

## Chapter 3 New Efforts

### Section 4 Creating a “New Tohoku”

#### 1. Background

##### (1) Basic policy of the Second Abe Cabinet

Even before the earthquake, the Tohoku region was faced with issues such as a declining and aging population, and hollowing out of industry. In the wake of the earthquake, these issues became more apparent and accelerated faster than expected. In order to solve the problems caused by the socio-economic structure and to realize a sustainable region, it was considered important to develop the disaster-affected areas into a region that could be shown as a model of the future society and economy for the regions that will face similar issues in the future, or that already face similar issues, throughout the country.

Against this background, the basic policy of the second Abe Cabinet, approved by the Cabinet on December 26, 2012, mentions “creating a ‘New Tohoku’ as a land of creativity and potential, not merely a minimum level of livelihood reconstruction” in the reconstruction from the Great East Japan Earthquake, and Prime Minister Abe stated this at his inaugural press conference on the same day.<sup>1</sup>

##### (2) Interim report of the Reconstruction Promotion Council

In response, the Reconstruction Promotion Council began studying and deliberating the creation of a “New Tohoku” in March 2013. In the investigation and deliberation, based on the recognition that the key to solving the problem lies in the field, the voices of the disaster-affected areas were carefully listened to through interviews with authorities, experts, and local business operators, etc. In addition, the members of the Reconstruction Promotion Council conducted field surveys, etc., to find out advanced cases that had already sprouted in the region.<sup>2</sup>

At the first meeting, the Minister for Reconstruction Nemoto proposed that the future vision of the region should focus on five pillars, including a secure society that protects happy, healthy children and a vibrant super-aging society through “elderly standards” Five round-table meetings were organized for each theme, and experts in each field who were familiar with the disaster-affected areas discussed the issues from an expert perspective.<sup>3</sup> The Reconstruction Promotion Council compiled the “Toward Creating a ‘New Tohoku’ (Interim Report)” on June 5 of the same year.

In the Interim Report, it was stated that Japan should not simply recover from the current situation with its declining and aging population, and hollowing out of industry, but that the recovery from the earthquake should be used as an opportunity to resolve these issues and form a “future society with creativity and potential” that could serve as a model for Japan and the world. It was also stated that

<sup>1</sup> In his opening remarks at his inaugural press conference on December 26, 2012, Prime Minister Abe said, “We share the view that all ministers are reconstruction ministers, and we will mobilize all possible policies. By doing so, we will not only reconstruct the minimum standard of living, but also create a new Tohoku region as a land of creativity and potential.”

<sup>2</sup> They visited Koriyama City, Kawauchi Village, and the Town of Tomioka in Fukushima Prefecture on April 13, 2013; the Town of Minamisanriku, Ishinomaki City, Higashimatsushima City, and Sendai City in Miyagi Prefecture on May 25 of the same year; and the Town of Otsuchi, Kamaishi City, Ofunato City, and Rikuzentakata City in Iwate Prefecture on June 1 and 2 of the same year.

<sup>3</sup> ① Roundtable on a secure society that protects happy, healthy children, ② Roundtable on a society that utilizes local resources with a high level of communication, ③ Roundtable on a society that advances by introducing a robust and resilient social infrastructure (system), ④ Roundtable on a sustainable energy society (autonomous and distributed energy society), and ⑤ Roundtable on a vigorous super-aged society based on “elderly standards”

efforts should be made in a timely manner and to lead the whole country. As the elements of the “New Tohoku,” the following five aspects of society were taken up in order to identify areas undergoing structural change and important areas in which resolution of issues was required, and to encompass the various efforts sprouting up in the regions toward reconstruction. The target image, the current situation, and the direction of future measures were presented.

- A secure society that protects happy, healthy children
- Vibrant super-aging society through “elderly standards”
- A sustainable energy society (autonomous and distributed energy society)
- A society advanced by the introduction of robust and highly resilient social infrastructure (systems)
- A society that utilizes local resources with a high level of communication

In addition, as a response to the common issues for the creation of a “New Tohoku,” based on the recognition that the shortage of personnel and resources (networks and funds) due to the declining and aging population and the large number of evacuees since before the earthquake were conspicuous,

- Building a platform to facilitate smooth and effective dispatching of reconstruction personnel from a wide range of main players
- Establishment of platforms and public-private partnerships to promote private investment in new entrepreneurs and reconstruction
- Matching with local communities and forming networks

needed to be expanded.

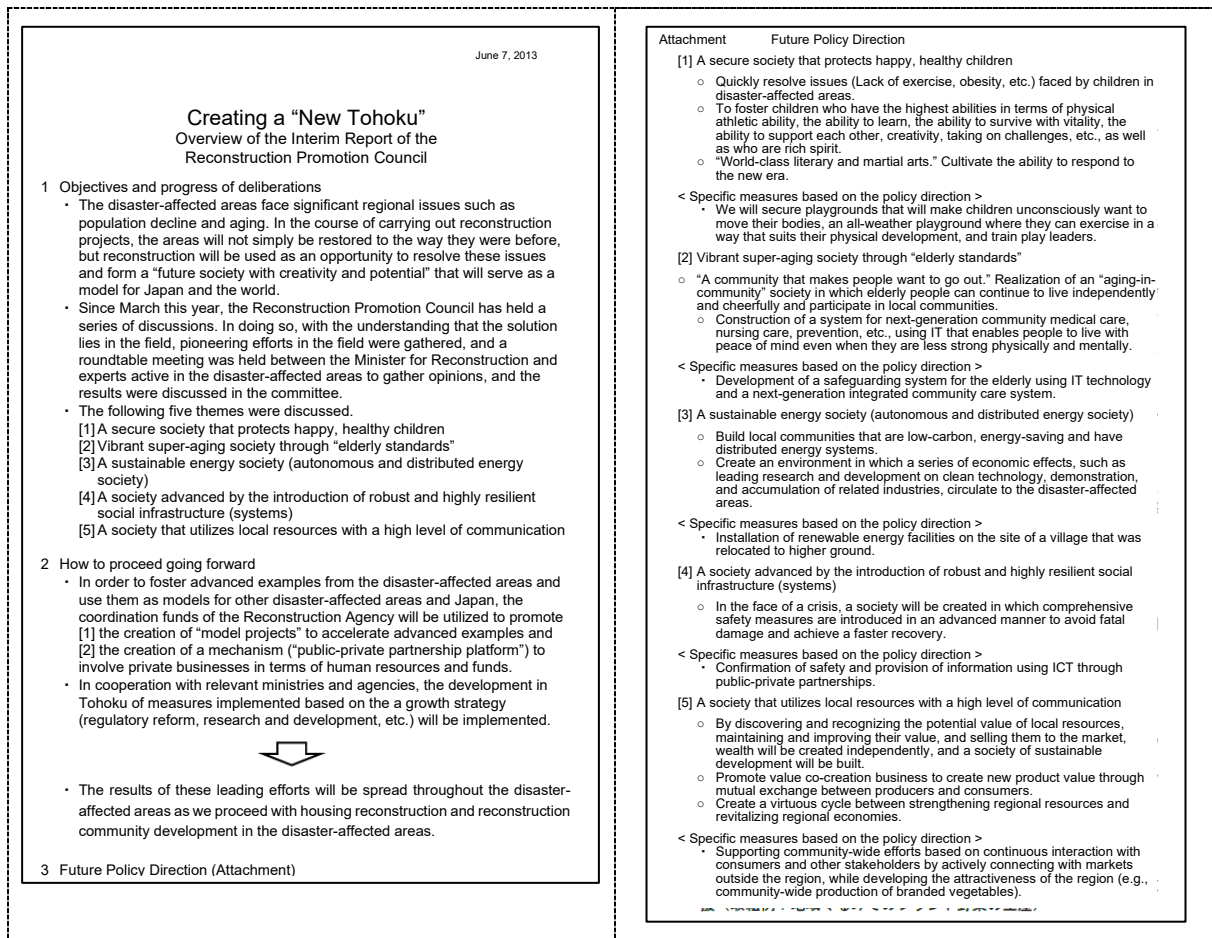
In response to this Interim Report, Prime Minister Abe instructed Minister for Reconstruction Nemoto to accelerate regional efforts toward the “New Tohoku” through the establishment of new “model businesses.”<sup>4</sup> Minister for Reconstruction Nemoto stated that “As an immediate task, I would like to establish a ‘New Tohoku Leading Model Project’ in which people working in the region can lead the ‘New Tohoku’ by utilizing the Reconstruction Promotion Coordination Funds for the Great East Japan Earthquake,” and that “Using the same Reconstruction Promotion Coordination Funds for the Great East Japan Earthquake, we would like to materialize a mechanism for promoting projects in public-private partnership (Reconstruction Public-Private Partnership Platform), such as dispatch of personnel for reconstruction and promotion of new entrepreneurs and private investment in reconstruction.”<sup>5</sup>

<sup>4,6</sup>Minutes of the 12th meeting of the Reconstruction Promotion Council (June 5, 2013)

[https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20130710\\_gijiroku12.pdf](https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20130710_gijiroku12.pdf) (browsed July 3, 2023)

<sup>5</sup> In order to swiftly implement projects that required flexible responses and projects that would be implemented with a view to establishing systems in the following fiscal year and beyond, the Minister for Reconstruction would, at the discretion of the Minister, commission research and planning projects implemented by the national government and subsidize non-physical projects implemented by disaster-affected prefectures. In the initial budget, this was allocated as an unplanned expense. Based on specific requests from the affected prefectures, it was allocated in accordance with various circumstances in the middle of the fiscal year through executive consultations with the Minister of Finance.

Figure 3-4-1 Overview toward Creating a “New Tohoku” (Interim Report) (June 5, 2013)



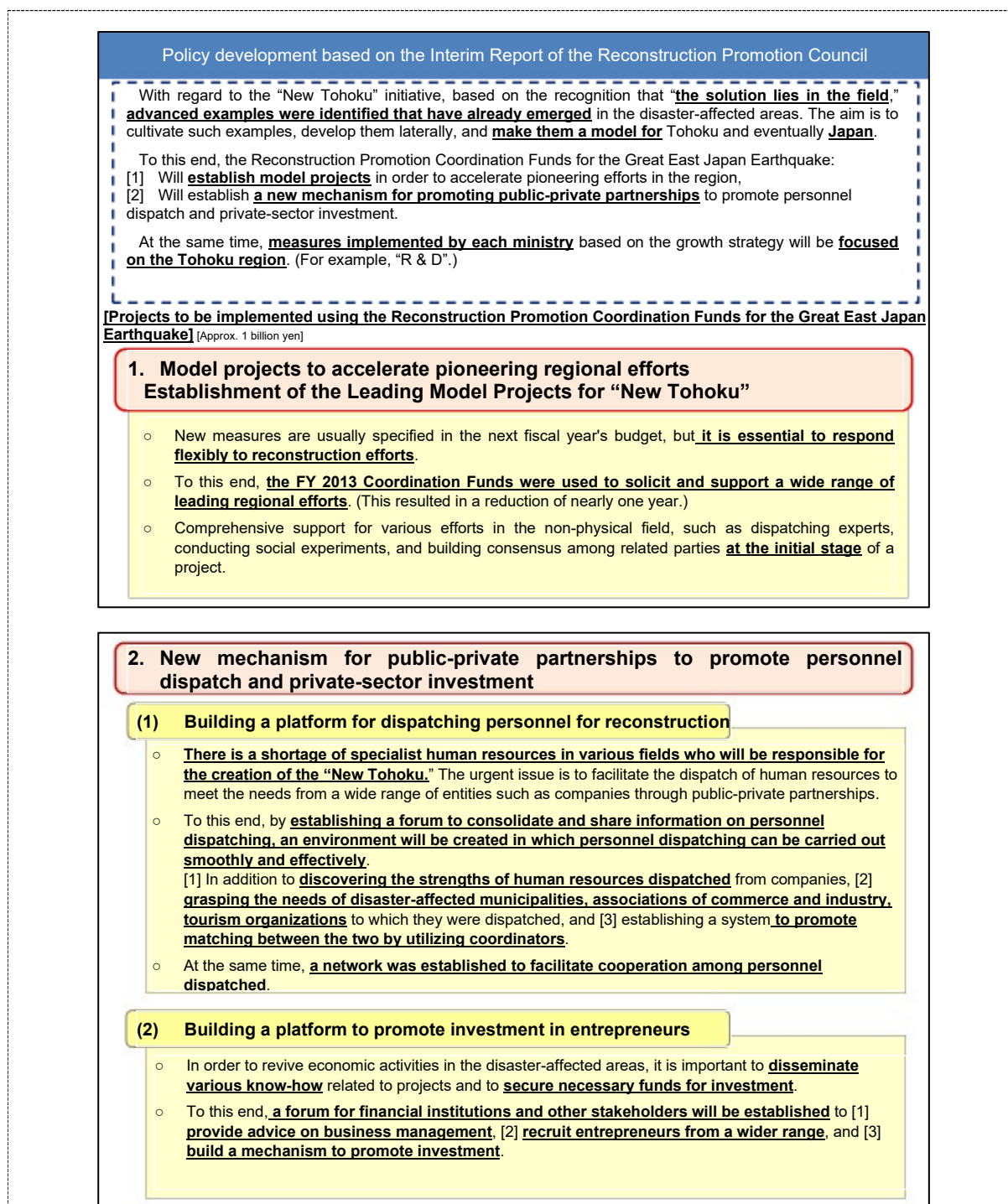
Source) The Reconstruction Agency “Toward Creating a ‘New Tohoku’ (Interim Report),” June 5, 2013

[https://www.reconstruction.go.jp/content/20130610\\_chukan02.pdf](https://www.reconstruction.go.jp/content/20130610_chukan02.pdf) (browsed July 3, 2023)

### (3) Efforts based on the Interim Report

At the Reconstruction Promotion Council held on July 2 of the same year, as policy developments based on the Interim Report, Minister for Reconstruction Nemoto announced the establishment of a “New Tohoku Leading Model Project” using approximately 1 billion yen of the Reconstruction Promotion Adjustment Fund for the Great East Japan Earthquake and the establishment of a platform for dispatching personnel for reconstruction and promoting investment in entrepreneurs.

Figure 3-4-2 Policy development based on the Interim Report of the Reconstruction Promotion Council



Source) Material for the 8th Reconstruction Promotion Council held on July 2, 2013, Material 2-3 “Future policy development based on the Interim Report”

[https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-1/20130702\\_shiryo2-3.pdf](https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-1/20130702_shiryo2-3.pdf) (browsed July 3, 2023)

In response, on July 23, 2013, the guidelines for public solicitation were announced for a leading model project for the New Tohoku (hereinafter referred to as the “Leading Model Project”), which was designed to receive proposals for leading efforts that had already begun in the disaster-affected areas, and to provide comprehensive support for costs related to non-physical initiatives, such as dispatching experts at the initial stage, building consensus among relevant parties, project studies, and trial initiatives and verification of their effectiveness. On October 4 of the same year, it was announced that 66 initiatives that were judged to be leading initiatives contributing to the New Tohoku were selected from more than 460 applications.

On the same day, the Work for Tohoku (Project to Build a Human Resources Platform for Reconstruction) initiative was launched with the aim of dispatching the human resources needed by the disaster-affected areas from companies to the affected areas, through matching, sharing, and disseminating relevant information.

Furthermore, as an effort to promote new entrepreneurs and private investment in reconstruction, a business contest to support new business plans (Revive Japan Cup) was held, and the winning organizations were decided and announced on January 10, 2014.

In addition, on October 25, 2013, Minister for Reconstruction Nemoto announced that the Council for Promoting Public-Private Partnerships in the New Tohoku (hereinafter referred to as the “Council for the Promotion of Public-Private Partnership”) would be established with business circles, universities, NPOs, etc., as founders in order to promote the sharing and exchange of information on the efforts made by various entities in the disaster-affected areas. The Council was established on December 17 of the same year with approximately 550 corporations and organizations as members. The Council for the Promotion of Public-Private Partnerships has established the Council’s website, which contains various information to support projects and initiatives in the disaster-affected areas, as well as information on various events. The Council also holds “Members’ Exchange Meetings” where members can share information and exchange opinions face-to-face. These meetings provide opportunities for matching various types of support with support needs, cooperation among various entities, and horizontal development of advanced initiatives.

#### (4) Recommendations of the Reconstruction Promotion Council

After the Interim Report, the Reconstruction Promotion Council held two additional Roundtable Meetings, taking into account the implementation status of the Leading Model Projects, and deepened discussions toward the creation of a and compiled the “Toward Creating a ‘New Tohoku’ (Proposal)” on April 18, 2014.<sup>7</sup>

These recommendations, based on the recognition that it is important for the government and the private sector to cooperate and bring their respective strengths so that the know-how and new ideas of the private sector, such as companies, universities, and NPOs, can be fully utilized, rather than the government and local governments taking the lead in solving the issues facing the local communities. In addition to the items compiled in the Interim Report, the five societies that will become the elements of the “New Tohoku” were summarized, as well as the status of subsequent efforts, and the images of goals that should be shared by the government and the private sector.

In addition, in order to accelerate and establish advanced initiatives in the disaster-affected areas toward the realization of the five societies, and to promote their horizontal deployment in the disaster-stricken areas and eventually nationwide, it was stipulated that the government would provide necessary support, based on the vitality of the private sector, in such areas as accelerating advanced initiatives, supporting human resources, supporting entrepreneurship and the launch of new businesses, building a foundation for public-private partnerships, and supporting the horizontal deployment of the “New Tohoku” in the disaster-stricken areas.

In addition, the direction of future industrial reconstruction measures was indicated, including the importance of promoting industrial reconstruction in a focused and strategic manner, taking into account the actual conditions and characteristics of the disaster-affected areas, and the importance of focusing on balanced development and building a virtuous cycle for industries that capture demand from outside the region and industries that support the lives of local communities and maintain their communities. It was also indicated that industrial reconstruction support needs to be carried out based on the vitality of private businesses and in cooperation with a wide range of stakeholders, including industry associations, universities and research institutions, the national government, prefectures and municipalities, industrial support organizations, and NPOs.

<sup>7</sup> Roundtable on “Regional Resources (Primary Industries)” and Roundtable on “Industrial Reconstruction.”

Figure 3-4-3 Toward the Creation of a New Tohoku (Proposal) Overview (Reconstruction Promotion Committee, April 18, 2014)

Toward the Creation of a “New Tohoku” (Overview of Recommendations of the Reconstruction Promotion Council)	
<b>1. Acceleration of reconstruction</b> <ul style="list-style-type: none"> <li>(1) Enhancement of the Reconstruction Agency functions <ul style="list-style-type: none"> <li>Thorough implementation of on-site principles (interactive relationship between the central and local governments, more flexible use of reconstruction grants, etc.)</li> <li>Strengthening the control tower function (two headquarters in Tokyo and Fukushima, establishment of task forces, etc.)</li> <li>Budget and Reconstruction Funding Framework (review of the financial framework for reconstruction, swift and flexible execution of the budget, etc.)</li> </ul> </li> <li>(2) New stage of reconstruction <ul style="list-style-type: none"> <li>Housing reconstruction and reconstruction city development (steady progress in acceleration, reconstruction schedule for housing, etc.)</li> <li>Revitalization of industries and livelihoods (group subsidies, Yui no Ba, subsidies for business establishment, etc.)</li> <li>Health and Livelihood Support (Policy Package for Health and Livelihood Support, etc.)</li> <li>Revitalization and reconstruction of Fukushima (grants for accelerating the revitalization of Fukushima, countermeasures against damage caused by harmful rumor, etc.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In order to realize a sustainable local economy in the disaster-affected areas, which face issues such as population decline, aging, and the hollowing out of industry, it is necessary to promote industrial reconstruction. <ul style="list-style-type: none"> <li>(1) Policy Direction <ul style="list-style-type: none"> <li>Promoting focused and strategic industrial reconstruction, taking into account the actual conditions and characteristics of the industries in the disaster-affected areas.</li> <li>The following two industries need to be developed in a balanced manner. <ul style="list-style-type: none"> <li>[1] Industries that capture demand outside the region <ul style="list-style-type: none"> <li>Basic manufacturing technology industry, seafood processing industry (market recovery, productivity improvement, etc.), agriculture and fishery industry (cost reduction, high added value, etc.), tourism industry (value co-creation type initiatives), etc.</li> </ul> </li> <li>[2] Industries that support local livelihoods and sustain communities <ul style="list-style-type: none"> <li>Retail commerce and lifestyle-related services (restoration and reconstruction of commercial facilities, ensuring convenience of living, etc.)</li> </ul> </li> </ul> </li> </ul> </li> <li>(2) How to proceed going forward <ul style="list-style-type: none"> <li>The Reconstruction Agency plays the control tower role. Systematize measures to support industrial reconstruction across ministries and agencies.</li> <li>Take prompt action to address future issues.</li> </ul> </li> </ul> </li> </ul>
<b>2. Creating a “New Tohoku”</b> <ul style="list-style-type: none"> <li>Reconstruction should not be limited to simply restoring the area to its original state, but should be used as an opportunity to <b>resolve issues facing local communities throughout Japan (population decline, aging, and hollowing out of industry, etc.)</b>. Creating a “New Tohoku” as a “future society with creativity and potential” that will serve as a model for our country and the world.</li> <li>As a vision for the future of local communities, <b>five social goals</b> were compiled. (See Reference)</li> <li>In promoting the “New Tohoku,” it is important for the public and private sectors to cooperate and bring their respective strengths together so that the know-how and new ideas of the private sectors such as companies, universities and NPOs can be fully utilized.</li> <li>(1) Acceleration of advanced efforts <ul style="list-style-type: none"> <li>Leading Model Projects for “New Tohoku”</li> <li>First in Japan to conduct social experiments as part of the “Japan Revitalization Strategy”</li> </ul> </li> <li>(2) Human resources support <ul style="list-style-type: none"> <li>“WORK FOR TOHOKU”</li> </ul> </li> <li>(3) Support for start-ups and new businesses launch <ul style="list-style-type: none"> <li>Establishment of platforms to promote private investment in new entrepreneurs and reconstruction</li> </ul> </li> <li>(4) Building the Foundation for Public-Private Partnerships <ul style="list-style-type: none"> <li>“New Tohoku” Public-Private Partnership Promotion Council</li> </ul> </li> <li>(5) Support for horizontal deployment in disaster-affected areas <ul style="list-style-type: none"> <li>Utilization of Reconstruction Grants (Benefit Promotion Projects)</li> <li>Provision of information on measures to contribute to the horizontal development of the “New Tohoku”</li> </ul> </li> </ul>	<p>Reference: <b>Five Societies in the “New Tohoku”</b></p> <ul style="list-style-type: none"> <li>[1] <b>A secure society that protects happy, healthy children</b> <ul style="list-style-type: none"> <li>To foster children who have the highest abilities in Japan in terms of physical athletic ability, the ability to learn, the ability to survive with vitality, the ability to support each other, creativity, taking on challenges, etc., as well as who are rich spirit.</li> <li>“World-class literary and martial arts.” Cultivate the ability to respond to the new era.</li> </ul> </li> <li>[2] <b>Vibrant super-aging society through “elderly standards”</b> <ul style="list-style-type: none"> <li>“A community that makes people want to go out.” Realization of an “aging-in-community” society in which elderly people can continue to live independently and cheerfully and participate in local communities.</li> <li>Construction of a system for next-generation community medical care, nursing care, prevention, etc., using IT that enables people to live with peace of mind even when they are less strong physically and mentally.</li> </ul> </li> <li>[3] <b>A sustainable energy society (autonomous and distributed energy society)</b> <ul style="list-style-type: none"> <li>Build local communities that are low-carbon, energy-saving and have distributed energy systems.</li> <li>Create an environment in which a series of economic effects, such as leading research and development on clean technology, demonstration, and accumulation of related industries, circulate to the disaster-affected areas.</li> </ul> </li> <li>[4] <b>A society advanced by the introduction of robust and highly resilient social infrastructure (systems)</b> <ul style="list-style-type: none"> <li>In the face of a crisis, a society will be created in which comprehensive safety measures are introduced in an advanced manner to avoid fatal damage and achieve a faster recovery.</li> </ul> </li> <li>[5] <b>A society that utilizes local resources with a high level of communication</b> <ul style="list-style-type: none"> <li>By discovering and recognizing the potential value of local resources, maintaining and improving their value, and selling them to the market, wealth will be created independently, and a society of sustainable development will be built.</li> <li>Promote value co-creation business to create new product value through mutual exchange between producers and consumers.</li> </ul> </li> </ul>

Source) The Reconstruction Agency’s website “Toward Creating a ‘New Tohoku’ (Proposal),” (April 18, 2014)  
<https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20140425145336.html> (browsed July 3, 2023)

Figure 3-4-4 Background of deliberations at the Reconstruction Promotion Council toward compiling the recommendations

## &lt;Reconstruction Promotion Council&gt;

8th meeting (March 26, 2013)	<ul style="list-style-type: none"> <li>Issues to be considered</li> <li>Comments from each committee member on reconstruction</li> </ul>
9th meeting (April 25, 2013)	<ul style="list-style-type: none"> <li>“A secure society that protects happy, healthy children”</li> <li>Common issues to create “New Tohoku”</li> </ul>
10th meeting (May 16, 2013)	<ul style="list-style-type: none"> <li>Results of Interviews with Three Prefectures on “New Tohoku”</li> <li>Vibrant super-aging society through “elderly standards”</li> <li>A society that utilizes local resources with a high level of communication</li> </ul>
11th meeting (May 28, 2013)	<ul style="list-style-type: none"> <li>A sustainable energy society (autonomous and distributed energy society)</li> <li>A society advanced by the introduction of robust and highly resilient social infrastructure (systems)</li> </ul>
12th meeting (June 5, 2013)	<ul style="list-style-type: none"> <li>Interim summary</li> <li>About how to proceed in the future</li> </ul>
13th meeting (September 25, 2013)	<ul style="list-style-type: none"> <li>A “New Tohoku”</li> <li>Report on state of reconstruction following Great East Japan Earthquake (Draft Outline)</li> <li>Free discussion</li> <li>About how to proceed in the future</li> </ul>
14th meeting (January 27, 2014)	<ul style="list-style-type: none"> <li>Current state of and initiatives related to reconstruction</li> <li>A “New Tohoku”</li> <li>Toward a proposal</li> </ul>
15th meeting	<ul style="list-style-type: none"> <li>Efforts to create “New Tohoku”</li> </ul>



(April 18, 2014)	• Creating a new Tohoku (proposal)
<Roundtable>	
April 23, 2013	Roundtable on “a secure society that protects happy, healthy children”
May 15, 2013	Roundtable on “A society that utilizes local resources with a high level of communication”
May 23, 2013	Roundtable on “A society advanced by the introduction of robust and highly resilient social infrastructure (systems)”
May 23, 2013	Roundtable on “A sustainable energy society (autonomous and distributed energy society)”
May 24, 2013	Roundtable on “A vigorous super-aged society based on ‘elderly standards’”
December 17, 2013	Roundtable on “Regional Resources (Primary Industries)”
March 20, 2014	Roundtable on “Industrial Reconstruction”

## (5) Efforts Based on Recommendations

In response to the recommendations of the Reconstruction Promotion Council and the Strategy for the Creation of Industrial Reconstruction compiled by the Task Force on the Promotion of Industrial Reconstruction in June 2014, the Reconstruction Finance Network (Investment and Loan Promotion Subcommittee) was established in July of the same year under the Public-Private Partnership Promotion Council, with financial institutions and investment funds as members, in order to strengthen finance-related measures in cooperation with the public and private sectors and smoothly provide new private funds.<sup>8</sup>

In addition, in November 2014, the “Sales Channel Development Support Team” was established under the Public-Private Partnership Promotion Council, which consists of distribution-related organizations, investment funds, and companies and organizations engaged in supporting know-how and human resources, in order to overcome the issues facing the seafood processing industry in the disaster-affected areas, such as developing and securing human resources and securing sales channels.

In February 2015, the “Community Development Network” was established under the Council for the Promotion of Public-Private Partnerships with local governments as members in order to spread the know-how accumulated through the leading model projects in the disaster-affected areas.

Furthermore, in April 2015, the “Business Cooperation Group” was established to effectively support the challenge of creative business activities by private companies in the disaster-affected areas, which play a central role in industrial promotion, as a cooperation system among local governments, industrial support organizations, business support personnel such as chambers of commerce and industry, associations of commerce and industry, experts, and private reconstruction assistance organizations. In addition, in the FY 2015 supplementary budget, the “New Tohoku” export expansion model project was established to strengthen efforts to develop markets for processed marine products in the disaster-affected areas.

In addition, in FY 2015, with the aim of creating cooperation among the members of the Council for the Promotion of Public-Private Partnerships, a cooperation support system was established to provide part of the costs for holding workshops, etc., in which the members work in cooperation with other organizations, and to support publicity. In addition, the “New Tohoku” public-private joint PR project was implemented in order to disseminate nationwide information on the results of the challenges of the Tohoku region, including the “New Tohoku,” and to expand the circle of reconstruction assistance, and information was disseminated in cooperation with private-sector networks.

Furthermore, in order to strengthen efforts for tourism in Tohoku, which was not benefiting from rapid increase in inbound tourism nationwide and still in a difficult situation due to the negative impact such as harmful rumor, the “New Tohoku” model project was established in the FY 2015 supplementary

<sup>8</sup> The task force was established under the Minister for Reconstruction Nemoto in response to a recommendation by the Reconstruction Promotion Council regarding future industrial reconstruction: “It is necessary for the Reconstruction Agency to play the role of a control tower, systematize measures to support industrial reconstruction across ministries and agencies, and take prompt action on future issues.” In addition to grasping the current situation and issues in the disaster-affected areas, consideration was given to the direction of ideas and measures for promoting industrial reconstruction in the disaster-affected areas, the system for permeating these ideas into the field and promoting them effectively, and the strategic way forward.

budget.<sup>9</sup>

## (6) Efforts after the First Reconstruction / Revitalization Period

Through the leading model projects implemented from 2013 to 2015, a variety of know-how has been accumulated in areas such as the revitalization of industries and livelihoods, regional revitalization, and community formation. At the 19th meeting of the Reconstruction Promotion Council held on November 11, 2015, the following issues were identified in the efforts for the “New Tohoku” since FY 2016, five years after the earthquake: ① strengthening the horizontal development of advanced initiatives, ② strengthening cooperation with the private sector and other concerned parties, and [3] strengthening the nationwide dissemination of information.<sup>10</sup>

For this reason, ① Toward the horizontal development of advanced initiatives, in FY 2016, information and opinion exchanges on advanced initiatives inside and outside the disaster-affected areas were continued through the Regional Development Network, and support was provided to disaster-affected municipalities in terms of know-how and ideas through the local government version of the hands-on support project. In addition, the Local Self-Reliance Support Project was established to contribute to solving problems in the disaster-affected areas and to support the expenses necessary for the establishment of projects that lead to self-reliance in the disaster-affected areas. Furthermore, the New Tohoku Reconstruction and Revitalization Award was established to honor individuals and organizations contributing to the realization of the New Tohoku.<sup>11</sup>

In addition, ② In order to strengthen cooperation with the private sector and other concerned parties, in FY 2016, the “New Tohoku” Exchange Meeting was continued, and in addition to the cooperation support system established in FY 2015, a new cooperation seminar system (Expenses and a support system for recruiting participants when members of the Council for the Promotion of Public-Private Partnerships hold open seminars or events related to the “New Tohoku”) was established.

③ With regard to strengthening the nationwide dissemination of information, June 2016 was designated as Tohoku Reconstruction Month in light of the fact that five years have passed since the earthquake. Reconstruction-related events were held, such as the “Reconstruction Forum on the Fifth Anniversary of the Great East Japan Earthquake” (June 6, 2016) and the “Exchange Meeting in Tokyo” (June 11–28, 2016), with the aim of disseminating the experiences and lessons learned from the earthquake widely and accurately to both Japan and overseas. In addition, special articles were published on the Council’s website, and the “New Tohoku” information dissemination project, which succeeded the “New Tohoku” public-private joint PR project, was implemented to disseminate information on the achievements of “New Tohoku” and the attractiveness of Tohoku.

Furthermore, at the 22nd meeting of the Reconstruction Promotion Council held on May 27, 2016, it was decided that, as future issues related to the promotion of a “New Tohoku,” efforts should be focused on ① further promotion of the dissemination and development of advanced efforts, ② promotion of efforts to resolve persistent regional issues in the region, and ③ strengthening the dissemination of information on the attractiveness of Tohoku leading to the promotion of exchanges within and outside Tohoku, so that efforts to resolve regional issues common to the whole country, such as population decline, aging, and the hollowing out of industry, could be made in the disaster-stricken areas in a sustainable manner.<sup>12</sup>

<sup>9</sup> See Chapter 6 (Revitalization of Industries and Livelihoods) Section 5 (Tourism) Section 5 (“New Tohoku” Exchange Expansion Model Project).

<sup>10</sup> November 11, 2015 Reconstruction Promotion Committee (19th meeting) Material 2 “New Tohoku” Efforts and Issues after FY 2016

[https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20151111\\_04siryoku2.pdf](https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20151111_04siryoku2.pdf) (browsed July 3, 2023)

<sup>11</sup> In FY 2016, the “New Tohoku” Reconstruction Achievement Award was also held to honor activities during the five years of the concentrated reconstruction period.

<sup>12</sup> May 27, 2016 Reconstruction Promotion Committee (22nd meeting) Material 3 “New Tohoku” Efforts, Future Policy Initiatives, and Issues after FY 2016

[https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20160527\\_03\\_siryoku3.pdf](https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20160527_03_siryoku3.pdf) (browsed July 3, 2023)



In response, in FY 2017, the scope of support for the local government version of the Hands-on Support Program was expanded to include NPOs, etc., and the Hands-on Support Program for Community Development was established to provide accompanying support to various groups working to solve local issues. In addition, in order to disseminate and develop the results of various initiatives of the “New Tohoku” and to promote efforts on their own, the “Tohoku Project Advancing with Co-Creation Power” (project to build information dissemination solutions through co-creation events “Idea-thon”) was established. The project held Fw: Tohoku weekly as a weekly event that involved a wide range of new interests from the public and private sectors. Since 2019, it has been renamed Fw: Tohoku Fan Meeting to provide opportunities to disseminate information and strengthen the development of Tohoku fans. Furthermore, since 2017, opinion exchange meetings and collaborative exchange meetings have been held in each of the three disaster-affected prefectures in order to facilitate information sharing and exchange of opinions among the major organizations concerned.

In the Basic Guidelines for Reconstruction in Response to the Great East Japan Earthquake after the Reconstruction / Revitalization Period, which was approved by a cabinet decision on December 20, 2019, the series of efforts to create a “New Tohoku” included “By maximizing the use of human resources and know-how in the private sector, model projects, business partnerships through the provision of ‘Yui no Ba’ and other matching opportunities between companies, and efforts such as dispatching experts, examples have been created that lead to solutions to regional issues such as community formation and the revitalization of industries and livelihoods in accordance with regional characteristics,” as an outcome. As a future task, it said, “It is important to develop an environment in which parties working on regional issues in disaster-affected areas can carry out sustainable activities by disseminating and deploying accumulated know-how and utilizing measures for regional revitalization.”

The Basic Guidelines for Reconstruction in Response to the Great East Japan Earthquake in the Second Reconstruction / Revitalization Period and Beyond, which was approved by a cabinet decision on March 9, 2021, states that “In particular, cooperation among various entities such as NPOs, volunteers, companies, and universities played an important role in the reconstruction from the Great East Japan Earthquake. The know-how accumulated through the efforts to create a ‘New Tohoku’ in the disaster-affected areas, which are ‘advanced areas with issues such as population decline and deindustrialization,’ will be disseminated and deployed inside and outside the disaster-stricken areas as a model case of initiatives for regional revitalization” after the Second Reconstruction / Revitalization Period. Efforts are being made in accordance with the Basic Policy even after the Second Reconstruction / Revitalization Period.

## 2. Leading Model Projects for “New Tohoku”

### (1) Purpose and project overview

The “New Tohoku” Leading Model Project was implemented from FY 2013 to FY 2015 with the aim of fostering leading initiatives already emerging in the disaster-affected areas, promoting horizontal development in the disaster-affected areas, and creating a model for Tohoku, and eventually Japan, toward the realization of the “New Tohoku.”

With regard to the five themes listed in the interim report of the Reconstruction Promotion Council, the government invited non-physical initiatives such as dispatching experts at the initial stage of leading initiatives, building consensus among relevant parties, examining projects, trial efforts, and verification of their effectiveness, and provided comprehensive support for the costs associated with their implementation.<sup>13</sup>

Applicants were required to be engaged in the acceleration of reconstruction efforts and to be ① a corporation such as an NPO, ② an organization constituted of businesses, or [3] an organization that includes local governments as its members. In addition, from the viewpoints of ① initiative and modeling, ② sustainability, ③ synergy and spillover effects, ④ initiative, ⑤ planning and feasibility, and ⑥ efficiency, the projects submitted were selected based on the evaluation and opinions of members of the Reconstruction Promotion Council and experts. A total of 216 projects were supported over three years: 66 in FY 2013, 95 in FY 2014, and 55 in FY 2015.

The results obtained were shared among various parties at exchange meetings of the Council for the Promotion of Public-Private Partnerships, and information was disseminated to the public through case studies.

### (2) Achievements

The following table shows the project costs, the number of applications, and the number of selected projects in each fiscal year for leading model projects. The average execution amount per project is 13 million yen.

Figure 3-4-5 Project cost, number of applications, and number of selections for “New Tohoku” leading model projects in each fiscal year

	FY2013	FY2014	FY 2015	Total
Project costs	810 million yen	1.37 billion yen	690 million yen	2.91 billion yen
Number of applications	464	327	198	989
Number of applications selected	66	95	55	216

In FY 2013, the Reconstruction Promotion Coordination Funds for the Great East Japan Earthquake were used to implement the project.

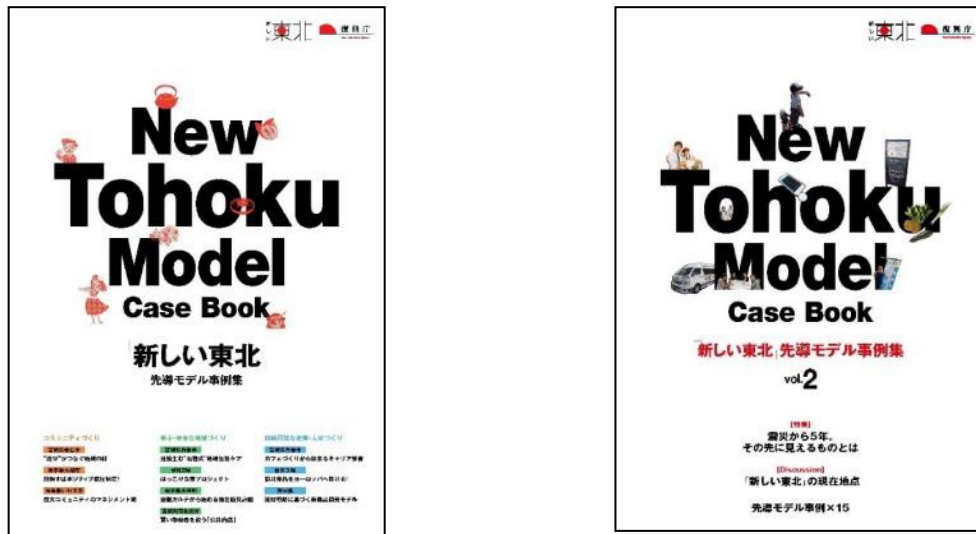
Of the 146 selected organizations (some were selected over several years), 34 were in Iwate Prefecture, 44 in Miyagi Prefecture, 38 in Fukushima Prefecture, and 30 in others. Broken down by field of activity, 15 were for child growth, 28 for aging society, 11 for energy, eight for social infrastructure, 69 for community resources, and 15 for others.

In February 2015 and February 2016, the Leading Model Projects for “New Tohoku” Case Studies were published to disseminate the results of the Leading Model Projects nationwide. Ten case studies were presented in the 2015 casebook and 15 case studies in the second casebook in 2016. In addition, a roundtable discussion was held by the entities engaged in reconstruction on the ground and the members of the Reconstruction Promotion Council on the past efforts and future prospects of the “New Tohoku” in relation to community and industrial reconstruction, which is published in the collection of case studies together with the introduction of the local government version of the hands-on support project.

<sup>13</sup> ① A secure society that protects happy, healthy children; ② a vibrant super-aging society through “elderly standards”; ③ a sustainable energy society (autonomous and distributed energy society); ④ a society that advances by introducing robust and resilient social infrastructure (systems); and ⑤ a society that utilizes local resources with a high level of communication, etc.



Figure 3-4-6 Leading Model Projects for “New Tohoku” Case Studies (the Reconstruction Agency, February 2015) Leading Model Projects for “New Tohoku” Case Studies Vol. 2 (the Reconstruction Agency, February 2016)



Source) The Reconstruction Agency’s website “The New Tohoku”  
<https://www.reconstruction.go.jp/topics/main-cat1/sub-cat1-11/creationnewtohoku.html> (browsed July 3, 2023)

Furthermore, in February 2017, the know-how accumulated through efforts related to the “New Tohoku,” including leading model projects, was organized, and the “New Tohoku Case Studies: Challenges for Resolving Regional Issues,” was compiled to serve as a reference for efforts to resolve regional issues nationwide. In this collection, ten cases were selected from among the pioneering efforts made by private networks in the areas affected by the Great East Japan Earthquake, and even in FY 2016, challenges were being taken on to realize a new society with independent ideas and methods, analyzed from four perspectives: “people,” “viewpoints,” “collaboration and cooperation,” and “sustainability.”

Figure 3-4-7 New Tohoku Case Studies – Challenges Toward Resolving Local Issues – (the Reconstruction Agency, February 2017)



Source) The Reconstruction Agency’s website “The New Tohoku”  
<https://www.reconstruction.go.jp/topics/main-cat1/sub-cat1-11/creationnewtohoku.html> (browsed July 3, 2023)

In FY 2019, a follow-up survey was conducted to confirm the current status of the individual projects supported by the leading model projects to serve as a reference when similar projects are implemented after a certain period of time has passed since the project implementation.

In the follow-up survey, 114 out of 146 organizations that supported the pilot model project responded, and 80 (70% of the responses) continued their activities and 77 (68% of the responses) achieved their overall project goals. A wide range of players (companies, universities, NPOs, etc.) made use of leading model projects to accelerate pioneering efforts, and from the perspective that there were many pioneering efforts, it seems to have achieved a certain degree of success as a project based on the previous results.

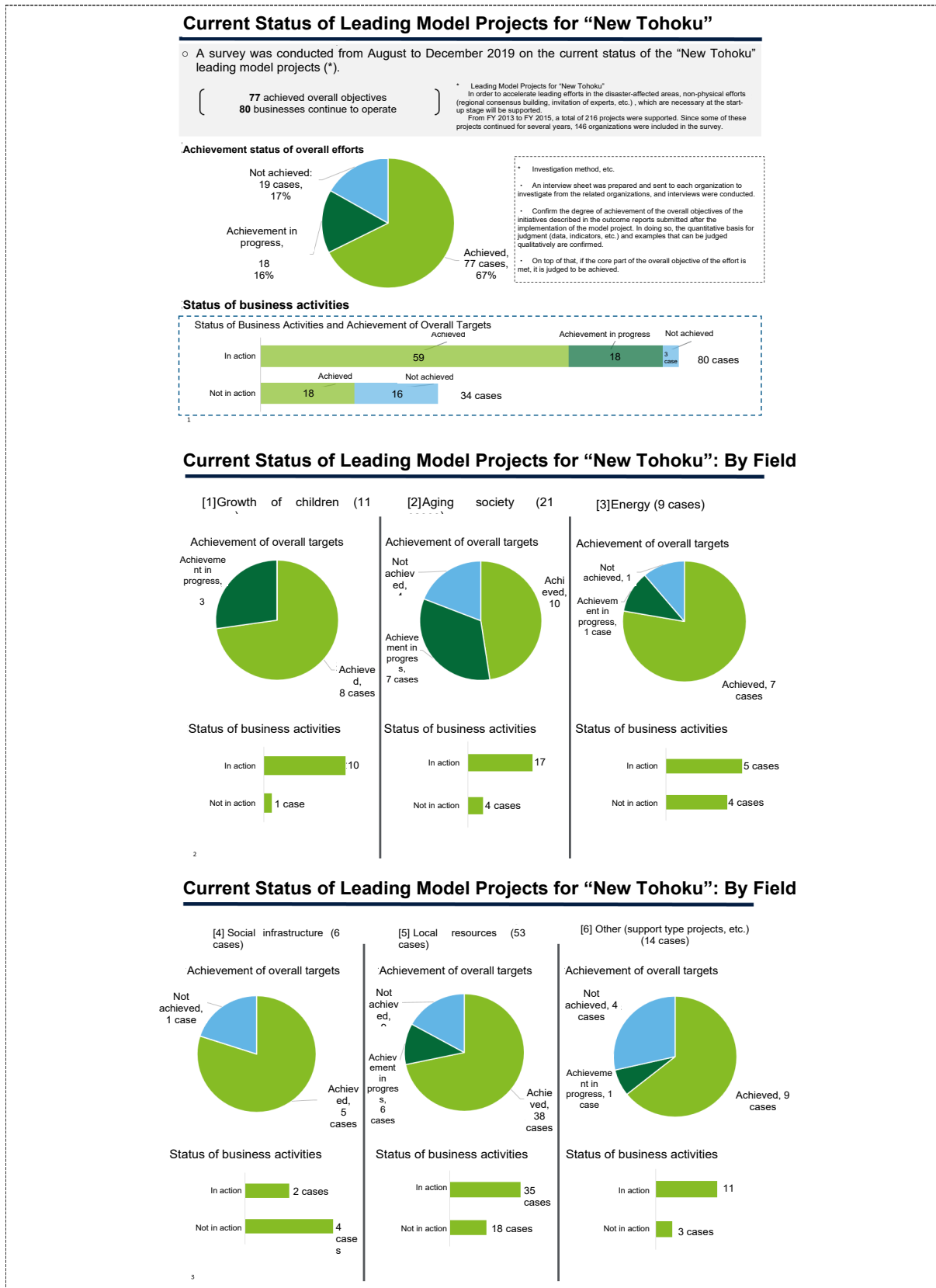
In addition, there are several cases in which leading model projects were used as financial resources for the creation of new businesses by organizations, and this is considered to have had a certain significance from the perspective of encouraging new efforts by organizations.

On the other hand, the issues of the leading model projects were mentioned as:

- ① The organizations that received support were unable to achieve sufficient results in the lateral development of their projects in other regions because they were too busy dealing with their own projects to pay sufficient attention to the spread to other regions.
- ② Because the projects were positioned as support for the start-up phase of pioneering efforts, long-term follow-up of the projects was not sufficient.
- ③ While the scheme had a demonstrative aspect from the perspective of supporting pioneering efforts and was an effective support scheme for existing organizations that could not embark on new projects due to lack of self-financing, there were organizations that stopped or terminated the project because they were unable to imagine how to be self-driven before starting projects and were unable to raise funds for activities.



Figure 3-4-8 FY 2019 Follow-up Survey on the Leading Model Projects for “New Tohoku” (Overview of Results)



Source) June 11, 2020 Reconstruction Promotion Council (34 meetings) Reference Material 3 “Leading Model Projects for ‘New Tohoku’”

[https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20200611\\_sanko3.pdf](https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/20200611_sanko3.pdf) (browsed July 3, 2023)

Figure 3-4-9 Examples of leading models being developed in disaster-affected areas



Source) The Reconstruction Agency, “Status of Reconstruction from the Great East Japan Earthquake, and Recent Efforts” (November 2015 edition)

[https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/201511\\_pamphlet.pdf](https://www.reconstruction.go.jp/topics/main-cat7/sub-cat7-2/201511_pamphlet.pdf) (browsed July 3, 2023)

### 3. “New Tohoku” Public-Private Partnership Promotion Council

#### (1) Overview

The “New Tohoku” Public-Private Partnership Promotion Council was established in December 2013 under the call of the Minister for Reconstruction, with the leaders of the business community, financial institutions, administrative organizations, universities, and NPOs as founders, in order to promote various forms of cooperation by promoting the sharing and exchange of information on the efforts of various entities (companies, universities, NPOs, etc.) developing businesses in the disaster-affected areas.<sup>14</sup> The Japan Chamber of Commerce and Industry, Keidanren (Japan Business Federation), and KEIZAI DOYUKAI; Japan Association of Corporate Executives served as representatives, and other organizations of founders served as vice representatives. In January 2014, the “New Tohoku” portal site was established to post information on the efforts and support measures taken by members in the disaster-affected areas, the Public-Private Partnership Promotion Council, and various events held by members.

In July 2014, the Reconstruction Finance Network (Investment and Loan Promotion Subcommittee) was established as a subcommittee of the Council, followed by the Market Development Support Team in November of the same year and the Community Development Network in February 2015. Furthermore, in April of the same year, the Company Cooperation Group was established, and the Market Development Support Team was positioned as a subordinate organization of the Group, and the Company Recovery Support Network and the Hands-on Support Expert Pool were newly established.

The Council for the Promotion of Public-Private Partnerships has held the “New Tohoku” Exchange Meeting since FY 2013 in order to share information and exchange opinions by bringing together members of various initiatives in areas such as Revitalization of Industries and Livelihoods.<sup>15</sup> The exchange meeting functioned as a place to create opportunities for matching support measures with support needs, cooperation among various entities, and horizontal development of advanced efforts. In addition, from FY 2015, a cooperation support system and a cooperation seminar system were implemented with the aim of promoting cooperation between members and other organizations to implement new initiatives and between members and the private sector.

In addition, since FY 2016, the New Tohoku Meeting and the New Tohoku Forum, which are open to the general public, have been held as part of the exchange meetings, with the aim of making the current situation of the disaster-affected areas known to regions other than the disaster-affected areas and promoting cooperation among related parties. In addition, regular email newsletters to members and information dissemination through Facebook are also conducted. Since 2017, opinion exchange meetings and collaborative exchange meetings have been held in each of the three disaster-affected prefectures in order to facilitate information sharing and exchange of opinions among the major organizations concerned.

#### (2) Achievements

The Council for the Promotion of Public-Private Partnership started in December 2013 with 563 members and reached 1,313 at the end of March 2021. By type of membership, private enterprises accounted for the largest share at 31%, followed by local governments at 13%. In addition, 55% of the

<sup>14</sup> President of Keidanren (Japan Business Federation), President of KEIZAI DOYUKAI; Japan Association of Corporate Executives, President of the Japan Chamber of Commerce and Industry, President of the Development Bank of Japan, Director and Vice President of Mizuho Bank, Ltd., President of MUFG Bank, Ltd., President and Chief Operating Officer of Sumitomo Mitsui Banking Corporation, President of the Shinkin Central Bank, President of the National Federation of Credit Cooperatives, President of The Iwate Bank, Ltd., President of The 77 Bank, Ltd., President of The Toho Bank, Ltd., Governor of Iwate Prefecture, Governor of Miyagi Prefecture, Governor of Fukushima Prefecture, President of Iwate University, President of Tohoku University, President of Fukushima University, President of Iwate Collaborative Reconstruction Center, President of Fukushima Collaborative Reconstruction Center, and President of Miyagi Collaborative Reconstruction Center

<sup>15</sup> Including the “New Tohoku” meeting and the “New Tohoku” forum. Until FY 2015, “exchange meetings” were held in the three disaster-affected prefectures and only members participated. In addition, the “New Tohoku Meeting” was held in areas other than the three disaster-affected prefectures, with the main purpose of informing people about the current situation in the disaster-affected areas and promoting cooperation among related parties, and the “New Tohoku Forum” was to disseminate information on the efforts of its members, and the general public was allowed to observe and participate.

members are located in the three disaster-affected prefectures and 45% are located outside the three disaster-affected prefectures (as of March 2022).

A total of 17 exchange meetings were held between FY 2013 and FY 2020. Achievements have been made in such categories as expanding the area of support through the participation of support organizations in booths set up at the meeting venue, planning and implementing new events through cooperation between companies that exchanged information at the meeting, and promoting the use of support systems provided by the Public-Private Partnership Promotion Council and member organizations.

In addition, financial institutions, administrative agencies, universities, NPOs, and other deputy representative organizations in the three disaster-affected prefectures gathered to exchange opinions in each prefecture, and forums and other events were held approximately 55 times from FY 2017 to FY 2020. Through these meetings to exchange opinions, information on the challenges in the disaster-affected areas and the status of efforts for creating a “New Tohoku” has been shared and disseminated, and relationships among various actors have been deepened.

In FY 2020, the know-how and good examples accumulated through the efforts made so far in the projects managed by the Council for the Promotion of Public-Private Partnerships were compiled and analyzed, and the efforts of 65 businesses were compiled into a collection of case studies.

Figure 3-4-10 Examples of Efforts to Create a New Tohoku 10 Years After the Great East Japan Earthquake (the Reconstruction Agency, March 2021)



Source) The Reconstruction Agency's website “The New Tohoku”  
<https://www.reconstruction.go.jp/topics/main-cat1/sub-cat1-11/creationnewtohoku.html> (browsed July 3, 2023)

Figure 3-4-11 Changes in the number of council members

2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
563	681	811	920	1,287	1,305	1,315	1,312	1,313	1,310

\* Figures for 2013 are the number of members at the time of establishment (December), and figures for each subsequent year are the number of members as of March 31.

Figure 3-4-12 Registration by Member Type (as of March 25, 2022)

Type of membership	Number of registered organizations	Percentage
Economic organization	85	6%
Private enterprise	408	31%
Various cooperatives, etc.	61	5%
NPO corporation	52	4%
Public interest corporation, etc.	128	10%
Incorporated administrative agency, etc.	19	1%
University, etc.	113	9%
Local government (prefecture)	37	3%
Local government (other than prefecture)	134	10%
National administrative organ	24	2%
Other	226	17%
Representative and vice-representative body	21	2%
Total	1,308	100%

Figure 3-4-13 Locations of the member organizations of the Council (as of March 25, 2022)

Location of members	Number of registered organizations	Percentage
Three disaster-affected prefectures	720	55%
Iwate Pref.	134	10%
Miyagi Pref.	338	26%
Fukushima Pref.	248	19%
Prefectures other than the three disaster-affected prefectures	588	45%
Total	1,308	100%

Figure 3-4-14 Results of exchange meetings<sup>16</sup>

March 16, 2014	The first member exchange meeting in FY 2013	Sendai City, Miyagi Prefecture
September 29, 2014	The first member exchange meeting in FY 2014	Morioka City, Iwate Prefecture
November 26, 2014	The second member exchange meeting in FY 2014	Koriyama City, Fukushima Prefecture
February 8, 2015	The third member exchange meeting in FY 2014	Sendai City, Miyagi Prefecture
May 30, 2015	New Tohoku Meeting in Kobe	Kobe City, Hyogo Prefecture
July 4, 2015	New Tohoku Meeting in Tokyo	Minato-ku, Tokyo
July 26, 2015	FY 2015 First “New Tohoku” Exchange Meeting in Tono	Tono City, Iwate Prefecture
October 12, 2015	New Tohoku Forum in Sendai	Sendai City, Miyagi Prefecture
November 7, 2015	FY 2015 Second “New Tohoku” Exchange Meeting in Iwaki	Iwaki City, Fukushima Prefecture
February 11, 2016	FY 2015 Third “New Tohoku” Exchange Meeting in Sendai	Sendai City, Miyagi Prefecture
November 19, 2016	FY 2016 First “New Tohoku” Exchange Meeting in Koriyama	Koriyama City, Fukushima Prefecture
December 17, 2016	FY 2016 Second “New Tohoku” Exchange Meeting in Kamaishi	Kamaishi City, Iwate Prefecture
February 9, 2017	FY 2016 Third “New Tohoku” Exchange Meeting in Sendai	Sendai City, Miyagi Prefecture
February 18, 2018	FY 2017 “New Tohoku” Exchange Meeting	Sendai City, Miyagi Prefecture
February 17, 2019	FY 2018 “New Tohoku” Exchange Meeting	Sendai City, Miyagi Prefecture
February 14, 2020	FY 2019 “New Tohoku” Exchange Meeting	Sendai City, Miyagi Prefecture
February 22, 2021	FY 2020 “New Tohoku” Exchange Meeting	Sendai City, Miyagi Prefecture

<sup>16</sup> In addition, the Reconstruction Agency hosted the Fifth Anniversary Reconstruction Forum for the Great East Japan Earthquake on June 6, 2016 (Chiyoda-ku, Tokyo), the Exchange Meeting in Tokyo from June 11 to 28, 2016 (Chiyoda-ku, Tokyo), and the Reconstruction Forum in Osaka on June 11, 2017 and 12 (Osaka City, Osaka).



Figure 3-4-15 FY 2018 “New Tohoku” Exchange Meeting



Figure 3-4-16 Results of opinion exchange meetings in three prefectures (Iwate Prefecture)

March 24, 2017	Iwate Block Public-Private Partnership Promotion Council (first meeting)	Morioka City (Iwate Regional Bureau of Reconstruction)
May 22, 2017	Iwate Block Public-Private Partnership Promotion Council (second meeting)	Morioka City (Iwate Regional Bureau of Reconstruction)
August 28, 2017	Iwate Block Public-Private Partnership Promotion Council (third meeting)	Morioka City (Iwate Regional Bureau of Reconstruction)
December 6, 2017	Iwate Block Public-Private Partnership Promotion Council (fourth meeting)	Morioka City (Iwate Regional Bureau of Reconstruction)
-	Rugby World Cup 2019 Kamaishi PR event FY 2017 Survey for Population Growth in the Iwate-Sanriku Region	
March 9, 2018	Iwate Block Public-Private Partnership Promotion Council (fifth meeting)	Morioka City (Iwate Regional Bureau of Reconstruction)
June 11, 2018	First opinion exchange meeting in FY 2018	Morioka City (Iwate Regional Bureau of Reconstruction)
September 3, 2018	Second opinion exchange meeting in FY 2018	Morioka City (Iwate Regional Bureau of Reconstruction)
December 17, 2018	“Sanriku’s Future Based on Relevant Population ×○○” - How to deepen relationships created through reconstruction - (Workshop)	Miyako City
March 8, 2019	Third opinion exchange meeting in FY 2018	Morioka City (Iwate Regional Bureau of Reconstruction)
June 27, 2019	First opinion exchange meeting in FY 2019	Morioka City (Iwate Regional Bureau of Reconstruction)
September 4, 2019	Second opinion exchange meeting in FY 2019	Morioka City (Iwate Regional Bureau of Reconstruction)
November 25, 2019	Sanriku Business Growth Seminar and Exchange Meeting - All Iwate supports management! ~ (Seminars, consultation meetings, and exchange meetings)	Ofunato City
January 20, 2020	Third opinion exchange meeting in FY 2019	Morioka City (Iwate Regional Bureau of Reconstruction)
June 27, 2020	First opinion exchange meeting in FY 2020	Morioka City (Iwate Regional Bureau of Reconstruction) (online)
September 29, 2020	Second opinion exchange meeting in FY 2020	Morioka City (Iwate Regional Bureau of Reconstruction)
January 23, 2021	Iwate Coastal Exchange Meeting - Building 10 Years of Future Power - (Workshop)	Rikuzentakata City (online)
March 4, 2021	Third opinion exchange meeting in FY 2020	Morioka City (Iwate Regional Bureau of Reconstruction) (online)

Figure 3-4-17 Results of opinion exchange meetings in three prefectures (Miyagi Prefecture)

March 15, 2017	First opinion exchange meeting in FY 2017	Sendai City (Miyagi Regional Bureau of Reconstruction)
June 13, 2017	Second opinion exchange meeting in FY 2017	Sendai City (Miyagi Regional Bureau of Reconstruction)
September 20, 2017	Third opinion exchange meeting in FY 2017	Sendai City (Miyagi Regional Bureau of Reconstruction)
November 13, 2017	Fourth opinion exchange meeting in FY 2017	Sendai City (Miyagi Regional Bureau of Reconstruction)
January 31, 2018	NEW TOHOKU PITCH Vol.0	Sendai City
March 15, 2018	Fifth opinion exchange meeting in FY 2017	Sendai City (Miyagi Regional Bureau of Reconstruction)
June 7, 2018	First opinion exchange meeting in FY 2018	Sendai City (Miyagi Regional Bureau of Reconstruction)
September 12, 2018	Second opinion exchange meeting in FY 2018	Sendai City (Miyagi Regional Bureau of Reconstruction)
February 5, 2019	“The 30 People Who Connect Minamisanriku” - Creating a Town Brand by Visualizing Individual Activities and Developing Leaders - (Workshop)	Minamisanriku Town
March 18, 2019	Third opinion exchange meeting in FY 2018	Sendai City (Miyagi Regional Bureau of Reconstruction)
June 13, 2019	First opinion exchange meeting in FY 2019	Sendai City (Miyagi Regional Bureau of Reconstruction)
October 18, 2019	Second opinion exchange meeting in FY 2019	Sendai City (Miyagi Regional Bureau of Reconstruction)
January 24, 2020	Let's liven up Higashimatsushima with oysters! ~ Making Oysters a Symbol of Tourist Town Development ~ (Workshop)	Higashimatsushima City
February 17, 2020	Third opinion exchange meeting in FY 2019	Sendai City (Miyagi Regional Bureau of Reconstruction)
June 12, 2020	First opinion exchange meeting in FY 2020	Sendai City (Miyagi Regional Bureau of Reconstruction) (online)
September 1, 2020	Second opinion exchange meeting in FY 2020	Sendai City (Miyagi Regional Bureau of Reconstruction)
November 18, 2020	Miyagi Reconstruction Public-Private Partnership Forum: 10 Years After the Great East Japan Earthquake, Reconstruction Initiated the Future of Partnership (Forum)	Sendai City
February 2, 2021	Third opinion exchange meeting in FY 2020	Sendai City (Miyagi Regional Bureau of Reconstruction) (online)

Figure 3-4-18 Results of opinion exchange meetings in three prefectures (Fukushima Prefecture)

February 24, 2017	First opinion exchange meeting in FY 2017	Fukushima City (Fukushima Regional Bureau of Reconstruction)
June 14, 2017	Second opinion exchange meeting in FY 2017	Fukushima City (Fukushima Regional Bureau of Reconstruction)
September 6, 2017	Third opinion exchange meeting in FY 2017	Fukushima City (Fukushima Regional Bureau of Reconstruction)
December 4, 2017	Fourth opinion exchange meeting in FY 2017	Fukushima City (Fukushima Regional Bureau of Reconstruction)
December 16, 2017	Efforts to coincide with the reopening of Fukushima Prefecture Tourist Information Center	Fukushima City
February 22, 2018	“Idea-thon”, through which consider how to instill traditional crafts into your lifestyle with a focus on sake	Chiyoda-ku, Tokyo
March 29, 2018	Fifth opinion exchange meeting in FY 2017	Fukushima City (Fukushima Regional Bureau of Reconstruction)
May 30, 2018	First opinion exchange meeting in FY 2018	Fukushima City (Fukushima Regional Bureau of Reconstruction)
August 28, 2018	Second opinion exchange meeting in FY 2018	Fukushima City (Fukushima Regional Bureau of Reconstruction)
December 2, 2018	Fukushima Career Quest Seminar - Learn about Fukushima's New Ways of Working and Taking on Challenges - (Workshop)	Fukushima City
January 30, 2019	Third opinion exchange meeting in FY 2018	Fukushima City (Fukushima Regional Bureau of Reconstruction)
June 18, 2019	First opinion exchange meeting in FY 2019	Fukushima City (Fukushima Regional Bureau of Reconstruction)
September 10, 2019	Second opinion exchange meeting in FY 2019	Fukushima City (Fukushima Regional Bureau of Reconstruction)
December 8, 2019	Fukushima Career Exploration Seminar – Let's think about our own career design - (Workshop)	Fukushima City
January 31, 2020	Third opinion exchange meeting in FY 2019	Fukushima City (Fukushima Regional Bureau of Reconstruction)
June 10, 2020	First opinion exchange meeting in FY 2020	Fukushima City (Fukushima Regional Bureau of Reconstruction) (online)
September 3, 2020	Second opinion exchange meeting in FY 2020	Fukushima City (Fukushima Regional Bureau of Reconstruction)

November 20, 2020	Fukushima Practice 2020 - Practitioners talk about 10 years of experience and challenges ahead - (Workshop)	Naraha Town, Futaba District
February 5, 2021	Third opinion exchange meeting in FY 2020	Fukushima City (Fukushima Regional Bureau of Reconstruction) (online)

### (3) Collaboration Support System and Collaboration Seminar System

In August 2015, the Partnership Support System was established to support new efforts by members of the Council for the Promotion of Public-Private Partnerships in collaboration with other organizations. In addition to providing support for part of the costs of holding study meetings and workshops aimed at solving problems through collaboration between members and other organizations, support was provided through the Council’s website to publicize the efforts. A total of 99 projects were used between FY 2015 and FY 2020.<sup>17</sup>

Furthermore, in May 2016, a cooperative seminar system was established to support part of the costs of holding open seminars and workshops that allow general participation by people other than those related to the sponsoring and co-hosting organizations, and to support the dissemination and development of activities and recruitment of participants.<sup>18</sup> A total of 55 such systems were used between FY 2016 and FY 2020.

By utilizing these systems,

- Joint holding of events by cooperating organizations on the occasion of the exchange meeting
- Hosting of exchange meetings among supported organizations supported by companies that are developing support activities on the Council’s website
- Continued holding of symposia over multiple years in which residents, governments, and experts discuss issues in the disaster-affected areas
- Dissemination of knowledge obtained at study meetings under the Collaboration Support System through the Collaboration Seminar System

and other case studies were created.

Figure 3-4-19 Use of Collaboration Support System and Collaboration Seminar System (number of cases adopted)

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Collaboration Support System	7	29	39	21	3	0	99
Collaboration Seminar System	-	9	14	24	3	5	55

<sup>17</sup> FY 2015: Up to 100,000 yen per case. From FY 2016 to FY 2018: Up to 200,000 yen per case. FY 2019 and FY 2020: Up to 100,000 yen per case. Since FY 2019, there has been an upper limit of two times per organization in a fiscal year (total of the Collaboration Support System and Collaboration Seminar System).

<sup>18</sup> From FY 2016 to FY 2018: Up to 500,000 yen per case; from FY 2019 and FY 2020: Up to 300,000 yen per case. Since FY 2019, there has been an upper limit of two times per organization in a fiscal year (total of the Collaboration Support System and Collaboration Seminar System).

## 4. Reconstruction Finance Network (Investment and Loan Promotion Subcommittee)

### (1) Purpose and background

The Reconstruction Finance Network (Investment and Loan Promotion Subcommittee) was established in July 2014 under the Public-Private Partnership Promotion Council to actively provide financial institutions with information on industrial reconstruction, to create a new supply of credit unions in disaster-affected areas, and to serve as a bridge between government-led reconstruction efforts and full-fledged reconstruction efforts led democratically.<sup>19</sup>

<sup>20</sup>The members of the Reconstruction Finance Network, which consists of city banks, regional banks, credit unions, credit associations, investment funds, and other financial institutions, are members of the Network. Since FY 2014, the Network has held a “New Tohoku” Reconstruction Business Contest to recognize organizations and individuals who are developing or planning to engage in projects that contribute to the reconstruction of local industries and regional development in the disaster-affected areas. In addition, the Network has held a total of 16 exchange meetings through FY 2021 to share advanced examples of efforts by the Reconstruction Agency and outside experts, and to exchange opinions on industrial reconstruction. Furthermore, for the purpose of actively exchanging opinions among the members, in FY 2015, FY 2018, and FY 2019, roundtable discussions were established under the Reconstruction Finance Network to exchange opinions on individual themes such as market development.<sup>21</sup>

In addition, in February 2016, the Collection of Examples of Reconstruction Financing was published, which summarizes the reconstruction efforts of each member of the Reconstruction Finance Network. From FY 2017 to FY 2020, a project to promote business support was implemented, in which members of the Reconstruction Finance Network jointly provided business support for disaster-affected business operators and support for efforts related to business start-ups in disaster-affected areas.

<sup>19</sup> Earlier, on July 2, 2014, Prime Minister Abe visited Otsuchi Town in Iwate Prefecture and stated as follows:

“In order to reconstruct such businesses and industries, it is also important to support them from the financial side. Therefore, I instructed Minister for reconstruction Nemoto to establish a new fund mechanism and strongly support the reconstruction and revitalization of businesses from the financial side.”

<sup>20</sup> The membership is 35 organizations (as of March 31, 2021).

<sup>21</sup> In FY 2015, four advisory panels were established: entrepreneurship and start-ups, market development and main business support, regional revitalization, and Fukushima Reconstruction. In FY 2018, three advisory panels were established: sales development, business succession, and Fukushima reconstruction. In FY 2019, two advisory councils were established: developing overseas markets and promoting inbound tourism.



Figure 3-4-20 Overview of Reconstruction Finance Case Studies (February 11, 2016)

**復興金融事例集**  
～東日本大震災からの復旧・復興、  
「新しい東北」の創造を支える金融の姿～

震災からの復旧・復興に際して被災地内外の金融機関等による被災事業者等への積極的な支援の取組事例や、創造的復興、地方創生につながる先進的な取組事例を収集（5分野、全63事例）。

このような事例を公表、共有することにより、「新しい東北」の創造を支える金融の姿を示すとともに、これからの復興・創生に向けた金融機関等による取組を促進。

【被災地の課題・復興のステージに応じた取組例】

①震災被害からの復旧・再生（24事例）

原災で移転を余儀なくされた事業者の事業再開に係る支援（あぶくま信用金庫）

原発事故により休業を余儀なくされた富岡町の事業者（ホテル業）に対し、グループ補助金や外部機関の活用等によりいわき市内での事業再開を支援。

震災と原災により厳しい状況にある福島県浜通りの事業者を積極的に支援。



ホテル外観

②本業支援・販路の開拓（8事例）

海外販路を目指す被災事業者での統一ブランド確立による海外販路開拓支援（七十七銀行）

石巻市の水産加工業者6社が、海外販路開拓を目指し統一ブランドを立ち上げ。七十七銀行が専門部署で各段階でのきめ細かな政府補助施策の活用提案や手続き支援、海外金融機関、外部専門機関と連携して支援。

取組を通じて3社が香港、台湾等への輸出を開始。継続的な販路を確立するなど売上回復に向けた取組が実を結びつつある。



香港の商談会

③創業・起業、新事業開拓、成長支援（13事例）

専門家、自治体と協働したファンドによる起業支援の取組（盛岡信用金庫）

盛岡信用金庫、フューチャーベンチャーキャピタル㈱、盛岡市、滝沢村（現滝沢市）が直接出資の地域ファンド「もりおか起業ファンド」を設立。

将来の地域を担う起業をハンズオン支援を通じて、長い目で育てていくためのファンド。

人口減少等が深刻な震災後の地域において、技術力・経験豊富な人材の起業を地域で育てる体制を構築。



関係者によるファンド設立

④被災地域の再生・活性化に向けた取組（13事例）

大槇商業開発㈱に対する早期事業再建に向けた支援（岩手銀行）

津波で被災したショッピングセンター「マスト」を運営する大槇商業開発㈱に対し、復興ファンド「岩手元気いっぱいファンド」を軸とした新規融資、グループ補助金の活用を通じて同社の再建を支援。

ショッピングセンターは震災と同年の平成23年12月に事業再開。地域暮らし、賑わいの核となる商業施設の早期復旧を実現し、地域の復興を促進。



復旧後の外観

⑤支援態勢の強化（組織全体としての継続的な取組）（5事例）

地元企業応援部の設置及び復興支援担当者の配置（仙台銀行）

仙台銀行では、中小規模事業者等への復旧・復興及び成長を積極的に支援するため、事業再生担当者、復興融資担当者などを配置した「地元企業応援部」を設置。

じもとホールディングスとして積極的に取り組んでいる本業支援を通じ、宮城県と山形県をつなぐビジネスマッチングを推進。



山形県のスーパーマーケットとビジネスマッチング

【照会先】復興庁 復興金融ネットワーク担当  
http://www.newtohoku.org/fukkoNetwork TEL:03-5545-7283

Source) “New Tohoku” Public-Private Partnership Promotion Council website Reconstruction Finance Case Study  
<https://www.newtohoku.org/fukkoNetwork5.html> (browsed July 3, 2023)

## (2) “New Tohoku” Reconstruction Business Contest

The Revive Japan Cup was held in FY 2013, and the “New Tohoku” Reconstruction Business Contest was held from FY 2014 onward, with the aim of attracting funding, supporting the development and commercialization of projects and business plans that contribute to the reconstruction of local industries and regional development in the disaster-affected areas, disseminating them both inside and outside the disaster-affected areas, and building momentum for business and industry creation toward industrial reconstruction in the disaster-affected areas. One of the major differences between this contest and the contests held in the three disaster-affected prefectures is the strength of the network with major companies located in the Tokyo metropolitan area. During the screening process of this contest, experts’ advice on the commercialization of the submitted projects was provided, and after the winners were awarded, there were opportunities to disseminate information about the winning projects through “New Tohoku” networking events, etc., providing side support for finding business partners such as investors and entrepreneurship support groups. As a result, 84 companies achieved new sales channels by FY 2020.



Figure 3-4-21 Implementation of the “New Tohoku” Reconstruction Business Contest in each fiscal year

	Application period	Number of applications	Number of winners	Award ceremony implementation date
FY 2013 <sup>22</sup>	August 21-October 15, 2013	304	23	February 14, 2014
FY2014	July 15-September 16, 2014	133	10	November 26, 2014
FY 2015	(Business Division) May 29-July 14 2015 (Idea Division) July 6-August 28, 2015	492	21	October 21, 2015
FY 2016	June 27-September 5, 2016 (Deadline for business plans by students was September 21)	239	15	November 19, 2016
FY 2017	June 23-August 31, 2017	187	14	November 8, 2017
FY 2018	June 22-August 20, 2018	149	16	November 22, 2018
FY 2019	June 12-August 19, 2019 (Idea division deadline for students was September 3)	92	17	November 22, 2019

<sup>22</sup> The section for FY 2013 refers to the Revive Japan Cup.

## 5. Community Development Network

### (1) Purpose and background

In February 2015, the Regional Development Network was established as one of the subcommittees of the Council for the Promotion of Public-Private Partnerships, with disaster-affected local governments as members, in order to promote new efforts that meet the challenges of each region through the horizontal development of initiatives related to the “New Tohoku,” such as leading model projects. (The original members were 62 local governments, and 71 local governments as of September 2022.).

The Regional Development Network has three pillars of “sharing know-how and information,” “support for problem solving,” and “support for revitalization of local government organizations,” and has been engaged in activities such as holding exchange meetings and conducting hands-on support programs for local governments. In the implementation of the efforts, detailed support was provided so that local governments could fully utilize measures for regional reconstruction as they aim to become self-reliant as the stage shifts from recovery to reconstruction.<sup>23</sup>

For the first pillar, “sharing know-how and information,” exchanges meetings were held in FY 2015 and FY 2016 to share know-how on case studies of regional development and leading model projects, and to exchange opinions on issues among local governments.

Figure 3-4-22 Results of Community Development Network Exchange Meetings

February 8, 2015	First Community Development Network Exchange Meeting (Sendai City)
July 8-9, 2015	FY 2015 First Community Development Network Exchange Meeting (Sendai City)
October 13, 2015	FY 2015 Second Community Development Network Exchange Meeting (Sendai City)
February 12, 2016	FY 2015 Third Community Development Network Exchange Meeting (Sendai City)
August 3, 2016	FY 2016 First Community Development Network Exchange Meeting (Sendai City)
October 28, 2016	FY 2016 Second Community Development Network Exchange Meeting (Sendai City)

In addition, in 2015, officials of the Reconstruction Agency visited disaster-affected municipalities as part of the Local Government Caravan, and provided information on measures related to the “New Tohoku” and measures for regional revitalization. At the same time, opinions were exchanged toward future efforts. In addition, organizations that received support through the community development hands-on support project disseminated information about their efforts through the “New Tohoku” exchange meeting, Fw: Tohoku weekly, etc., and a guidebook for the community development hands-on support project was prepared.

As efforts related to the second pillar, “support for problem solving,” in order to provide detailed support for start-ups by local governments and organizations working to solve regional problems, the Hands-On Support Program for Local Governments (FY 2015 and FY 2016), the Support Program for Local Independence (FY 2016), and the Hands-On Support Program for Regional Development (since FY 2017) were implemented.

Efforts related to the third pillar, “support for revitalization of local government organizations,” included organizational revitalization training aimed at improving problem-solving skills and building cross-regional networks through training for employees of disaster-affected local governments (in FY 2015 and FY 2016), and training for employees of organizations supported by the Hands-on Support Program for Community Development (since FY 2017).

<sup>23</sup> In the cabinet reshuffle of the second Abe administration on September 3, 2014, the Minister of Regional Revitalization was newly established, and the establishment of the Headquarters for Town, People and Society Revitalization was decided at the cabinet meeting on the same day. (After that, the Headquarters for Town, People and Society Revitalization was established in the cabinet by the Town, People and Society Revitalization Act [Act No. 136 of 2014]. The headquarters was abolished based on a cabinet decision and became a statutory headquarters.)

## (2) “Hands-on Support Project for Local Governments” (FY 2015 and FY 2016)

The local government version of the hands-on support project is a project for “support for problem solving,” which is the second pillar of the regional development network. The project was implemented in order to establish many advanced efforts that were created through leading model projects in the region and further expand and develop them in other regions that face similar issues.

The support did not take the form of a mere subsidy for project costs, but rather a joint system of support was provided to local governments that were proactively taking on new initiatives to solve regional issues, by the Reconstruction Agency and support providers commissioned by the Reconstruction Agency, according to the status and needs of their efforts, including the invitation of experts, introduction of advanced cases, support for holding workshops and seminars, and advice on new product development, information dissemination, and market development.

In FY 2015, nine local governments received assistance, and in FY 2016, 10 local governments received assistance. [Project costs: Approx. 67 million yen in FY 2015, approx. 160 million yen in FY 2016]<sup>24,25</sup>

Figure 3-4-23 Project scheme for “Hands-on Support Project for Local Governments”

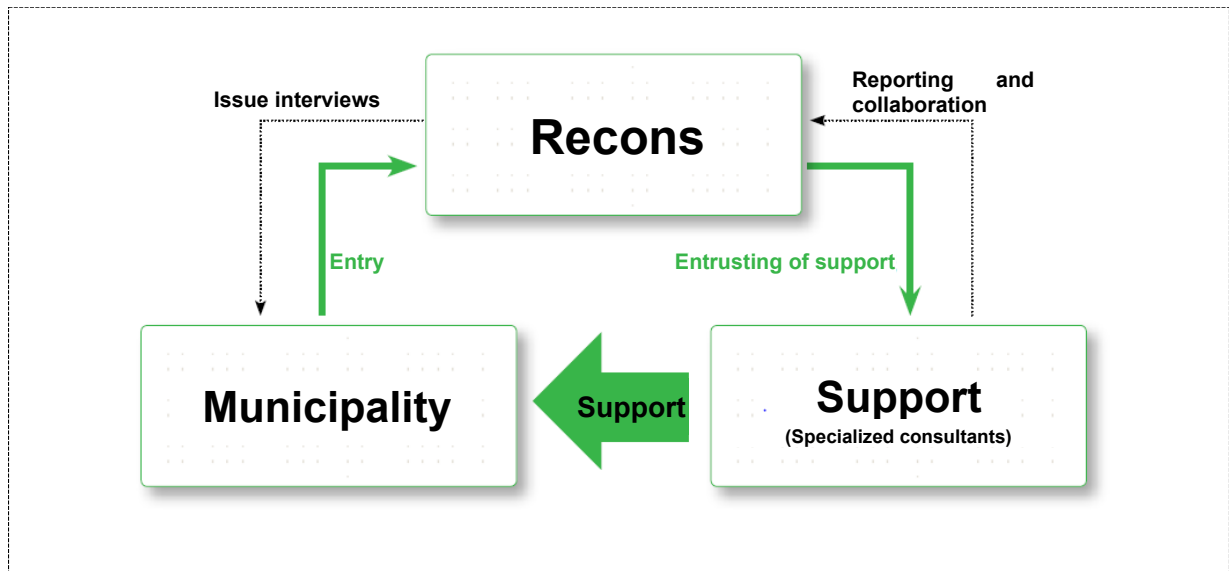


Figure 3-4-24 List of supported municipalities and projects for “Hands-on Support Project for Local Governments” (FY 2015)

Local governments supported in FY 2015	
Part 1 (May 2015-March 2016)	
Kuji City, Iwate Prefecture	Exchange Population Expansion Project centered on Kuji Underground Aquarium
Shiogama City, Miyagi Prefecture	Remote Island Revitalization Project Utilizing Agriculture and Fisheries in the Urado Islands
Koriyama City, Fukushima Prefecture	Local residents take the lead! Project to establish resident-led commuting places
Kawauchi Village, Fukushima Prefecture	Project to support returnees based on community and industry
Part 2 (October 2015-March 2016)	
Yamada Town, Iwate Prefecture	Human Resource Development and Utilization Project for Domestic and Overseas Coordinators to Realize Vision for Reconstruction of Tourism
Higashimatsushima City, Miyagi	Project to build a public-private partnership platform utilizing local resources and disaster areas

<sup>24</sup> Four municipalities received the first round of support from May 2015 to March 2016, and five municipalities received the second round of support from October 2015 to March 2016.

<sup>25</sup> Expenses related to local self-reliance support projects and implementation of organizational revitalization training are also included.

Prefecture	
Fukushima City, Fukushima Prefecture	Project for Expansion of Exchange Population and Next Generation Settlement Population Utilizing Local Resources
Iwaki City, Fukushima Prefecture	Regional Human Resource Development Project Aiming to Become a Cultural Creative City of Iwaki
Iitate Village, Fukushima Prefecture	“Madedina Village” Agricultural Revitalization Project for Individual Residents

Figure 3-4-25 List of supported municipalities and projects for “Hands-on Support Project for Local Governments” (FY 2016)

Local governments supported in FY 2016	
Yamada Town, Iwate Prefecture	Creating a system and environment where coordinators can play an active role in promoting ecotourism and experiential tourism
Fukushima City, Fukushima Prefecture	Project for Expansion of Exchange Population Utilizing Folk House Gardens in Fukushima City
Koriyama City, Fukushima Prefecture	Attractive Collaboration Project to Improve the Koriyama Brand
Iwaki City, Fukushima Prefecture	Co-Creation Model Project Aiming at Creating a Cultural Creative City of Iwaki
Kunimi Town, Fukushima Prefecture	Community-Wide Education “Human Resource Development for Reconstruction” Project
Naraha Town, Fukushima Prefecture	Efforts to build a region-wide system to support children for the reopening of schools
Katsurao Village, Fukushima Prefecture	The Katsurao Agriculture Restoration Project Revisits the Scenery of Beautiful Farming
Iitate Village, Fukushima Prefecture	“Madedina Village” Agricultural Revitalization Project for Individual Residents
Kawauchi Village, Fukushima Prefecture	“All Kawauchi” Exchange Expansion Project for Regional Revitalization
Tagajo City, Miyagi Prefecture	Human Resource Development Project to Link Tourism Resources to Economic Effects

### (3) Community Independence Support Program (FY 2016)

In order to “support problem solving,” which is the second pillar of the Regional Development Network, a regional self-reliance support project was implemented in FY 2016.

This project supports the costs necessary for the start-up of projects (up to 1 million yen per project) in order to resolve regional issues and promote the establishment and further dissemination and development of efforts that lead to self-reliance in the disaster-stricken areas; 22 projects were selected and adopted from the public. In addition, training was provided on organizational human resource management, financing, how to create and develop businesses, etc., in order to foster leaders of organizations working in the region and to improve the quality and sustainability of efforts.

As a result of implementing such regional self-reliance support projects, in order to improve the quality and sustainability of the efforts of each organization, there was a limit to the implementation of support and training by mere subsidies. As in the case of the local government version of the hands-on support project, it was considered important to provide accompanying support by providing detailed advice corresponding to the specific issues faced by each organization and the involvement of coordinators who invite experts who can deal with such issues. As a result, from FY 2017, a hands-on support project for community development was launched targeting not only local governments but also private organizations and companies in the disaster-affected areas.

### (4) “Hands-on Support Project for Community Development” (FY 2017-)

In the local government version of the hands-on support project carried out in FY 2015 and FY 2016, support was provided to the government. However, efforts for community development and regional revitalization are not carried out by the government alone, but rather require proactive activities by local residents and private organizations, etc. Organizations with different positions (government, corporations, NPOs, etc.) were required to take advantage of each other’s strengths. In addition, as mentioned above, in order to solve the issues that private organizations and companies were facing through the regional self-reliance support project implemented in FY 2016 and to enable them to drive

themselves, it was considered necessary to provide assistance in an accompanying style similar to the local government version of the hands-on support project.

For this reason, since FY 2017, a hands-on support program for regional development has been launched with the aim of providing detailed, accompanying support to local governments, private organizations, and companies working to resolve regional issues, thereby leading to self-reliance in efforts to resolve these issues. In this project, organizations to be supported are invited from the public and decided, and an annual action plan is formulated that specifies the contents of the activities and the goals to be achieved for the fiscal year. Meetings are held about once every two weeks, and over the course of a year, workshops and study sessions are held to help organizations and residents sort out issues, support is provided for building networks and developing leaders inside and outside the region, experts are invited and dispatched, and grants and partnerships that can be utilized are introduced.

In addition, in FY 2018, an event was held to solicit ideas from participants in Japan and overseas to develop solutions for issues facing organizations, and training was held to improve the ability of organizations to facilitate themselves.<sup>26</sup>

Between FY 2017 and FY 2020, a accompanying support was provided in a total of 28 cases.

- ① Building psychological safety through dialogue
- ② Acting as an accompanying support and expert
- ③ Sharing worries and taking action together
- ④ Establishing support according to the stage of action
- ⑤ Organizing support based on organizational characteristics
- ⑥ Combination of planning and flexibility

The above are some examples of what administrative agencies and support providers are required.

In other words, it is considered important to create opportunities for the growth of local people and teams that support self-driving, so that the organizations to be supported think and act on their own initiative, while taking dialogue as a starting point to deepen mutual understanding by accepting the feelings of the parties concerned and acknowledging each other's differences, and forming a team among the organizations to be supported, experts to make up for the lack of knowledge, and administrative agencies. In addition, since the efforts of the organizations to be supported do not always go as planned, it is necessary to provide support while changing plans flexibly from time to time. Furthermore, in addition to creating the results of the efforts themselves, it is necessary to identify the organizational characteristics of the organizations (background of establishment, presence or absence of full-time staff, decision-making structure, etc.) and the issues of the people and teams that arise from them, visualize them, and consider responses together with the organizations.

In this way, unlike mere subsidies, accompanying support, if it can reach into the issues of the organization, will lead not only to those efforts but also to further enhancing the self-driving ability of the organization itself. However, some support providers have pointed out that insufficient participation by administrative officials reduces the effectiveness of support. In accompanying support, individual staff members are also required to actively participate in discussions aimed at solving issues and to propose various support menus and resources that make use of the strengths of the administration, such as connections to public institutions.

<sup>26</sup> For organizations to be supported by dispatching experts, exchange training is conducted to share efforts among each organization, to motivate employees of each organization, and to support information sharing and network building with other organizations in other regions (see [5]).



Figure 3-4-26 <sup>27</sup> Achievements and Expenses of Hands-on Support for Community Development (FY 2017-FY 2020)

Fiscal year	Number of assistance cases	Project costs
FY 2017	8	Approx. 96 million yen
FY 2018	8 (Of these, four were dispatching experts and four were co-creation events.)	Approx. 140 million yen
FY 2019	8	Approx. 120 million yen
FY 2020	4	Approx. 90 million yen

Figure 3-4-27 Case studies of groups supported in the “Hands-on Support Project for Community Development”

○ Programming Community Car Sharing  
(Japan Car Sharing Association)

- In Ishinomaki City, where there was a shortage of cars after the earthquake, an organization started community car sharing in temporary housing using donated vehicles.
- Hands-on support included the development of a program to support the introduction of community car sharing, support for its deployment in other regions, and promotion of tie-up plans in cooperation with accommodation facilities.



Figure 3-4-28 Hands-on Support for Community Development Guidebook (FY 2018-FY 2020)



Source) The Reconstruction Agency's website “The New Tohoku”  
<https://www.reconstruction.go.jp/topics/main-cat1/sub-cat1-11/creationnewtohoku.html> (browsed July 3, 2023)

## (5) Organization vitalization training, etc. (FY 2015-FY 2020)

To support the revitalization of local government organizations, which is the third pillar of the regional

<sup>27</sup> Expenses for organizational revitalization training and preparation of a guidebook for community development hands-on support projects are also included.

development network, organizational revitalization training was conducted in fiscal 2015 and 2016 for local government officials engaged in reconstruction. The purpose of the training was to improve the problem-solving ability of the staff through group training throughout the year and short-term training to regions outside the disaster-affected areas where advanced efforts were being made, to apply the knowledge gained to the promotion of projects in each local government, and to build networks among local governments.

In addition, from FY 2017 to FY 2019, training camps and interactive training sessions were held for local government employees as well as employees of organizations supported by the community development hands-on support project and other organizations working in the three disaster-affected prefectures, with the aim of increasing the motivation of participants and encouraging information sharing and network building with other regions.

Furthermore, in FY 2020, training was provided for employees of organizations supported by the Hands-on Support Program for Community Development, including those in previous years, in order to vitalize their efforts.

## 6. Business Cooperation Group

### (1) Purpose and background

As for the situation in 2014, the facilities and equipment of the seafood processing industry, which is the key industry in the disaster-affected areas, were being restored with government subsidies, etc. However, in the questionnaire to the disaster-affected businesses, only 19.4% of the businesses responded that sales had recovered to the level before the earthquake (40.3% of all disaster-affected businesses). Thus, sales had not recovered, and the development and securing of human resources and sales channels were major management issues.<sup>28</sup> To resolve these issues, the Reconstruction Agency approached the business community to make maximum use of private-sector know-how, and in November of the same year, the Marketing Support Team was established under the Public-Private Partnership Promotion Council.

Furthermore, in April 2015, the Business Cooperation Group was established as a subcommittee under the Council for the Promotion of Public-Private Partnerships to effectively support creative business activities by private companies in the disaster-stricken areas, which play a central role in the reconstruction of industry. This is a collaborative structure of local governments, industrial support organizations, business support personnel from chambers of commerce and industry and associations of commerce and industry, business support experts, and private reconstruction assistance organizations. The Business Cooperation Group is working to disseminate industrial reconstruction measures provided by various organizations to companies in the field through personnel in charge of corporate support, and to provide the knowledge and know-how of various experts and support activities of private reconstruction assistance organizations. As an organizational structure for this purpose, the existing Sales Market Development Support Team was positioned as a subordinate organization of the Group, and the Corporate Reconstruction Support Network and the Intensive Support Project for Dispatch of Experts (Hands-on Support Expert Pool) were established.<sup>29</sup>

The Business Recovery Support Network has registered members who are actually in charge of supporting business start-ups at public and private support organizations such as local branch offices of relevant ministries and agencies, prefectures, municipalities, industrial support organizations (Industrial Promotion Center, Industrial Technology Center, etc.), and chambers of commerce and industry. Efforts were made to send out corporate recovery support email magazines, hold explanatory meetings on various measures of relevant ministries and agencies, receive individual consultations, and introduce best practices for solving problems.

In addition, in the Intensive Support Project for Dispatch of Experts and the New Hands-on Support Project for Firms in the Disaster-Affected Areas, experts and specialized organizations provided intensive support, including prototype production and market research, to companies that started new businesses in the disaster-affected areas.<sup>30</sup>

By making use of this support system, activities were also strengthened with regard to business-partnership support initiatives, such as the New Hands-on Support Project for Enterprises in the Disaster-Affected Areas and the “Yui-no-ba” Regional Reconstruction Matching Program, which had already been implemented. In addition, the regional reconstruction matching “Yui-no-ba” provided a place for major companies to form support projects to resolve the management issues faced by companies in the disaster-affected areas.

In addition, since FY 2012, a collection of examples of industrial reconstruction has been prepared, which summarizes efforts made by businesses in the disaster-affected areas to overcome new challenges and issues toward industrial reconstruction. In addition, the “Reconstruction Agency Crowdfunding Support Project” was implemented from FY 2018 to FY 2020 to diversify fund procurement methods for business operators, etc., in the disaster-affected area working on reconstruction.<sup>31</sup>

<sup>28</sup> Source)Adapted from the Reconstruction Agency, Tohoku Bureau of Economy, Trade and Industry’s “Questionnaire Survey of Group Subsidy Recipients”

<sup>29</sup> Since fiscal 2021, this program has been implemented as the “New Hands-on Support Projects/Support for Individual Companies.”

<sup>30</sup> Since FY 2021, this program has been implemented as the “New Hands-on Support Projects/Support for Groups.”

<sup>31</sup> For details, see Chapter 6 (Revitalization of Industries and Livelihoods), Section 1 (Reconstruction of Industry), Section 5 (Support for Developing Markets and Launching New Businesses).

## (2) The “Yui no Ba” Regional Reconstruction Matching program

In order to resolve the various management issues faced by enterprises in the disaster-affected areas, the MLIT provides a place for major enterprises to form support businesses that provide a wide range of their management resources, including technology, information, and sales channels. It has been held since November 2012 for the purpose of matching support proposal enterprises (major enterprises, etc.) with enterprises in the affected areas.<sup>32</sup> Up to FY 2021, 34 meetings were held, a total of 319 companies and organizations in the disaster-affected areas and 985 supporting companies participated, and 699 collaborative projects were established.

## (3) Overview of the Hands-on Support Project for new business of companies in the disaster-affected area<sup>33</sup>

Since FY 2012, the Reconstruction Agency staff members, mainly employees seconded from private companies, have been providing practical support (hands-on support) in cooperation with experts and chambers of commerce and other organizations, with the aim of developing new products that will lead to the creation of new industries in the disaster-affected areas, expanding new markets, and commercializing existing products by adding value and increasing production efficiency.<sup>34</sup> By FY 2021, 86 projects (242 companies) had been supported.

## (4) Project for intensive support through the dispatch of experts<sup>35</sup>

Experts and specialized organizations provide intensive support to companies, etc., that start up new businesses in the disaster-affected areas, and not only provide passive consultation services, but also actively provide experts, etc., in response to the management resources and market information that individual companies lack. The Intensive Support Project for Dispatch of Experts has been implemented since FY 2015.<sup>36</sup> By FY 2021, 283 projects had been supported.

## (5) Sales outlet development support team

In order to overcome the challenges faced by the seafood processing industry in the disaster-affected areas, such as securing sales channels and developing and securing human resources, efforts were carried out according to the direction of the activities to aim for sustainable growth of the business in the disaster-affected areas, to promote cooperation and collaboration within the region, and to generate new actions throughout the supply chain. Specifically, from FY 2014 to FY 2017, a total of six exchange meetings were held to bring together distribution-related organizations, investment funds, companies and organizations engaged in supporting know-how and human resources, and government officials engaged in supporting the disaster-affected areas, and information was shared on the Reconstruction Agency projects, projects of other ministries and agencies, and private sector efforts, as described in 1) to 3).<sup>37</sup> In FY 2018, officials from municipalities in coastal areas of Iwate and Miyagi Prefectures gathered to exchange opinions on a wide range of issues and current conditions in the seafood processing industry. In addition, in July 2015, a guidebook was prepared and published to introduce the main efforts that can be utilized for recovery and development of sales channels among the efforts to support the disaster-affected areas by private companies and organizations that are members of the Sales Channel Development Support Team.

<sup>32</sup> For details, see Chapter 6 (Revitalization of Industries and Livelihoods), Section 1 (Reconstruction of Industry), Section 5 (Support for Developing Markets and Launching New Businesses).

<sup>33</sup> Since FY 2021, this program has been implemented as the “New Hands-on Support Projects/Support for Groups.”

<sup>34</sup> For details, see Chapter 6 (Revitalization of Industries and Livelihoods), Section 1 (Reconstruction of Industry), Section 5 (Support for Developing Markets and Launching New Businesses).

<sup>35</sup> Since fiscal 2021, this program has been implemented as the “New Hands-on Support Projects/Support for Individual Companies.”

<sup>36</sup> For details, see Chapter 6 (Revitalization of Industries and Livelihoods), Section 1 (Reconstruction of Industry), Section 5 (Support for Developing Markets and Launching New Businesses).

<sup>37</sup> As of February 2018, 26 organizations had participated. In addition, KEIZAI DOYUKAI; Japan Association of Corporate Executives, Nippon Keidanren, and the Japan Chamber of Commerce and Industry are cooperating organizations.

Figure 3-4-29 Results of exchange meetings

November 26, 2014	First Market Development Support Team Exchange Meeting	Koriyama City, Fukushima Prefecture
June 14, 2015	Second Market Development Support Team Exchange Meeting	Sendai City, Miyagi Prefecture
July 1, 2015	Third Market Development Support Team Exchange Meeting	Chiyoda-ku, Tokyo
February 11, 2016	Fourth Market Development Support Team Exchange Meeting	Sendai City, Miyagi Prefecture
February 9, 2017	Fifth Market Development Support Team Exchange Meeting	Sendai City, Miyagi Prefecture
February 22, 2018	Sixth Market Development Support Team Exchange Meeting	Sendai City, Miyagi Prefecture
February 6, 2019	FY 2018 Meeting to Exchange Views on the Seafood Processing Industry (Iwate)	Kamaishi City, Iwate Prefecture
February 7, 2019	FY 2018 Meeting to Exchange Views on the Seafood Processing Industry (Miyagi)	Sendai City, Miyagi Prefecture

### 1) Export Expansion Model Project (FY 2016)

The recovery of sales of major products such as processed seafood products in the disaster-affected areas was lagging due to problems such as securing sales channels lost due to the earthquake. In light of the declining population nationwide, it was considered necessary to expand exports for the recovery of sales. Therefore, by supporting advanced efforts such as the development of export expansion models in the disaster-affected areas, efforts were made to promote the expansion of exports, mainly seafood products and processed seafood products. Specifically, efforts were made to promote the development of new markets, to establish a joint export system for regional specialty products, to establish an export system for wide-area cooperation, and to expand cross-border e-commerce sales.

Figure 3-4-30 Expenses and Project Costs for Export Expansion Model Projects (FY 2016)

Fiscal year	Number of assistance cases	Project costs
FY 2016	8	Approx. 150 million yen

### 2) Surveys and studies to expand sales channels for sea squirts (FY 2016)

As for sea squirts, the structure depends on exports to South Korea, and since a South Korean embargo was implemented in September 2013, sales channels have been lost. For this reason, in parallel with intergovernmental efforts to lift the embargo, the government conducted research and analysis on the production and distribution status of sea squirts and efforts to raise awareness of them, with the aim of expanding domestic sales channels. In addition, in February 2017, as an effort to expand domestic consumption, the government conducted business matching between major food companies and local processors along with visits to production sites.

### 3) Model Project for Regeneration of the Seafood Processing Industry Through Team Formation (FY 2017-FY 2020)

In order to recover the performance of the seafood processing industry in the disaster-affected areas, the establishment of a team-based model contributing to the sustainable development of the disaster-affected areas was promoted by soliciting community-wide efforts by seafood processing companies in the disaster-affected areas in cooperation with each other and supporting them in terms of non-physical perspective, in order to solve the issues that each region faces, such as loss of sales channels and shortage of human resources. Specifically, support was provided for advanced initiatives in which multiple companies in the seafood processing industry utilize their respective strengths and work together to develop markets and human resources. The results obtained were shared with the Market Development Support Team, and information was disseminated to the public through case studies.



Figure 3-4-31 Support results and project costs for the Model Project for Regeneration of the Seafood Processing Industry Through Team Formation  
(FY 2017-FY 2020)

Fiscal year	Number of assistance cases	Project costs
FY 2017	11	Approx. 130 million yen
FY 2018	10	Approx. 110 million yen
FY 2019	12 (Of these, eight were implemented projects and four were planned projects)	Approx. 85 million yen
FY 2020	4	Approx. 81 million yen

Figure 3-4-32 “Team-Building Model” Case Studies (FY 2017-FY 2019)



Source) The Reconstruction Agency’s website Efforts to Revitalize the Seafood Processing Industry  
[https://www.reconstruction.go.jp/portal/sangyou\\_nariwai/20160414135417.html](https://www.reconstruction.go.jp/portal/sangyou_nariwai/20160414135417.html) (browsed July 3, 2023)

## (6) Industrial Reconstruction Case Studies

In order to support the resolution of issues in disaster-affected areas and the creation of new projects by conducting surveys of prior cases in disaster-affected areas and disseminating the results widely, a collection of industrial reconstruction cases has been prepared since FY 2012. By FY 2021, 340 projects had been reported. In addition, commendations have been given to companies of particular reference since FY 2014.

Figure 3-4-33 Annual Awards for Industrial Reconstruction Cases

FY2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
5	6	6	6	6	6	6



## 7. Other efforts

### (1) “Work for Tohoku” (Project to Build Human Resources Platform for Reconstruction) (FY 2013-FY 2015)

“Work for Tohoku” (Project to Build Human Resources Platform for Reconstruction) was launched on October 4 of the same year in response to the Reconstruction Promotion Council’s June 2013 Interim Report entitled “Toward the Creation of a ‘New Tohoku’.” The aim of this project was to connect the voices of the disaster-affected areas in search of human resources needed to solve reconstruction issues with the voices of companies wanting to respond, and to dispatch the human resources needed by the disaster-affected areas to those areas.

In this project, human resources for reconstruction were matched by holding explanatory meetings for private companies wishing to provide personnel support to the disaster-affected areas and individuals wishing to work, and by disseminating information on recruiting human resources through a dedicated website. The Reconstruction Human Resources Support Council was also established as a place for organizations engaged in reconstruction support to gather regularly and share information.<sup>38</sup>

In FY 2013, this project was commissioned by the Reconstruction Agency, and in FY 2014 and FY 2015, it was implemented as a project by the Nippon Foundation (a public interest foundation) (the Reconstruction Agency collaborative project). In addition, in December 2014, in order to promote dispatch from major companies, aside from a system in which private companies are selected from a list of jobs accepted by local governments and matched with each other, a scheme was established in which local governments comprehensively request dispatch without limiting jobs, and efforts were made to promote dispatch to economic organizations.

From FY 2013 to FY 2015, 153 human resources were dispatched to disaster-affected municipalities and organizations. Responding to the needs of the local governments and organizations to which they were dispatched, they were involved in planning agricultural and fishery products direct sales depots, etc., product development for sixth-generation industrialization, support for building communities for evacuees in evacuation areas, and work related to the construction of disaster public housing.

Figure 3-4-34 “Work for Tohoku” Dispatch Results and Project Costs

	Number of people dispatched	Project costs
FY2013	17 (four corporate staffers and 13 individual staffers)	Approx. 80 million yen
FY2014	42 (two corporate staffers and 40 individual staffers)	-(Conducted by the Nippon Foundation)
FY 2015	94 (four corporate staffers and 90 individual staffers)	-(Conducted by the Nippon Foundation)
Total	153 (10 corporate staffers and 143 individual staffers)	-

### (2) Housing Design Case Studies (FY 2013-FY 2014)

In January 2014, as the first effort to visualize actual examples of hardware that embody the concept of “New Tohoku,” the “Collection of Special Case Studies of Housing Design in ‘New Tohoku’” was published.

This collection summarizes 38 examples in 20 districts of public housing design in disaster-affected areas that bring out the attractiveness of the region and the town and solve regional issues with an eye to the future, rather than simply restoring to the current situation with issues such as population decline, aging, and hollowing out of industry.

The purpose of the publication of this collection of case studies was to share the case studies widely so that they could be developed not only in Tohoku but also in regions across Japan that face similar issues

<sup>38</sup> Its main members are economic organizations, disaster-affected municipalities, the Nippon Foundation, NPOs, and related ministries and agencies (the Reconstruction Agency, the Ministry of Internal Affairs and Communications).

such as population decline and aging, leading to efforts to create a “land of creation and possibility.” For this purpose, the collection of case studies was not published after actual buildings were completed, but the case studies were shared from the design stage.

In June of the same year, 20 cases from 13 districts were added, and 58 cases from 33 districts in total were published on the Reconstruction Agency website.

### **(3) “New Tohoku” public-private joint PR project (FY 2015)**

The “New Tohoku” public-private joint PR project was implemented with the aim of disseminating nationwide information on the achievements of the “New Tohoku” and other challenges facing the Tohoku region and expanding the circle of reconstruction assistance. The Reconstruction Agency did not end up disseminating information on its own, but rather sought tie-up projects with private companies that have easy-to-understand media such as people and things. By commercializing the following five projects, information dissemination was developed in cooperation with the networks of private companies. [Project costs: approx. 40 million yen]

#### **1) Creative Summer Camp**

A video training camps program was held in which young video creators under the age of 29 from around the country created 30-second videos depicting Tohoku’s efforts to solve local issues. Filming and field presentations were held in Ishinomaki, Miyagi Prefecture; Aizu, Fukushima Prefecture; and Akayu, Yamagata Prefecture. At the end of the year, the videos selected by the final panel were broadcast on the large screen at Shibuya Scramble Crossing to convey the appeal of Tohoku.

#### **2) The Ultimate Souvenir World-Class - The Challenge of the New Tohoku Region -**

This event was hosted by the Reconstruction Agency in 2015 as the second stage of the “Ultimate World-Class Souvenir - Toward Branding Japanese Food” held in 2013 as a project of the Japan Tourism Agency. Of the 112 products that passed the initial screening, 10 were selected as “Ultimate Souvenirs,” and the story behind the food industry’s recovery was conveyed through a contest to discover foods that represent Tohoku. After being selected, the company held related events and published feature articles through tie-ups with several distribution companies, including major department stores, convenience stores, and online malls, which were screened, leading to the development of sales channels for the businesses.

#### **3) Tohoku Writer’s School**

With the aim of preventing the current environment surrounding Tohoku from fading away by cultivating the ability of Tohoku to disseminate information that incorporates the unique perspectives of Tohoku residents, a program was implemented jointly with a private news website company to discover and train writers living in Tohoku. In addition, a contest (Tohoku Writers’ Cup) was held for participants, and the winners contributed to the dissemination of information on the current situation in Tohoku by actually publishing articles on a news website.

#### **4) “New Tohoku” Kitchen**

In order to convey the efforts of producers in the Tohoku region through contact with food and to raise interest in ingredients from the Tohoku region, a special website was established in cooperation with a major recipe website in the private sector to publish recipes using ingredients from the Tohoku region, and cooking classes were held nationwide. In cooperation with a major review website in the private sector, an event was held called “Tohoku Share with Others Day” in five cities across Japan — Tokyo, Kanagawa, Kyoto, Osaka, and Fukuoka — in which chefs from the host cities served ingredients unique

to the Tohoku region using cooking methods associated with the region and new recipes.

### 5) Niconico Town Meeting 2015 in Hiraizumi, Iwate Prefecture

To coincide with the Niconico Town Conference, a mobile cultural festival in Hiraizumi, Iwate Prefecture, hosted by a major video streaming site, a booth was set up for “New Tohoku” at the event site, where 13 organizations working for reconstruction in the three disaster-affected prefectures exhibited their works. In addition, Minister for Reconstruction Takeshita attended the event and delivered a direct message about the current situation and future of reconstruction to 7,000 visitors and more than 160,000 viewers.

## (4) “New Tohoku” Information Dissemination Project (FY 2016)

The “New Tohoku” Information Dissemination Project succeeded the “New Tohoku” public-private joint PR project implemented in FY 2015. The project was implemented in cooperation with the private sector and others with the aim of disseminating the appeal of “New Tohoku” to the whole country and expanding the circle of reconstruction on a broad and continuous basis. Six projects were selected based on the themes of sake, food, art, town, travel and people. [Project costs: approx. 130 million yen]

### 1) To the whole country, to the world. Sake brewery culture in Tohoku is spreading through social media. The message is sent by female fans who are connected in Kansai and Kyushu. [Theme: Sake]

The purpose of the event is to disseminate information about the appeal of sake, which was born from the abundant water in Tohoku, and to promote understanding of its deliciousness and the history of sake making. A local sake BAR TOHOKU was opened at 13 locations nationwide, mainly at department stores. A fan club was also organized and recruited members. On behalf of the members, a female correspondent interviewed Tohoku breweries and used social media to convey the appeal of Tohoku’s food culture to local sake fans nationwide.

### 2) “Ranmeshi! Tohoku FOOD” Project [Theme: Food]

In order to convey the appeal of Tohoku from a new perspective by providing an opportunity to experience Tohoku ingredients through supplementary food provided during marathon races, supplementary food was provided to marathons nationwide and exhibited in booths. “Ranmeshi!” was held in March 2017, at the “Tohoku Fudo Marathon & Festival 2017.”<sup>39</sup> Producers and businesses of “Tohoku FOOD” were gathered, and participating runners, family members, friends and other visitors were invited to experience “Tohoku FOOD” directly.

### 3) Nippon Cultural Broadcasting × Yoshimoto Sumimasu comedian “New Tohoku” craftsmanship project [theme: art]

The purpose of this event is to disseminate the charm and skills of Tohoku’s traditional crafts to the whole country, especially young people. The “Yoshimoto Sumimasu Comedians” group from six prefectures in the Tohoku region broadcast radio programs covering traditional crafts and the craftsmen who make them (13 times in total), and disseminated information through social media of the comedians and radio station websites. At the Nationwide Furusato Fair 2016, a special corner was set up to promote Tohoku’s traditional crafts.

<sup>39</sup> From August 2016 to March 2017, approximately 100,000 supplementary meals were provided to 66,190 runners at 11 national competitions.

#### 4) Magical Fukushima 2016 [theme: town]

“Magical Fukushima 2016” was held in various places in Fukushima Prefecture to implement programs that make use of various contents such as movies, music, dramas, local performing arts, anime, manga, and other local resources on themes such as culture, art, education, and food that are unique to Fukushima. The appeal of Fukushima was disseminated nationwide through a participatory video posting campaign.

#### 5) All About TOHOKU Resorts [Theme: Travel]

Fifteen foreign bloggers and others selected from five countries and regions (the United States, Hong Kong, Taiwan, China, Thailand) were used to produce a total of 110 articles on the attractions of Tohoku and how to enjoy it. Information about the attractions of Tohoku was also disseminated overseas through translations into English, Chinese, and Thai. In addition, a cross-border e-commerce page has been set up to purchase exquisite products from Tohoku, introducing not only the products themselves, but also the stories of the craftsmen, the production process, the thoughts that go into the products, and the culture behind them, to encourage people to visit Tohoku.

#### 6) Tohoku Local Journalist Development Project [Theme: People]

In order to develop local journalists who can continuously disseminate information about the attractiveness of Tohoku as Internet news nationwide, training courses and training camps programs for local journalists were conducted in the six prefectures of the Tohoku region, with journalists who are active on the front lines as instructors.

### (5) Construction of information dissemination solutions (from FY 2017)

In order to disseminate and deploy the results of various initiatives of the “New Tohoku” and to promote initiatives on their own, a project to build information dissemination solutions was implemented in FY 2017 in order to build solutions for strengthening information dissemination capabilities and developing new partners. In this project, NPOs, companies, local governments, etc. were invited to submit themes that they would like to solve by strengthening their ability to disseminate information, and 10 projects were selected as Tohoku projects advancing through co-creation. Co-creation events (“Idea-thon”s, etc.) were held 10 times nationwide to practice problem solving through open innovation by utilizing ideas and solution methods from event participants.<sup>40</sup> At the end of the fiscal year, an exchange meeting was held as a place to report on the results of the project and to exchange with the participating organizations and companies and individuals interested in the project. In addition to co-creation events, a total of 25 weekly participatory events (Fw: Tohoku Weekly) were held in the Tokyo metropolitan area involving new interest groups from the public and private sectors. Information on these events and the results of the project were disseminated both in Japan and overseas through social media and other means.

In FY 2018, Fw: Tohoku Weekly was held a total of 31 times as a part of tasks such as workshop planning for the creation of “New Tohoku.” Since FY 2019, the name of the workshop has been changed to Fw: Tohoku Fan Meeting, and the workshop has been held under the theme of various activities toward reconstruction and solving regional issues in the disaster-affected areas. The workshop aims to widely share regional issues, gather knowledge to solve these issues, and build a human network continuously involved in the disaster-affected areas (FY 2019: 23 meetings, FY 2020: 17 meetings). In addition, in FY 2019 and FY 2020, training was conducted to develop local facilitators so that those responsible for solving problems in disaster-affected areas can continue to generate and utilize ideas and

<sup>40</sup> An “Idea-thon” is a co-creation forum in which various entities voluntarily come together to create ideas to solve problems and create new products, services, and ideas through mutual interaction.

build connections.

Figure 3-4-35 Co-creation events for the Tohoku Project in FY 2017

Dates	Project name	Location
July 15 and 16, 2017	“Higashi De Aeru”: 400-Year Reconstruction and Creation of a Culture and Tourism Base through Renovation of a Historic Merchant House (Miyako City, Iwate Prefecture)	Miyako City, Iwate Prefecture
August 19 and 20, 2017	Community and industrial development through mutual assistance utilizing the sharing economy (Kesennuma City, Miyagi Prefecture)	Kesennuma City, Miyagi Prefecture
September 9 and 10, 2017	ICT regional trading company connecting agricultural products through real-time distribution (Koriyama City, Fukushima Prefecture)	Sendai City, Miyagi Prefecture
September 30 and October 1, 2017	Improvement of food and community brands through collaboration among local communities (Ofunato City, Iwate Prefecture)	Kumamoto City, Kumamoto Prefecture
October 21 and 22, 2017	Direct community marketing based on fans outside the disaster-affected areas (Ishinomaki City, Miyagi Prefecture)	Chiyoda-ku, Tokyo
October 28 and 29, 2017	Building a public-private community development scheme that embodies diversity (Rikuzentakata City, Iwate Prefecture)	Kobe City, Hyogo Prefecture
November 18 and 19, 2017	Construction of an open data platform in Fukushima Prefecture (wide area of Fukushima Prefecture)	Iwaki City, Fukushima Prefecture
November 24 and 25, 2017	Creation of Inbound and Outbound 2.0 in Tohoku (Greater Tohoku Area)	Osaka City, Osaka
December 1 and 2, 2017	Creating a custom-made educational model for training senior programmers (Shiogama City, Miyagi Prefecture)	Hiroshima City, Hiroshima Prefecture
December 16 and 17, 2017	Open program using 3D, VR and AI to solve issues related to traditional crafts (Namie Town, Fukushima Prefecture)	Aizuwakamatsu City, Fukushima Prefecture

Figure 3-4-36 Project costs for each fiscal year related to construction of information dissemination solutions

FY 2017	FY 2018	FY 2019	FY 2020
120 million yen	60 million yen <sup>41</sup>	60 million yen <sup>42</sup>	40 million yen

Figure 3-4-37 Disseminating information related to Fw: Tohoku Fan Meeting using social media



<sup>41</sup> Also includes project costs related to holding “New Tohoku” exchange meetings.

<sup>42</sup> Same as above.



## (6) Awards for Reconstruction and Revitalization (FY 2016-)

As five years have passed since the disaster and the period of reconstruction and revitalization has been entered into, the “New Tohoku” Reconstruction and Revitalization Awards have been held since FY 2016 for the purpose of widely disseminating information on the activities of individuals and organizations that have greatly contributed to the efforts toward the creation of the “New Tohoku” and promoting its dissemination and development in and outside the disaster-affected areas.<sup>43</sup> At the same time, in FY 2016, the “New Tohoku” Reconstruction Achievement Award was held for the activities of individuals and organizations that made a significant contribution during the five years of the concentrated reconstruction period. These awards are given in the name of the Minister for Reconstruction, and an award ceremony is held each year.<sup>44</sup> In addition, for the award of Reconstruction and Revitalization, interviews were conducted with awardees and related persons, and a collection of case studies of the “New Tohoku” was prepared and published, which summarizes the aims of the efforts and future prospects.<sup>45</sup>

Figure 3-4-38 Annual project costs for the Reconstruction and Revitalization Awards

FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
Approx. 2 million yen	Approx. 4.6 million yen	Approx. 14 million yen	Approx. 14 million yen	Approx. 14 million yen

Figure 3-4-39 Reconstruction and Revitalization Awards (FY 2016-FY 2020)

	Application period	Number of applications	Number of winners	Date of the award ceremony
FY 2016	November 14-December 13, 2016	(Reconstruction and Revitalization Awards) 174 (29 for individuals and 145 for groups) (Reconstruction Achievement Awards) 109	(Reconstruction and Revitalization Awards) 10 (3 for individuals and 7 for groups) (Reconstruction Achievement Awards) 10	February 9, 2017
FY 2017	October 1-November 30, 2017	228	10	February 18, 2018
FY 2018	October 1-October 31, 2018	132	10	February 17, 2019
FY 2019	September 2-September 30, 2019	147	9	February 14, 2020
FY 2020	September 1-September 30, 2020	149	11	February 14, 2021

Figure 3-4-40 New Tohoku Case Studies –Efforts Toward Resolving Local Issues –



Source) the Reconstruction Agency’s website “The New Tohoku”

<https://www.reconstruction.go.jp/topics/main-cat1/sub-cat1-11/creationnewtohoku.html> (browsed July 3, 2023)

<sup>43</sup> For the Second Reconstruction / Revitalization Period from FY 2021, the name was changed to the “Star of Reconstruction and Revitalization Award.”

<sup>44</sup> From FY 2016 to FY 2020, this event was held as part of the “New Tohoku” exchange meeting program each year.

<sup>45</sup> “New Tohoku” Public-Private Partnership Promotion Council Website “New Tohoku” Star of Reconstruction and Revitalization Award

<https://www.newtohoku.org/kenshou/index.html> (browsed July 3, 2023)



## 8. Evaluations and issues

As mentioned above, various efforts have been made to create a “New Tohoku,” including the discovery and support of advanced efforts, the creation of a platform for information exchange and collaboration among related parties, and the dissemination of information through various events and awards. A common idea of these projects is to proactively explore local issues and make use of the power of the private sector to promote timely initiatives based on the recognition that the solution lies in the field.

From the end of 2012 to the beginning of FY 2013, when the phrase “New Tohoku” was coined, reconstruction was entering a new stage, with the reconstruction of houses and other works in earnest in disaster-affected areas hit by the earthquake and tsunami, and various projects in areas affected by the nuclear disaster aimed at early returns and the formation of living bases for long-term evacuees. In the field, companies and individuals from outside the disaster-affected areas participated in activities, and there was a growing momentum to promote new efforts based on creative ideas.

Therefore, in order to foster such leading efforts in the field, and to enable them to be deployed horizontally in the disaster-affected areas and throughout the country, it was necessary to accept the contents of projects in a proposal-based manner and provide flexible support in terms of non-physical perspective rather than having the administration decide the contents of projects. In addition, the proposal-based approach was intended not to merely subsidize the project costs of organizations working in the disaster-affected areas, but to closely examine their business activities.

The pioneering model project thus established was designed to respond to the need for the government to provide direct support to NPOs and other organizations that had been operating with donations from intermediary organizations and private companies. Such support fostered initiatives that could serve as future models in the disaster-affected areas, such as a model for establishing a better living environment for children through the development of indoor playgrounds, the training of play leaders (instructors), and the holding of workshops at school education sites in response to the problem of increasing obesity due to the decrease in places where children can play outdoors after the nuclear power plant accident, a model for cultivating a variety with a high market value (anthurium) by adopting a cultivation method that is relatively resistant to harmful rumors (the use of polyester media), for restoring the lost will to farm, and a model for realizing community revitalization through the operation of car sharing led by residents amid the loss of transportation and the dissolution of local communities due to the relocation to temporary housing.

In selecting projects, while taking into consideration the initiative and model nature of the project, the sustainability of the project must be stated in the application so that the project does not depend on subsidies. As a result, more than half of the selected projects continued as of FY 2019, indicating that a certain degree of success had been achieved (Refer to 2. [2]). In addition, it is reasonable that the project was carried out only for three years, since the effects of the project would diminish if it was continued unnecessarily.

On the other hand, the evaluation for selection involved considerable administrative costs, but there were problems in that it did not produce sufficient results for horizontal expansion to other regions, and some projects did not lead to continuous activities or the creation of results. Considering that this project is a social experiment and cannot necessarily be expected to produce all the results of its efforts, and that even if the efforts of the first organization that started the project did not go well, such failure cases will serve as knowledge for other organizations to develop their efforts, and simplifying and speeding up the selection process should be considered.

In addition, the Public-Private Partnership Promotion Council and its subcommittees were established as a platform for information exchange and collaboration with local financial institutions, businesses dealing with similar issues, and businesses outside the disaster-affected areas that want to collaborate with CSR activities or purely corporate activities conducted in the disaster-affected areas, so that various initiatives in the disaster-affected area can be carried out independently and continuously after the

completion of the leading model projects, and specific examples of collaboration were created. Furthermore, five years have passed since the disaster, and various know-how has been accumulated in areas such as the Revitalization of Industries and Livelihoods, regional revitalization, and community formation. In response to the challenges of strengthening information dissemination nationwide, many projects and events utilizing private-sector expertise were planned, leading to the dissemination of the appeal of Tohoku and the expansion of the circle of reconstruction assistance.

On the other hand, it is difficult to measure the long-term effects of such information exchange and cooperation between the public and private sectors and temporary projects, and the effects are naturally not sustainable. For this reason, it is important to establish and operate a public-private partnership system independently and continuously in the region, and to disseminate its appeal. However, “New Tohoku”-related projects have been implemented as national projects, and there is a problem that the involvement of disaster-affected local governments and the coordination and synergy effects with their own efforts are insufficient.

The “New Tohoku” series of measures is not limited to providing reconstruction assistance only to the disaster-affected areas, with a view to deploying nationwide initiatives that contribute to solving problems cultivated in the disaster-affected areas. From this point of view, case studies of several projects, such as leading model projects, hands-on support projects for community development, and awards for reconstruction and revitalization, have been compiled. In the future, it is hoped that the accumulated case studies and know-how will be further disseminated and utilized to help resolve issues such as population decline, aging, and the hollowing out of industry in various parts of the country. It is also hoped that a virtuous cycle will be created in the reconstruction from large-scale disasters in the future, in which the recipient of assistance shifts to the one who assists.