A JOURNEY OF 
TOGETHERNESS

The Emergency Relief and Restoration Project Report for the Great East Japan Earthquake
ChildFund Japan
MESSAGE

Two years have passed since the Great East Japan Earthquake and Tsunami. We express our deepest condolences to those people who are still facing a difficult situation and sincerely pray for an early recovery in people’s lives.

ChildFund Japan is an international cooperation organization. Immediately after the Great East Japan Earthquake, we were supported by 11 organizations under the umbrella of a global network, ChildFund Alliance, and people across Japan with kind and generous donations. And we were able to carry out emergency and reconstruction projects to support those who were devastated by the earthquake and the tsunami. While the difficulties that accompanied the giving of assistance were beyond what we had anticipated, they were good opportunities for the organization to serve Japanese children and to realize the organization’s vision for: “A global society that ensures every child the opportunity to develop to their full potential.”

As we complete the emergency and reconstruction activities that went on for over two years, we would like to express our profound gratitude for your special understanding and generous support. We would particularly like to thank the people of Ofunato City, Iwate Prefecture, who kindly accepted ChildFund Japan; without their support we would not have had a base to provide assistance, and we are grateful that they walked with us throughout the journey. At the end of the projects, we are happy to present this report with appreciation.

We have learned invaluable lessons from the experience and will further endeavour to realize the vision. We sincerely hope for your continued understanding and cooperation.

To end my words of gratitude,

I wish to say may the Lord bless you.

Rev. Dr. Masanobu Fukamachi
Chairperson, ChildFund Japan
Devastation by the 3.11 Great East Japan Earthquake
At around 2:46 pm on 11th March, 2011, a huge earthquake of magnitude 8.8, the largest ever recorded in Japanese history, hit the Pacific coast of Tohoku. A powerful M6 earthquake hit Ofunato City. The Japan Meteorological Agency issued a major tsunami warning for the Pacific coast, including Iwate Prefecture. Thirty minutes later a huge tsunami caused by the earthquake surged upon the Sanriku Coast, dealing a catastrophic blow to Ofunato City and Rikuzentakata City. As of 6:00 pm, 12th March at least 200 deaths have been confirmed. A large number of people are missing in Rikuzentakata City. In all areas of the Kesen region there are currently no prospects for the return of lifelines such as electricity, water or telephone services. Tremors are continuing intermittently and residents’ anxiety and tiredness are reaching peak levels.

(From Tokai Shimpō newspaper article as on 13th March, 2011)
Activity Timeline

Emergency period
March 2011
- Decision to launch assistance in Japan
- JNIC information exchange meeting
- Start collaboration with Japan Lutheran College
- Distribution of emergency supplies (Natori City, Miyagi Prefecture)
- Appeal on Radio Fukushima (Update on emergency support)
- Launch of We are with you! Project

Restoration period
May 2011
- Start restoration projects in Ofunato City
- Received student volunteers from Rakuno Gakuen University
- Start a hearing survey
- Psychological and physical care of children workshop (Sendai, Miyagi)

June 2011
- Participation in Disaster Recovery Research Institute symposium organized by Fukushima University
- Received a long-term volunteers (two months) from United Church of Christ Japan, Hokkaido District
- Recruited two Interns who were Japan Overseas Cooperation Volunteer members via JICA’s NGO Support System and dispatched them for six months
- Psychological care of children workshop (Takizawa, Iwate Prefecture)
- Start of Grief Work Program (Ishinomaki, Miyagi Prefecture)
- Received student volunteers from Aoyama Gakuin University
- Bench making

April 2011
- Distribution of emergency supplies (Natori and Ishinomaki Cities, Miyagi Prefecture)
- Japan Civil Network (JCN)
- Distribution of emergency supplies (Ishinomaki)
- “Handbook for the Psychological Care of Post-disaster Children” completed
- Appointment of Yoshikazu Funato as project manager
- Distribution of emergency supplies (Morikoka, Ofunato)
- Visit to Ofunato Disaster Volunteer Centre
- Establishment of Tono base
- Start collaboration with United Church of Christ Japan, Oo District

Reconstruction period
August 2011
- Summer festivals
- Potluck parties

October 2011
- Formulation of the “Restoration Program of Ofunato Projects Plan”
- Appointment of Hiroko Saito as project coordinator
- Visit to Ofunato City by Secretary General of ChildFund Alliance Jim Emerson

November 2011
- Southern Coastal Boys’ Baseball Tournament
- Grief work program (Ofunato)
- Psychological care of children program (Ofunato)

December 2011
- Closed Tono base and opened an office in Ofunato
- Appointment of Yuka Aizawa and Daiusu Ura as project coordinators

February 2012
- Yuyu Farm
- Support to the story reading project

March 2012
- Completion of construction of temporary nursery room in Okrai
- Providing furniture for Ofunato Elementary School
- Support to production of graduation albums

Over the past 36 years ChildFund Japan has carried out assistance in the Philippines and Nepal as an international cooperation NGO. On 16th March, 2011, the organization decided to implement support activities in the areas affected by the Great East Japan Earthquake and began working to provide support in Japan for the first time. From May 2011, a staff was assigned to Ofunato City, Iwate Prefecture, where other NGOs’ support was thin, with the intention to carry out grass-roots assistance in the area. From November the same year, activities were concentrated on Ofunato City, through “Partnerships” and “collaborations” established with people in the affected areas, the support to restoration and reconstruction had continued.

The translation of the original English language version of the Handbook for the Psychological Care of Post-disaster Children was divided between volunteers, illustration was provided by picture-book author Nobumi, and a team of experts from the Japan Lutheran College, Faculty of Integrated Human Studies, Department of Clinical Psychology worked without rest so that the handbook could be published one month after the earthquake disaster. This achievement was the result of a strong desire by numerous people to deliver the handbook as quickly as possible to caretakers of children deeply affected by the earthquake. In October 2011, translated versions were produced in English, Chinese, Korean and Filipino.

Collaborative activities with student volunteers from Rakuno Gakuen University began with the restoration of photographs damaged by seawater, hearing surveys and map-making of evacuation centers, and the distribution of supplies at Ofunato Church.

From the evening of the day the earthquake struck, a succession of inquiries began coming in from the eleven ChildFund Alliance members about the possibility of providing help to people in the affected regions. Donations to support the disaster victims also started arriving from supporters in Japan. We gained a great deal of strength from the encouragement “We are with you!” and expectations received from both Japan and overseas and we immediately set about emergency relief and restoration projects.

What can we do to help the children? A large number of children also required psychological care after the September 11, 2001 terrorist attacks in the United States. Based on our awareness of the fact that it was impossible for healthcare and clinical psychology experts alone to handle this challenge and on our experience of drafting and distributing manuals for the care of children for use by adults coming into regular contact with children, we decided to draft the “Handbook for the Psychological Care of Post-disaster Children.”
Immediately after the disaster, in April 2011, the information that Iwate Prefecture was comparatively lagging behind in receiving NGOs was shared in at a gathering of NGOs in Tokyo. We had paid a visit to Iwate Prefectural Social Welfare Council to identify the needed support to municipal social welfare councils in the coastal areas which had received serious damages, which had led to a visit to the council in Ofunato City to discuss assistance in the coastal areas. This had eventually led us to Ofunato City.

In May, we had participated in the activities carried out by the Ofunato Disaster Volunteer Centre. Sustainable activities were ensured by continued participation of volunteers from the universitie to implement a hearing survey in temporary housing complexes. Through the survey, the need for community building emerged. In addition, the need to improve the children’s environment where their learning and playing opportunities were being deprived had become evident. Furthermore, the needs for psychological care of children were being pointed out from an earlier stage. In aiming to solve those problems, it was decided to integrate the activities to the Ofunato Restoration Program.

Ofunato City is located on the Pacific coast of southern Iwate Prefecture. Prior to the disaster it had approximately 15,000 households and a population of around 41,000. However, the disaster caused a considerable damage to the city.

**Damage caused by the Great East Japan Earthquake on Ofunato City, Iwate Prefecture**

- **Damage**
  - Human damage: 340 dead and 80 missing
  - Building damage: 5,534 homes (2,787 totally destroyed, 4110 largely destroyed, 717 half destroyed, 1,608 partially destroyed)
  - Financial damage: approximately 107.7 billion yen in identified damages

- **Arrival of tsunami**
  - First tsunami recording in Ofunato City: 14:54, 0.25m (announced by Japan Meteorological Agency on the day)
  - Largest tsunami recording in Ofunato City: 15:15, 3.3m (announced by Japan Meteorological Agency on the day)
  - Largest tsunami recording in Ofunato City: 15:18, above 8.0m (announced by Japan Meteorological Agency on 3rd March)
  - Largest tsunami recording in Ofunato City: time unknown, 11.8m (announced by Japan Meteorological Agency on 5th April)

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Jinomori Temporary Housing Complex, Ofunato-cho, Ofunato City, Iwate Prefecture on 13th August, 2011. Three months have passed since the residents moved in and a “summer festival” has been planned to increase exchange between the residents, who are gradually getting to know one another. Benches crafted together with the temporary housing residents create a new place to relax.
Would you like to help us make benches?
- Making the Benches Creates New Opportunities for Friendly Conversation -

A Vision for Assistance

The homes in which people had lived for many years were swept away by the terrible tsunami. The number of people living in evacuation facilities in Ofunato City alone peaked at 8,000. People lost their clothes and household belongings and the types of meals supplied were limited. Under these difficult living conditions, volunteers hurried in from around Japan and began working to organize soup kitchens. Local people received thoughtful supplies and services from volunteers and aid agencies who are complete strangers. If the supplies did not meet residents’ needs they could often cause confusion. Life in the disaster areas changed on a day-to-day basis. In June 2011, after progress had been made in establishing temporary housing complexes in different areas, Project Manager Funato began a survey interviewing local people what they needed.

A Place to Chat

Connectedness between people starts through casual conversation. Tightly knit local communities were disintegrated by the disaster and many people found they did not know who their neighbors were. Unlike the evacuation centres, temporary housing complexes protected the privacy of residents to a certain extent, but the problem then arose about how to provide people with opportunities to get to know other people living in the same housing complex. Returning gradually to more normal living conditions meant that less pressing problems started to become apparent, such as securing opportunities for personal exchange. One idea that came up was for benches to be installed along the pathways where anybody would be free to sit and relax. The benches needed to be of simple construction, seat two or three people and be portable. If we had asked around enough we may have been able to get hold of finished products as a ‘donation’. Instead, the staff asked the following question to the residents.

“Would you like to help us make benches?”

At Sugishita Temporary Housing Complex in Okirai, Samiraku-cho, where 84 temporary homes were built, children on their summer holidays and university students from Aoyama Gakuin who had helped as staff and volunteers began to get involved. The bench-making that began here then spread to other housing locations.

Changes Brought about in the Bench-Making Process

The idea was to work together to build something that everyone needed. However, at first the idea was not received positively by everyone.

“I’m not doing that. Leave me alone”

One man turned the suggestion down with a dour expression. Forty minutes after the work started the same man showed up. After watching the bench-making for a short time, he said,

“This is how you should do it.”

He took hold of one of the student volunteer’s hammers and began giving instructions on how to assemble the benches. Every time he began hammering, there were plenty of smiles on faces of the people working with him. Everyone finds it hard to join in at first. The same man joined in the “tea party” held after the work was finished. This time he had a completely different expression on his face. After the disaster, people had lost the opportunity to make things. People put a lot of thought into the colours they painted the benches, and the housing complexes began to gain some colour.

A sense of community began to form in the housing complexes and a real ‘community’ gradually came into view. ChildFund Japan staffs and student volunteers from Aoyama Gakuin University and Rakuno Gakuin University became involved in supporting the Bon dance festival.

The Jinomori Housing Complex (72 homes) in Ofunato-cho, where we built benches together, decided to place the benches in the car park and hold a “summer festival” stalls and tents decorated in cooperation with the residents were lined up and offered dishes such as yakisoba and yakitori. A Bon dance was performed, accompanied by Tsugaru-shamisen performances and the Ofunato Ondo marching song. A number of events were planned for children, including a Strike Out game, and the venue echoed with non-stop laughter and cheers. Bon rituals have been held locally for many years in memory of deceased relatives. Their significance goes beyond merely “hunting events” and in some regions contributes to the continuation of traditions that were threatened by the disaster. At Sugishita Temporary Housing Complex, the 1st Summer Bon Dance Festival was held on 14th August and exchange between people was promoted through circle-dancing and enjoying the stalls. The Bon dance festival gave temporary hous-
Ripple Effect of Bench-Making

The effects of the bench-making went beyond just the people living in the temporary housing complexes. Invaluable experiences were also enjoyed by the university student volunteers who took part in production. "It doesn’t matter if you don’t know how to make benches. If you don’t know, you just need to ask someone from the housing complex. Speaking to lots of people helps to develop communication in the whole area.”

'I learned that the relationship we are looking to achieve is not one of ‘disaster victim and volunteer’ but an equal relationship between people." Instead of a ‘one-way relationship,’ setting up ‘equality’ through a sincere two-way relationship is what ultimately helps disaster victims to stand up again on their own two feet." These words were spoken by students who attended the daily meetings. Our experiences of activities at the temporary housing complex helped us to identify a vision for future assistance.

During the first summer after the Great East Japan Earthquake, July in particular saw a series of oppressively hot days. Without air conditioning the temperature in the prefabricated temporary housing rises quickly. However, in Ofunato the sea breeze brings a cooling wind outdoors. The benches placed along each road became lively places to escape from the heat.
What We Learned from Farming

Yuu Farm - Nagahora Temporary Housing Complex Project

Temporary Housing Complex with 308 Homes

The largest temporary housing complex in Iwate Prefecture was built in Ofunato City. Nagahora Temporary Housing Complex contains 308 prefabricated tenements, spread out across the Ikawa-cho plateau. Ikawa-cho is located inland in an area that escaped the tsunami flooding. Whenever possible, arrangements have been made to allow residents to move into temporary housing complexes built in the wards affected by the disaster with the aim of maintaining communities.

"Shedding" the Relationship of Dependence

However, the ria coastline of Iwate Prefecture has very few flat areas. Nagahora has been used to accommodate disaster victims from various coastal locations to create one huge housing complex. The challenge we were faced with was how to build links from scratch and create a local community filled with trust. The rebuilding of homes was expected to take a very long time and there was a need for action by residents in order to secure a comfortable living environment for the foreseeable future.

Origins at Hamappeshi Potluck Parties

From an early stage we place great value on the belief that spontaneous community-building could not be achieved by simply “supporting” the residents of the housing complex. Nagahora began to host "Hamappeshi Potluck Parties” (meaning "Come on in!" in the Kesen dialect). Rather than volunteers providing the meals, the participants each prepared a dish at home, such as vegetable stir-fry, and brought it along to the venue. People were able to enjoy each other’s home cooking at the same time as building friendships. However, meals on their own tend to be “one-off” events. We wondered if we could find an environment that would be longer-lasting in which people could play a more active role. The idea we hit upon was a farm. Many of the people living in the housing complex had worked on vegetable patches at their homes before the earthquake. They had been away from “cultivation” for almost a year since the earthquake.

We made arrangements with the relevant authorities in order to secure land for agricultural work. We procured the tools and used the "seeds" of farm work to launch a variety of new initiatives. The farm was named "Yuu Farm" by the participants. The name implies links between friends and was launched with this hope in mind.

A Place for People of All Ages to Gather

Preparing the soil, weeding, building furrows—a variety of jobs needed to be done before harvest. There were no individual allotments. The farm was for everyone, and people did not set about working on the patch alone. Hands got dirty and backs became sore. However, the faces of the people as they carried their tools back to the housing complex after work were brimming with smiles. Children would occasionally play alongside people as they worked, and people would stop to chat to passers-
"We Are in Charge"
- Growing Awareness among Residents -

by. The farm became a place for people of all ages to gather. People grew their own carrots and Japanese radishes. Some of the produce was sold door-to-door at the housing complex by the team members. The proceeds from sales were used to buy seeds for the following year. Going from door to door helped to build up regular customers. This helped the ties between people to become stronger and broader and grow.

From dependence to independence

We also achieved a sense of fulfillment from working hard alongside the residents. We worked with natural enthusiasm doing satisfying work in a fun environment.

In June 2012, one year after starting life at the temporary housing complex, relaxed conversations could be heard from people as they headed to and from the farm. A slightly drunk man smiled at Project Manager Funato as he said:

“We wouldn’t do the farm without you guys. The reason we come to help is because we see you all trying so hard.”

Of course, he meant no harm by these words, but they shocked Funato anyway that ChildFund Japan had taken over too much. This was no good at all. Despite setting up the Yuyu Farm Committee, an independent controlling organization for the participating members, when I looked back I could see that communication and arrangements for the farm work were being carried out by the volunteer staff. A situation was developing where the members had begun to “wait for our instructions.” From then on we began to promote a review of roles whereby the operation of the farm was gradually handed over.

In September of that year, work was progressing on an Azumaya shelter where farm workers could take a rest. I would show my face every few days. One day, one of the men who worked there every day came up to me and said:

“You again. We can’t depend on you even when you do come.”

He could only have made that remark if he truly felt the farm and shelter belonged to him. This was the environment we had been looking for.

Key Actors of Reconstruction

Nagahora Temporary Housing Complex houses more than 800 people. As time goes by their needs become increasingly diverse. A variety of proposals for collaborations and volunteer work are made by the supporting organizations. There was an increasing need for a mechanism for the residents themselves to decide what they needed and how to act.

In March 2012, a residents’ association was established in Nagahora. We cooperated with this organization to host a summer festival in August. On the day of the festival, members of the Yuyu Farm prepared and sold potatoes they had grown themselves. In October 2012, we built and donated a community centre after discussing the layout with leading members of the residents’ association.

Thanks to the community centre, which boasts a large hall that can accommodate sixty people and a large kitchen, the possibilities for community-led hobbies and cultural activities have increased. It also serves as a forum for deciding rules that make people’s lives more comfortable, such as rules on parking and the use of facilities. Even if the facilities are only temporary, we will take the lead in improving our own lives. This approach is the first step in a restoration led by Ofunato residents and we have valued this approach above anything else as the start of a restoration where the residents themselves are in charge.

In the Great East Japan Earthquake, many children also lost everything they had taken for granted, such as school buildings and time spent with close friends. Yearly events and important childhood memories could no longer be created in the affected areas. We began to promote activities that aimed to make the lives of children more interesting.
Supporting Groups with Strong Local Roots
- Joint Project with Book-Reading Volunteers -

Exit Strategy

For ChildFund Japan with a limited period of activities, working in partnership with groups that were already active locally before the earthquake was important in carrying out the projects with a view to exit strategy in mind. Such groups will ensure long-term activities in the areas of regional culture and territorial bonding which are not forte of ChildFund Japan in a sustainable way. Ofunato City’s “Reading Volunteers Ohanashi Kororon” is a group that was active before the disaster. It was established in July 2003 and is made up of 27 female volunteers of ages ranging from 23 to 80 living in Ofunato City who aim to convey the joy of reading to the children. The first encounter with the group was in June 2011. Project Manager Fumato was introduced to Ohanashi Kororon’s representative Ms. Yukiko Esashi while he was conducting a hearing survey in Ofunato Junior High School. Ms. Esashi informed the group is reading books in various evacuation centres. Moved by Ms. Esashi’s clear sense of purpose and boundless energy, Fumato promised for future collaboration. The promise was realized after more than six months had passed in January 2012 when Ms. Esashi called Punato on possible collaboration in the application to subsidy offered by Iwate Prefecture for disaster projects that provided “model business for creation of new public shared space.” Ms. Esashi raised a concern for destroyed meeting venues and other deprivation of cultural and lifelong learning opportunities, that consequently residents in temporary housing complexes and older people were becoming isolated and withdrawn after the disaster. ChildFund Japan decided to support the new initiative led by Ohanashi Kororin.

Give it a Try

Days of discussion continued to plan on the project which had won the approval of Iwate Prefecture. The project name in Keisen dialect translates to Give Story Reading a Try that aimed to increase a number of adults who would visit temporary housing complexes in Ofunato City to read books to children. Additional project goals were to convey the joy of reading and allow adults living in temporary homes to re-discover a ‘purpose of life’ and ‘connectedness.’ Volunteers began visiting temporary housing complexes in Ofunato City from July 2012 in partnership with the city library and social welfare council. Performances included introductions and recitals of picture books, picture story shows, apropos theater performances, puppet shows using glove puppets, and sign language. Reading technique of Ms. Esashi and the group staff who carried out the seminars was genuine. Although the books were for meant for children, the participants were clearly drawn to the stories. Old tales that have been handed down in the region were played on picture story shows in Keisen dialect; the moments of togetherness and warmth prevailed in the venue. Certificates were awarded to volunteers who carried out reading activities. The number of adults who participated in the seminars exceeded the expectation with 898 participants. A certificate and original reading text books were presented to those who attended all three seminars. The number of children who participated in the reading recitals totaled to 206. Participants’ comments included: ‘I’ve had so much fun. It’s like being a child again’ and ‘I’ll try reading to my grandchildren when I get home.’

One Team

In February 2013, the last meeting with Ohanashi Kororin was held. We reflected on the effects were synergized based on a clear division of roles between two partners. Opinions were exchanged not as two organizations but as one team with common goals. Ohanashi Kororin is now preparing for the next year’s activities. Despite of physical distance, our thoughts are one.

A Strong Sense of Camaraderie

I was uncertain and confused at first because this was the first time we had carried out joint activities with another group. However, the staffs of ChildFund Japan are extremely open people and they were very easy to talk to. To be frank, I wasn’t sure how reliable they were going to be at first, but they gave us ideas that we couldn’t come up with on our own and we now have a strong feeling of fellowship. In the future I want to develop activities that promote the encouragement of local children by local people.

Yukiko Esashi
Representative of Reading Volunteers Ohanashi Kororon
Giving the Joy of Playing Baseball to Future Generations
- Memories from the Southern Coastal Area Youth Baseball Tournament -

Looking to the Future

By late October 2012, the sea breeze had begun to feel if one stayed outdoors too long. This was the setting for the 8th Southern Coastal Area Youth Baseball Tournament, which was held in and around Ofunato City. For FY2012, 31 teams from coastal and inland parts of Iwate Prefecture participated. Over three days the children gave their all in an enthusiastic display of everything they had learned in training. The after-school baseball tournament has become a regular feature, rounding off the youth baseball calendar, however, most of tournaments originally finished before the summer of the 6th grade, when the children were thought to grow most rapidly. Parents had asked for promising players to be pitted against one another but also for the players who had only warmed the bench in the past to be given opportunities to play, and a tournament was put together along these lines by the parents.

Up until the 6th tournament in 2010, Yamamura Plaza in Oirai, Sanriku-cho, Ofunato City was used to host the tournament by its steering committee composed of parents living locally. However, since the earthquake the sporting facilities environment on the Sanriku coast has undergone a complete change, including the construction of temporary housing complexes on sporting venues.

The 7th tournament was threatened with abandon-ment, but the children’s desire to play motivated the steering committee and parents. A ground was obtained where play was possible and they managed to put a tournament on. ChildFund Japan cooperated by supplying prizes etc.

At the time, a year had not yet passed since the earthquake and it was still difficult to consider the long-term outlook. Masayoshi Mori, the chairman of the steering committee, requested that ChildFund Japan help out with the 8th tournament.

We considered what we could do that would be of real use for the children who love baseball so much, their parents, and the future of the Sanriku Coast region and decided to “build a system to manage the tournament, with a view to the 10th tournament.”

After holding talks with members of the steering committee, we supplied the items needed for the ongoing hosting of the tournament and offered to cover tournament running expenses. The participat-ing teams would be exempt from half of the partici-pation fee on condition that they carried out social contribution activities.

During the 8th tournament, the participating teams took part in social contribution activities such as litter clear-ups. In addition to the joy of playing, the children increased their awareness of the fact that they are supported by the local community but also that they can contribute to the local community.

The fees collected for this tournament will be put towards the 9th and 10th tournaments. However, hosting a tournament inevitably places a large burden on the parents of local children involved in sport clubs and currently there is no vision for how to continue with the tournament from the 11th tournament onwards.

However, the smiling faces of the children as they take the field makes you think hard about next year’s tournament. We are looking to local adults to take the lead in setting up a tournament that can stand on its own two feet and become a long-standing tradi-tion.

The tournament was played out in a knock-out format of seven-inning games, with some fierce battles developing over the three days. Both semi-finals were decided by a single point. A series of fierce and closely-fought matches was seen. The final saw Ise Youth Sport Club (Oshu City), making its first appearance in a final after defeating a powerful three-time former winner in the semi-final, take on Ofunato Baseball Youth Club. Despite giving up a two-point lead in the third inning, Ofunato came from behind to win after scoring four points in the sixth inning.

At the closing ceremony, gifts of balls and coloured paper signed by professional baseball players were presented to the participating players.

▼Semi-finals
Ise 2-1 Matsukasi
Ofunato 4-3 Akasaki
▼Final
Ise 0 2 0 0 0 0 l 2
Ofunato 0 0 0 0 4 0 l 4

The 8th Tournament Packed with Great Matches
Valuing Memories

- Supporting the Cost of Producing Graduation Albums -

After the earthquake, children suffered some extremely turbulent times. Some children lost their homes and saw their school belongings washed away, but even in the areas that avoided flooding it was a long time before school activities were resumed.

The government provided support to families with financial concerns after the earthquake as part of its public support in the form of scholarship grant projects for children affected by the disaster. However, this did not include the cost of producing albums to allow children to look back on their school days after graduation.

ChildFund Japan was looking for ways to provide effective support to elementary and junior high schools and decided to pay a visit to the principal of Ikawa Elementary School, Kazushi Suzuki. As administrator for the city elementary and junior high school principals’ association, he was concerned about the cost to parents of producing graduation albums and mentioned that he was thinking of reducing the number of pages in order to lower the cost.

We decided to provide 5,000 yen per child to more than 800 children preparing to graduate from the sixth grade in elementary schools and the third grade in junior high schools at 22 schools throughout Ofunato City. The children were given graduation albums to the same standard as previous years. The completed albums were handed to 55 sixth grade students at Ikawa Elementary School by Mr. Kobayashi, Executive Director of ChildFund Japan on 15th March, 2012 as their graduation day approached. Temporary housing filled the ground of Ikawa Elementary School. Many of the parents’ workplaces were struggling after a fall in business brought about by the disaster.

The children opened the albums as soon as they had received them and began smiling and shouting out to their friends. Mr. Kobayashi encouraged them to take good care of the albums and the memories they contain.

The albums will allow them to look back on their elementary school years as adults and to smile and talk about the bonds built during six years spent together.

The question we were asked most often during this project was whether or not we would be providing the same support next year. The schools cannot afford to rely on uncertain support. We decided to promise to provide the same level of support in 2013 and at the same time announced that we would be ending support for these activities the same year.
Getting Closer to Buried "Anxiety"

Unending Grief

"Grief" which is also translated into Japanese as pronounced in English is a word that we came across as an important part of the support process. The emotion of grief can be experienced by anyone who has sad experiences. However, if it is hidden mentally for too long it can lead to illness. A complex blend of anxiety and despair can cause mental instability and lead to physical changes such as tinnitus, blurred vision or sleep problems.

Do people have the opportunity to rely on someone else and calm their feelings? Long-term support is needed and we have to encourage grief work to take root locally. We need to provide care for the anxiety people feel now and build a platform for the future. There is a need for action in the disaster stricken areas based on a dual short- and long-term perspective.

The Psychological Care of Children Project does not come into direct contact with children. The aim of the project is to allow the adults in children’s lives to learn about the psychological state of the children and provide them support. A distinctive feature of the project is the support given to adults to allow them to continue responding to changes in children in the future and provide them with care.

Hidden "Anxiety"

Ofunato Nursery School is located in Ofunato-cho, Ofunato City. The tsunami came right up to the nursery. Looking out towards the sea from the nursery grounds, all of the buildings that were there before the tsunami have gone. Instead there are numerous temporary buildings and empty plots. Many of the children who attend the nursery each day pass by the disaster scenes.

We offered individual consultations for parents and teachers at the nursery. We have also hosted tea meetings and lectures at the various nurseries run by social welfare organizations which are members of the city's childcare association.

As the children run around energetically, first appearances suggest that they are playing happily and must be fine. However, during the individual consultations we hear about the concerns of parents. "My children don’t want to leave my side when they get home."

"He’s excessively afraid of the dark."

"She cries terribly at night."

The teachers were unable to hide their surprise on hearing how differently the children were behaving away from the nursery. It forced them to think again about the mental scars borne by some children.

It also made them aware of the need to exchange more information with parents and recognized even apparently trivial changes in the children and of the importance of cooperating fully so that they can pass information to parents quickly when a change occurs.

Anxiety and physical changes do not necessarily occur in the immediate aftermath of a disaster. For example, panic can arise after looking at what needs to be done to prepare for the restoration work. Despite wanting to move forward, there’s anxiety about taking the first step. A "gap" can grow in time. We believe it is crucial to continue reaching out and offering support to children and adults suffering from hidden concerns.

Supporting Each Other

Many nursery teachers in Ofunato City are also disaster victims. Their homes have been washed away and many of them can be seen coming to work from the temporary housing complex. They have to deal with the children at the nursery without showing their own sadness at losing family members.

Busy with their own work, the nursery teachers themselves have surprisingly few opportunities to share their experiences of the disaster or their concerns and to understand each other’s feelings.

We decided to hold a tea meeting for teachers in the city to give them the opportunity to share information.

Some teachers who rarely had opportunities to speak about the disaster at work felt much better mentally after sensing an atmosphere in which they could share their experiences and feelings and support each other.

Once their own feelings had improved they were able to move on to providing psychological care for other people and children. It may seem like a very long way around the problem, but this was a crucial way of supporting the children.

Preparing for the Future

We also offered venues for lectures to teachers in recognition of the importance of long-term care. The aim was to facilitate a deep understanding of the mental state of children by the teachers, who spend time with the children at school on a day-to-day basis, and increase knowledge of appropriate responses in partnership with the parents.

Children’s powers of verbal expression are still immature and they display stress and anxiety in different ways to adults.

The participants learned about the mental states and responses of children after disasters, and the impact adults can have on them. They also studied methods of communicating with parents and counseling techniques.

"I learned the importance of adults not failing to notice small signs in children."

"I was reminded of the need to adopt the child’s perspective, to make sure we approach the child and..."
talk to him or her and never forget the basics.” These comments were made after the sessions. The lecture provided useful insights for the future.

Supporters and Counselors

The Grief Work Program Project targeted caretakers involved in dealing with and supporting not only children but also adults who are disaster victims as much of the work in Ofunato City involves directly dealing with disaster victims. One example of such a role is the livelihood counselors newly appointed by Ofunato Social Welfare Council. The role was initially filled by part-time helpers at Ofunato Social Welfare Council and eleven staff seconded from social welfare facilities, but the decision was taken to provide a greater level of support and this number was increased to twenty-three in November 2011. From January 2012, activities were fully launched including visits to people living in apartments who had lost their homes in the disaster and people who had rebuilt their homes. The counselors have carried out visits to individual homes in the temporary housing complexes prepared by the city, and offered psychological care at ‘salons’. They have listened to the concerns of residents about their livelihoods and continued to work hard to provide a familiar face. For example, ‘salon’ sessions are held regularly at the nineteen temporary housing complexes. Recreation, including physical training, choir practice or artistic sessions, is held prior to tea meetings and many residents look forward to these sessions. Moreover, the temporary housing complexes have permanent support staff employed on other projects. Japan Create Inc. has been commissioned with work in the complexes. Headquartered in Osaka Prefecture, the company has dispatched staff to industrial zones in Kitakami City (located in inland Iwate Prefecture) and other locations. Those support staffs that were stationed in 37 locations to provide care for approximately 1,800 households in Ofunato City were also targeted to Grief Work Program. Each member of support staff is responsible for approximately 30 households, and calls around to speak to residents during weekday daytime hours. Moreover, they are also responsible for creating opportunities for the full use of the consultation rooms and meeting places set up in each location.

Letting Them Do the Talking

Counselors and supporters who are hired locally are continuing with this work after experiencing major changes in their own lives. The fact that their work brings them into contact with a variety of people means they too suffer from all kinds of anxiety and stress. The Grief Work Program provides sessions for counselors and supporters to speak together in groups about their work and for the lecturers to speak to them individually so that they can continue to carry out their work with self-belief. The counselors and supporters have played the role of “listener” to disaster victims. This is not something they had experience of prior to the disaster. There are no ‘senior colleagues’ with expertise and experience of these things. They might want to complain but the thought that ‘the disaster victims have it much worse’ stops them from doing so and they naturally tend to restrain themselves. Counselors who had always played the role of “listener” were able to speak about their concerns and get feelings off their chest and many cheerful expressions were seen after the session finished. “I feel so much better in my mind and my feelings.” “It was great to be able to examine myself closely.” “I learned that we must never forget to be kind to ourselves in life.” These comments alone show the high level of positive thinking achieved by the participants.

Giving Each Other Praise and Recognition

There is only a limited active period for aid agencies coming in from outside regions. The grief work carried out in Ofunato City has been provided as a form of positive and proactive support for local caretakers who will continue to support residents in the long term.

Two grief work sessions were held for both counselors and supporters. In addition to the grief work sessions and individual counseling with the lecturers, they were presented with hand-made “consolation hearts.” The aim was to create self-belief and enthusiasm and to foster a positive approach by giving each other praise and recognition.

In these activities, the presence of experts is indispensable. ChildFund Japan has been partnering with Japan Lutheran College from immediately after the disaster and the projects were carried out by the professors and researchers affiliated to Comprehensive Clinical Thanatology research Centre, Graduate School of Integrated Human Studies and Department of Clinical Psychology, Faculty of Integrated Human Studies of the Japan Lutheran College. Many challenges remain. There is still not sufficient recognition of the concept of “grief work” itself or of the need for it. There are very few experts capable of leading grief work in Japan. We hope that the recent initiative will provide a good example as we seek to strengthen the system for supporters.

- An Expert’s Perspective -

Professor Jun Kato
Department of Clinical Psychology
Faculty of Integrated Human Studies
Japan Lutheran College

Since visiting Ofunato Nursery School in November 2011, I have made a total of nine visits to a number of nurseries throughout the city for one-to-one talks and staff training. The first discussions concerned fear and anxiety over the disaster, but this gradually shifted towards a loss of loved ones, the hardship of living in evacuation, and difficulties in obtaining new work or places to live. I also had consultations with parents about their children, which then shifted towards about parents themselves as well as the nursery teachers. The nursery teachers were very sensitive to the problems suffered by the children and parents and it was clear that they were providing warm support. However, parents were keen to avoid burdening the teachers and put up with a great deal because they felt bad about the fact that other people were in a worse situation. I learned the significance of having a third party comes in to listen to the unspoken concerns and connect them with the nursery teachers.
A list of media exposure (as on 28 February, 2013)

2011
2 Aug Tokai Shimpô Bench making in Nagahora THC
14 Aug Iwate Nippo Summer festival in Jomoni THC
16 Aug Tokai Shimpô Summer festivals in Jomoni & Sugishita THC
16-Sep Tokai Shimpô Bench making (Aoyama Gakuen)
9-Oct Asahi Shimbun Bench making
28-Oct Tokai Shimpô Improvements to a meeting place in Yamagishi THC
8-Nov Iwate Nippo Making dried persimmons
1-Dec Iwate Nippo Winter reading recital
1-Dec Tokai Shimpô Winter reading recital
7-Dec Kōshoku Shimpô

2012
7-Jan Iwate Nippo New year calligraphy contest
7-Jan Tokai Shimpô New year calligraphy contest
8-Jan Yomuri Shimbun New year calligraphy contest
9-Jan Tokai Shimpô Introduction of ChildFund Japan
22-Jan Morika Times A networking event among aid agencies
5-Feb Iwate Nippo Setsubun festival
5-Feb Tokai Shimpô Setsubun festival
17-Mar Tokai Shimpô Graduation album ceremony in Iwase ES
17-Mar Iwate Nippo Graduation album ceremony in Iwase ES
25-Mar Tokai Shimpô Yuyu Farm in Nagahora THC
31-Mar Iwate Nippo Construction of nursery room for Okira Nursery
1-Apr Tokai Shimpô Construction of nursery room for Okira Nursery
12-Apr Tokai Shimpô Donation of furniture to Okiruwa ES
13-Apr Iwate Nippo Donation of furniture to Okiruwa ES
27-Apr Tokai Shimpô Introduction of aid agency

2013
26-May Iwate Nippo Children’s Day event
4-May Toa Nippo Korean Language Class
6-May Iwate Nippo Children’s Day event
13-Oct Iwate Nippo Handover ceremony of a community center in Nagahora THC
13-Oct Asahi Shimbun Handover ceremony of a community center in Nagahora THC
13-Oct Tokai Shimpô Handover ceremony of a community center in Nagahora THC
16-Oct Yomuri Shimbun Handover ceremony of a community center in Nagahora THC
17-Nov Tokai Shimpô Community revitalization seminar
20-Nov Tokai Shimpô Making of dried persimmons in Yuyu Farm
12-Dec Iwate Nippo Initiatives towards self-reliant community I
13-Dec Iwate Nippo Initiatives towards self-reliant community II
28-Dec Tokai Shimpô Children’s Day event
2-Jan Iwate Nippo Rice cake making in Nagasawa THC
17-Jan Iwate Nippo Rice cake making in Nagasawa THC
4-Feb Iwate Nippo Setsubun Festival in Jomoni THC.

Published in the Tokai Shimpô as on 27 April, 2012

Published in the Asahi Shimbun as on 8 June, 2012

Published in the Iwate Nippo as on 12, 13 December, 2012
Messages from the Restoration Project Team

Engaged in Emergency Relief and Restoration Projects in Japan
Takeo Kobayashi Executive Director

ChildFund Japan needs to reinforce its disaster risk management capabilities based on the invaluable experiences gained through the Emergency Relief and Restoration Projects in Ofunato City, Iwate Prefecture. Since 1975, as an international development cooperation focusing on Asian counties, ChildFund Japan has been assisting emergency relief and reconstruction projects in large-scale natural disasters, such as the 1990 magnitude 7.7 Luzon Earthquake in the Northern Philippines and the Mount Pinatubo volcanic eruption of 1991, the largest volcanic eruption of the 20th century. Based on these experiences, efforts were made to compile emergency relief guidelines and procedures to be prepared for emergency situations. However, the first problem ChildFund Japan faced when the Great East Japan Earthquake struck on 11th March, 2011 was the fact that we had never anticipated to have to be prepared for a large-scale natural disaster in Japan. The Articles of Incorporation referred that ChildFund Japan be engaged in providing assistance in the event of "natural disasters in developing countries" and the drafted emergency relief guidelines and procedures did not cover activities in Japan. After the earthquake, the word "beyond the scope of assumption" appeared often on the media, and ChildFund Japan was no exception. When a large-scale disaster happens in a country we support overseas we immediately begin investigating and making arrangements to provide emergency supplies. However, the initial response system after the Great East Japan Earthquake can only be described as slow in comparison. What’s more, the fact that preparations were insufficient acted to affect and slow down securing of human resources needed to carry out the emergency relief and reconstruction projects, drawing of projects policies and goals, and development of restoration and reconstructions projects plans. In order to avoid repeating the same mistake, ChildFund Japan needs to reinforce its disaster risk management capabilities based on the invaluable experiences gained through the Emergency Relief and Restoration Projects in Ofunato City, Iwate Prefecture.

A Special Place with Memorable Encounters
Yoshikazu Funato Project Manager

In May, when there was a still large amount of debris remaining, I was met by a man at an evacuation centre that I was visiting for an interview survey. He smiled occasionally as he told me "Everything's OK, I'm alive and I have the basic things I need." I replied "You're all amazing to be able to smile and be positive despite everything." This was my honest feeling after carrying out a number of interviews. But then the man's expression suddenly changed and tears began falling from what had been tranquil eyes. "The truth is I'm desperately sad every day." I could find nothing to say and could only stand there rooted to the spot. I learned the sadness that I could never fully understand and the power to go on living co-existed by a fine line. What activities would be truly meaningful for the disaster victims? I continued to pose this question to ourselves as an NGO supporting the restoration effort. The haphazard efforts we made at the beginning of our two years of activities in Ofunato City began gradually to come together thanks to the people we met. "People" were always at the centre of our activities, and I can still remember the faces of the positive people we met on each of the projects we were involved in. What we can do is provide support to allow a few more people to possess a "nest for life." A nest for life creates links between people and these links are the driving force behind the restoration effort. This effect can eventually spread to society as a whole, including both children and adults, and help to regenerate the landscape of Ofunato.

Every meeting I had is invaluable to me and remains etched into my life. Ofunato is a special place for me and my colleagues. I want to finish my activities here with a feeling of gratitude and a promise to meet again.

My Second Hometown Ofunato and its Smiles, Strengths and Kindness
Hiroko Saito Project Coordinator

A care-free smile, bottomless fortitude and patience, and warmth and kindness that make you glow inside. In the process of working and living alongside people of Ofunato, Ofunato became my second hometown. The people of Ofunato are strong. We were only able to help in very small ways as we worked towards the reconstruction, but I believe the strength of Ofunato people will help them build a wonderful and attractive new town. I want to go back to Ofunato to meet my friends again.

Invaluable Experience in Bean-Throwing Festival
Daisuke Ura Project Coordinator

I was involved in organizing the bean-throwing ceremony at Odachi temporary housing complex during the Setsubun festival (a Japanese tradition to mark the end of winter by driving the evil out through throwing handfuls of beans). At first the children were shy and refused to visit temporary homes to say hello and even throw beans at the demons. The children didn’t respond well when the volunteer staff invited them to join in, and it had appeared many of the children did not even want to be spoken to at all. However, as they gradually got used to us they started listening to the instructions from the staff and were happy to greet the residents. Eventually, groups of children began dividing their roles where some called on homes to greet the residents and the other replenished the beans.

Importance of Intercommunion: Assistance through Connecting People
Yuka Aizawa Project Coordinator

I was involved in projects such as bench-making, summer festivals and Yuyu Community Farm. During the activities I would often hear local people saying thank you and the volunteers saying that they wanted to come back. After hearing these words from people to whom I was a complete stranger made me start looking for the most effective way of helping local people and make use of in our projects. The challenge was to value my relationships with people and see how much I could achieve. Looking back I can see that I learned far more than I gave back and I am reminded of so many things that I could have done better. The experience I was given by the people of Ofunato in exchange for my young enthusiasm is something I want to pass on to other people at some point in the future.
The Record of 304 Students’ Volunteer Activities for 10,944 Hours

(Six hour volunteer activity per day for six days on average)

Pedagogical Implication of Volunteer Activities

At Rakuno Gakuin University, students’ voluntary group continued to carry on the activities that were handed down from a group of students’ volunteers launched by the university. During these activities, we were made to reconsider another “educational purpose” of universities. This was because the activities brought the students to grapple squarely with the challenges inspired and formed by the “body of knowledge” and the “body of ethics.”

It is the young who will need to face up to the various post-disaster challenges. The challenge facing the students was whether or not they could build up and establish the “body of knowledge” needed to tackle those challenges and how they went about creating a “body of ethics” to respond to the sense of loss felt by so many people. The students were required to adopt an approach of answering these challenges, not in the classroom, but by using their five senses in the field in the disaster-affected areas. This could be described as the process for “knowledge development” that is now required at universities, whereby bodies of knowledge and ethics are inspired and built. However, the disaster is not yet over. I strongly encourage the continued activities to be carried out by many students in the future so that we gain a “compassionate understanding” of the afflicted people still forced to suffer hardship, and establish a “practical ethics” that makes use of this body of knowledge. This cannot be but as a form of “practical education” in the true sense.

Professor Hajime Takahashi
Rakuno Gakuin University

Invaluable Lessons Taught by the Afflicted People

As a new initiative, Aoyama Gakuin University sought to find a vision for volunteer activities carried out in partnership with NPOs. This became the system through which university students were dispatched to on-site projects run by ChildFund Japan. In the summer of 2011, approximately 100 students and 50 teachers and parents took part in the program, some of whom went on to develop their own independent voluntary groups and continued to become involved.

Throughout the activities, the “support to community building” was a consistent objective. During the bench-making program, students who had never even held a hammer before asked local residents to get involved. Setting up the Yuyu Farm and helping out with regional festivals were invaluable learning experiences for students from large cities. They learned a great deal from the disaster-affected areas and made leaps and bounds in their personal development. Despite being weighed down by the pain and suffering of the disaster and the fearlessness of life, we were greatly encouraged by witnessing gradual return of people’s smiles and laughter in their daily lives. I also made a promise never to forget any of the people I met during the disaster.

Professor Satoru Ito
Aoyama Gakuin University

The Final Meeting

At the final activities meeting, I learned that the relationship we want to achieve with the residents of the temporary housing complexes is not one of “victims and volunteers” relation but an equal relation between individual people. A heartfelt “two-way” relationship, rather than “one-way traffic” is what I believe will lead to helping victims of the disaster stand on their own two feet again.

At the end of the meeting, we have learned“If we do not make use of our experiences they would be no better than a bench that nobody cared about and nobody used and that we should use the experience as a good tool for the future” I strongly believe the experiences and ideas I have acquired as a volunteer in Ofunato will have a huge meaning for me in the rest of my life. I have nothing but gratitude to express to the staff of ChildFund Japan and Rakulet, my friends in Group Eight, and the people of Ofunato. (December 17, 2011)

Miwa Ibaraki, 2nd Year Student School of Veterinary Medicine, Rakuno Gakuin University

Students’ Daily Schedule (example)

7:30 Breakfast
9:00 Depart
9:30 Arrive at Yuyu Farm, begin work
Map restoration work
12:00 Lunch and break at YS Center
13:00 Bench-making
16:00 End of work
17:00 Shopping and dinner preparations
18:30 Dinner
19:45 Start of meeting
22:00 End of meeting, free time

Number of student volunteers participated

- Rakuno Gakuin University …… 125
- Aoyama Gakuin University …… 174
- Gakushuin Women’s College …… 5
**Executive summary**

**ChildFund Japan Evaluation Report: The East Japan Great Earthquake Emergency and Restoration Projects**

March 5, 2013

**Summary on overall assessment**

- By establishing the onsite project team in the affected area of Ofunato, Iwate Prefecture, for two years and providing with hands-on support in areas where the government and other NGOs/NPOs had not well served, ChildFund Japan was able to penetrate extensively through and receive appreciation from beneficiaries in the afflicted communities.
  - As ChildFund Japan focused on Ofunato City where other NGOs/NPOs were less active and committed to serve the local community for the long period, it was able to deliver meaningful benefits to the wide range of local people.
  - Activities in community building and other areas, such as support to nurseries without public assistance, were particularly appreciated by the local beneficiaries, as they were not well taken care of by other organizations.
- On the other hand, it was the first time for ChildFund Japan to provide aid within Japan and commit to mid- to long-term disaster relief projects beyond emergency relief support. While a certain level of performance could ultimately be achieved through the efforts of its staff, it left room for improvement in terms of effective and efficient implementation, mainly on communication and organizational structure which could not pace with the project expansion.
- While the emergency relief activities were implemented under the leadership of Executive Director, there was no organizational structure in mind back then, based on clear/shared objectives towards the subsequent phases.
- As a result, it had occurred, during the restoration/reconstruction phase, managers had limited involvement in a decision-making process and field staff were driven to exhaustion. In fact, the evaluation during the restoration phase recorded low scores in various areas.
- In the future disaster restoration/reconstruction projects, in particular restoration support beyond the emergency relief phase, it is critical to clarify and share the overall project goals and define the scope of the operation while carefully considering required organization and associated risks. It is also essential roles of Head Office in establishing the required organization, the field team in achieving the mission, and the Board of Directors in verifying the overall consistency are divided and the system that realizes the said division of roles be prepared in before the disasters.

**Organizational and projects assessment performed**

**Evaluation aspects**

- Organizational structure
- Projects where organizational decision making is critical

**Evaluation item**

- **Organizational assessment**
  - Evaluation on organizational structure as a basis of implementation of projects
  - Evaluation on formation of organization responsible for facilitating decision-making process and implementation of projects

- **Projects assessment**
  - Projects which aimed at ownership of beneficiaries is critical

<table>
<thead>
<tr>
<th>Evaluation aspects</th>
<th>Evaluation item</th>
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<tbody>
<tr>
<td>- Organizational structure</td>
<td>- Evaluation on organizational structure as a basis of implementation of projects</td>
</tr>
<tr>
<td>- Projects where organizational decision making is critical</td>
<td>- Evaluation on formation of organization responsible for facilitating decision-making process and implementation of projects</td>
</tr>
<tr>
<td>- Projects where ownership of beneficiaries is critical</td>
<td>- Projects which aimed at ownership of beneficiaries is critical</td>
</tr>
<tr>
<td>- Projects assessment</td>
<td>- Projects assessment which aimed at ownership of beneficiaries is field-based, thereby assessment is conducted on a project basis</td>
</tr>
</tbody>
</table>

**Projects Assessment Report**

In aiming to assess and verify the impacts and implementation framework of ChildFund Japan’s projects, we have requested a management consulting firm, Bain & Company, Tokyo Office, for their kind cooperation through pro bono consulting as part of the philanthropic program.

This Project Evaluation Report comprises the followings:

- => Executive summary
- => Organizational assessment
- => Projects assessment
- => Recommendations

The report shall contain the translation of excerpts of the original report.

[About Bain & Company]

Bain & Company, a leading global business consulting firm, serves clients on issues of strategy, operations, technology, organization and mergers and acquisitions. The firm was founded in 1973 on the principle that Bain consultants must measure their success by their clients’ financial results. Bain clients have outperformed the stock market 4 to 1. With 48 offices in 31 countries, Bain has worked with over 4,900 major multinational, private equity and other corporations across every economic sector.
Projects assessment

Key events and schedule of projects assessed

<table>
<thead>
<tr>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>12</td>
</tr>
<tr>
<td>12</td>
<td>1</td>
<td>2</td>
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</tbody>
</table>

- **March 11**
  - PM assigned
  - Interview survey in Ofunato
- **Field offices**
  - Tono
  - Move to Ofunato
- **Program planning**
  - Prepared
  - Approved
- **Nagahora Temporary Housing**
- **Bench making**
- **Summer festival**
- **Potluck party**
- **Story reading**
- **Baseball tournament**
- **Psychological care in Ofunato**
- **Grief work in Ofunato**

Projects assessed and respondents

- **Community Building in Temporary Housing Complexes Project**
  - Broadly received high evaluation from the beneficiaries, as tangible needs and specifics of temporary housings were identified through interviews with the local residents and the expectation of outcomes had been clearly stated and shared
  - Interviews in evacuation centers and temporary housing complexes (referred to as "THC" hereinafter) of Ofunato revealed the pre-disaster communities had been disintegrated, and thus the community building in THC was needed
  - Based on the further interviews, the target beneficiaries were defined as the residents of THC where people came from many different places and a sense of community was absent, and relief activities were designed and planned accordingly
  - In regard to implementation of the activities, the sustainability after ChildFund's phase out were secured by ensuring the activities were led not only by ChildFund but also by residents and the residential association with their ownership

- **Fulfillment of Children's Lives Project**
  - Also was generally appreciated, while the perceived impact was a bit different among ChildFund Japan and the partner organization depending on a level of understanding of the project objectives
  - A story reading project received high evaluation by everyone involved as its goals were fully shared and understood by ChildFund staff and a partner organization; the impact expedited the partner organization to establish itself as NPO
  - On the other hand, the baseball tournament project was a success in its implementation, however, it could not secure continuation of the project due to lack of alignment on its objectives between ChildFund Japan and the project steering committee

- **Psychological Care of Children and Grief Work Project**
  - Received high evaluation from the beneficiaries, however, it could not satisfy all needs of the beneficiaries due to restriction of external partner organizations in the planning stage
  - Activities turned out to be confined to the extent of partner organization available in the planning stage
  - As a result, request to increase in the frequency of counseling sessions, continuance of psychological care after ChildFund's phase out and other needs of beneficiaries could not be met

Projects assessment methodologies

- In order to prioritize ownership of the beneficiaries, projects were selected based on their needs for sustainability and assessment was conducted on a project-basis
  - Projects of financial and material assistance are excluded from the scope of assessment
  - Initial assessment was conducted on a project basis, to ultimately compile a consolidated, comprehensive assessment

- Evaluation is based on the qualitative/quantitative data acquired in the interviews
  - Each evaluation item is rated on a one-to-five scale followed by interviews on their rationale
  - Each item is rated according to the evaluation criteria (described later). For those respondents who could not come up with the rating, Bain determined the points based on the interview
  - Final scores are an average of respondents
  - An interview for each respondent was carried out for 30 minutes to one hour

- Together with the rating of evaluation items and average rating of the project, dispersion among respondents on each item and the factors have been identified
  - Respondents were categorized by ChildFund and non-ChildFund staff
  - When dispersion among respondents is evident, the factors were investigated

Projects assessment

<table>
<thead>
<tr>
<th>Legend</th>
<th># of Respondents</th>
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<tbody>
<tr>
<td>CFJ Staff</td>
<td>Volunteers</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td># of Respondents</td>
<td>4</td>
</tr>
</tbody>
</table>

This information is confidential and was prepared by Bain & Company solely for the use of our client; it is not to be relied on by any 3rd party without Bain’s prior written consent.
Projects assessment

Feedback
Planning
Implementation
Outcomes/Impacts
Sustainability

A proposed plan is conducive to realization of objectives
Projects are implemented as planned
Expected outcomes are achieved
Mechanism where outcomes can be sustained is in place

Evaluation criteria for projects assessment

Evaluation Item

<table>
<thead>
<tr>
<th>Needs of beneficiaries are targeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Benefits are identified</td>
</tr>
<tr>
<td>The plan met the needs of beneficiaries</td>
</tr>
<tr>
<td>Discussion helped to maximize the impact and facilitate smooth operation</td>
</tr>
<tr>
<td>Projects are implemented as planned</td>
</tr>
<tr>
<td>Stakeholder participation within the planned financial/human resources</td>
</tr>
<tr>
<td>After implementation, outcomes are measured</td>
</tr>
<tr>
<td>Sustainability</td>
</tr>
</tbody>
</table>

Below expectation (1 pt.)
Activities were not implemented to identify needs or needs of beneficiaries were not identified (e.g., need survey to talk to)
Activities were not implemented to identify needs and needs of beneficiaries were not identified (e.g., need survey to talk to)
There was no logical connection between a project and the expected outcomes
Project stakeholders and rationales behind the project proposed could not be explained
Activities could not be implemented as planned
Activities were implemented within the planned period or were completed
Activities were implemented within the planned period
Activities were measured to identify areas that need to be improved
There was no participation of beneficiaries as planned
Impact on beneficiaries decreased from the intended project phase to next

Expected outcomes could not be achieved

As expected (3 pt.)
Activities were implemented to identify needs and needs of beneficiaries were identified (e.g., need survey to talk to)
Activities were implemented to identify needs and needs of beneficiaries were identified (e.g., need survey to talk to)
There was logical connection between a project and the expected outcomes
Project stakeholders and rationales behind the project proposed could be explained
Activities could be implemented as planned
Activities were implemented within the planned period
Activities were implemented within the planned period
Activities were measured to identify areas that need to be improved
There was participation of beneficiaries as planned
Impact on beneficiaries increased from the intended project phase to next

Achieved outcomes are achieved

Above expectation (5 pt.)
Benefits with need for a project could not be identified (e.g., residents of THC)
Benefits with need for a project could not be identified (e.g., residents of THC)
There was logical connection between a project and the expected outcomes
Project stakeholders and rationales behind the project proposed could be explained
Activities could be implemented
Activities were implemented within the planned period
Activities were implemented within the planned period
Activities were measured to identify areas that need to be improved
There was participation of beneficiaries as planned
Impact on beneficiaries increased from the intended project phase to next

Projects assessment framework

Evaluation Item

<table>
<thead>
<tr>
<th>Identification needs</th>
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</thead>
<tbody>
<tr>
<td>Identifying beneficiaries</td>
</tr>
<tr>
<td>Rellevancy of needs</td>
</tr>
<tr>
<td>Involving stakeholders</td>
</tr>
<tr>
<td>Feedback</td>
</tr>
</tbody>
</table>

Projects implementation and activities were aims for the project to be implemented
Project implementation and activities were planned
Project implementation and activities were within the resources
Project implementation and activities were achieved

Nagahora THC: Overall evaluation is high; lower rating in delayed implementation and securing sustainability

Planning: A proposed plan is conducive to realization of objectives

Identifying needs
Benefits are identified
Relevancy of needs
Stakeholder relation
Feedback

Implementation: Projects are implemented as planned
Projects are implemented within the set period
Projects are completed within the planned financial/human resources
Feedback

Outcomes: Measuring outcomes are achieved
Attainment of expected outcomes are achieved on participants
NPO function is transferred to local organization after phase out

Sustainability: Sustainable is in place

Nagahora THC: Resources should have been allocated to a high expensive project to prevent delay

Planning

<table>
<thead>
<tr>
<th>Needs of beneficiaries are targeted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities were implemented as planned</td>
</tr>
<tr>
<td>Expected outcomes are achieved</td>
</tr>
<tr>
<td>Mechanism where outcomes can be sustained is in place</td>
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Implementation

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</tr>
</tbody>
</table>

Outcomes: Measuring outcomes are achieved
Attainment of expected outcomes are achieved on participants
NPO function is transferred to local organization after phase out

Sustainability: Sustainable is in place

This information is confidential and was prepared by Bain & Company solely for the use of our client; it is not to be relied on by any 3rd party without Bain’s prior written consent.

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Projects assessment

1.2 Bench making: Overall evaluation is high; no overall plan existed and recruitment of residents was a challenge

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Evaluation</th>
<th>Plan</th>
<th>Rationale</th>
<th>Reasons to dispersed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning: A proposed plan is conducive to realization of objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identifying needs</td>
<td>Needs are identified</td>
<td>5.0</td>
<td>5.0</td>
<td>- Needs for community building was identified through interviews with residents and stakeholders.</td>
</tr>
<tr>
<td>• Identifying beneficiaries</td>
<td>Beneficiaries are targeted</td>
<td>4.0</td>
<td>4.0</td>
<td>- According to the specific needs of the project.</td>
</tr>
<tr>
<td>• Relevance of needs</td>
<td>The plan met the needs of beneficiaries</td>
<td>2.0</td>
<td>2.0</td>
<td>- Since there was no overall plan, the plan was not relevant.</td>
</tr>
<tr>
<td>• Stakeholder relation</td>
<td>Discussion helped to maximize the impact and facilitate smooth operation</td>
<td>2.5</td>
<td>2.5</td>
<td>- Recruitment of residents in the 1st half period was not as successful as in the latter half.</td>
</tr>
<tr>
<td>• Feedback</td>
<td>The plan could be appropriately improved</td>
<td>3.0</td>
<td>3.0</td>
<td>- Residents involvement and bench designs were improved.</td>
</tr>
</tbody>
</table>

Implementation: Projects implemented as planned

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Evaluation</th>
<th>Plan</th>
<th>Rationale</th>
<th>Reasons to dispersed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Projects are implemented as planned</td>
<td>Projects are implemented as planned</td>
<td>3.0</td>
<td>3.0</td>
<td>- Each activity was implemented as planned.</td>
</tr>
<tr>
<td>Projects completed within the period</td>
<td>Projects completed within the period</td>
<td>2.8</td>
<td>2.5</td>
<td>- Overall activities were implemented as planned, except for a few activities.</td>
</tr>
<tr>
<td>Projects completed within the resources</td>
<td>Projects completed within the resources</td>
<td>3.0</td>
<td>3.0</td>
<td>- Projects were implemented as planned.</td>
</tr>
</tbody>
</table>

Sustainability: Mechanism where outcomes can be sustained is in place

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Evaluation</th>
<th>Plan</th>
<th>Rationale</th>
<th>Reasons to dispersed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved outcomes are maintained in the long term</td>
<td>Achieved outcomes are maintained</td>
<td>3.0</td>
<td>3.0</td>
<td>- Use of the benches is sustained.</td>
</tr>
<tr>
<td>Transfer of NPO functions</td>
<td>NPO function is transferred to local organization after phase out</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Projects assessment

1.3 Summer festival: Impact on the THCs implementing the festival was high; some have not yet plans to organize

<table>
<thead>
<tr>
<th>Evaluation Item</th>
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<th>Plan</th>
<th>Rationale</th>
<th>Reasons to dispersed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning: A proposed plan is conducive to realization of objectives</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Identifying needs</td>
<td>Needs are identified</td>
<td>5.0</td>
<td>5.0</td>
<td>- Needs for community building was identified through interviews with residents and stakeholders.</td>
</tr>
<tr>
<td>• Identifying beneficiaries</td>
<td>Beneficiaries are targeted</td>
<td>4.0</td>
<td>4.0</td>
<td>- Beneficiaries are selected based on the schedule of THC's needs.</td>
</tr>
<tr>
<td>• Relevance of needs</td>
<td>The plan met the needs of beneficiaries</td>
<td>3.0</td>
<td>3.0</td>
<td>- With reference to the participants to the summer festival.</td>
</tr>
<tr>
<td>• Stakeholder relation</td>
<td>Discussion helped to maximize the impact and facilitate smooth operation</td>
<td>3.8</td>
<td>4.0</td>
<td>- Residents' association led the discussion on the contents while ChildFund advised.</td>
</tr>
<tr>
<td>• Feedback</td>
<td>The plan could be appropriately improved</td>
<td>3.7</td>
<td>3.5</td>
<td>- Improvements could be made according to the progress in community building.</td>
</tr>
</tbody>
</table>

Implementation: Projects are implemented as planned

<table>
<thead>
<tr>
<th>Evaluation Item</th>
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<th>Plan</th>
<th>Rationale</th>
<th>Reasons to dispersed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some festival could be implemented as planned</td>
<td>Some festival could be implemented as planned</td>
<td>2.6</td>
<td>2.3</td>
<td>- Some festival could be implemented as planned.</td>
</tr>
<tr>
<td>Projects completed within the period</td>
<td>Projects completed within the period</td>
<td>3.0</td>
<td>3.0</td>
<td>- From preparation to clean-up, activities took place as planned.</td>
</tr>
<tr>
<td>Projects completed within the resources</td>
<td>Projects completed within the resources</td>
<td>3.0</td>
<td>3.0</td>
<td>- Activities were implemented as planned.</td>
</tr>
</tbody>
</table>

Outcomes: Expected

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Evaluation</th>
<th>Plan</th>
<th>Rationale</th>
<th>Reasons to dispersed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measuring outcomes</td>
<td>After implementation, outcomes are measured</td>
<td>3.0</td>
<td>3.0</td>
<td>- # participants to bench making and utilization ratio were surveyed.</td>
</tr>
<tr>
<td>Participation of beneficiaries</td>
<td>Beneficiaries participated as planned</td>
<td>3.0</td>
<td>3.0</td>
<td>- Participants could not be gained during the 1st half period.</td>
</tr>
<tr>
<td>Realization of expected outcomes</td>
<td>Expected outcomes are achieved on participants</td>
<td>3.3</td>
<td>3.6</td>
<td>- Benches are used in events and during events in THC.</td>
</tr>
</tbody>
</table>

Sustainability: Mechanism where outcomes can be sustained is in place

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Evaluation</th>
<th>Plan</th>
<th>Rationale</th>
<th>Reasons to dispersed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieved outcomes are maintained</td>
<td>Achieved outcomes are maintained</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Transfer of NPO functions</td>
<td>NPO function is transferred to local organization after phase out</td>
<td>2.5</td>
<td>2.5</td>
<td>- THC which had organized summer festivals in two consecutive years are aiming to continue.</td>
</tr>
</tbody>
</table>

Projects assessment

1.3 Summer festival: Reducing the scale could have been achieved by overall plan and prior announcement

<table>
<thead>
<tr>
<th>Planning</th>
<th>Implementation</th>
<th>Outcomes/Impacts</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for community building was identified from the interview.</td>
<td>Residents could craft benches at their initiative as planned</td>
<td>Outcomes measured qualitatively/quantitatively</td>
<td>Use of the benches is sustained as of now and it continues to be used.</td>
</tr>
<tr>
<td>Depending on the depth of understanding of the situation and the relationship with the residents, targeted beneficiaries changed accordingly.</td>
<td>Short term activities were implemented within a time frame as expected</td>
<td>- Survey on usage ratio and # benches</td>
<td>- Survey on usage ratio and # benches.</td>
</tr>
<tr>
<td>As a result of implementation done in an ad hoc manner without the overall plan, ultimate number of crafted benches appear small.</td>
<td>Activities were implemented within the set human financial resources including the students volunteers</td>
<td>- Participation of residents</td>
<td>- Participation of residents.</td>
</tr>
<tr>
<td>In the 1st half period, more efforts were needed to acquire participants.</td>
<td>Due to insufficient involvement of residents, participation was small in some cases</td>
<td>Expected outcomes confirmed</td>
<td>Residents gathered around benches.</td>
</tr>
<tr>
<td>Improvements were made in the process of implementation</td>
<td>Residents preferred to stay indoor became eager to be outside</td>
<td>- Participation of residents</td>
<td>- Participation of residents.</td>
</tr>
</tbody>
</table>

Projects assessment

1.3 Summer festival: Reducing the scale could have been achieved by overall plan and prior announcement

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<th>Sustainability</th>
</tr>
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<td>Residents could craft benches at their initiative as planned</td>
<td>Outcomes measured qualitatively/quantitatively</td>
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<td>Depending on the depth of understanding of the situation and the relationship with the residents, targeted beneficiaries changed accordingly.</td>
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Projects assessment

### Potluck party (Hamappesi): Initiated by ChildFund, parties are now being organized by residents

#### Evaluation Item

<table>
<thead>
<tr>
<th>Evaluation Item</th>
<th>Average Staff</th>
<th>Average CFJ</th>
<th>Rating</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning: A proposed plan is conducive to realization of objectives</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Implementation: Projects are implemented as planned</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Outcomes: Expected outcomes are achieved</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Sustainability: Mechanism where outcomes can be sustained is in place</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>

#### Sustainability

- Initiating activities, ChildFund’s activities, some THC have already organized the party by themselves

#### Planning

- Need for community building was identified from the interviews
- Large scale THC with a need to community building was selected as it planned when more understanding on each THC was gained
- Prior interviews were conducted to confirm whether participants could be gained
- Prior discussion could be held to involve supporters in those THC where they have influence
- For THC which had implemented multiple times, improvements were made to change venues with a larger space considering the increased number of participants

#### Implementation

- Activities, set period including the preparation, financial/human resources were all as planned
- Needed improvements were identified based on the discussion - students volunteers to play a role as a catalyst to connect residents with less communication among residents
- Focusing on the ownership of residents, participants exceeded the expectation with cooperation of THC supporters
- Opportunities for residents to communicate with each other increased

#### Outcomes/Impacts

- Initiating activities, ChildFund’s activities, some THC have already organized the event by themselves

---

### Story reading: Activities exceeded the initial plan through amicable collaboration with local organizations

#### Evaluation Item

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<tr>
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<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
<tr>
<td>Outcomes: Expected outcomes are achieved</td>
<td>3.0</td>
<td>3.0</td>
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<tr>
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<td>3.0</td>
<td>3.0</td>
<td>3.0</td>
</tr>
</tbody>
</table>

#### Story reading

- The plan was to reinforce functions of local organization on story telling
- Initial collaboration aimed at acquiring prefectural subsidies, and advice on submission of application and objective views were planned
- There was a strong sense of autonomy in the local organization, thereby amicable relationship could be established with ChildFund on a need basis
- In the course of the project, additional support to introduction of accounting system was unexpected that additional ChildFund’s human resource was allocated
- # participants was estimated and follow-up interviews were conducted
- # participants was estimated low, however, the actual participation from the communities exceeded the expectation
- It opened up a channel to establishing local organization to NPOs, and demonstrated the possibility of collaboration with external organizations in their capability building

#### Planning

- The plan was to reinforce functions of local organization on story telling
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### Projects assessment

#### Baseball tournament: Sustainability could not be secured due to insufficient communication

<table>
<thead>
<tr>
<th>Planning: A proposed plan is conducive to realization of objectives</th>
<th>Evaluation Item</th>
<th>ChildFund's Staff</th>
<th>NGO Staff</th>
<th>Rationale</th>
<th>Reasons to dispensed rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying needs</td>
<td>Needs are identified</td>
<td>2.5 2.5 2.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identifying stakeholders</td>
<td>Beneficiaries are targeted</td>
<td>2.5 2.5 2.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relevance of needs</td>
<td>The plan met the needs of beneficiaries</td>
<td>2.5 2.5 2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sustained outcomes</td>
<td>Beneficiaries are targeted</td>
<td>2.5 2.5 2.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder relation</td>
<td>Beneficiaries are targeted</td>
<td>2.5 2.5 2.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback</td>
<td>Beneficiaries are targeted</td>
<td>2.5 2.5 3.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Psychological care: Needs of beneficiaries not fully met due to pre-established relation with external partner

<table>
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<tr>
<th>Planning: A proposed plan is conducive to realization of objectives</th>
<th>Evaluation Item</th>
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<th>Rationale</th>
<th>Reasons to dispensed rating</th>
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<td>Identifying needs</td>
<td>Needs are identified</td>
<td>2.5 2.5 2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identifying stakeholders</td>
<td>Beneficiaries are targeted</td>
<td>2.5 2.5 2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relevance of needs</td>
<td>The plan met the needs of beneficiaries</td>
<td>2.5 2.5 2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stakeholder relation</td>
<td>Beneficiaries are targeted</td>
<td>2.5 2.5 2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Feedback</td>
<td>Beneficiaries are targeted</td>
<td>2.5 2.5 2.5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Evaluation of Baseball tournament: The project should have been implemented after ChildFund’s goals were fully understood

**Planning**
- Objectives were not necessarily reconciled between ChildFund and the steering committee and the local organization.
- ChildFund had a goal to reinforce the function of the steering committee, which was not fully achieved in 2012.
- The sustainability of the project was not prioritized.
- Discussion could be held with the stakeholders, however, a mutual understanding on project objectives could not be reached.
- A plan to implement a baseball tournament in 2012 at a strong request by the steering committee could be proposed.

**Implementation**
- Although ChildFund aimed to build an efficient relationship with the local organization by submitting a proposal, discussion often failed to reach an agreement.
- Additional requests made which had prolonged the project period and additional resources incurred after implementation of the baseball tournament.

**Outcomes/Impacts**
- Although a baseball tournament was implemented, the sustainability could not be secured from the steering committee's perspective.
- The sustainability of ChildFund's contributions was prioritized, however, conventional organization of tournaments were yet to be determined.

**Sustainability**
- Through collaboration with ChildFund, sustainability has been prioritized, and the steering committee's policy has changed to aim at continual organization of the baseball tournaments.
- As of now, the tournaments are scheduled only upon the request of the steering committee.

### Evaluation of Psychological care: External partner should have been involved in designing the plan, with covering exit strategy

**Planning**
- In collaboration with the external partner, interviews were conducted to identify private nurseries without public assistance as the beneficiaries.
- Additional proposals could not be made, and the plan was formulated in such a way that all activities could not be completed within the set period.
- Interviews were carried out to the external partner.
- Improvements were made outside the plan, e.g., nursery teachers were given venues to share their feelings and experiences.
- Some participants are perceived to have a positive effect on the project.

**Implementation**
- Activities were implemented as planned within the set period and resources without any problems.
- Some participants are perceived to have a positive effect on the project.

**Outcomes/Impacts**
- In regard to sustainability, questions in the questionnaire were insufficient, in particular, reactions to absentees in the sessions had not been tracked.
- Some participants are perceived to have a positive effect on the project.
- Some participants are perceived to have a positive effect on the project.
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**Sustainability**
- In regard to sustainability, questions in the questionnaire were insufficient, in particular, reactions to absentees in the sessions had not been tracked.
- Some participants are perceived to have a positive effect on the project.
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### Projects assessment

**Grief work: Roles could not be transferred to the beneficiaries as a result of insufficient planning**

<table>
<thead>
<tr>
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<th>Rationale</th>
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<tbody>
<tr>
<td>Planning: A proposed plan is conducive to realization of objectives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identifying needs</td>
<td>Needs are identified</td>
<td>Based on the interviews, people in need of grief work identified</td>
<td></td>
</tr>
<tr>
<td>Identifying beneficiaries</td>
<td>Beneficiaries are targeted</td>
<td>The plan met the needs of beneficiaries</td>
<td></td>
</tr>
<tr>
<td>Relevancy of needs</td>
<td>The plan fits the needs of beneficiaries</td>
<td>The plan could be appropriately improved</td>
<td></td>
</tr>
<tr>
<td>Stakeholder relation</td>
<td>Discussions helped to align stakeholders and facilitate smooth operation</td>
<td>Discussions with the external partner were not enough</td>
<td></td>
</tr>
<tr>
<td>Feedback</td>
<td>The plan could be appropriately improved</td>
<td>Activities assigned to participants because partners' skill were high</td>
<td></td>
</tr>
<tr>
<td>Implementation of planned activities</td>
<td>Projects are implemented as planned</td>
<td>Activities could be implemented as planned</td>
<td></td>
</tr>
<tr>
<td>Implementation within the project period</td>
<td>Projects completed within the set period</td>
<td>Sessions had to be decreased due to a delay in the project period</td>
<td></td>
</tr>
<tr>
<td>Implementation within the resources</td>
<td>Projects completed with the resources</td>
<td>There were enough resources and activities could be implemented without any problem</td>
<td></td>
</tr>
<tr>
<td>Sustainability: Mechanism where outcomes can be sustained is in place</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measuring outcomes</td>
<td>After implementation, outcomes are measured</td>
<td>Questionnaire survey was conducted to measure the impact</td>
<td></td>
</tr>
<tr>
<td>Participation of beneficiaries</td>
<td>Beneficiaries participated as planned</td>
<td>External partners and beneficiaries were coordinated and gained participants</td>
<td></td>
</tr>
<tr>
<td>Realization of expected outcomes</td>
<td>Expected outcomes were achieved</td>
<td>There were positive effects on the participants, however, the initial goal could not be achieved</td>
<td></td>
</tr>
<tr>
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**Projects assessment**

Key to success lies in anticipative design of required org and staffing based on clearly defined goals of the relief project

1. Set the objectives and beneficiaries in preparation for the next phase
   - In ER phase, set goals for reconstruction phase; in restoration phase, set goals for reintegration phase
2. Set objectives and beneficiaries as needed when change to the scope requested
3. Information sharing on any changes/expansion in the scope found after the initial mobilization
4. Field to provide HO with objective information in regard to a request to scope change/expansion
5. Regular communication on organizational direction to the staff and confirm that the staff understands the organizational goals

**Projects assessment**

Each projects also needs to clarify the objectives, draw a strategic plan and adjust according to the performance

- **Planning**
  - Based on the interviews, beneficiaries were set to livelihood counselors and THC supporters who were not receiving enough public support
  - Further improvements were needed for discussion and information sharing with external partners
    - As was the case with the Psychological Care, external partners had already been decided, and the plan was formulated in a way that all activities could not be completed within the set period
    - In addition, the partner required detailed background information on the participants prior to each session
  - Along with the psychological support of the beneficiaries, sufficient period of time and the number of sessions towards realization of peer supervision within the beneficiaries’ organizations could not be secured

- **Implementation**
  - Implementation and resources of the activities went as planned without any problems
  - If sessions may have been reduced due to a delay in tapping potential beneficiary organizations as a result of insufficient manpower secured by ChildFund in the planning
  - Outcomes were measured by the number of participants and based on interviews with the receiving organizations
  - Following a thorough discussion with the beneficiary organizations, some activities were integrated into training to maximize the outcomes
  - While each activity achieved high impact, overall goal could not be accomplished
    - Impact on those beneficiaries who themselves are victimized was evident who could now observe their professions more positively
    - If sessions were, however, limited and realization of peer supervision could not be realized as planned

- **Outcomes/Impacts**
  - Concept of the grief work program, such as a small group dialogue, was integrated to THC supporters’ training
  - However, sustainability in continued implementation by the beneficiary organizations or with the external partner has not been secured

- **Sustainability**
  - Clarify the social target and the solution level (i.e., objectives of assistance), then identify projects as its means based on information collected from field, etc.
    - Information are collected to analyze the cost performance from estimated # beneficiaries and impact of outcomes; reflect it to workforce planning
    - Prior to collaboration with external organizations, share organizational goals
  - In the event that expected outcomes could not be achieved by the ongoing implementation strategy, modify the project plan as needed
  - Depending on the outcomes or progress in understanding of beneficiaries, re-set the project or its objectives in the event of a scope change/expansion from the initial goals
  - When it is foreseen that objective level problems cannot be solved within the project period, sustainability of activities is considered from the planning phase

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The information is confidential and was prepared by Bain & Company solely for the use of our client; it is not to be relied on by any 3rd party without Bain’s prior written consent.
To ensure decision-making process is followed in line with objectives, unity of BOD, HO, and the field is needed

**Recommendations**

<table>
<thead>
<tr>
<th>Board of Directors</th>
<th>• Verify that the objectives set by HO is in line with the Vision</th>
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<tr>
<td>Head Office</td>
<td>• Formulate objectives (beneficiary, scale of assistance, etc.)</td>
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<td>• Set objectives strategically taking into consideration the next step as well as the imminent problems</td>
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<td>Field Office</td>
<td>• Provide HO with beneficiaries’ needs and other field information required for goal setting</td>
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<td>• Propose organizational structure and authorities needed to achieve goals in field</td>
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<td>• Design a team in field in line with organization and roles set by HO</td>
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**Prepare project management form and check continuously to confirm the progress is in line with organizational goals**

**Example**

**Project Outline**

- **Beneficiaries**
- **Goals**
- **Needed fund**
  - **Needed manpower**

**Timeline**

- **bb, yyyy:**
- **mm, yyyy:**

**Checkpoint at each phase**

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**Implementation**

- Projects completed within the planned financial/human resources
- NPO function transferred to local organization after phase out

**Program in Oikawano City (Restoration phase to Reconstruction phase)**

**Financial reports for FY2012 are to be published in July 2013.**

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**Project Data**

ChildFund Japan was able to carry out the following activities for the East Japan Earthquake Emergency Relief and Restoration Project based on the revenues of donations entrusted to us from overseas and around the country.

Total amount of donations was JPY245,580,346 as of 28 February, 2013 of which total amount of JPY153,563,330 was donated by ChildFund Alliance, JPY77,303,794 from the Japanese donors, and JPY14,722,222 from a Chinese NPO SmileAngel Foundation.

**Emergency Phase - Restoration Phase**

**Prepare project management form and check continuously to confirm the progress is in line with organizational goals**

**Example**

**Project Outline**

- **Beneficiaries**
- **Goals**
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  - **Needed manpower**

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About ChildFund Japan

Since 1975, we have been working in Asian countries to help children facing poverty for their healthy growth and families and communities to ensure their self-reliance. We value connecting people through the projects to deepen mutual understanding.

Vision

A global society that ensures every child the opportunity to develop their full potential

Relay of love

ChildFund Japan’s history roots back to after the World War II when the organization assisted the Japanese war orphans through funds from overseas. Even though the time changes, and an organizational shift from a recipient to a caretaker, our vision towards a society that ensures every child to live with hope shall not change.

Mission

ChildFund Japan is committed to promoting the rights of the child through international development cooperation in the spirit of harmonious co-existence.

[For the smiles of every child]

In order to achieve the vision, ChildFund Japan’s activities prioritize children’s rights through international development cooperation so that every stakeholder connected by the projects discovers the meaning of life, while surpassing various distinctions, and feels the joy of life.

In 1952, Christian Child Welfare Association (CCWA) was established as a recipient body of Christian Children’s Fund (CCF) and had received assistance from the U.S. and Canada. The assistance expanded and 80,000 children had benefited during CCF’s assistance that had ended in 1974. A year after CCF had phased out in 1974, CCWA inherited the spirit of love and a sponsorship department (now ChildFund Japan) was established in 1975. As a Japanese grass-roots NGO, we have turned our attention to the Asian countries, particularly on the Filipino children who are facing severe life, and started assistance in the Philippines.

1975 A sponsorship program started in the Philippines
1991 Received the 5th Human Rights Award from the Tokyo Bar Association
1995 A health service project started in Nepal
2001 Received a Chairman’s Special Award from the Japan National Council of Social Welfare
2005 Organizational change to NPO ChildFund Japan
2006 A sponsorship program started in Sri Lanka
2009 Became an “Authorized NPO” accredited by the National Tax Agency
2010 A sponsorship program started in Nepal
2011 Emergency and Restoration Project for the East Japan Earthquake started (ended in March 2013)

About ChildFund Alliance

ChildFund Alliance is an effective global network of child centred development organizations to create opportunities for impoverished and vulnerable children without regard to race, religion, gender, or ethnicity and consists of 12 organizations that carry out a sponsorship program. ChildFund Japan became a member in April 2005.
A JOURNEY OF TOGETHERNESS