profit organizations in Japan and in the other countries

in order to discuss the topics in more depth. Therefore the introductory lectures on the first day and at the opening of the NPO Management Forum were very helpful. The joint work in the topic group gave me an insight into various approaches to business collaborations of NPOs. It was emphasized that collaboration can be fruitful but certain rules of conduct have to be respected by both partners. It was very inspiring to work on a “dream project” and to develop ideas for possible collaboration between NPO and business.

What I have learned with regard to the field of elderly people

The local program on activities for elderly people was organized in Kagoshima Prefecture where we spent six intensive, yet fruitful days. The program started with the courtesy call at Kagoshima Prefectural Government and a lecture about the geographical and demographic challenges of Kagoshima Prefecture concerning policies for elderly people – especially those with dementia. Generally speaking, the situation seems to be very similar to the one in Germany. Nevertheless, both the superior age structure of the population and the geographical nature of the prefecture (i.e. rural areas and remote islands) pose several challenges as to the provision of services for elderly people. What is more, the age of the population living on the volcanic Sakurajima Island (vis-à-vis of Kagoshima mainland) is above average which requires special preparation in case of emergencies and natural catastrophes.

Dementia prevention and the supply of services for people with dementia and their families is a vital challenge for Kagoshima. Quality of care and the dignity of older people need to be ensured. Kagoshima Prefecture supports early detection of dementia and prevention measures. At the same time it is difficult to convince people to contact health care and social services at an early stage of the disease which enable provision of adequate help early

on and avoidance of aberrations as well as any follow-up costs. This is due to the fact that dementia is still being stigmatized and people feel ashamed of admitting they have symptoms themselves or their family member is affected by the disease. We observe the same in Germany. I was very impressed by the activities related to the New Orange Plan. It is a very good model in order to reach a lot of people as “Dementia Supporters” with a short training combined with a strong and well-known brand symbolized by the orange bracelet.

On our second day we visited Public Interest Incorporated Foundation Jiaikai with its Geriatric Health Services Facility, Ai-to-Yui-no-machi. The Director gave an introductory lecture about the needs of the older population in Kagoshima and the services his facility provides. I was very impressed by his kind and very open way of addressing us and his staff. The facility was amazing and the staff were very motivated. Everything was fondly prepared for our visit. The older people had learned some German and English words, everything was decorated very thoughtfully with German, Austrian and UK flags. We visited the outpatient day care center for demented people, two different geriatric care units with focus on rehabilitation, a specialized group home for dementia and the in-home and outpatient support centers. Some aspects were very similar to German facilities although in Germany most modern in-home facilities have more or even only single rooms with individual shower and bathroom. Nevertheless, the integrated concept and variety of services under one roof are remarkable. The atmosphere was very warm, there seemed to be more staff than in German facilities and the food preparation was more thoughtful and appropriate. In the afternoon we had a very fruitful exchange with staff members on three different topics. I attended the group concerned with end-of-life care. This is an urgent topic also in Germany, especially focusing on palliative care and hospice care which is a special challenge for people with dementia who cannot express pain or articulate their will easily anymore.

The next day we were introduced to the work of Yasuraki-Kai, Kagoshima Prefectural branch of Alzheimer’s Association Japan. We discussed several topics that are of common interest, i.e. the reconciliation of work and care, better support of family members, innovative methods working with people with dementia, setting up effective awareness campaigns or efforts in early detection of dementia. In the afternoon we learnt about the Choju Anshin Support Center, an Integrated Community Support Center, which offers a comprehensive consultation

service. Moreover, we had the chance to listen to three older volunteers who work as “watch over mates” and look after persons with dementia.

The local seminar was well organized and gave a good overview of the situation in each of the involved countries. We were able to discuss and exchange good-practice and innovative concepts. I was part of the group that discussed Topic 1 (How to support family carers). It was especially interesting for me to learn more about the integrated care model and the role of the care manager. In Germany it is mainly up to the person in need of care or their family to organize all health- and care-related services. Moreover, it seems to me that in Japan the importance of geriatric rehabilitation is taken more seriously than in Germany. Still there is a lot to do in order to better support family carers. We discussed several aspects such as respite care, care leave, joint holiday programs for people with dementia and their family carer, self-help groups and joint leisure activities. Thanks to the organizing committee of Kagoshima program for having prepared such a fascinating local program in Kagoshima!

How I will utilize what I have learned in practice

Taking part in the program inspired me to create new project ideas and to think more globally about the challenges we all are facing concerning NPO management and the support for elderly people. It is good to know that we all work hard to improve the situation of older people and their families that we come up with similar ideas but can learn from each other’s good practice examples. Back in Germany I will work more intensively on the topic of integrated care and would like to campaign for more activities in this field. In my opinion, a care manager can play a key role in managing and organizing the various services available to support older people. Moreover I would like to have a closer look at the New Orange Plan and the training activities undertaken. In Germany, we still need more sustainable activities to raise awareness about dementia. We have trainings ourselves but no nationally organized campaign focusing on the general public. I was very impressed by the numbers of Dementia Supporters that have been trained in Japan so far. I was inspired by a project in Kagoshima in which networks have been set up in order to better help people with dementia who wander around. I would like to implement this model in Germany.

On a more general level, the program helped me to broaden my mind and to think more globally about our social challenges. It has allowed me to build working relationships and friendships across Japan, Austria, the UK

and Germany. I was very impressed by the huge network that has been set up under the roof of International Youth Exchange Organization of Japan (IYEO) in Japan and I would be very interested in setting up a similar network within Germany and the other countries who participated in the exchange with Japan.

A real highlight for me was the homestay because it gave me the opportunity to experience Japanese family life in a very relaxing, warm and hearty atmosphere, having

been treated with rich Japanese food and having visited very interesting places nearby. Thanks for that!

To conclude, I am very grateful to have been a member of the FY2015 Young Core Leaders of Civil Society Groups Development Program. I will recommend this program to other colleagues in Germany and would like to welcome any Japanese delegations involved in the sending program to Germany in the future.

Activities for Persons with Disabilities Course

Gavin McALISTER
Delegation Leader, United Kingdom

My time on the programme was overwhelmingly positive and has been a genuinely life-changing experience, with a degree of personal and professional development which will make a huge difference to my career. It was one of the most intense experiences of my life, put me far outside my comfort zone, and was a huge learning curve. I appreciate the opportunity to participate and would thoroughly recommend the exchange to anyone considering taking part.

1. What you learned from this program with regard to NPO management

The most striking piece of learning from the exchange for me was that despite the many differences between our four countries, there are a huge amount of similarities in the challenges we face and the potential measures we can take to address these. Throughout the two weeks of the programme we spent time with people from markedly different fields and at different stages of their careers, but found that there was much more that united us than divided us. The same themes emerged time and again in our discussions, and it was instructive that different groups of people working independently came up with at times almost identical solutions to the issues we were examining.

Despite these similarities it was clear from our studies that a One-Size-Fits-All solution does not exist for the challenges faced by NPOs, and each approach must take into account the specific needs of the organisation, its sector and wider cultural and economic factors in its country of operation. One of the strengths of the exchange is that we collectively produced a range of recommendations which can be tailored and adapted to suit the specific circumstances of the NPOs and countries we each work in.

In the face of widespread indifference to the work of the sector we must be proactive in making the case that it is a vibrant and valuable place to both work and volunteer so we can attract promising young staff to fill current and future vacancies. We have to take responsibility for projecting a positive message regarding our sector: if we do not do this we cannot rely on anyone else to speak for us. Staff already working in the sector may feel undervalued (both in financial terms and in how they are treated by their NPO) so we must do all we can to address this situation.

Once in position we need to nurture these employees to ensure that they reach their full potential as this will benefit the NPO both through their increased expertise and input, and also by reducing staff turnover and encouraging employees to stay with the organisation. By doing this we can grow the leaders and managers of tomorrow from our own junior staff, and this in itself can then be used as an incentive to other potential recruits as we can demonstrate that working in an NPO can have scope for significant career development. We should not be afraid that staff may leave for more lucrative employment as a result of completing development opportunities with their NPO. Where this happens it should be taken as a sign that the program is working, and used to promote work in that organisation as a potential stepping stone to a better career in the future.

Need for the services of NPOs is increasing, particularly in relation to aging populations in advanced countries, while at the same time the resources available to them are coming under pressure from the austerity agenda. This has the potential to generate a perfect storm of massively increased demand and depleted resources which could lead to the widespread collapse of NPOs across the sector. To counteract NPOs must be dynamic and able to adapt to change, and in particular to get the most out of their resources, and in particular their human resources.

A major piece of learning from the programme for me was to in increasing awareness of my own prejudices and

to reject the false dichotomy of the private sector being necessarily negative and the public sector being positive by default. To meet the challenges of the future we need to bring together the best that each sector can offer. The most powerful message that I took from the whole experience was that collaboration between NPOs and business enterprises can lead to a Win-Win-Win situation whereby the NPO, corporation and wider society all benefit. This is the ideal scenario and a level of synergy that we should all aspire to. Neither the corporation nor the NPO need to compromise on the integrity of their vision to collaborate successfully in a way that benefits all.

2. What you learned from this program with regard to respective fields - persons with disabilities

The local programme was the highlight of the entire exchange for me as it gave us the opportunity to see at first hand the excellent work which is already underway in Japan (Oita Prefecture) and play a small role in hopefully helping to improve the situation there. The warmth of the welcome we received and the willingness of staff at the institutions we visited to share their practice with us was exceptional.

From the visit to Donko I learnt about the potential for persons with disabilities to play an integral role in all aspects of the operations of a successful business. My own organisation currently operates a community café which employs a small number of persons with learning disabilities, but the visit to Donko demonstrated that we could be much more ambitious with the project in future, and employ more persons with disabilities in more roles. It is clear that employment with Donko is hugely beneficial to the staff with disabilities.

Speaking to the social work students, and the young staff members working with persons with intellectual disabilities was very insightful as they shared their motivations for working in the sector, their aspirations for the future and their concerns about the negative elements of the jobs that they will do. This was very useful in highlighting some of the barriers which make working for NPOs unattractive, which we all now have a collective responsibility to address. The negative perception of working in the sector is not something that I had encountered in the past, so it was very interesting to hear new perspectives from Japan.

The evident pride which everyone we met in Oita had regarding its famous Wheelchair Marathon demonstrated the opportunity which exists to raise the profile of disability issues through public events which bring the

wider community together.

3. How I will utilize what I learned from this program

The program made me appreciate the strengths my NPO already has in terms of the staff and volunteers who are dedicated to improving the lives of vulnerable people. Consequently the first action related to what I had learnt in Japan was to organise a celebration event for our volunteers to acknowledge their commitment to several key projects I deliver. The event will take place in April, and will give me an opportunity to demonstrate the gratitude of me and my organisation for all that they do. By acknowledging and celebrating what we have already, we will be able to motivate our volunteers to do even more good in future.

The visit to Donko has inspired me to be more ambitious with my projects as it took a concept that we are already involved in (providing employment to persons with disabilities) and developed it much further than we have been able to do in our organisation. We have a similar facility to Donko which employs a small number of persons with disabilities and I will actively seek to increase the numbers employed and the level of responsibility they are given.

Hearing of the central role which the Wheelchair Marathon plays in life in Oita has shown me how public events in general and sport in particular, can bring people together and raise awareness of disability issues. I am involved with a football team for players with disabilities who want to increase their profile, get new players and raise funds for their sustainability. On a smaller scale we will seek to replicate the impact of the Wheelchair Marathon by holding football matches for players with disabilities to raise awareness and funds for the team.

The way that Japanese people responded to the Great East Japan Earthquake has caused me to reflect on some of the comparatively insignificant challenges that I face in my role with an NPO. The fresh perspective from seeing such an inspirational transformation has given me a renewed determination to overcome the barriers that we face and ensure that we achieve our goal of helping the most vulnerable members of our society.

The experience of working with delegates from four different countries, and in particular with those who did not have English as a first language made me extremely conscious of the need to communicate clearly, concisely and effectively. This has been an absolutely invaluable lesson and has caused me to reflect on how I communicate with different audiences in both my professional and

volunteering roles. I have already noticed the difference in how I communicate since I returned, as I am able to say more while using fewer words and have my message understood more clearly. A further benefit in terms of

personal development is the impact which the Japanese way of working has had on me. The logistics of the program were extremely well organised and this has encouraged me to be more organised and methodical in my own work.

Activities for Youth Course

Andreas SCHNEIDER
Delegation Leader, Austria

First of all I would like to thank Cabinet Office of the Government of Japan, the Centre for International Youth Exchange and all people involved in the FY2015 Young Core Leaders of Civil Society Groups Development Program for:

- organizing the programme in a well-structured and solemnly manner,
- the chance, honour and challenge to be a delegation leader,
- giving me the opportunity to learn a lot about Japan: Japanese youth politics, culture, its challenges with demographic changes and with young people,
- the great opportunity to take part in this exchange,
- allowing me to learn a lot about myself,
- making this exchange a once in a lifetime unforgettable experience for me and everybody, who had the chance to take part in this program.

Learning from the NPO Management Forum

Already during my preparations of the paper "NPO Sector in Austria: History and specifics" I found out that the NPO sectors in Japan and in Austria are very different. A second learning, which was to some extent verified during the NPO Management Forum was, that interests of business enterprises and NPOs are not as different from each other as estimated, except that the vision and aim of NPOs lies in a "social case" and business enterprises aim at a "business base" vision. But the management of an organisation, employing motivated staff, continuous improvements, management instruments and methods, etc. are quite similar.

During the two organizational visits to Japan Youth Hostel, Inc. and the Yahoo Japan Corporation I got additional insights about the challenges young people and youth-policies are facing nowadays in Japan. Especially the Yahoo Japan Corporation Project - in cooperation with the Specified Non-Profit Corporation YouthCreate - aiming at encouraging political and social participation by youth - was very interesting for me.

During the NPO Management Forum I had the pleasure to engage in discussions and the final presentation of Topic 3 "Cooperation and collaboration between NPO and business enterprise relating to public relations." The stories, the best-practice-examples, approaches and ideas my colleagues shared from Japan, Germany, UK and Austria offered new perspectives to all of us. The way different NPOs in different countries approach business enterprises and get them engaged in their projects and everyday work showed that there are many ways to make such collaborations happen – we only need to find our individual way to get started.

NPOs and business enterprises can profit from a comparative and fruitful cooperation. Good public relations should illustrate the results of such cooperation in a "social" and a "business" case. I, as an expert in the field of Corporate Social Responsibility, deeply support a close interaction of business and social sector, knowing, that both sectors can learn much from each other. As well as social entrepreneurship - as hybrid of business and NPO sector - is an interesting solution for upcoming social challenges.

The final presentations from the other two topic groups showed up the productive and high-level-outcome of the NPO Management Forum and we all had the possibility to benefit from the work of the other groups as well.

The local program - Youth

The local programme in Wakayama Prefecture was very well organized and gave me a good insight in the youth sector in Japan. Thanks to the courtesy call at Wakayama Prefecture and the inputs by the local officials I got a good understanding of youth policies in Wakayama; accompanied by fascinating cultural performances at the welcome reception and the visit of Wakayama Castle.

As for the issues in the Japanese youth sector the fascinating three institutional visits gave me a good understanding of the current state of play of Japanese youth organizations. All three organizations I would consider best practices that should be highlighted more also on a national level in Japan. It was interesting to hear that we are facing the similar societal problems in Japan and Austria. All the more it was very interesting to see other approaches and solution in Japan to cope with these similar societal

problems and challenges in the field of youth.

Specified Non-Profit Corporation Heart-Tree - a project to support reclusive young people

Learning about and handling the phenomenon of the Hikikomori - a phenomenon in which persons become reclusive in their own homes, avoiding various social contacts (e.g. attending school, working, having social interactions outside of the home etc.) for at least six months - was very fascinating to all European participants. It was interesting to learn how and with which methods and instruments Hikikomori people tried to be reached, aiming and trying to help them to re-integrate into society. Heart-Tree is not only social work with psychological methods, but tries as well to integrate Hikikomori people via basic skills (e.g. handcrafts; bakeries and running a café). The work and dedication of Heart-Tree impressed us all and is an important contribution to a more cohesive society.

Integrated Sports Club, Specified Non-Profit Corporation Kuchikumano Club Seaca - organisation aiming youth development through sports, education and culture

I was very impressed by the facilities and services provided by Seaca, as it not only covers sports but also education (language training courses) and cultural activities like marching-music-bands. Seaca is a one-fits-all-organisation giving its members a cheap (500 Yen) possibility for leisure time activities. In Austria there would have been several separate "associated clubs" for each of the services provided by Seaca.

Seaca is a best practice example of how a local government and an NPO can work together for the benefit of the local community. The fact that the facilities and services were based on a need assessment of the local community is a good approach for such cooperation.

Wakayama Prefecture Kumano Senior High School - with its huge volunteering program

The activities and dancing performance of the students of the Kumano High School in their voluntary work left a lasting impression on me. Although "youth work" on the contrary to the European concept of youth work - seen as out-school voluntary activities - are in Japan related to school and the activities of teachers - the approach of combining voluntary work with other youth related incentives (e.g. dance training) is a good concept to motivate youngsters to be active. Young people are very passionate and doing a massive range and activities – hip-hop, home visits, activities for children with disabilities.

The focus on intrinsic motivation of students gives them more scope to find own activities.

During the local seminar in Kamitonda it was good to exchange with young volunteers, youth association leaders, local teachers about their work. Even though the challenges for Japanese and European youth are the same and activities are similar, in the workshop the different conditions for European and Japanese young people concerning leisure-time and youth work became obvious. The Japanese youth have much less leisure-time to spend. Japanese youth associations and youth clubs therefore have much more competition from schools for more and more - due demographic changes - declining amount of young people.

Some of the proposal for activities therefore was formulated as follows:

- Youth is cross-sectorial topic (school, voluntarism, health issues).
- Recognition tools for non-formal learning and outside of school activities (similar to the European Youthpass) could be introduced.
- Schools and youth-work should be separate. Teachers should not also be in charge of youth activities and could concentrate themselves on educational issues.
- Fostering participation of young people to enhance self-esteem of young people creates more youth led initiatives.
- Considering the evaluation of activities from the start of the project (Input-Output-Outcomes-Impact).
- System in Japan for young people is restrictive.
- Community spirit and values can be good and bad.
- A holistic approach towards youth would be helpful.

Another personal highlight was the homestay. I am also very grateful to my host from whom I learned a lot about the daily life of a Japanese family in a beautiful traditional Japanese house and the most of all the generous hospitality of Japanese people. My host family not only took good care of me but I had also the opportunity to learn more about Japan at dinner with a neighbour-family followed by Karaoke with traditional Japanese costumes. Last not least, I had the chance to meet with lots of people in the region of Shirahama; as well as a visit of a traditional Onsen (hot spring) which I enjoyed very much.

As a whole I have a feeling that the trip to Wakayama was "fruitful" for both Japanese and European participants. I left Wakayama with the feeling that my Ministry could

benefit from their best practices in many ways, which is why I will try my best to stay in touch with those responsible for making Wakayama such an interesting, youth-friendly prefecture.

How will I utilize what I have learned?

I was able to widen my political and professional knowledge, gather experiences and could as well widen my networks with people working in the same field as myself. Especially the Hikikomori topic was very new and interesting for me; as this phenomenon is quite new for European societies, but will be a potential issue. For this reason the Japanese way and approach to this topic

is advantageous information for Austrian and European youth policies. In Austria we have no Hikikomori, but some young people are also located in difficult social situations. Usually it starts with refusing to attend school. It is very important to intervene early, otherwise problems will get so big that it will become very hard to tackle. In this case we discussed that so-called “early help” is very important.

Apart from the professional and political insights I could establish some great friendships with people from other countries, first of all Japan; and I am sure, we will stay in good and long-lasting contact, both in a professional and personal way. Thank you very much, Danke schön, Arigato!