

Peace Winds Japan
“Support to the Ofunato Fish Retail Association
Project”
Evaluation Report

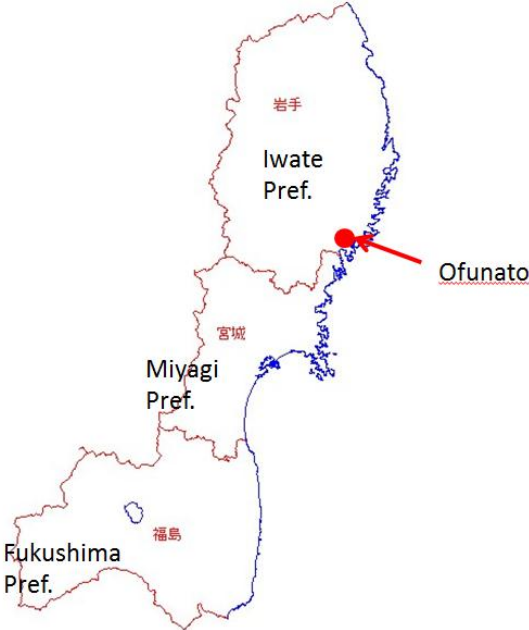
Date: September-October 2012

Author: The Center for Public Resource Development

Content

1. Map of the region	1
2. Executive Summary	2
3. Introduction.....	5
4. Background	6
5. Methodology	7
6. Evaluation Results	8
6.1 Support for sanma fish mail-order sales.....	8
Background	8
6.1.1 Relevance and effectiveness of the project	8
6.1.2 Influences impacts and sustainability of the Project	11
6.1.3 Operational Efficiency	14
6.2 Support for equipment for ice-supply in Ofunato	16
Background	16
6.2.1 Relevance and effectiveness of the project	16
6.2.2 Influences, impacts and sustainability.....	20
6.2.3 Operational efficiency	23
6.3 Support for Ofunato Area Woman’s Coalition(OAWC)	26
Background	26
6.3.1 Relevance and effectiveness of the project	26
6.3.2 Influences impacts and sustainability of the project.....	28
6.3.3 Operational efficiency	31
6.4 SORI Analysis.....	34
6.4.1 Scope and key assumptions.....	34
6.4.2 Description of outcomes.....	38
6.4.3 Overall SROI impact.....	48
7. Conclusion	50
8. Annex.....	51
A. Impact map for Social Return on Investment.....	51
B. List of references	58
C. List of interviewees	59
D. List of questions asked to interviewees.....	60
E. Photographs.....	61
F. Currency exchange rate	61

1. Map of the region



2. Executive Summary

<Purpose and scope of the evaluation>

This report evaluates the achievement of the Tsunami rehabilitation projects held by Peace Winds Japan (PWJ) in Ofunato, Iwate Prefecture Japan, which was supported by JTI Foundation (JTIF) .

The evaluation will serve as a learning tool and as an accountability mechanism vis-à-vis the donors of the project. The evaluation will also be presented to the JTIF annual Board meeting and be used by PWJ and JTIF for any other communication purpose deemed appropriate by both parties.

PWJ project, which was supported by JTIF, had 3 components;

- 1) support for the sanma fish mail-order sales by the Ofunato Fish Retailer Association
- 2) support for equipment for ice supply
- 3) support to the women's group.

This report examines all three components for the period of August 1st, 2011 to December 31st, 2011.

The key criteria for the evaluation are relevance and effectiveness of the project; influences impacts and sustainability and operational efficiency.

<Background>

The JTI Foundation has joined forces with Peace Winds Japan (PWJ), a Non-Governmental Organization (NGO) of Japan dedicated to supporting people in distress, threatened by conflict, poverty, or other turmoil. PWJ has already been involved in providing much needed support for people affected by the immediate aftermath of the Great East Japan earthquake and tsunami through the distribution of relief items and the construction of temporary baths and shelters.

The objective of this joint effort with the JTI Foundation was to revitalize the local economy dependent on fishing. PWJ worked together with the association to rebuild which was lost. Part of this effort was the construction of a temporary site for the processing of sanma, which will be distributed via mail order to consumers all over Japan. The project was expected to have a positive impact on those employed in the fishing business, as well as 49 small fish shop owners, local suppliers and hundreds of family members of those involved. This was also supposed to create significant economic momentum in the region as a whole.

<Methodology>

- Study of key documents of the Ofunato Fish Retailer Association project which were provided by PWJ
- Individual interviews with the PWJ team
- Individual interviews with people actively participating in the process, including relevant local authorities, organizations working in similar fields, and direct beneficiaries
- Conducting SROI (Social Return on Investment) analysis in order to describe the social value of this PWJ project in monetary value

<Evaluation Result>

Based on the all examination stated in the methodology, we concluded that the support by PWJ made great contribution to Ofunato fishery industry.

It would have been impossible for the Ofunato Fish Retailer Association (OFRA) to re-start Sanma Fish Mail-Order sales without the support by JTIF and PWJ. OFRA members, who are very small traders, faced to discontinuing their business as of the summer in 2011. With the support by PWJ, OFRA successfully restarted the mail-order sales in September. It sold 18,724 boxes of sanma fish, resulting in JPY 65,727,000 in sales and JPY 15,211,130 in profit during September to December; It fell short of their target of 18,724 boxes but exceeded 17,000 recorded in 2010. OFRA secured the employment of 5 clerical employees and 20 workmen by operating the business. Although it used to distribute profits to its members every year, it applied the profits for 2011 to rebuilding the workshop instead of distributing to the members. PWJ support enabled them to re-start Sanma Fish Mail-Order sales, which contributed to the sustainability of their present business.

As for the support for the equipment of ice supply, though the investment JPY amount was small, it had the great economic impact at the end through the value-chain of fisheries industry. At the end April 2011 Ofunato Fish Market decided to reopen in June, as Ofunato Port suffered comparatively less damage to its facilities than the other ports in Sanriku area. The biggest issue was how to supply the ice to ships which unload fish at Ofunato Port. As the only one of three towers was in serve after the tsunami disaster, big reduction of porting fishing vessels to Ofunato Port might be happened. The support by JTIF and PWJ contributed to securing fish unloading of Ofunato greatly in 2011. It could be concluded that the half of 2011 unloading was achieved by the restoration of the ice-breaking

towers. Though its value-chain, fisheries industry involves many types of business people, such as fishery operators, marine products wholesalers, ice makers, trucking firms and suppliers of packing materials. The restoration of the ice-breaking towers enabled fishing ships to call Ofunato Port and local people to secure related jobs.

The support for a women's group on seafood processing secured jobs for women in Okirai area, as well as assisted the mental stability of them who lost lots of things in the Tsunami disaster. Timing of the intervention by PWJ was so appropriate that the group was just searching the next stage of recovery process. Panelized workplace was created in order to produce new prototypes made of unused fish. Thanks for the support, the Sanriku-Toretate Ichia was able to launch the new business, which created the job opportunity for 8 women. The new project produced a bread-and-butter job based on fishing. The technical support by PWJ staff also encouraged the company to apply the governmental subsidiary. They also became able to utilize the high spec freezer which would add more value to their products.

The SROI ratio of 3 components i.e. Support for the sanma fish mail-order sales; Support for equipment for ice supply and Support to the women's group, are 5.32, 45.18, and 1.88 respectively. It could be said that the JTIF's investment worked highly effectively.

The total accumulated SROI for JTIF's support is estimated to be JPY 179,388,233 by adding up the impact of each project component below, when the total investment of JTIF was JPY 22,889,046.

It is also highly appreciated the performance and quality of work invested by PWJ. They fully executed the mission under the limited time schedule. It should be highly acclaimed that PWJ had a wise strategy to focus attention on the supply chain of fishing industry and to work collaboratively with the umbrella organizations like Ofunato Fish Market and OFRA, when PWS had begun to provide aid for reconstruction work. It could be said that this insight and policy led the high performance of the project at the end. PWJ staff also successfully built close relationship with stakeholders. Their support not only lessened the administrative burden of the beneficiaries but also offered the bracing mentally for them.

3. Introduction

This report evaluates the achievement of the Tsunami rehabilitation projects held by Peace Winds Japan (PWJ) in Ofunato supported by JTI Foundation.

After the devastation caused by the Great East Japan earthquake and tsunami in March 2011, The JTI Foundation (JTIF) sought to provide support towards ensuring essential livelihood and economic recovery assistance to communities affected by the earthquake and tsunami, in the prefecture of Iwate. In this framework, JTIF contracted a partnership with Peace Winds Japan (PWJ), a Japanese NGO, that was mandated to provide much needed livelihood and economic recovery assistance to the Ofunato Fish Retail Association based in the Iwate prefecture. PWJ sought to assist the Association and its members by restoring their means of economic livelihood. The overriding goal of the project was to enable the Association's members to resume seasonal fish processing, packaging and mail-order distribution, which is a major source of seasonal income for the Association. It was predicted that the revival of the Sanma mail-order business will create significant economic momentum in the region as a whole.

PWJ project, which was supported by JTIF, had 3 components i.e. Support for the sanma fish mail-order sales; Support for equipment for ice supply and Support to the women's group.

This report examines all three components of the project respectively. The purpose of this report is to evaluate the project's achievement for the period of 08.01.2011 to 12.31.2011. The evaluation will serve as a learning tool and as an accountability mechanism vis-à-vis the donors of the project. The evaluation will also be presented to the JTIF annual Board meeting and be used by PWJ and JTIF for any other communication purpose deemed appropriate by both parties.

The key criteria for the evaluation are Relevance and effectiveness of the project; Influences impacts and sustainability and Operational efficiency. Questions related to these key criteria were explored during the evaluation.

4. Background

The Ofunato Fish Retailer Association in the Iwate prefecture is an organization of about 50 small fish shops in the town of Ofunato. The association's building and equipment were swept away by the tsunami. In order for the association members to start rebuilding their businesses, they had needed some income soon, especially as the sanma season arrived. Besides the bonito tuna, the sanma, also known as Pacific Saury, or 'mackerel pike', is of great regional economic and nutritional value. For the Japanese, sanma is part of their traditional autumn staple.

The JTI Foundation joined forces with Peace Winds Japan (PWJ), a Non-Governmental Organization (NGO) dedicated to supporting people in distress, threatened by conflict, poverty, or other turmoil. PWJ had already been involved in providing much needed support for people affected by the immediate aftermath of the Great East Japan earthquake and tsunami through the distribution of relief items and the construction of temporary baths and shelters.

The objective of this joint effort with the JTI Foundation was to revitalize the local economy dependent on fishing. PWJ worked together with the association to rebuild which had been lost. Part of this effort was the construction of a temporary site for the processing of sanma, that would be distributed via mail order to consumers all over Japan. The project had a positive impact on those employed in the fishing business, as well as 49 small fish shop owners, local suppliers and hundreds of family members of those involved. This created significant economic momentum in the region as a whole.

5. Methodology

The evaluation of Peace Winds Japan Support to the Ofunato Fish Retail Association Project was carried out in the following manner.

First, based on the key documents that have been provided by PWJ, the entire scope of the project and the basic data were examined in order to identify the target group, goals, activities and performance of the project.

Second, interviews with the PWJ team, beneficiaries and participants as well as key stakeholders were conducted and the key questions that were related to the evaluation criteria were explored. The individual interviews with the PWJ team were held in the PWJ office of Tokyo on September 10, 2012. Interviews in Ofunato with people actively participating in the process, including relevant local authorities, organizations and direct beneficiaries were held on September 14-15, 2012.

During the interviews in Ofunato, we also conducted data gathering and were able to gather up-to-date figures, governmental statistics, press information, and internet offering. Lists of interviewees and references are attached in Annex.

Third, based on numerous evidences/suggestions by the stakeholders and objective statistics, we conducted the SROI (Social Return on Investment) analysis in order to describe the social value of this PWJ project in monetary value. The SROI is a methodology to understand the forecasted impact of the project towards stakeholders around the project over the period of 5 years. The purpose of the SROI is to measure the change in the quantitative way, which were created by the social, economic, and environment outcome of the project. Through the analysis, the donors can understand the ratio of the cost and benefit of the project by estimating how much in value the stakeholders are benefited from your input. Detailed explanation about SROI is provided in the section of 6.4.

Finally, the evaluation is offered in terms of the impacts, relevance, effectiveness and operational efficiency, based on the analysis of interviews and data including SROI.

6. Evaluation Results

6.1 Support for sanma fish mail-order sales

Background

Ofunato Fish Retailer's Association (hereinafter abbreviated as OFRA) is an association consisting of 47 members who are engaged in small family-run fresh fish retail business. Due to the tsunami, 27 of them lost their house with shop and the Association lost its office and workshop. As of September, 2012, 20 of the 27 affected, reopened their shop or engaged in sanma fish mail-order sales while 3 closed their business.

Sanma fish mail-order sales is OFRA's main business in a sanma fishing season usually starting in July and ending in October; if it is unable to resume the business by the fishing season, it will inevitably lose revenue for the season. As of July, 2011, Mr. Eichi Sasaki, president of the Association, had given up restarting the business.

6.1.1 Relevance and effectiveness of the project

Questions and Answers

- What are the strengths and weaknesses of the project such as implemented? (please provide the result and the corresponding justification)
- Mr. Hidehiko Chiba, chief of Fisheries Unit of Ofunato City says, "If the disaster-affected company had more than 100 employees, they could request the administrative agency for items desired and apply for a group subsidy. However, since Ofunato Fish Retailer's Association (OFRA) consists of 47 members, who are engaged in small family-run retail business that they could not immediately prepare a business plan to apply for the subsidy. In addition, the administrative agency couldn't notice that they needed the prompt support. Since it was hard for the administrative agency to support individual business directly, we were grateful that NGO supported such organization as OFRA".
- Has the project been able to assist the Ofunato Fish Retail Association in starting their activity?

- President Sasaki of OFRA said, “We set up an association’s office in the end of May 2011, and by that time, we could confirm all member’s safety and the overall damage situation. However, we had no money and since all the materials have been carried away with tsunami, we were quite at a loss what to do. We almost gave up on Sanma Fish Mail-Order in 2011. So when PWJ came to us, we felt relieved and encouraged that we could resume the business again”.

“I first requested large tents for our workshop. Then I made a list of desired items such as lines for laying sanma, tanks, baskets, and seawater sterilization machines. Since we had advertised the seawater sterilization machines as a sales point on the leaflet, we could not do business without them. We requested those items to PWJ, and they acted accordingly with the timing of sanma fishing seasons.”

 - Considering the extremely complex environment left behind by the Great East Japan earthquake and tsunami, is the project making a significant contribution to economic recovery efforts in Ofunato?
- Mr. Chiba of Ofunato City says, “If we couldn’t restore the ice-breaking towers and resume Sanma Fish Mail-Order business by its fishing season, people would lose revenues for the season. We needed to act as promptly as possible before it gets too late”.
- President Sasaki of OFRA said, “Since the members were able to resume “Sanma Fish Mail-Order” in 2011, they could apply for a group subsidy, and thus, should be able to pay a quarter of the total cost for rebuilding. If it weren’t for that revenue, it was impossible for them to pay. In addition, without PWJ’S support, half of 50 members might have gone out of business and I might have done the same. With that revenue, they were able to save money for reconstruction and as a result, 20 members could restart their shops”.

 - Comparing the project at the very onset, what aspects of the project (objectives, strategies/methodologies and outcomes) have been achieved or have evolved? What are the main reasons for these changes, and adaptations?
- In the fishing industry at Ofunato City, unloading of sanma fish is the largest in both weight and sales. The following shows the unloading for

fiscal 2011.

Unloading	In weight (kg)	In amount (JPY)
Sanma Fish only	18,439,373.8 (60%)	1,873,916,589 ^{a)} (49%)
All Fish	30,731,036.6	3,802,272,334 ^{b)}

a) USD23,868,075 , b) USD48,429,542 (1USD=78.41JPY, 12.Oct, 2012)

- Although it used to distribute profits to its members every year, it applied the profits for 2011 to rebuilding the workshop instead of distributing to the members. OFRA secured the employment of 5 clerical employees and 20 workmen by operating the business.

Relevance of the Project

- It was very proper and effective decision to pick up OFRA as a main target beneficiary. OFRA members are very small traders. They faced to discontinuing their business as of the summer in 2011.
- As a governmental support framework for restarting business by small and medium-sized enterprises, a program named “Assistance for Recovery and Establishment of Group Facilities for Small and Medium-sized Enterprises (Group Assistance Program)” is in place. However, it was not easy for OFRA members to work out a business plan to apply for assistance and so, restarting business early was rather difficult for them under the program.
- It would have been impossible for OFRA to re-start Sanma Fish Mail-Order sales without the support by JTIF & PWJ.

Effectiveness of the Project

- With the support from PWJ, OFRA successfully restarted the mail-order sales in September. It sold 18,724 boxes of sanma fish, resulting in JPY 65,727,000(USD837,164) in sales and JPY 15,211,130(USD193,744) in profit during September to December; It fell short of their target of 18,724 boxes but exceeded 17,000 recorded in 2010.
- In 2011, besides the mail-order sales by OFRA, OFRA encouraged its

members to do their own sanma fish mail-order sales by allowing them to use the workshop and materials for their individual business. As a result, they sold about 5,000 boxes of sanma fish, generating profits of about JPY 700(USD8.9) per box.

- PWJ support enabled them to re-start Sanma Fish Mail-Order sales, which led the result that OFRA and their members are continuing their business now. It could be concluded that the support made great contribution to Ofunato fishery industry.
-

6.1.2 Influences impacts and sustainability of the Project

Questions and Answers

- What changes were brought about by the project?
- With the support from PWJ, OFRA successfully restarted the mail-order sales in September. It sold 18,724 boxes of sanma fish, resulting in JPY 65,727,000(USD837,164) in sales and JPY 15,211,130(USD193,744) in profit during September to December; It fell short of their target of 18,724 boxes but exceeded 17,000 recorded in 2010. Although it used to distribute profits to its members every year, it applied the profits for 2011 to rebuilding the workshop instead of distributing to the members. OFRA secured the employment of 5 clerical employees and 20 workmen by operating the business.
- What influences and impacts has the project had on the beneficiaries and the community as a whole, if any, and in particular what were these influences and impacts? Use illustrative stories and please provide a qualitative and quantitative analysis.
- President Sasaki of OFRA said, “Sanma Fish Mail-Order” started their business 27 years ago. With the support from PWJ, we were able to continue the business even in 2011. When we sent the direct mails utilizing the previous year’s customer information, we received a great response from them. We could also hold “Sanriku Ofunato Tokyo Tower Sanma Festival”, which began in 3 years ago, had attracted 13,000

visitors. We distributed sanma free and at the same time, gave out “Sanma Fish Mail-Order” leaflet that people could order later. In addition, via Ofunato City, we were encouraged to participate in the “Semba Festival (October)” in Osaka. The event attracted 30,000 people, and we sold a sanma for JPY 200(USD2.5). All the profit went to OFRA. Furthermore, Saku City in Nagano offered us to participate in “Sanriku Ofunato Sanma Festival in Saku” through Ofunato City in 2011. In 2012, they directly contacted OFRA to take part in the event”.

- Are these changes sustainable economic recovery?
- President Sasaki of OFRA said “ Since the members were able to resume Sanma Fish Mail-Order in 2011, they could apply for a group subsidy, and thus, should be able to pay a quarter of the total cost for rebuilding. If it weren’t for that revenue, it was impossible for them to pay. In addition, without PWJ’S support, half of 50 members might have gone out of business and I might have done the same. With that revenue, they were able to save money for reconstruction and as a result, 20 members could restart their shops”.
- The rebuilding of the workshop has enabled working throughout year. OFRA now ships seasonal fish and shellfish mail-orders in all of the four seasons.
- What can be underlined from reporting period 08.01.2011 to 12.31.2011 that would be useful for the continuation of the project or to other similar initiatives?
- Mr. Mitsuo Sato, Junior Managing Director of Ofunato Fish Market, “The PWJ’s financial aid was appropriate in terms of the size. At the very beginning period of reconstruction, support of billions of yen was clumsy to use or apply, as they required detailed blueprints, which was difficult to laid out at that moment. Support of ten million yen scale was quite practical for us. At the same time, PWJ was very flexible and eager to help us. They were very rapid to respond to our request.”

Changes and Influences brought about by the Project

- Of the 27 members affected, 20 have resumed their business in their own shop including temporary one. Their revenue from the mail-order sales in 2011 was used as a part of the funds for restarting of business.
- In July, 2012, a group subsidy was adopted for 49 businesses on shopping streets in Ofunato City including 7 fresh fish retailers including President Sasaki. Based on this decision, President Sasaki was granted JPY 15 million(USD191,055) and is now rebuilding his own shop in the same site as before for completion in January. 2013.

Impacts and Sustainability of the Project

- OFRA was subsidized by both the state and prefecture for rebuilding a workshop (two-storied, total area 459 sq.m.) in the same site as before for the total cost of JPY 36,076,506(USD459,506) including facilities. OFRA will bear a quarter of the total cost, that is JPY 9,316,572(USD118,665). The mail-order sales for 2011 enabled OFRA to pay for the above rebuilding cost. It was in December and after the mail-order sales for 2011 ended that the subsidies from the state and prefecture were decided.
- Facilities and equipment purchased by the financial aid from PWJ are still used in the new workshop, and expenses of leased items are borne by OFRA. Rental items were returned and work tents were moved to Minami-Sanriku shopping street where they are effectively used. OFRA has bought and installed an automatic sorting machine, which shortened its working hours by 3 to 4 hours a day compared with manual operation.
- The rebuilding of the workshop has enabled working throughout year. OFRA now ships seasonal fish and shellfish mail-orders in all of the four seasons.
- The re-start of Sanma Fish Mail-Order sales had great social impact. Sanma Fish Mail-Order sales are a good means to publicize Ofunato City across the country. The broadcast news about re-starting of Sanma Fish Mail-Order sales spread out the consumers all over Japan and encouraged the people related to the fishery industry in Ofunato.
- Sanma fish mail-order sales started 27 years ago and it is a good means

to publicize Ofunato City across the country. In fiscal 2011, the operation was able to continue without interruption even after the Great East Japan Earthquake; the fact gathered attention and contributed to spreading support for the city. In 2011, OFRA made shipments for 9 events and organizations, resulting in JPY 1,497,470(USD19,073) in sales (Fresh:14,575 pieces, Grilled: 3,000 pieces)

6.1.3 Operational Efficiency

Questions and Answers

- How would you qualify the use of communication between the JTI Foundation and Peace Winds Japan? Use illustrative stories.
- It was Mr. Mitsuo Sato, Junior Managing Director of Ofunato Fish Market that went between OFRA and PWJ. Mr. Sato had already established a good relationship with PWJ through the assistance for the ice supply facilities. He said “From the beginning, OFRA was insufficiently financed and was not in a position to resume the mail-order sales through its own resources. When I was consulted by PWJ about who should receive financial aid I thought OFRA would be a good candidate, judging from the size of the financial aid.”
- President Sakaki of OFRA said, “It was end July that I met a PWJ representative for the first time though the introduction of the fish market. In the beginning, it was not easy for me to understand the matter. After talking about many things, I was asked what we desire. I desired large tents first since we could not work without a workshop. After this, I prepared a list to apply for various items including lines for laying sanma fish side by side, tanks, baskets, and seawater sterilization machines. PWJ acted as quick as thought in order to meet the sanma fishing season, and so, we were able to restart the business in September”.
- Has the project experienced any operational difficulties? How has the team resolved these operational difficulties? Has the JTI Foundation been contacted to provide support and how was its response?

- OFRA had had no contacts with NGOs before, and so, it became suspicious of the proposal in the beginning. However, it soon reduced their anxiety for the facts that the proposal was made through the introduction of Mr. Sato of Ofunato Fish Market and that PWJ already supported the building of the ice supply facilities in May, 2011.
- Mr. Sato of Ofunato Fish Market said, “I was the first person to meet a PWJ representative and trusted PWJ as an organizations as well as its program. After several meetings, I gained even more trust. I introduced other organizations which seemed appropriate to the size of PWJ’s financial aid. I thought that if the other organizations realize that I was the one who introduced PWJ to them, they wouldn’t have to feel suspicious about PWJ. As I heard that the association was struggling hard to resume Sanma Fish Mail-Order business, I directly took contact with PWJ. Immediately after this, PWJ visited OFRA for discussion and decided to offer financial aid to the association.”
- Has the project enabled to develop interactions and alliances with different actors and shape/create synergies with other key stakeholders (local authorities, other organizations, projects, etc.)? If so, how?
- OFRA was subsidized by both the state and prefecture for rebuilding a workshop (two-storied, total area 459 sq.m.) in the same site as before for the total cost of JPY 36,076,506(USD459,506) including facilities. OFRA will bear a quarter of the total cost, that is JPY 9,316,572(USD118,665). The mail-order sales for 2011 enabled OFRA to pay for the above rebuilding cost.
- Facilities and equipment purchased by the financial aid from PWJ are still used in the new workshop, and expenses of leased items are borne by OFRA. Rental items were returned and work tents were moved to Minami-Sanriku shopping street where they are effectively used. OFRA has bought and installed an automatic sorting machine, which shortened its working hours by 3 to 4 hours a day compared with manual operation.

Operational Efficiency

- PWJ's passion and professional fashion to achieve the mission should be highly appreciated. They executed the mission under the limited time schedule. To complete the preparation of Sanma Fish Mail-Order sales by September (Sanma fishing season usually starting in July and ending October), PWJ staff had close communication with stakeholders then grasped their precise needs and provided the necessary materials successfully. The administrative workload of stakeholders, who had suffered the earthquake, was pretty much reduced by PWJ effort.

6.2 Support for Equipment for ice-supply in Ofunato

Background

Compared with Kesenuma and Onagawa Ports, Ofunato Port suffered less damage to its facilities in the disaster. In end April, 2011, Ofunato Fish Market decided to reopen in June in time for the bonito fishing season to secure unloading by the ships coming from all over Japan except from Tohoku region which lost many ships.

Ice is indispensable for fish distribution. The biggest issue for the Ofunato Port was the restoration of ice-breaking towers for loading ice to fishing ships after unloading of fish. Supply of ice, water, and fuel is an important factor for ships to choose unloading ports, but only one of three towers was in service after the tsunami. So, it was much feared that the port might lose a large number of unloading ships if it was unable to supply sufficient ice for a long time.

6.2.1 Relevance and Effectiveness of the Project

Questions and Answers

- What are the strengths and weaknesses of the project such as implemented? (please provide the result and the corresponding justification)
- Mr. Sato of Ofunato Fish Market said, "Although Ofunato Fishery Association had already decided to restore their business including the

restoration of ice-breaking towers through public subsidy, we could not use them for coming season. In order to meet the needs, we decided to temporarily restore the current ice-breaking towers. For that purpose, we have received PWJ's financial aid”.

- Mr. Hidehiko Chiba, Chief of Fisheries Unit of Ofunato City said, “At the time, the state’s subsidy program offered sufficient budget. However, the budget is first distributed to prefectures, and then to municipalities later. So it took a while to determine the allocation amount. So as a city, we had to check the amount carefully while thinking about a next move. In contrast, PWJ was clear as to what and how much support is given, so we were able to start the project immediately. We were very grateful to PWJ for that prompt act”.

- Has the project been able to assist the Ofunato Fish Market in starting their activity?

- Mr. Sato of Ofunato Fish Market said, “After acquiring the trust with PWJ, we gratefully received PWJ's financial aid. First of all, we bought most needed items for unloading such as forklifts, measuring devices and etc. In addition, Ofunato City hastened to restore lifelines such as electricity and water in order to reopen the market by June. Since we couldn't use high-tension electricity, we used low-tension electricity, and furthermore, used the generators to make up for the shortage. In addition, PWJ paid the expense for the generators' leased payment. Ice bought from other districts was put into the containers provided by “Signal of Hope”, and the generators were used to refrigerate them.”

“One week after the disaster, we realized that the biggest issue we faced was ice supply. The ice was indispensable for fish distribution. We have collected ice from various inland markets and also asked people, who went to Aomori to buy scallops, to buy extra ice for us. We somehow managed to secure freshness of the market and needed ice to stay in business. Since two ice makers resumed the business by the time for sanma (saury) fish season, we were able to secure ice. However, the problem was that we needed a facility which directly loads ice to fishing ships. We decided to temporarily restore the current ice-breaking towers. With the PWJ's aid of JPY 1.5 million(USD19,105,500), we could temporarily restore the ice-breaking towers, which had survived the tsunami.”

- Considering the extremely complex environment left behind by the Great East Japan earthquake and tsunami, is the project making a significant contribution to economic recovery efforts in Ofunato?
- By the ice-breaking towers including the one temporarily restored with support from PWJ, the Port successfully supplied 493 ships with 2,292 tons of ice during the fishing season from September to December. Besides, it was able to supply 225 tons of cooling ice for 146 trucks carrying fish to all parts of Japan.
- Mr. Hidehiko Chiba, Chief of Fisheries Unit of Ofunato City said, “If we couldn’t restore the ice-breaking towers and resume Sanma Fish Mail-Order business by its fishing season, people would lose revenues for the season. We needed to act as promptly as possible before it gets too late”.
- Ships usually do not call ports that do not have ice-breaking towers and are unable to supply ice, so the effect of successful restoration of the ice-breaking towers was extremely great. According to Mr. Chiba, “Unloading of sanma fish reached 18,000 tons in 2011. This accounted for 80% of the amount in 2010. We couldn’t have done this without PWJ and other organizations’ support. We can say that about the half of 2011 unloading was achieved due to the restoration of the ice-breaking towers.”
- Mr. Sato of Ofunato Fish Market said, “If we couldn’t operate those 2 ice-breaking towers by the time of 2011’s sanma fishing season, it was impossible for us to unload them. Considering the fact that we were able to unloaded sanma, which worths JPY1.5 billion(USD19,105,500), the cost-effectiveness was incredible.”
- Comparing the project at the very onset, what aspects of the project (objectives, strategies/methodologies and outcomes) have been achieved or have evolved? What are the main reasons for these changes, and adaptations?
- The project was fully conducted according to the plan. Though the investment JPY amount was small, it had the great economic impact at the end. Though its value-chain, fisheries industry involves many types

of business people, such as fishery operators, marine products wholesalers, ice makers, trucking firms and suppliers of packing materials. The restoration of the ice-breaking towers enabled fishing ships to call Ofunato Port and local people to secure related jobs.

Relevance of the Project

- The support by JTIF and PWJ contributed significantly to securing fish unloading of Ofunato in 2011.
-
- First of all, it should be appreciated that PWJ was fast in recognizing the importance of ice-supply field, because ice is indispensable for fish distribution. At the end April 2011 Ofunato Fish Market decided to reopen in June, as Ofunato Port suffered comparatively less damage to its facilities than the other ports in Sanriku area. The biggest issue was how to supply the ice to ships which unload fish at Ofunato Port. As the only one of three towers was in serve after the tsunami disaster, big reduction of porting fishing vessels to Ofunato Port might be happened. Although the restoration of ice-breaking tower for loading ice was critical, no government money was available which enabled the fishing operation just in time for the high season of August to December in 2011. In Ofunato Port, the busiest fishing season is August to middle December when sanma fish (saury), mackerel, and salmon are unloaded. In time for the season, Ofunato Fishery Association temporarily restored one of the ice-breaking towers by use of the facilities surviving the tsunami. For that purpose, PWJ's financial aid of JPY 1.5 million(USD19,105,500) was applied to repairing ice supply pipes, electrical construction for ice supply facilities, leasing of generators and prefabricated buildings, and installation of boards for forklifts to move uneven floors.
- At that time, state's subsidy programs offered sufficient budget. However, the budget is distributed first to prefectures, and then, to municipalities. So, it took much time to determine a real amount of distributed subsidy.
- Ofunato Fishery Association is rebuilding ice supply facilities and ice-breaking towers in a state-subsidized project with a budget of JPY 40 million(USD509,480) in 2012. Accordingly, the temporarily restored ice-breaking tower was demolished. Compared with this, PWJ's prompt

support was extremely useful even if the amount was smaller than the rebuilding budget.

Effectiveness of the Project

- By the ice-breaking towers including the one temporarily restored with support from PWJ, the Port successfully supplied 493 ships with 2,292 tons of ice during the fishing season from September to December. Besides, it was able to supply 225 tons of cooling ice for 146 trucks carrying fish to all parts of Japan.

6.2.2 Influences, impacts and sustainability

Questions and Answers

- What changes were brought about by the project?
- Ships usually do not call ports that do not have ice-breaking towers and are unable to supply ice, so the effect of successful restoration of the ice-breaking towers was extremely great. According to Mr. Chiba of Fisheries Unit of Ofunato City, “Unloading of sanma fish reached 18,000 tons in 2011. This accounted for 80% of the amount in 2010. We couldn’t have done this without PWJ and other organizations’ support. We can say that about the half of 2011 unloading was achieved due to the restoration of the ice-breaking towers”.
- What influences and impacts has the project had on the beneficiaries and the community as a whole, if any, and in particular what were these influences and impacts? Use illustrative stories and please provide a qualitative and quantitative analysis.
- Mr. Sato of Ofunato Fish Market said, “Fishery industry involves many types of business people such as fishery operators, ice makers, factories, trucking firms, and suppliers of packing materials. The restoration of the ice-breaking towers enabled fishing ships to call Ofunato Port and to secure jobs for local people. Since each factory has 50 to 70 employees, it contributed to their life financially. So we can say the economic effect of restoring the ice-breaking towers was remarkably great”.
- Mr. Sato added, “If unloading ports had been only limited to Hokkaido,

it would have caused a concentration of unloading fish there, and thus, the prices would have been beaten down by buyers. So many fishery operators appreciate the fact that Ofunato Port accepted as much as fish in 2011 as before, since it directly contributes to securing profits for them. Therefore, we can say that effect of restoring of the ice-breaking towers was immeasurably huge”.

- Are these changes sustainable economic recovery?
- Mr. Sato of Ofunato Fish Market said, “Fishery industry involves many types of business people such as fishery operators, ice makers, factories, trucking firms, and suppliers of packing materials. The restoration of the ice-breaking towers enabled fishing ships to call Ofunato Port and to secure jobs for local people”.
- What can be underlined from reporting period 08.01.2011 to 12.31.2011 that would be useful for the continuation of the project or to other similar initiatives?
- Key of the PWJ’s success was that they had the strategy to focus attention on the distribution of fish. They got the idea from the close relationship with the leaders of local fishing industry and rigorous information gathering.

Changes and Influences brought about by the Project

- Before the disaster, unloading of sanma fish reached 21,000 tons in fiscal 2010; and it reached 18,000 tons in 2011, which accounted for 80% of the former. The record for 2011 was achieved by timely restoring the ice-breaking towers meeting the best sanma fishing season when the largest volume of the fish is unloaded in terms of weight and yen amount.
- In the fishing industry at Ofunato City, unloading of sanma fish is the largest in both weight and sales. The following shows the unloading for fiscal 2011.

Unloading	In weight (kg)	In amount (JPY)
Sanma Fish only	18,439,373.8 (60%)	1,873,916,589 ^{a)} (49%)
All Fish	30,731,036.6	3,802,272,334 ^{b)}

a) USD23,868,075 , b) USD48,429,542 (1USD=78.41JPY, 12.Oct, 2012)

Impacts and Sustainability of the Project

- Though the investment JPY amount was small, it had the great economic impact at the end. Though its value-chain, fisheries industry involves many types of business people, such as fishery operators, marine products wholesalers, ice makers, trucking firms and suppliers of packing materials. The restoration of the ice-breaking towers enabled fishing ships to call Ofunato Port and local people to secure related jobs.
- Fisheries industry involves many types of business people, such as fishery operators, marine products wholesalers, ice makers, trucking firms, and suppliers of packing materials. The restoration of the ice-breaking towers enabled fishing ships to call Ofunato Port and local people to secure related jobs.
- If unloading ports are limited, it will cause a concentration of unloaded fish in certain ports and will place fishery operators in a weaker position; their prices will be beaten down buy buyers. Fishery operators appreciate the fact that Ofunato Port was timely restored and it accepted as much fish in 2011 as before. In addition, crewmen used restaurants and taxis in the city while ships were anchored, which contributed to securing profits by local businesses.
- By restoring the ice-breaking towers, the following were achieved:
 - Fishing boats were able to go fishing and unload caught fish at the port, which contributed to securing revenue by fishery operators .
 - Fishing boats chose Ofunato Port as an unloading port, which contributed to securing profits by the fish market.
 - Wholesaler and retailers were able to buy fish in the fish market for processing, distributing and selling, which led to securing

profits by businesses engaged in related production, processing, transport, and material supply.

- It contributed to securing profits by shipping agents which provided ships with water, fuel and foods besides ice, and by businesses which sold materials to shipping agents.
- By port calls of fishing boats, it contributed to securing profits by restaurants and taxis which crewmen used while ships were anchored.

6.2.3 Operational efficiency

Questions and Answers

- How would you qualify the use of communication between the JTI Foundation and Peace Winds Japan? Use illustrative stories.
- Mr. Sato of the Fish Market said, Although there were various other subsidizing programs, its procedures were very complex. In contrast, PWJ's program required only simple procedures. After we submitted a list of desired items with estimated price, Ofunato City and PWJ cooperated together to continue the process. We were very grateful about this because we couldn't do clerical work since we lost our personal computer due to the disaster. The president, who was 77 years-old and a very strict person, conveyed his profound gratitude to PWJ in the handover ceremony.
- Has the project experienced any operational difficulties? How has the team resolved these operational difficulties? Has the JTI Foundation been contacted to provide support and how was its response?
- Mr. Chiba of Ofunato City said, "When PWJ first came to City Hall and asked if there is anything needed for fishery industry, I thought "there must be a catch to this story" since we never had an experience of NGOs coming and supporting our city. We never had this type of offer from private sectors that we didn't know that there exist such organizations as PWJ. However, after meeting with them several times, my first fear started to fade away. When we exchange information with nearby

cities about which organizations came for assistance and etc, I found out that PWJ had assisted Rikuzen-Takada City before they come to Ofunato. This fact made us trust about PWJ. I have impression that PWJ always assisted us with great care and passion”.

- Has the project enabled to develop interactions and alliances with different actors and shape/create synergies with other key stakeholders (local authorities, other organizations, projects, etc.)? If so, how?
- According to Mr. Sato, “After acquiring the trust with PWJ, we gratefully received PWJ’s financial aid. First of all, we bought most needed items for unloading such as forklifts, measuring devices and etc. In addition, Ofunato City hastened to restore lifelines such as electricity and water in order to reopen the market by June. Since we couldn’t use high-tension electricity, we used low-tension electricity, and furthermore, used the generators to make up for the shortage. In addition, PWJ paid the expense for the generators’ leased payment. Ice bought from other districts was put into the containers provided by “Signal of Hope”, and the generators were used to refrigerate them”.
- It was What Mr. Sato told PWJ that triggered the PWJ’s financial aid to Ofunato Fish Retailer’s Association (OFRA) and Ofunato Area Woman’s Coalition(OAWC). Mr. Sato said, “I was the first person to meet a PWJ representative and trusted PWJ as an organizations as well as its program. After the meeting, the trust generated another trust. I introduced other organizations which seemed appropriate to the size of PWJ’s financial aid. I thought that if the other organizations realize that I was the one who introduced PWJ to them, they wouldn’t have to feel suspicious about PWJ. As I heard that the association was struggling hard to resume Sanma Fish Mail-Order business, I directly took contact with PWJ. Immediately after this, PWJ visited OFRA for discussion and decided to offer financial aid to the association.”

Operational Efficiency

- Key of the PWJ’s success was that they had the strategy to focus

attention on the distribution of fish. They got the idea from the close relationship with the leaders of local fishing industry and rigorous information gathering.

- Besides PWJ's support program, various other subsidizing programs by the state and organizations were available. However, very complex procedures had to be followed for application. In contrast, PWJ's program required very simple procedures and the application was made in cooperation with the Fisheries Unit of Ofuna City; The Fish Market had only to submit a list of desired items with estimated price.
- Mr. Sato of the Fish Market said, "We felt very grateful to PWJ since it did not require paperwork after we lost personal computers for paperwork due to the disaster." The President of the Fish Market, who had not trusted aids by NGOs like PWJ in the beginning, conveyed his profound gratitude to PWJ in the handover ceremony.
- Simultaneously with the PWJ's support, Ofunato City hastened to restore lifelines for the fish market, such as electricity and water. Furthermore, the city temporarily repaired the office of the fish market since its building was owned by the City.
- Before restoring the ice supply facilities, ice was bought from other districts to make up for the shortage of ice making capacity; containers provided by "Signal of Hope" were used for storing ice; electric power for refrigeration in the containers was supplied by the generators owned by PWJ.

6.3 Support for Ofunato Area Woman's Coalition(OAWC)

Background

In Okirai District of Ofuna City, women who worked to help fish farming or in seafood processing workshops lost their job for the tsunami. Members of Sanriku Toritate Market Limited Liability Company (hereinafter abbreviated as STM) which used to sell local fresh fish on the Internet started up "Hamano Misanga Project" in cooperation with an advertisement agency of Tokyo and other organizations. In the project, women make misanga (friendship bracelets) of fishing nets for selling on the Internet. Selling started in June, 2011 in his project; about 300 women living on Sanriku coast participated in the project as a misanga making worker; it sold 130 thousand sets by March, 2012 and recorded sales of JPY 140 million(USD1,783,180); nearly half of the sales constituted the female worker's revenue.

As of March, 2012, that is one year after the disaster, people engaging in Hamano Misanga Project felt that they should create new jobs for women since the sales of misanga were expected to decrease in the future. Besides, a new place was desired for women to get together and communicate with each other for mental stability, who tend to confine themselves indoors after losing home and workplace for the disaster.

6.3.1 Relevance and Effectiveness of the Project

Questions and Answers

- What are the strengths and weaknesses of the project such as implemented? (please provide the result and the corresponding justification)
- Mr. Kenichiro Yagi, President of STM said, "Since before the disaster, STM had been studying about a new business in which we can share and convey the local producers' enjoyment of food to the consumers. STM wanted to use fish caught by local fishermen and process into daily dish (delicatessen) and sold by women. We began to speculate this business plan for actualization. By building a process workshop with the support of PWJ, it enabled us to make a business plan whereby fishery operators, facilities of STM, CAS, and processing workshop were

combined.”

- Has the project been able to assist the Ofunato Area Woman’s Coalition(OAWC) in starting their activity?
- President Yagi said, “It was crucial to have a place where people can keep their companionship and work together in the same place. In addition, the timing was very effective since we were searching for next business that involves fishery industry. We realized that we have to move forward from Misanga project, emergency assistance type of work to real job”. “We didn’t want the devastated women to do monotonous factory type of work; instead, we wanted the women to be proud of themselves with their new job”.
- Considering the extremely complex environment left behind by the Great East Japan earthquake and tsunami, is the project making a significant contribution to economic recovery efforts in Ofunato?
- President Yagi said, “Although they’ve experienced the change of staffs starting with 9 women, 8 women are currently working in the prefabricated processing workshop. They work 80 hours a month and are paid JPY730(USD9.3) per hours, and they are covered with employment and medical insurances as well.”
- Comparing the project at the very onset, what aspects of the project (objectives, strategies/methodologies and outcomes) have been achieved or have evolved? What are the main reasons for these changes, and adaptations?
- Mr. Kenichiro Yagi, President of STM though it should request stoves and other equipment when he first received a proposal from PWJ. However, he rethought afterwards that the amount of the financial aid offered by PWJ would be able to cover cost of building a new processing workshop if prefabricated construction was used. After a prompt decision was made to build a fabricated processing workshop through discussion between PWJ and STM, it was becoming gradually clearer to STM what machines and equipment are needed for the new workshop.

Relevance of the Project

- Timing of the support was so appropriate that the group was just searching the next stage of recovery process. New project that would produce a bread-and-butter job based on fishing was desired.
- Since before the disaster, STM had studied establishing a new business model whereby fish caught by local fishermen is processed into daily dish (delicatessen) and is sold by women. This business plan was materialized earlier than planned; a new processing workshop was built with a help from PWJ.

Effectiveness of the Project

- The support by JTIF and PWJ contributed to securing jobs for women in the area, who lost jobs and hopes for life by tsunami. The new place provided not only jobs but also their mental stability.
- Since May, 2012, eight to nine women have worked and been paid here to prepare daily dish.

6.3.2 Influences impacts and sustainability of the project

Questions and Answers

- What changes were brought about by the project?
- President Yagi said, “By building a process workshop with the support of PWJ, it enabled us to make a business plan whereby fishery operators, facilities of STM, CAS, and processing workshop were combined”.
- Based on the business plan, about JPY 10 million(USD 127,370) was secured as one-year employment cost for women working in the processing workshop through Iwate Prefecture’s 6th Industry Assistance Project intended for emergency employment measures.
- What influences and impacts has the project had on the beneficiaries and the community as a whole, if any, and in particular what were these

influences and impacts? Use illustrative stories and please provide a qualitative and quantitative analysis.

- President Yagi said, “Although they’ve experienced the change of staffs starting with 9 women, 8 women are currently working in the prefabricated processing workshop. They work 80 hours a month and are paid JPY730(USD9.3) per hours, and they are covered with employment and medical insurances as well.”
- Are these changes sustainable economic recovery?
- Mr. Mitsutoshi Uchida, Head of Seafood Processing Division of STM said, “Currently, sales of daily dishes remain about JPY50,000(USD636) a month, and over JPY200,000(USD2,547) if included fresh fish. STM is now aware that we can reasonably handle about 30 customers in the future if we deal with similar size of the shops as the current ones. For the process food ingredient, the workers have been utilizing the unused fish which is not usually sold in the market due to its irregular size and processing difficulty.”
- What can be underlined from reporting period 08.01.2011 to 12.31.2011 that would be useful for the continuation of the project or to other similar initiatives?
- President Yagi said, “By building a process workshop with the support of PWJ, it enabled us to make a business plan whereby fishery operators, facilities of STM, CAS, and processing workshop were combined. STM is now aware that we can reasonably handle about 30 customers in the future if we deal with similar size of the shops as the current ones. We don’t think there aren’t any business models in Japan where they use CAS to deal with shops”.

Changes and Influences brought about by the Project

- The support by PWJ enabled the Sanriku-Toretate Ichia to launch the new business, which created the job opportunity for 8 women.
- Mr. Kenichiro Yagi, President of STM though it should request stoves and other equipment when he first received a proposal from PWJ.

However, he rethought afterwards that the amount of the financial aid offered by PWJ would be able to cover cost of building a new processing workshop if prefabricated construction was used. He somewhat feared in the event of prefabricated processing workshop being used, customers may be limited depending on hygienic conditions imposed by them, but he thought he should accept the limitation in the transition stage until the completion of a permanent processing workshop .

- After a prompt decision was made to build a fabricated processing workshop through discussion between PWJ and STM, it was becoming gradually clearer to STM what machines and equipment are needed for the new workshop.
- Currently, eight women work for 80 hours a month and are paid JPY 730(USD9.3) per hour. They are covered by employment and medical insurances. Iwata Prefecture's subsidy for employment cost is limited to fiscal 2012 and so, the business group is considering shortening the working hours to 60 per month whereby dependency exemption is still available and no further burden is imposed on households.
- The technical support by PWJ staff also encouraged the company to apply the governmental subsidiary for employment. Based on the business plan, about JPY 10 million(USD 127,370) was secured as one-year employment cost for women working in the processing workshop through Iwate Prefecture's 6th Industry Assistance Project intended for emergency employment measures.

Impacts and Sustainability of the Project

- Panelized workplace was built in order to produce prototype products made of unused fish.
- As material for processed seafood, new types of fish will be mainly used---such fish as has not been used in the past for not meeting standards or processing difficulty. Traditional skills and knowledge of wives of fishermen are also utilized to create new recipes of products.

The business intends to add value to marine products by processing, which used to be regarded as worthless. The business also intends to increase fishery operators' revenue.

- They also became able to utilize the high spec freezer which would add more value to the product. With the help from a private-sector company, CAS (refrigeration equipment) was installed in STM in August, 2011, but was not fully used for six months after the installation, but was used only to refrigerate perishables. However, building processing workshop enabled to work out a business plan whereby various factors such as fishery operators, facilities of STM, CAS, and processing workshop were combined.
- Currently, many types of delicatessen are still in trial phase, and sales to customers outside the prefecture remain about JPY 50,000(USD636) a month. However, after passing several months from starting the business, STM is now aware that it can reasonably handle about 30 customers and plans to develop more customers.

6.3.3 Operational efficiency

Questions and Answers

- How would you qualify the use of communication between the JTI Foundation and Peace Winds Japan? Use illustrative stories.
- President Yagi said, "PWJ staffs not only provided financial aid but also shared the work together with STM to carry the business forward. If PWJ had only given us money and said, "build the prefabricated processing workshop on your own", it would have taken a much longer time to complete it. For us, the project was like a half-joint work with PWJ that we could share the roles, and work with them. Thus, it helped to promote the speed of whole process. We were very grateful that PWJ handled the schedule management and clerical work for us."
- "PWJ staffs often visited the site to check the progress as well as to evaluate the project. Through their visits, we and all the women began

to realize that we have social responsibility to meet the expectation of the people who supported them, and thus, we felt we can't just throw away for our own reasons. This motivated us greatly.”

- Has the project experienced any operational difficulties? How has the team resolved these operational difficulties? Has the JTI Foundation been contacted to provide support and how was its response?
- PWJ's financial aid alone partly fell short of the overall cost for building the processing workshop including facilities such as water works and gas. In order to solve the problem, JPY 700 thousand(USD8,915) originally donated by an organization in Yamaguchi Prefecture for the Misanga Project, was applied to the shortage. President Yagi said “ if the donation is distributed to the women, each receives about JPY 20 thousand(USD254). Once distributed, it is gone. So, in consultation with the staff, we kept the money undistributed. By combining the donation with the PWJ's aid, we were able to use it effectively.”
- Has the project enabled to develop interactions and alliances with different actors and shape/create synergies with other key stakeholders (local authorities, other organizations, projects, etc.)? If so, how?
- President Yagi said, Based on this business plan, we applied for Iwate Prefecture's 6th Industry Assistance Project. By obtaining its qualification, we have secured one-year employment cost for all the women working in the processing workshop.

Operational Efficiency

- The project was implemented fully collaboratively. The staff of PWJ visited the site frequently, which not only made up the lack of the experience and the shortage of manpower of the beneficiaries but also offered the emotional support.
- PWJ's financial aid alone partly fell short of the overall cost for building the processing workshop including facilities such as water works and gas. In order to solve the problem, JPY 700 thousand (USD8,915) originally donated by an organization in Yamaguchi Prefecture for the

Misanga Project, was applied to the shortage. President Yagi said” if the donation is distributed to the women, each receives about JPY 20 thousand(USD254). Once distributed, it is gone. So, in consultation with the staff, we kept the money undistributed. By combining the donation with the PWJ’s aid, we were able to use it effectively.”

- According to President Yagi, PWJ not only provided financial aid, but its staff worked together with STM to carry the business forward. He said “If we had been given money only by PWJ and told to build the prefabricated processing workshop for ourselves, it would have taken much longer time to complete it. For us, the project was, so to speak, a half-joint work with PWJ. It was very helpful to be able to share the roles and work with PWJ, which promoted the progress of the project. We felt very grateful to PWJ for doing progress management and clerical work.”
- PWJ staff often visited the site to check the progress and evaluate the project. The visits also gave a good influence on the people involved in the project. President Yagi said, “The women working in the processing workshop are now aware that they have social responsibility for meeting the expectations of the people who supported them. They were greatly motivated by knowing the fact that there were people who were looking forward to their growth.”

6.4 SORI Analysis

SROI is a framework to account social, economic and environmental values created through the programs with social objectives. It identifies the amount of change held by the program to the key stakeholders and estimates the value of the change translating the social impact into the financial measures using a set of monetization methodologies. It steps further by incorporating the value for money of the social returns on the traditional economic return measure.

The concept of SROI was originally introduced in the United States by REDF in the 90s and further developed in the UK by the cabinet office and the SROI Network which is the network of practitioners for SROI analysis around the world. The Center for Public Resource Development held SROI analysis in 5 cases during 2011 which was analyzed activities by the various non-profit organizations in Japan.

The SROI evaluation process can be largely divided into five processes;

- a). Identify key stakeholders who are benefited directly or indirectly from the project
- b). Assess the impact or change that happened to the identified stakeholders through interviews and other data collections
- c). Develop a logical framework or theory of change to define the process on how the impact happened from input to outcome.
- d). Define the amount of filtering to discount the impact which is included by the other factors.
- e). Add up the impacts for each stakeholder and calculate the SROI defining the impact of the program per amount of input by the donors.

6.4.1 Scope and Key Assumptions

6.4.1.1 Scope

Although PWJ conducts various rehabilitation programs in the affected area, this SROI analysis focuses on the impact of the rehabilitation program held by PWJ in Ofunato city under JTIF's fund which was agreed in August 2011. The funds were used for the three main purposes:

- a). To restart the Sanma Fish Mail Order Program (SFMO) operated by Ofunato Fishery Retailers Association (OFRA). OFRA has been running the SFMO since 1986 to promote Sanma (Saury) caught in Ofunato.
- b). To reconstruct the ice cracking facility that is used to load the ice on the fishing vessels which are used to preserve the fishes during the sail.

- c). To set up the fish processing facility for women in the Okirai area to create a employment opportunities for the women in the affected area

The activities analyzed by the scope are the 5-month period and the funding and resources disbursed during the period from PWJ with JTIF fund. The capital disbursed over the period of the activities by this analysis was Japanese yen (JPY) 24,399,090 based on the report provided by PWJ.

6.4.1.2 Stakeholders

The stakeholders considers as the key direct and indirect beneficially of the support are identified below;

- a). Sanma Fish Mail Order Program

- Ofunato Fish Retailers Association (OFRA): The association operating body of the program. The association is the network of fish retailers in Ofunato with 47 members under the organization.
- Employee of the OFRA: OFRA hires total of 25 employees for the administration and preparation of the SMFO. If the SMFO program did not restart, there are no employment opportunities for them since OFRA did not have resources to maintain them.
- Member of the OFRA: The member of the OFRA is largely the fish retailers in Ofunato who run a shop to sell fish. During SMFO, the member was allowed to use OFRA facility for free to sell directly the SMFO boxes by themselves so that the members can earn money. Because of the OFRA's offer for the free use of facility, the members were able to earn some income to use for the restart of their businesses.

- b). Ice cracking facility

- Ice supply company: The company that provide ice to fish boats. In order for ice to be loaded on the boat, the ice needs to be cracked down into smaller pieces and loaded through a tube. PWJ/JTIF supported the ice tube in order to meet fishery season in 2011. As it was the temporary facility to quickly meet the demand in the limited budget, the tube has broken in the end of 2011 and currently full facility is being prepared.
- Employee of the ice supply company: The ice cracking company could restart the operation because of the PWJ's support on the recovery of the facility. If it did not happen, the employees might not able to continue the work. There are 20

- employees working for the company.
- Fish industry in Ofunato: Ofunato is famous for its fish catch and has large port that is the one of the hub in Tohoku. Since fish boat are not able to land if there are no ice offered to the port, the existence of ice cracking/loading facility is must in the recovery of fish catch.
- Ofunato residents: As fish boat land on the port, the fishermen who are often non-local residents stay the city to eat and to rest. Since they sleep in the boat, there is no accommodation necessary for them.

c). Okirai fish processing

- Fisherman: Fishermen who provide the fish for the processing. Since the fish processing facility uses fishes that cannot sell to commercial chains because of the unmatched size or injuries of the fish surfaces occurred during the catch. They benefited to find a way to sell such fishes that will be disposed normally.
- Women working in the fishery processing facility: Women who are hired to process the fishes. They are living in the Okirai area, an affected area in Ofunato. There are 8 women involved in the processing.

6.4.1.3 Filters

The SROI framework is designed to evaluate the impact as realistic as possible.

In order to avoid the exaggeration over the impact, it applies four filtering approach to discount the redundant figures. In this analysis, the filters are set in the real measure when it can precisely be calculated or it uses the certain assumptions set as below referring to the filtration measure used for the SROI analysis previously by the Social Ventures Australia Consulting.

a).**Deadweight:** Deadweight is the amount of outcome indicated in percentage that has happened even though the program did not occur.

Category	Deadweight (%)
The outcome would not have occurred without the activity	0%
The outcome would have occurred but only in limited extent	25%
The outcome have occurred in part anyway	50%
The outcome have occurred mostly anyway	75%
The outcome occurred anyway	100%

<Source: Social Ventures Australia Consulting>

b). **Displacement:** Displacement is the estimation of the negative impact taken place by displacing other outcomes possibly considered. Many of the support programs are designed not to displace other outcomes. As such it does not apply in every analysis but it is important for the analysis to consider potential negative effect towards other possible outcomes.

Category	Displacement (%)
The outcome did not displace other outcomes	0%
The outcome displaced other outcomes but only in limited extent	25%
The outcome partially displaced another outcome	50%
The outcome displaced another outcome to a significant extent	75%
The outcome completely displaced another outcome	100%

<Source: Social Ventures Australia Consulting>

c). **Attribution:** Attribution filters the outcomes caused by the other activities or organizations. It attempt to discount the impact created through the other resources and inputs.

Category	Attribution (%)
The outcome is completely a result of the activity and other programs and organizations contributed	0%
Other organizations and people have some minor role to play in generating the outcome	25%
Other organizations and people have a role to play in generating the 50% outcome to some extent	50%
Other organizations and people have a significant role to play in generating the outcome	75%
The outcome is completely a result of other people or organizations	100%

<Source: Social Ventures Australia Consulting>

d). **Drop-off:** Drop-off is the measure of the possible length of the outcome which the amount of outcome may drop overtime in the future years.

Category	Drop-off (%)
The outcome lasts for the whole period of time assigned to it	0%
The outcome drops off by 25% per year from year 2 on	25%
The outcome drops off by 50% per year from year 2 on	50%
The outcome drops off by 75% per year from year 2 on	75%
The outcome drops off completely by the end of the time period	100%

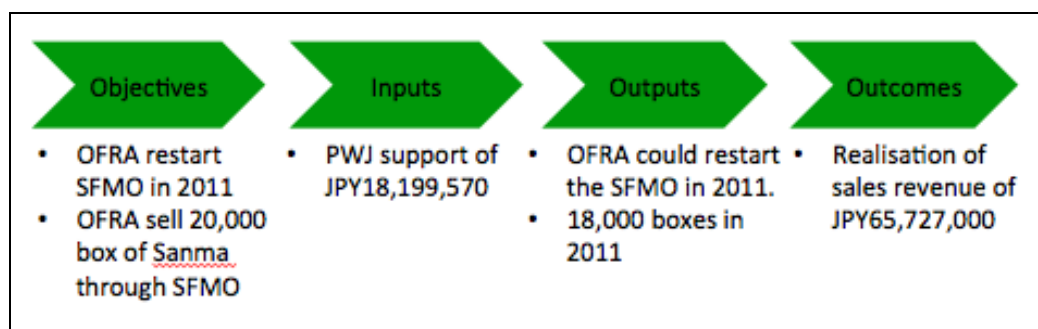
<Source: Social Ventures Australia Consulting>

6.4.2 Description of Outcomes

6.4.2.1 Support for Samma Fish Mail Order Sales

– OFRA

<Logic of Change>



OFRA aimed to restart the SFMO for the Saury season in the 2011 so that the SFMO project, which has been running for the decades, can continue over time. In addition, it aimed to realize the financial gain through the SFMO.

PWJ provided the support to cover the cost to restart the SFMO program. Since OFRA lost its facilities by the Tsunami, it required the recovery of the facilities such as Ocean sterilization facilities, water tanks and other equipment necessary for run the operation. PWJ support was necessary to restart the program since the impact of Tsunami is so severe that OFRA could not afford to cover the cost.

With the PWJ support, OFRA could restart the SFMO project. OFRA targeted to sell 20,000 box of saury through SFMO. The result of the sales was 18,724 boxes during the saury season of September to December 2011.

The interview with the president of OFRA confirmed that the SFMO would not be able to restart in 2011 without PWJ's support. Such the realization of the entire sales revenue through 211 SFMO program can be accounted for the change created by PWJ/JTIF's fund to OFRA.

As PWJ covered entirely for the restart of the SFMO, the deadweight and attribution can be considered as 0%. Also there are no outcomes potentially displacing other outcomes since OFRA did not operate any other programs. Since the facilities provided through PWJ/JTIF support can be utilized for the SFMO program

for the following years, the drop-off is estimated to be 50%.

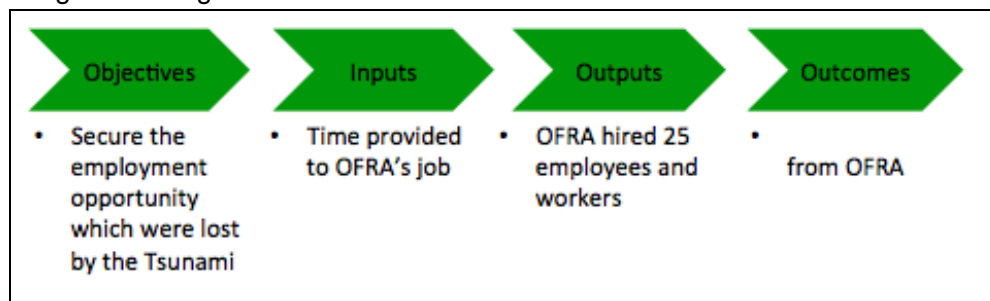
<Summary of the key figures>

Input: PWJ/JTIF's support of JPY18,199,570
Output: 18,724 box of sautry sold through SFMO in 2011
Proxy: The revenue from sautry in 2011
Outcome: The revenue of JPY65,727,000 from SFMO in 2011

Deadweight: 0%
Displacement: 0%
Attribution: 0%
Drop-off: 50%

– **Employees of OFRA**

<Logic of Change>



The previous employees of OFRA have lost their job after the Tsunami since OFRA was significantly damaged. By the restart of the SFMO program in 2011, OFRA could secure the revenue to hire the employees to implement the project. OFRA has employed 25 employees and workers in total.

Since there were no employment opportunity for OFRA and considering the opportunities offered for the local residents is quite limited due to the fact many enterprises have affected by the Tsunami and forced to fire their employees. The hiring of the 25 people is the pure increase of the employment, not displacing other employment opportunities.

Since the employment is likely to remain for long period more than a year normally go over five years. The drop-off rate is estimated to be 0%.

The input for the employees are the time provided to work for OFRA. Since they would most likely do not have any employment opportunities if not OFRA hire them, the value of the time is calculated as zero. The outcome for the first year is deducted since the outcome is included in the sales revenue of OFRA.

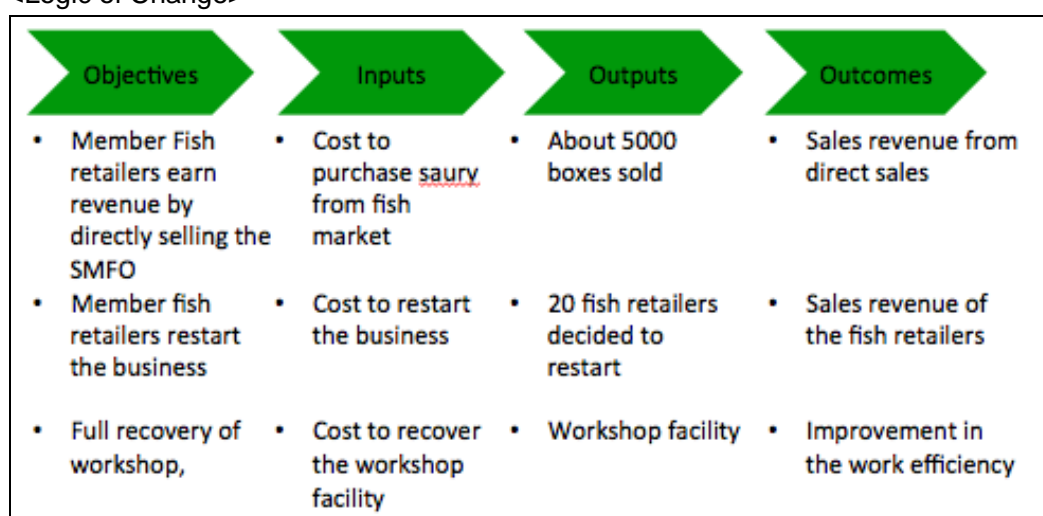
<Summary of the key figures>

Input: Time provided
 Output: 25 employees and workers hired by OFRA
 Proxy: Annualized salary(Calculated based on the salary during September to December 2011)
 Outcome: The amount of JPY 31,090,200

Deadweight: 0%
 Displacement: 0%
 Attribution: 0%
 Drop-off: 75%

– **Members of OFRA**

<Logic of Change>



>**Direct sales of the SMFO by member retailers**

The president of OFRA noted that the member of fish retailers have sold the SFMO directly without going through the OFRA using the facility of OFRA. The president allowed to do it for the members since most of the members suffer by the impact of Tsunami.

He reported that the number of boxes sold directly by the members are about 5000.

There are no discount measures considered for deadweight, displacement and attribution. Since the sales is held only for 2011 season, the drop-off rate is 100%.

<Summary of the key figures>

Input: The cost of purchasing the saury for SMFO
 Output: 5000 boxes
 Proxy: The profit per box profit from the sales of SMFO
 Outcome: The revenue of JPY12,983,626 gained through direct sales

Deadweight: 0%
Displacement: 0%
Attribution: 0%
Drop-off: 100%

>Restart of the fish retail store

The income earned through the direct sales of SMFO helped to restart the stores which the member business owners has once thought of closing down the shop since the loss by the Tsunami is too large. The president of OFRA counted that there are about 20 members that may thought to discontinue decided to restart the business because of the SMFO.

The input accounted for the restart of the shop is the income of JPY 12,983,626 earned through the above direct sale of SMFO by the members. Also, it accounted JPY2,000,000 per shop for the initial capital to restart the shop.

There are no discount measures considered for deadweight, displacement and attribution. The drop-off is set to be 75% since the restart of the SMFO is one of the large supporting fact that the members decided to restart the business and since SMFO will likely to continue the following years, the benefit can be attributed by large. Since the most of the members have not restarted in the year 1, the impact is accounted after the year 2.

<Summary of the key figures>

Input: The estimated cost for restarting the fish retail store
Output: 20 OFRA members decided to restart businesses
Proxy: Annual sales of the fish retailers in Iwate
Outcome: The sales revenue of JPY268,960,000.

Deadweight: 0%
Displacement: 0%
Attribution: 0%
Drop-off: 75%

>Recovery of the workshop facility of the OFRA

OFRA has reconstructed the workshop facility that will improve the sorting and grading process of the fish caught. From the interview with the OFRA, the facility will improve the efficiency of the member retailer's operation in sorting the right kind of the fish in the right size.

OFRA used the government recovery scheme that the 2/3 of the cost for the reconstruction is granted by the government if the organization cover the remaining 1/3. OFR invested JPY9,316,572 from the surplus earned by the SFMO 2011.

There are no discount measures considered for deadweight, displacement and Attribution. Since the improvement in the efficiency will remain over years, the drop-off rate is also set as 0%.

<Summary of the key figures>

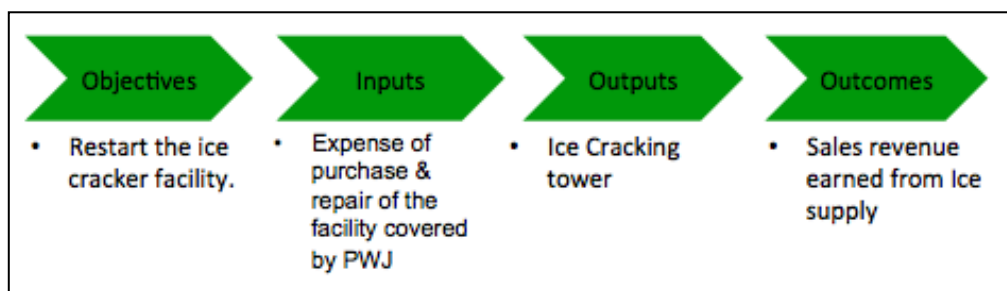
Input: The investment of JPY9,316,572 by OFRA for reconstruction
 Output: Improvement of the productivity of 4 hours per day
 Proxy: Annualized salary(Calculated based on the salary during September to December 2011)
 Outcome: JPY600,544 accounted by the accumulated working time per year reduced from the installment of the facility.

Deadweight: 0%
 Displacement: 0%
 Attribution: 0%
 Drop-off: 0%

6.4.2.2 Support for equipment for ice supply in Ofunato

– **Ice supply companies**

<Logic of Change>



PWJ supported to reconstruct the ice cracker facility mainly to repair the slope, pipes and generators for the ice cracking tower which is used to load the ice on the fish boat. If the shooter were equipped, there was no way to load the ice. Thus, PWJ's support brought significant impact for recovery although the size of the grant provided was quite minimal.

The input is considered to be the grant of 1,703,948 provided from PWJ/JTIF support. The fund activated ice cracking facility making able to load the ice produced and cracked down into pieces. Through the activation of ice racking business, the company were able to

earn JPY15,211,130 for its ice supply in 2011.

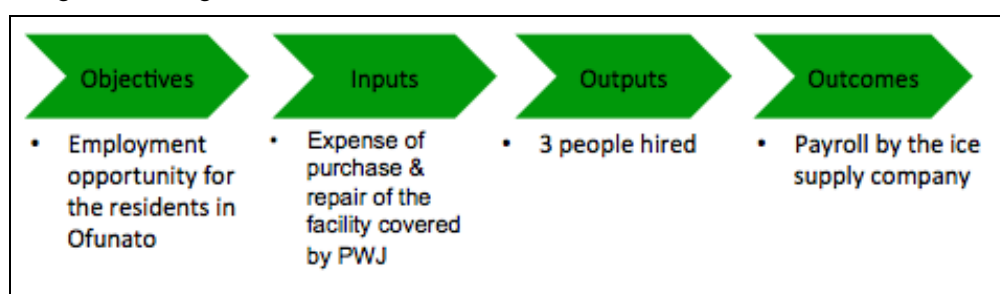
There are no discount measures considered for deadweight, displacement and Attribution. The facility was eventually replaced to the new facility under the government grant in the end of the year. Thus the drop-off rate is set to be 100%.

<Summary of the key figures>

Input:	The fund of 1,703,948 by PWJ for reconstructing the ice cracking tower
Output:	1 ice cracking facility
Proxy:	Revenue from the ice sales by the ice supply company
Outcome:	Revenue of JPY15,211,130 from the ice supply in 2011
Deadweight:	0%
Displacement:	0%
Attribution:	0%
Drop-off:	100%

- **Employee of ice supply companies**

<Logic of Change>



Through the activation of the ice cracking business, the company was able to hire 3 people who are committed to the ice cracking operation. The recovery of the ice cracking facility created 3 employment opportunities that would not happen otherwise.

The input is considered to be the grant of 1,703,948 provided from PWJ/JTIF support together with above. The outcome is set to be JPY3,604,265 as a salary paid out to 3 employees for 4 month which the shooter was active. Since the interview could not collect the actual salary of the employees, the proxy uses average monthly salary of the Iwate Prefecture.

There are no discount measures considered for deadweight, displacement and Attribution. The facility was eventually replaced to the new facility under the government grant in the end of the year. Thus the drop-off rate is set to be 100%.

<Summary of the key figures>

Input: The fund of 1,703,948 by PWJ for reconstructing the ice cracking tower

Output: 3 employees hired

Proxy: Average monthly salary of Iwate Prefecture

Outcome: JPY3,603,264 as 4 month salary of 3 employee

Deadweight: 0%

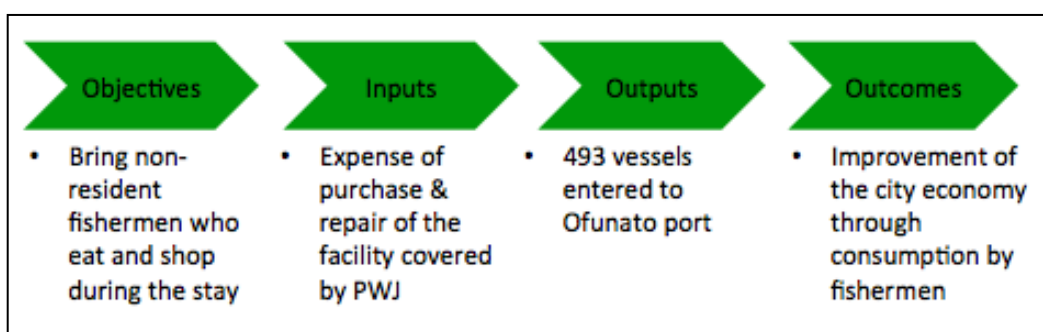
Displacement: 0%

Attribution: 0%

Drop-off: 100%

– **Residents of Ofunato**

<Logic of Change>



The ice is very important material for the fishing boat in order to keep the fish fresh while the boat are on the way back to the port after the catch. If there is no ice facility available, the fish boat will not come to Ofunato port, rather it chose other port to load their catch which is active. Thus, the fish boat could land to the Ofunato boat because of the recovery of the ice cracking facility.

The fishermen in the vessels land the city and purchase food, go to the restaurant and do shopping. Such spending by the fisherman will be benefited to the citizens and business owners of Ofunato city.

PWJ support brought 493 vessels during September – December 2011. It is estimated that there are on average 10 fishermen in a vessel. The financial proxy is the spending of the visitors in the city which the Iwate prefecture has estimated figure of a spending per visitor. Since the fishermen generally sleep in the ship instead of sleeping in the hotel, JPY5,759, the average rate for the hotel, is deducted. The outcome from the assumption above is 33,045,790

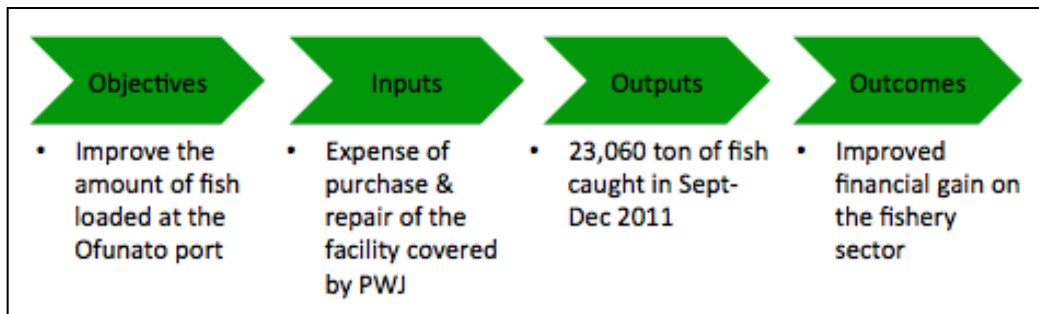
There are no discount measures considered for deadweight, displacement and Attribution. The facility was eventually replaced to the new facility under the government grant in the end of the year. Thus the drop-off rate is set to be 100%.

<Summary of the key figures>

Input:	The fund of 1,703,948 by PWJ for reconstructing the ice cracking tower
Output:	493 vessels entered in Ofunato port during Sept-Dec 2011
Proxy:	Estimated consumer spending per person visiting outside
Outcome:	JPY3,3045,790 spend by the fishermen
Deadweight:	0%
Displacement:	0%
Attribution:	0%
Drop-off:	100%

– **Fish industry in Ofunato**

<Logic of Change>



As mentioned above, the infrastructure to load the ice to the fish boat is crucial in bringing fish boat in the port for the load. If there is no infrastructure, the fish boats do not come to Ofunato. Then, the fish catch loaded in Ofunato reduce significantly. According to the interview with Mr. Sato, at Ofunato Fish Market, there were no fish caught during the year if the ice cracking facility did not recover. The impact of the overall fishery industry for the ice cracking facility is accounted quite high.

As the repair of the port infrastructure is necessary for the fish to land to the port, the government spending for the port repair is accounted on the input. In addition, the spending is divided by 38, the typical length of year of the duration for a concrete buildings since the impact towards the fish catch in this analysis is accounted only for the year of 2011.

It created 23,060 tons of fish catch recorded during September – December 2011. Financial proxy is the per ton revenue of Ofunato city through fish catch. Then, the outcome is calculated to 2,708,610,138.

There was other ice cracking facility operating which provided 53% of the ice loaded on the ship. Thus, 53% is discounted as deadweight.

There is no discount measures for displacement. The drop-off rate is set to be 100% under same reason as above.

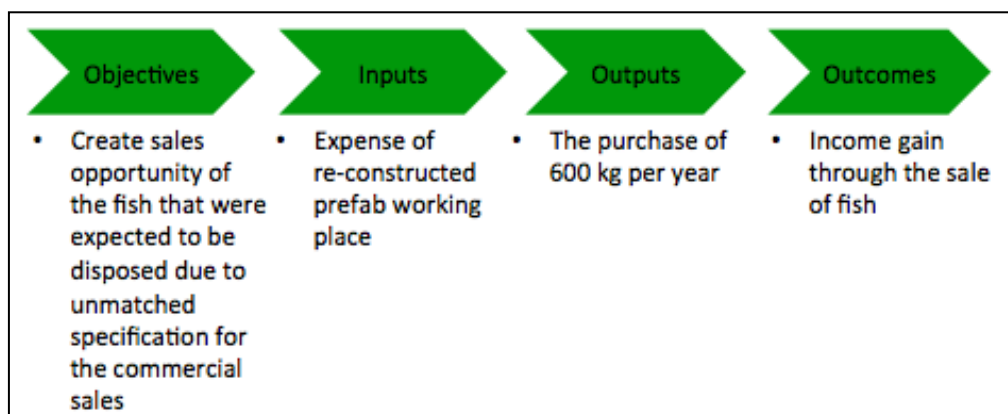
<Summary of the key figures>

Input: JPY27,117,474, which is 1/38 of the government spending to reconstruct the port
 Output: 23,060 t of fish caught in Ofunato from Sep to Dec in 2011
 Proxy: Revenue per ton earned from fish sold in Ofunato in 2008
 Outcome: JPY1,271,671,386 of revenue from fish on Sep – Dec 2011

Deadweight: 53%
 Displacement: 0%
 Attribution: 0%
 Drop-off: 100%

6.4.2.3 Support for Ofunato Area Woman’s Coalition (OAWC)

- **Fisherman**
 <Logic of Change>



The fish processing facility utilizes the fishes that the fishermen normally dispose because those fish are unable to put in the commercial value chain due to such as the size, injuries etc. The start of the fish processing facility bring the fishermen opportunity to sell such fishes which did not have commercial value before.

From the interview with the manager of the fish processing facility, it is estimated the facility purchases about 600kg per year for the processing. The manager noted that it purchase the fish about 100 yen per kilograms. The outcome for the fishermen is 60,000 yen annually.

There are no discount measures considered for deadweight, displacement and attribution. The drop-off is set to be 75% considering that the existence of fish processing facility which will operate for certain period will impact the future value creation for

the fishermen after year 2.

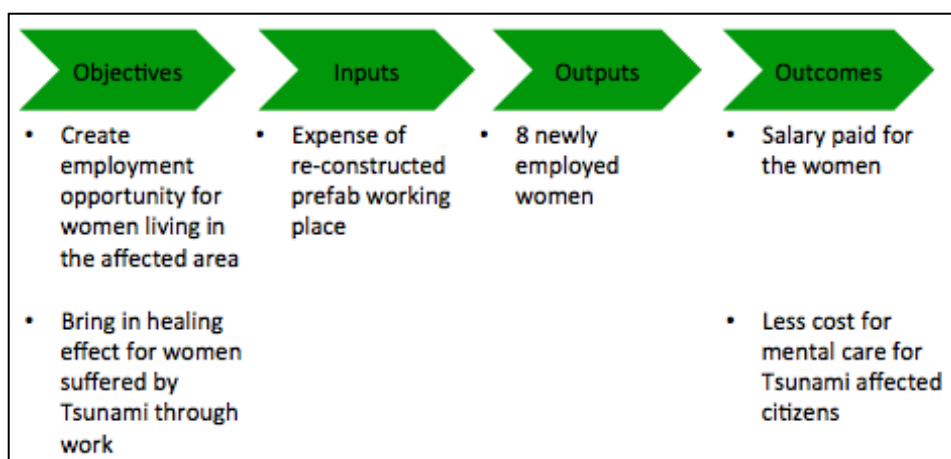
<Summary of the key figures>

Input: The investment of JPY2,985,828 for the development of fish processing facility
 Output: 600 kg of unused fishes purchased
 Proxy: Price of fish per kg
 Outcome: The revenue from the sale of fish to fish processing facility

Deadweight: 0%
 Displacement: 0%
 Attribution: 0%
 Drop-off: 75%

– **Women working in the fishery processing facility**

<Logic of Change>



>**Creation of employment opportunity for women**

The fish processing facility aims to create employment opportunities for the women working in the affected area. There are currently 8 women working. The outcome is calculated based on the payroll for the women gathered from the interview.

There are no discount measures considered for deadweight and displacement. Since the government provide the grants of JPY10,000,000 to the facility, the attribution of the impact by PWJ/JTIF fund is calculated as 23% as the portion of the PWJ input. The drop-off is set to be 75% considering that the employment will likely last for 5 years period until the fish processing facility continue to operate.

<Summary of the key figures>

Input: The investment of JPY2,985,828 for the development of fish processing facility
 Output: 8 women employed

Proxy: Salary provided for the women
Outcome: JPY 5,606,400 for the salary of all 8 women

Deadweight: 0%
Displacement: 0%
Attribution: 23%
Drop-off: 75%

>Recovery of the workshop facility of the OFRA

The project also helps to heal the mental stresses occurred through the Tsunami disaster. By working together with the people in the community instead of just staying at the temporary houses, the women can gradually reduce the stresses. Since the Iwate prefecture operate mental care center for the Tsunami affected citizens, the healing effect of the work for women will replace the cost for operating the mental care services. The analysis calculated the cost for the prefectural mental care center per affected refugees in Iwate, the multiplied by 8 which is the number of women hired by the facility.

<Summary of the key figures>

Input: The investment of JPY2,985,828 for the development of fish processing facility
Output: 8 women employed
Proxy: The cost for operating mental care center for the affected citizens
Outcome: The cost of JPY2,205 as the replacement of the government mental care program for 8 women

Deadweight: 0%
Displacement: 0%
Attribution: 0%
Drop-off: 75%

There are no discount measures considered for deadweight and displacement and attribution. The drop-off is set to be 75% considering that the employment will likely last for 5 years period until the fish processing facility continue to operate.

6.4.3 Overall SROI impact

The total accumulated SROI for JTIF's support is estimated to be **JPY179,388,233** by adding up the impact of each project component below. The discount rate is set to be 0.3% which is equivalent to the interest rate of Japanese government bond. Please see the attachment for the SROI map which summarizes the SROI analysis.

-Support to restart Sanma Mail Order project

<SROI Multiple>

Input: JPY 46,694,084.71
Net present value: JPY248,307,133.73
Social Return Multiple per yen: 5.32

<SROI of JTIF Fund>

Amount invested by JTIF x Social Return Multiple
= JPY18,199,570 x 5.32 = JPY96,780,633

-Support for the temporary recovery of Ice Cracker Facility

<SROI Multiple>

Input: JPY27,117,474
Net present value: JPY1,271,671,386.00
Social Return Multiple per yen: 45.18

<SROI of JTIF Fund>

Amount invested by JTIF x Social Return Multiple
= JPY1,703,948 x 45.18 = JPY76,980,966

-Support for fish processing facility

<SROI Multiple>

Input: JPY 5,971,056.00
Net present value: JPY11,253,269.60
Social Return Multiple per yen: 1.88

<SROI of JTIF Fund>

Amount invested by JTIF x Social Return Multiple
= JPY2,985,528 x 1.88 = JPY5,626,635

7. Conclusion

From the examination stated in the above sections, we concluded that the support by PWJ made great contribution to Ofunato fishery industry.

It would have been impossible to re-start Sanma Fish Mail-Order sales without the support by JTIF and PWJ. OFRA members, who are very small traders, faced to discontinuing their business as of the summer in 2011. PWJ support enabled them to re-start Sanma Fish Mail-Order sales, which draw the result that they are continuing their business now. As for the support for the equipment of ice supply, though the investment JPY amount was small, it had the great economic impact at the end through the value-chain of fisheries industry. The support for a women's group on seafood processing not only secured jobs for women in Okirai area, but also assisted the mental stability of them who lost lots of things in the Tsunami disaster.

It is also highly appreciated the performance and quality of work invested by PWJ. They fully executed the mission under the limited time schedule. PWJ had a wise strategy to focus attention on the supply chain of fishing industry and to work with the umbrella organizations like Ofunato Fish Market and OFRA, which realized the high SROI of the project. PWJ staff also successfully built close relationship with stakeholders. Their support not only lessened the administrative burden of the beneficiaries but also offered the emotional prop for them.

8. Annex

A. Impact Map for Social Return on Investment

<Support for sanma fish mail-order sales >

Social Return on Investment - The Impact Map										
Stage 1			Stage 2				Stage 3			
Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes (what changes)					
Who will we have an effect on? Who will have an effect on us?	What do we think will change for them?	What will they invest?	Value ¥	Summary of activity in numbers	Description	Indicator	Source	Quantity	Duration	Financial Proxy
					How would we describe the change?	How would we measure it?	Where did we get the information from?	How much change will there be?	How long will it last?	What proxy did we use to value the change?
OFRA	OFRA's profit to re-start of Sanma Fish Mail-Order	Expenses to re-start Sanma Fish Mail-Order (PWJ paid)	JPY 18,199,570	Sales amount of Sanma Fish Mail-Order 18,724 boxes	to get revenue by OFRA through Sanma Fish Mail-Order	Sales amount Sanma Fish Mail-Order in 2011	PWJ report	100%	1	Sales amount Sanma Fish Mail-Order in 2011
Employee of OFRA	to secure employment of OFRA	Time	JPY 0	# of employee of OFRA 25 employee	employment staff by OFRA	OFRA total payroll amount (annual base)]	PWJ report	100%	5	Total payroll amount from Sep to Nov 2011 x 4 (annual base)
(A) member of OFRA	profit of Sanma Fish Mail-Order direct sales by member	Sanma Fish first cost	JPY 6,194,317	# of sales - 5,000 boxes	Member can get additional revenue by direct sales of sanma Fish Mail-Order	members' profit by direct sales of Sanma Fish Mail-Order	OFRA hearing	100%	1	members' profit by direct sales of Sanma Fish Mail-Order #of boxes x profit each box (JPY700)
	profit of small fish shops which are runned by member and considered to discontinue	Profit by Sanma Fish Mail-Order by OFRA & direct sales by member	JPY 12,983,626	member who re-start the business - 20 shops	Member can get revenue to re-start the business (to run small fish shop)	Annual Sales amount of member who re-start the business	OFRA hearing	100%	5	# of member who re-start the business x annual sales amount each small fish shop x recovery ratio of fishery industry (80%) - Sales from Sanma Fish Order
	productivity improvement by workplace reconstruction	expenses to reconstruct workplace (exclude government support)	JPY 9,316,572	to reduce the working hours to compare that of temporary workplace 10 days per month	member's productivity improvement by setting workplace	productivity improvement before after to introduce new workplace	OFRA hearing	100%	5	the reducing working hours x average monthly salary in Iwate prefecture ÷ 25 days ÷ 24 hours x 300days
Total			JPY 46,694,084.71							

Ref. OFRA Ofunato Fish Retailer's Association
 Project Name (A) Sanma Fish Mail-Order Project
 Project Name (B) Ice-Breaking Facility Repairment Project

(continued)

Stage 3		Stage 4					Stage 5						
The Outcomes (what changes)		Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return						
Value ¥	Source	What would have happened without the activity?	What activity would we displace?	Who else would contribute to the change?	Will the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement and attribution	Discount rate						
What is the value of the change?	Where did we get the information from?						0.3%	Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5	
JPY 65,727,000	PWJ report	0%	0%	0%	100%	JPY 65,727,000		JPY 65,727,000.00	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
JPY 31,090,200	PWJ report	0%	0%	0%	75%	JPY 31,090,200		JPY 31,090,200.00	JPY 7,772,550.00	JPY 1,943,137.50	JPY 485,784.38	JPY 121,446.09	
JPY 12,983,626	PWJ report	0%	0%	0%	100%	JPY 12,983,626		JPY 12,983,625.75	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
JPY 190,249,374	annual average sales: Iwate Prefecture 2007 commerce statistics http://www3.pref.iwate.jp/w ebdb/view/outside/s14Tokei/tokei.download?fileId=s14TokeiInfo-1P7bYk.18OYJ.DGtR0 recovery ratio of fisher industry : hearing by Ofunato City Fishery Industry Dept.	0%	0%	50%	75%	JPY 95,124,687		JPY 95,124,687.12	JPY 23,781,171.78	JPY 5,945,292.95	JPY 1,486,323.24	JPY 371,580.81	
JPY 600,544	monthly salary in Iwate prefecture: 「Iwate no Kurashi」 http://www.pref.iwate.jp/~st at/hakusvo2005/data2005/65.pdf	0%	0%	0%	0%	JPY 600,544		JPY 0.00	JPY 600,544.00	JPY 600,544.00	JPY 600,544.00	JPY 600,544.00	
						JPY 205,526,056.88		JPY 204,925,512.88	JPY 32,154,265.78	JPY 8,488,974.45	JPY 2,572,651.61	JPY 1,093,570.90	
						Present value of each year (after discounting)		JPY 204,312,575.15	JPY 31,962,204.89	JPY 8,413,029.80	JPY 2,542,009.95	JPY 1,077,313.94	
						Total Present Value (PV)							JPY 248,307,133.73
						Net Present Value (PV minus the investment)							JPY 201,613,049.02
						Social Return ¥ per ¥							5.32

<Support for Equipment for ice-supply in Ofunato>

Social Return on Investment - The Impact Map											
Stage 1			Stage 2				Stage 3				
Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes (what changes)						
Who will we have an effect on? Who will have an effect on us?	What do we think will change for them?	What will they invest?	Value ¥	Summary of activity in numbers	Description	Indicator	Source	Quantity	Duration	Financial Proxy	
					How would we describe the change?	How would we measure it?	Where did we get the information from?	How much change will there be?	How long will it last?	What proxy did we use to value the change?	
(B) Ice Supply Companies	Revenue Up by re-starting of Ice-Breaking Tower	Expense of purchase & repairment of Ice Supply facilities (PWJ paid)	JPY 1,703,948	Ice-Breaking Machine (1 machine)	Suspended Ice Supply business can re-start and Ice Supply Companies can get revenue	Revenue of Ice Supply Business in 2011	PWJ report	100%	1	Revenue of Ice Supply Business in 2011	
	employee of Ice Supply Companies			Effect of employment by re-start of business	# of employee of Ice Supply Companies 3 employee	Ice Supply Companies can employ the staff and pay salary	Payroll amount by Ice Supply Companies	monthly salary in iwate prefecture: Iwate no Kurashi http://www.pref.iwate.jp/~stat/hakusyo2005/data2005/	100%	1	Average monthly salary in Iwate Prefecture x 3 person x 4 months
	Residence in the area			economic effect (such as restaurant,hotel etc.) by increasing flow of fishery industry related people	Increased # of fishing vessels to enter Ofunato port 493 vessels	Fisherman who unloaded Sanma in Ofunato port will stay the city. It makes good economic effect to local economy	Economic effect by flow of people outside Ofunato	Iwate Prefecture Tourism Statistics	100%	1	Local Consumer Spending per person a day x increasing # of vessels x # of person each vessel
Fisheries related people in Ofunato City	Recovery of fish unloading amount by re-starting of ice supply facilities	Government budget disbursed to reconstruct fish related infrastructure	JPY 27,117,474	a catch of fish in Ofunato from Sep to Dec in 2011 23,060 t	Revenue improvement of Fisheries related people in Ofunato City by recovery of Sanma Fish unloaded	Revenue of Ofunato Port from Sep to Dec in 2011	Ofunato City Agriculture, Forest & Fisheries Dept	100%	1	Catch of fish x Revenue by ton in Ofunato from sep to Dec 2011 (Revenue / Catch in Ofunato 2008)	
Total			JPY 28,821,421.68								

Ref. OFRA
 Project Name (A)
 Project Name (B)

Ofunato Fish Retailer's Association
 Sanma Fish Mail-Order Project
 Ice-Breaking Facility Repairment Project

(continued)

Stage 3		Stage 4					Stage 5						
The Outcomes (what changes)		Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return						
Value ¥	Source	What would have happened without the activity?	What activity would we displace?	Who else would contribute to the change?	Will the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement and attribution	Discount rate						
What is the value of the change?	Where did we get the information from?						0.3%	Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5	
JPY 15,211,130	PWJ report	0%	0%	0%	100%	JPY 15,211,130		JPY 15,211,130.00	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
JPY 3,603,264	http://www.pref.iwate.jp/~st Kurashi/ http://www.pref.iwate.jp/~st at/hakusyo2005/data2005/65.pdf	0%	0%	0%	100%	JPY 3,603,264		JPY 3,603,264.00	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
JPY 33,045,790	Samary of Iwate Prefecture Tourism Statistics 2008 (http://www.google.co.jp/url?sa=t&rct=j&q=&esrc=s&source=web&cd=7&cad=rja&ved=0CEQOEiAG&url=htt)	0%	0%	53%	100%	JPY 15,514,741		JPY 15,514,741.29	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
JPY 2,708,610,138	Ofunato City Agriculture, Forest & Fisheries Dept	53%	0%	0%	100%	JPY 1,271,671,386		JPY 1,271,671,385.61	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
						JPY 1,306,000,520.90		JPY 1,306,000,520.90	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
								JPY 1,302,094,238.19	JPY 0.00	JPY 0.00	JPY 0.00	JPY 0.00	
								Total Present Value (PV)					JPY 1,302,094,238.19
								Net Present Value (PV minus the investment)					JPY 1,273,272,816.50
								Social Return ¥ per ¥					45.18

<Support for Ofunato Area Woman's Coalition(OAWC)>

Social Return on Investment - The Impact Map

Stage 1 → Stage 2 → Stage 3 →											
Stakeholders	Intended/unintended changes	Inputs		Outputs	The Outcomes (what changes)						
		Who will they invest?	Value ¥		Description	Indicator	Source	Quantity	Duration	Financial Proxy	
Who will we have an effect on? Who will have an effect on us?	What do we think will change for them?	What will they invest?	Value ¥	Summary of activity in numbers	How would we describe the change?	How would we measure it?	Where did we get the information from?	How much change will there be?	How long will it last?	What proxy did we use to value the change?	
(C)	Fisherman	Revenue improvement by finding purchaser who can buy disposal expected fish	Expense of re-constructed prefab working place (PWJ paid JPY 1.5 million)	JPY 2,985,528	To purchase fish quantity 600kg per year	The fish which are expected to be disposed will use for seafood processing purpose. Fisherman can get the revenue for those.	Total amount of purchasing fish by seafood processing facility.	Sanriku Toretate Market hearing	100%	5	Total quantity of purchasing fish by seafood processing facility - kg per year x average unit price of fish
	Women in fishery processing facility	Employment at fishery processing facility	Expense of constructed prefab working place re-	JPY 2,985,528	newly employed women 8 person	Local women can find employment opportunity and get salary.	Payroll amount paid by seafood processing facility to employee.	Sanriku Toretate Market hearing	100%	5	payroll per hour x hours x 12 months x # of employee
		healing effect to get job	Expense of constructed prefab working place re-		newly employed women 8 person	Local women can feel a life with living by getting job. Their mental stress by earthquake is softened.	Iwate Prefecture "Mental Care Center" budget is decreased because of local women's mental stress improvement	Iwate Prefecture Budget in 2011	100%	5	Iwate Prefecture "Mental Care Center" budget ÷ # of Refugees in Iwate Prefecture x # of employee
Total				JPY 5,971,056.00							

Ref. Project Name (C) Women's Group on seafood processing in Ofunato Project

(continued)

Stage 3		Stage 4					Stage 5						
The Outcomes (what changes)		Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return						
Value ¥	Source	What would have happened without the activity?	What activity would we displace?	Who else would contribute to the change?	Will the outcome drop off in future years?	Quantity times financial proxy, less deadweight, displacement and attribution	Discount rate						
What is the value of the change?	Where did we get the information from?						0.3%	Year 1 (after activity)	Year 2	Year 3	Year 4	Year 5	
JPY 60,000	Sanriku Toretate Market hearing	0%	0%	0%	75%	JPY 60,000		JPY 60,000.00	JPY 15,000.00	JPY 3,750.00	JPY 937.50	JPY 234.38	
JPY 5,606,400	Sanriku Toretate Market hearing	0%	0%	30%	75%	JPY 3,932,594		JPY 3,932,593.58	JPY 983,148.40	JPY 245,787.10	JPY 61,446.77	JPY 15,361.69	
JPY 2,205	Iwate Prefecture Supplement Budget samary 2011 http://www.pref.iwate.jp/syoku/H23_hosei3gou.pdf Max Refugee number in Iwate Prefecture http://hinansyameibo.seesaa.net/article/223677620.html	0%	0%	0%	75%	JPY 2,205		JPY 2,204.71	JPY 551.18	JPY 137.79	JPY 34.45	JPY 8.61	
						JPY 3,994,798.29		JPY 9,965,854.29	JPY 998,699.57	JPY 249,674.89	JPY 62,418.72	JPY 15,604.68	
								Present value of each year (after dscounting)	JPY 9,936,046.15	JPY 992,734.23	JPY 247,441.23	JPY 61,675.28	JPY 15,372.70
								Total Present Value (PV)	JPY 11,253,269.60				
								Net Present Value (PV minus the investment)	JPY 5,282,213.60				
								Social Return ¥ per ¥	1.88				

B. List of References

- i) Key documents provided by PWJ
 - Support Plan for sanma fish mail-order sales
 - Support for equipment for ice-supply in Ofunato
 - Concept Paper from PWJ(3/22/2012) (Project Title: Support for a women's group on seafood processing in Ofunato)
 - Contract between Stiftung JT international and PWJ (26, Aug. 2011)
 - Memorandum exchanged between PWJ and Ofunato Fish Retail Association (5, Sep. 2011)
 - Memorandum exchanged between PWJ and Ofunato Fishery Association (8, Nov. 2011)
 - Memorandum exchanged between PWJ and Ofunato Area Women's Coalition (16, May. 2011)
 - Partner Organization Project Completion Report Final (Project title : Support for sanma fish mail-order sales)
 - Report for Sanma Fish(Saury)Mail-Order Sales Support project
 - Final Report for Support for a women's group on seafood processing in Ofunato
 - PDM (Log-frame) of support for sanma fish mail-order sales
 - PDM (Log-frame) of support for a women's group on seafood processing in Ofunato
 - Performance report of sanma fish mail-order business in 2010
 - Sales result of sanma fish mail-order(by month in 2011)
 - Advertisement leaflet of 2011 sanma fish mail-order sales(photocopy)
 - Loading ice to fishing ships for 2012 fishing season(Draft)
 - Ofunato Ice supply plan for 2011 (1, Dec. 2012)
 - Sales of ice at Ofunato Fishery Association ice works (Sep.-Dec. 2011)
 - References for report on PWJ support program (unloading of fish, supply of ice)
 - Evaluation date for the support program of ice-supply equipment (supplemental)
 - "Evaluation Report on Peace Winds Japan Economic Recovery Programs for Victims of the Great East Japan Earthquake", Mayumi Sakamoto, Hyogo Earthquake Memorial 21st Century Research Institute
- ii) Information provided by Stakeholders in Ofunato
 - "Status Report of the Disaster Areas", Mitsuo Sato, Junior Managing Director of Ofunato Fish Market, 24, Sep. 2011.

- The Unloading of fish and shellfish(by month in 2006-2008)
- The Unloading of fish and shellfish(by month in 2011)
- Trend of Fishery Management Entities and Employees
- Construction and Equipment cost, Out-of-pocket cost for a new workplace of sanma fish mail-order sales
- Sanma fish shipments for events to support the disaster areas in 2011
- The number of visitors to Sanma Festival at Tokyo Tower
- Remedial work cost of the ice-breaking towers, Performance table of ice supply
- Reconstruction cost of disaster stricken facilities (Ofunato Fish Market) in 2011, Reconstruction cost of fisheries industry joint use facilities (Ofunato Fish Market) in 2011

iii) Others

- “Year and a half since the earthquake disaster: Now in Ofunato”, Yousuke Tsunoda, Deputy mayor of Ofunato City, 7,Sep.2012.
<http://diamond.jp/articles/-/24416>
- Annual average sales of fish dealers : Iwate Prefecture 2007 commerce statistics
<http://www3.pref.iwate.jp/webdb/view/outside/s14Tokei/tokei.download?fileId=s14TokeiInfo-1P7bYk.18OYJ.DGtR0>
- Monthly Salary in Iwate Prefecture:“Iwate no Kurashi”
<http://www.pref.iwate.jp/~stat/hakusyo2005/data2005/65.pdf>
- Samary of Iwate Prefecture Tourism Statistics 2008
http://www.google.co.jp/url?sa=t&rct=j&q=&esrc=s&source=web&cd=7&cad=rja&ved=0CFQQFjAG&url=http%3A%2F%2Fwww.pref.iwate.jp%2Fdownload.rbz%3Fcmd%3D50%26cd%3D27924%26tg%3D3&ei=Iyh hUI_zIaqUiQfA9IH0BA&usg=AFQjCNF0u3oqup_8qnvqBD-am70xfRWxBw
- Iwate Prefecture Budget in 2011
- http://www.pref.iwate.jp/syoku/H23_hosei3gou.pdf
- Reconstruction Project of Ofunato City
- <http://www.city.ofunato.iwate.jp/www/contents/1309418254331/index.html>

C. List of Interviewees

Mr. Tetsuto Binnaka, Program Director, PWJ

Ms. Mari Poorman, Program Unit, PWJ

Mr. Yohei Sakamoto, former Program Officer, Touhoku Program, PWJ
Ms. Miwa Toki, former Program Officer, Touhoku Program, PWJ
Ms. Kei Kurimoto, Program Officer, Touhoku Program, PWJ
Mr. Kenichiro Yagi, President,
Ofunato Sanriku Toritate Market Limited Liability Company
Mr. Mitsutoshi Uchida, Head of Seafood Processing Division,
Ofunato Sanriku Toritate Market Limited Liability Company
Mr. Eiich Sasaki, President, Ofunato Fish Retail Association
Mr. Hidehiko Chiba, Chief of Fisheries Unit of Ofunato City
Mr. Mitsuo Sato, Junior Managing Director, Ofunato Fish Market

D. List of questions asked to interviewees

- i) Relevance and effectiveness of the project
- What are the strengths and weaknesses of the project such as implemented?
 - Has the project been able to assist the Ofunato Fish Retail Association in starting their activity?
 - Considering the extremely complex environment left behind by the Great East Japan earthquake and tsunami, is the project making a significant contribution to economic recovery efforts in Ofunato?
 - Comparing the project proposal at the very outset, what aspects of the project (objectives, strategies/methodologies and outcomes) have been achieved or have evolved? What are the main reasons for these changes, and adaptations?
- ii) Influences impacts and sustainability
- What influences and impacts has the project had on the beneficiaries and the community as a whole, if any, and in particular what were these influences and impacts? Use illustrative stories and please provide a qualitative and quantitative analysis.
 - Has the project enabled to develop interactions and alliances with different actors and shape/create synergies with other key stakeholders (local authorities, other organizations, projects, etc.)? If so, how?
 - What changes were brought about by the project? Are these changes sustainable economic recovery?
 - What can be underlined from reporting period 08.01.2011 to 12.31.2011 that would be useful for the continuation of the project or to other similar initiatives?

iii) Operational efficiency

- How would you qualify the use of communication between the JTI Foundation and Peace Winds Japan? Use illustrative stories.
- Has the project experienced any operational difficulties? How has the team resolved these operational difficulties? Has the JTI Foundation been contacted to provide support and how was its response?

E. Photographs

Photo1: Mr. Eiichi Sasaki, President, Ofunato Fish Retail Association (OFRA)

Photo 2: Reconstructed workshop built in 2012

Photo 3: New automatic sanma sorting machine

Photo 4: Sorting work (work table was provided by PWJ)

Photo 5: Packing work (work table was provided by PWJ)

Photo 6: Mr. Mitsuo Sato, Junior Managing Director of Ofunato Fish Market

Photo 7: Ofunato Port and Fishing Market

Photo 8: Ofunato Fish Market

Photo 9: Ice-breaking tower under reconstruction in 2012

Photo 10: Ice-breaking tower under reconstruction

Photo 11: Ice transported by truck

Photo 12: Mr. Hidehiko Chiba, Chief of Fisheries Unit of Ofunato City

Photo 13: Mr. Kenichiro Yagi, President of Sanriku Toritate Market Limited Liability Company (STM)

Photo 14: Mr. Mitsutoshi Uchida, Head of Seafood Processing Division, STM

Photo 15: Prefabricated processing workshop provided by PWJ

Photo 16: The processing workshop's cooking facility

Photo 17: Women who put together the recipes inside the processing workshop

Photo 18 : CAS freezes the daily dishes

F. Currency exchange rate

1USD=78.41JPY, 12.Oct, 2012