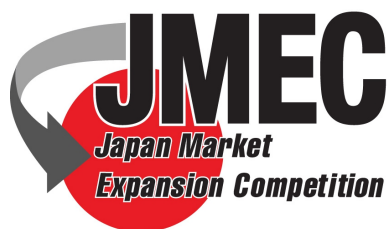19th Japan Market Expansion Competition

Business Plan
For Living Dreams

May 7th 2013

Prepared By
Team Glass Half Full
Team 7

Team Members
Alexander Andrakhanov
Eoghan McCarthy
Megumi Ishikawa
Sahiro Tsukioka
Tsunako Itsumi

JMEC
Japan Market
Expansion Competition

This page is intentionally
left blank.

Table of Contents

This page is intentionally
left blank.

1 Executive Summary

This business plan provides a sustainable expansion model for Living Dreams' Digital Natives initiative.

Established in 2006, Living Dreams is a non-profit organization supporting children's homes in Japan. Digital Natives is one the organization's core initiatives. The program is focused on empowering and enriching residents of children's homes through providing digital devices and I.T. skill training. This plan outlines the successful implementation and expansion of Digital Natives based on:

- A definite mission, brand, package and implementation model

- A sustainable expansion strategy

- Effective promotion strategies targeting homes, donors and volunteers

- Organization restructuring in order to support the successful implementation of the program

- Steps for fund-raising and diversifying sources of income, essential for steady development and financial independence

Digital Natives will successfully be implemented in 98 homes in the Kanto and Kansai areas within a 5 year time-scale, expanding its coverage to 259 homes (approximately 45% of homes in Japan) in a 10 year period.

Focus Points

- The Digital Natives package consists of: a shared computer lab (1 unit per 6 children) and a continued program of I.T. skills training. Implementation of the product will be based on 2 phases: Set-Up phase including needs assessment, delivery, installation and skills training, and Maintenance phase including quarterly events, skills training and support.

- The core elements of the Digital Natives brand are the mission statement, slogan and visual identity.

- The expansion of the program will begin from the its current base in Tokyo. After establishing itself in the greater Kanto area, the program will first expand to areas with a high number of children's homes. The strategy for expansion in each new area, will follow the realistic scenario based on the ability of Digital Natives to recruit and manage the required number of volunteers for expansion.

- Effective promotion strategies targeting children's homes, donors and volunteers are outlined within this plan. Possibilities brought by Digital Natives website, specially organized information sessions and speaking events for example TEDx Tokyo, exposure in the social media are highlighted in our proposal. We specify ways of approaching I.T. and financial companies as well as individuals for donations; employees of supporting companies, retired people, universities and other NPOs for volunteering; home management and staff in order to be accepted smoothly.

- Living Dreams will be restructured in order to fulfill the objectives outlined in this plan. The purpose of restructuring is to organize staff and roles so that the Digital Natives initiative can efficiently manage the volunteers and donors necessary for the successful implementation of the program.

Financial Plan

All assumptions regarding the product implementation, geographical expansion and organizational restructuring are supported by five year financial projections. The following chart shows the financial projections supporting the realization of the program's objectives.

Amount (JPY)	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total Income	7,853,000	8,423,000	10,427,000	13,592,000	14,950,000	55,245,000
Total Expenses	4,592,000	7,280,000	12,976,000	12,976,000	16,896,000	54,720,000
Total	3,261,000	1,143,000	-2,549,000	616,000	-1,946,000	525,000

In this plan all resources except administration costs will be covered by donations. The deficit in years 3 and 5 is due to expenses incurred from implementing the remaining homes in the Kanto and Kansai areas.

As outlined above, we believe that the Digital Natives initiative is realistic and sustainable over time and will greatly benefit not only the children in the homes, but also allow volunteers and donors to make contribution to the society.

2 Organization Summary

2.1 Living Dreams

Living Dreams is a non-profit organization committed to empowering and enriching the lives of children living in children's homes across Japan. The organization was founded in 2006 by Patrick Newell, co-founder of Tokyo International School. As of 2013, the organization has no paid staff and all administrative duties and programs are facilitated by a network of 20 volunteers.

Currently the organization is associated with 27 children's homes in and around the Tokyo area and 15 homes in the Tohoku region. The organizations' core programs are briefly summarized below.

- Digital Natives

    Digital Natives is a program bridging the digital divide that currently disadvantages children living in children's homes in Japan. In conjunction with its partners, Digital Natives also provides the children with basic I.T. skills training.

- Digital Artists Academy

    Beginning in 2009, Digital Artists Academy is a two week summer arts program for residents of children's homes across Tokyo. The program takes place in Tokyo International School.

- Christmas Wish

    Christmas Wish is a program enabling participants to share in the holiday spirit. An event evening is organized in participating homes through the cooperation of each home and Living Dreams. Children receive gifts funded through donations from the program's financial supporters.

In the past the organization has also initiated the following programs, some of which continue today: Learn to Ride Snowboarding Program, English Adventure Summer Camps, Music Therapy Retreat, English Adventure Snow Camp, College Entrance Exam Consultation, English Fun Time for Kindergarten Children.

Each program's contents have been developed through regular on-site interviews to assess each home's needs and the needs of the children. Working with the local community, the organization then strives to meet each need through providing a wide range of enriching programs.

2.2 Digital Natives

Digital Natives is built on the philosophy that access to the Internet can be a viable tool for children to communicate, explore and learn. Simultaneously, the digital medium is fast becoming our go-to and primary source for accessing all kinds of essential services and information; job seeking, government programs, health information, etc. The skills required to access this information are indispensable. The Digital Natives program has operated as follows:

- An on-site needs assessment establishes a homes current connectivity status and confirms the number of computers to be installed.

- The purchase, delivery and installation of new computers takes place and a connection to the Internet is established.

- Children are taught general computer skills and basic Microsoft Office skills, such as Word and Excel.

The program has been implemented in 3 homes in the Tokyo area and in a total of 14 homes in the Tohoku region. However as a consequence of not operating from within a structured plan for scalability, homes in Tohoku did not receive skills training.

Since its beginnings the program's financial supporters have included Barclays, American Chamber of Commerce in Japan, AT&T Foundation and AT&T Japan, Ritz-Carlton Tokyo, Tokyo American Club Women's Group, Merrill Lynch and Asie au Coeur.

Going forward, Digital Natives will be targeted towards residents of children's homes aged between 8 – 18 years old. The latest national statistics showing a detailed breakdown by age, showed that as of 2008 the number of children within the target age group was 73% of the total number of children[1]. The numbers are shown in the chart on the right.

0 - 7 YRS
8,597

8 - 18 YRS
22,996
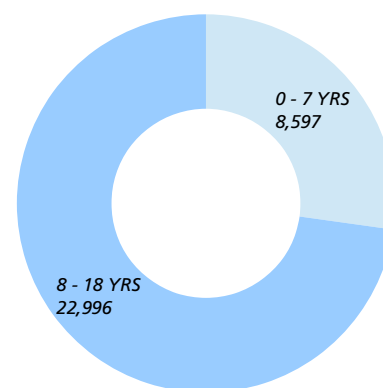
Target Age Group: Diagram 1

---

1   Ministry of Health, Labour and Welfare, http://www.mhlw.go.jp/bunya/kodomo/syakaiteki_yougo/dl/yougo_genjou_01.pdf

2.3 Seven Steps for Reliability & Sustainability

According to a survey conducted by the Cabinet Office in 2005[2] only 30.6% of Japanese people consider non-profit organizations to be reliable. However, reliability means everything for an NPO in order to be accepted by both beneficiaries and donors. Furthermore, trust from the whole society is a must.

Reliability is a key condition for sustainable development. We compared Living Dreams' Digital Natives initiative to a study called "Seven Conditions to be a Reliable NPO" introduced by Japan NPO Center, which itself is an NPO with an aim to strengthen NPOs in Japan by establishing strategic partnerships between them and for-profit and governmental structures[3]. From these criteria it is possible to bring to light challenges which inhibit Living Dreams' Digital Natives initiative from being a sustainable project model and outline solutions which will form the base of the proposal written in this paper.

1. Mission	• **Consistent Activities Based on a Definite Mission** • Challenge: Digital Natives' mission is "Empowering and enriching children" by bridging the digital divide that currently disadvantages children living in children's homes in Japan. Currently this concept is not shared between all volunteers, what makes it impossible to explain its values clearly to children's homes, donors and other volunteers. • Solution: In order to improve the situation we recommend clearly stating the mission and explaining the story related to Digital Natives. This requires a strong brand for Digital Natives including educating the Digital Natives staff so that everyone has a common language regarding what values they are providing for the society, children's homes and donors and consequently gain credibility and trust as a long-term reliable consultant.
2. Financial Stability	• **Financial Independence Based on Diversified Resources** • Challenge: Currently Living Dreams receives donations in cash, in-kind and by labor from more than 30 sponsors, but these resources are secured only by personal connections of certain members. Furthermore the majority of donations are obtained for the Tohoku area, what makes it impossible to transfer them to other programs.

---

2   "NPO(Minkan hieiri soshiki) ni kansuru yoron chosa" NPO（民間非営利組織）に関する世論調査, Cabinet Office, Government of Japan,厚生労働省 http://www8.cao.go.jp/survey/h17/h17-npo/index.html

3   "Japan NPO Center 日本 NPO センター", http://www.jnpoc.ne.jp/en/

- Solution: It is important to secure balanced and sustainable financial resources. We recommend introducing membership fees and crowd funding system in order to develop the Digital Natives program in a sustainable way.

3.
Governance

- **Clear and Independent Decision-making Process**

- Challenge: Living Dreams in its current form is run on an informal and simple decision making process. Projects are coordinated by interested volunteers in and the decision-making process is not clear. As of March 2013, no regulatory meetings are scheduled. This results in that information is not shared within Living Dreams efficiently.

- Solution: Strategy department should draw plans for directions of development of Living Dreams and Digital Natives. These plans should be reconsidered annually. Meetings where key members gather and confirm future development of Living Dreams and Digital Natives and report to each other about their work should be organized at least every month. The schedule of such meetings should be decided and shared beforehand.

4.
Disclosure

- **Disclosure of Activities and Financial Information**

- Challenges: To increase a sense of accountability it is important to disclose information on activities and financial status. Currently, the annual activity report of Living Dreams is disclosed at the bottom of its website, but it is difficult to find. No financial reports are found on the website. In addition, the website in Japanese has less information than the English version and has not been updated since 2011 (as of May 1, 2013).

- Solution: Information on Digital Natives should be accessible via the dedicated Digital Natives website only. On this easy to navigate website, anyone can easily access activity reports and information on sponsors. Financial reports will be disclosed on the general Living Dreams website. Children's homes management and staff will be invited to report meetings where accomplishments of Digital Natives and feedback from the homes will be shared. Members of fund-raising office will visit donors periodically in order to report to them how their donations were spent on behalf of Digital Natives.

5.
Openness

- **Generating Support and Appealing to the General Public**

- Challenge: Living Dreams welcomes volunteers with open arms. Once expressing interest in getting involved, the next steps are not very clear and can leave new volunteers confused and not motivated to help.

- Solution: In order to attract the support needed for Digital Natives we recommend defining areas of support so that volunteers can get involved immediately. This includes a volunteer guide book and monthly debrief/welcome sessions for new volunteers.

6. Structure

- • **Organized Management Structure**

- • Challenge: The current management structure of Living Dreams is disordered. Each volunteer works independently for his/her own program and with little to no knowledge of other activities within the same organization. Recently some of the key members have moved abroad and have yet to be replaced by other dedicated members. Their names still appear on the website as points of contact (as of May 1, 2013).

- • Solution: For Digital Natives to run smoothly, we recommend a structured project management organization outlining clear roles and responsibilities. This includes handling volunteers, donors and children's homes.

7. Values

- • **Effective Communication of Values to Society**

- • Challenge: A reliable NPO communicates its values in a message to society clearly and consistently. The Digital Natives initiative is not yet well known.

- • Solution: Clear mission and unique values of Digital Natives regarding social inclusion of disadvantaged children and the role of I.T. need to be communicated on a broad scale through various channels.

3 Situation Assessment

3.1 Residents of Children's Homes

As of 2012, children's homes in Japan are home to 29,399 children[4]. In spite of the steep downward trend in the population of young people in Japan[5], as the table below shows, the number of children entering children's homes has remained relatively stable over the last decade[6].

2002	2004	2006	2008	2010	2012
28,903	29,750	29,808	31,593	30,251	29,399

The most common reasons for children entering homes are; neglect or abuse by family, parent's health or psychological condition, incarceration of a parent, family economic circumstances, death of one or both parents[7].

The situation for children upon leaving the home is bleak in comparison to national statistics. Only 22% advance to third level education compared to the national average of 77%, while most (70.4%) enter the workforce[8].

---

4   "Shakaiteki yogono genjoni tsuite sanko shiryo(March 2013) 社会的養護の現状について(参考資料)平成 25 年 3 月", Ministry of Health, Labour and Welfare, 厚生労働省 http://www.mhlw.go.jp/bunya/kodomo/syakaiteki_yougo/dl/yougo_genjou_01.pdf

5   "Kodomo wakamono hakusho 子ども・若者白書(旧青少年白書)", Ministry of Health, Labour and Welfare, 厚生労働省 http://www8.cao.go.jp/youth/suisin/hakusho.html

6   "Shakaiteki yogono genjoni tsuite sanko shiryo(Jan. 2012) 社会的養護の現状について(参考資料)平成 24 年 1 月", Ministry of Health, Labour and Welfare, 厚生労働省 http://www.mhlw.go.jp/stf/shingi/2r985200000202we-att/2r9852000002031c.pdf

7   "Shakaiteki yogono genjoni tsuite sanko shiryo(March 2013) 社会的養護の現状について(参考資料)平成 25 年 3 月", Ministry of Health, Labour and Welfare, 厚生労働省 http://www.mhlw.go.jp/bunya/kodomo/syakaiteki_yougo/dl/yougo_genjou_01.pdf

8   "Shakaiteki yogono genjoni tsuite sanko shiryo(March 2013) 社会的養護の現状について(参考資料)平成 25 年 3 月", Ministry of Health, Labour and Welfare, 厚生労働省 http://www.mhlw.go.jp/bunya/kodomo/syakaiteki_yougo/dl/yougo_genjou_01.pdf

Statistics on Social Inclusion: Diagram 2

Residents of Children's Homes

7.6%

22.0%

70.4%

National Statistics

6.8%

16.2%

77.0%

■ University, College etc.   ■ Employment   ■ Other

However statistics show that those entering the workforce struggle to find well compensated employment. The diagram below shows the average yearly salary of former residents of children's homes compared to national statistics[9].

Statistics on Average Yearly Salary: Diagram 3

Residents of Children's Homes

13.7%

50.9%

35.4%

National Statistics

17.6%

29.0%

53.4%

■ 2,000,000 yen or less   ■ 2,000,000 – 4,000,000 yen   ■ 4,000,000 yen or more

These numbers are further explained by Ministry of Health, Labour and Welfare statistics showing that 10% of homeless people and temporary workers in Japan are former

---

9   "Yogo jidonadono jittai - yogo jido to jittai chosa kekka hokokusho 2012 養護児童などの実態〜養護児童等実態調査結果報告書 平成 2 年",
     Ministry of Health, Labour and Welfare, 厚生労働省

residents of children's homes[10]. The relationship between education and a child's quality of life into adulthood is evident.

Explaining the why, interviews with homes' staff revealed that many children are emotionally unstable due to traumatic experiences in their past. As a consequence their education suffers and combined with a lack of parental care, the children lack the skills necessary to forge a fulfilling future for themselves. According to homes' staff most children lack basic social and communication skills and what would be described as common sense, requiring almost constant adult supervision. As a result, hopelessness is common among the children leading to in some cases self-harm or petty crime.

We believe that hope can be instilled in each child through self-empowerment and as a means to achieving this, access to not only information but also possibilities and opportunities through Digital Natives will enable the children to realise and cultivate their own individuality.

3.2 Children's Homes

As of 2012 there are 589 children's homes in Japan[11]. Homes are managed either directly by government employed social services staff or through the outsourcing of management operations to a private operator by the Ministry of Health, Labour and Welfare. In either case management is funded by government, however there is no additional injection of public funds for expenses deemed as non-essential such as I.T. infrastructure or educational programs.

No official report exists on the current state of I.T. infrastructure in children's homes. However through interviewing staff of children's homes and representatives from other non-profit organizations, we established that I.T. infrastructure is either non-existent or sub-standard in a majority of homes.

Interviews with homes also revealed that in a few cases, homes have received donations of mostly used computers but no skills training in the past. One exception was a program initiated by Microsoft Japan, Jiritsu Up[12]. Over a period of 9 months (June 2011 - March 2012), basic I.T. skills were taught to 500 children in 21 homes across Tokyo. Since its completion, however, Microsoft's CSR division has shifted its focus away from being

---

10 "Jukyososhitsu fuantei shuroshano jittaini kansuru chosa hokokusho 住居喪失不安定就労者等の実態に関する調査報告書", Ministry of Health, Labour and Welfare, 厚生労働省 www.mhlw.go.jp/houdou/2007/08/dl/h0828-1n.pdf

11 "Shakaiteki yogono genjoni tsuite sanko Shiryo(March 2013) 社会的養護の現状について(参考資料)平成 25 年 3 月", Ministry of Health, Labour and Welfare, 厚生労働省 http://www.mhlw.go.jp/bunya/kodomo/syakaiteki_yougo/dl/yougo_genjou_01.pdf
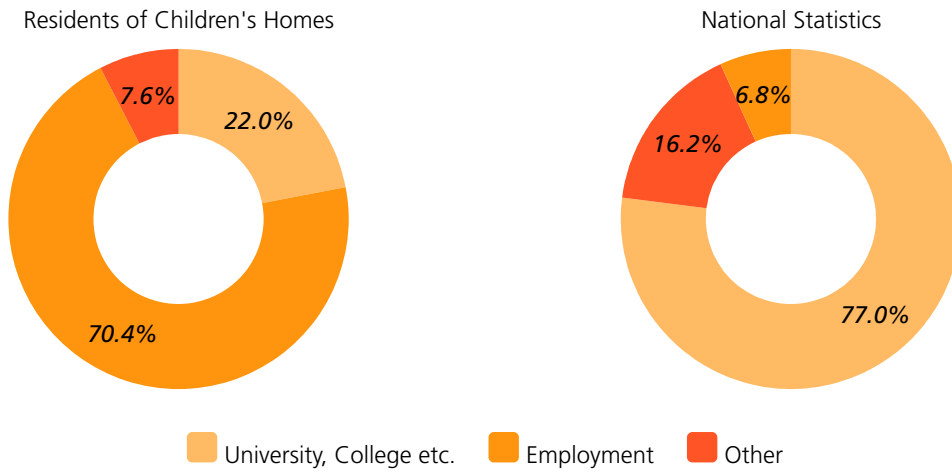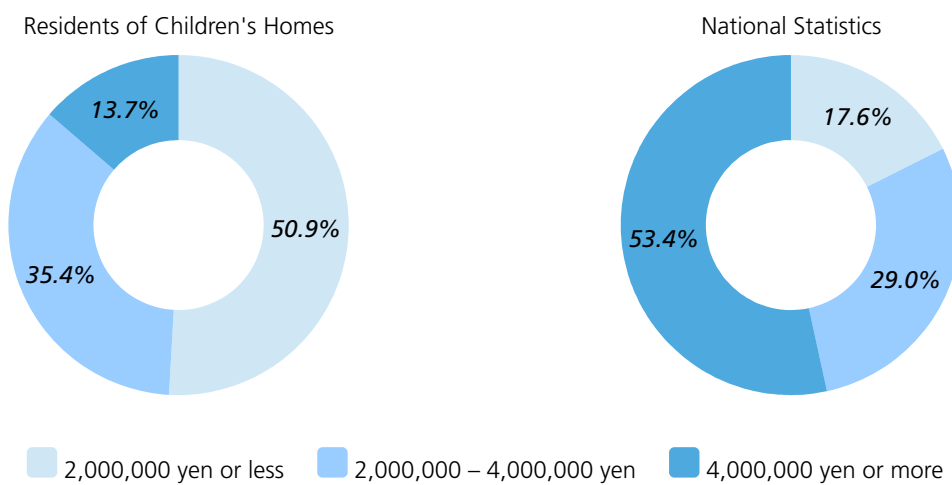
12 "Microsoft Japan Press release" last modified on May 24th,2011, Microsoft Cooperation http://www.microsoft.com/japan/presspass/detail.aspx?newsid=4006

directly involved in initiatives in children's homes. The participation of over 20 homes is notable, however, and offers evidence that homes are embracing opportunities to cross the digital divide.

Burdening management and staff with extra duties was frequently cited in interviews as a concern. Staff in homes are occupied managing the daily lives of the children. Between one to three members of staff are assigned to 6 children in a home, typically rotating shifts over a 24 hour period. Also, although acknowledging the importance of being digital included in today's society, access to the Internet was also cited as a concern as management viewed access as uncontrollable and as such a risk to the security of a child's welfare.

However, considering that homes recognise the necessity in bridging the digital divide and that programs such as Microsoft's Jiritsu Up and Digital Natives have already been successfully implemented in a number of homes albeit partially in some cases, rather than accepting the concerns of homes outlined above as a barrier to implementation, instead they are primary considerations for Digital Natives and problems to solve.

4 Marketing

4.1 Digital Natives Package

Based on the assessment of the situation facing children in children's homes in today's society, the mission of Digital Natives is stated as follows; All children have the equal right to pursue their future. There are some children who are unfortunately deprived of the right to stand at the same start line when they enter society at 18. Digital Natives' mission is to guarantee the same start line for all children in Japan irrespective of their background.

The Digital Natives package will essentially consist of: a shared computer lab (1 unit per 6 children) and a continued program of I.T. skills training.

The package has primarily been defined through interviews with management and staff of children's homes. Our discussions revolved around two possible scenarios; a shared computer lab or providing each child with a portable digital device such as a tablet. The shared computer lab option was clearly preferred, directly addressing security concerns by enabling access control of computers and internet via home staff.

Here we'd like to explain reasons behind this choice. First we consider that computers enabling to study different techniques can better than tablets fulfill the mission of Digital Natives which aims to prepare children from homes for the same start line with ordinary children and support their social inclusion. This mission became clear from the interviews conducted to children's homes. When we consider the possibility to realize this mission by distributing computers to homes we need thorough understanding of the reasons of digital divide which inhibits children from homes from successful social start. Those reasons are:

- Absence of computers
- No one who can teach computers or convey their importance
- Children are not interested in studying computers
- Concerns regarding security from home management and staff (risks coming from viewing harmful sites, troubles with others through social networks, Internet addiction, shut-ins, etc.)

This proves that the problem of digital divide cannot be solved only through distribution of devices. Therefore, our conclusion is to provide a package consisting of the following components:

- Computers

- Continued I.T. skills training for children. As it was clear from the interviews to children's homes, the staff has also low computer literacy and lectures for the staff are also required. Phone hot line for the questions from the staff will be also set up.

- Continued provision of attractive content (including events). A structure enabling to provide that content should be built.

- Needs assessment and continued care which can improve the feeling of insecurity from homes and boost understanding of necessity of computer literacy. Set up of firewalls and software enabling to control Internet usage. Provision of guidelines for the staff and rule books for children.

Furthermore, the question whether each child should have a computer was answered by all homes without exception negatively. This answer comes from the difficulty to control in terms of the above-mentioned risks, and the problem of excessive care. Also the problems coming from children turnover, feeling of inequality between children caused by delays in distribution are arguments against distributing individual devices to every child. Next is the explanation on why we decided on 1 unit per 6 children.

- According to the "results of a survey on current status of information technology, such as education in schools" of the Ministry of Education, Culture, Sports, Science, development status of ICT environment by each prefecture, the number of students per instructional computer is six[13].

- According to the reference "In order to promote care and family into a small orphanage etc. " the Ministry of Health, Labour and Welfare, the capacity of a living unit for a small group care or a group home is six to eight[14].

Model Case

The implementation of Digital Natives begins with the initial contact with a home. In our marketing section we outline strategies for establishing contact. Our model case begins after a home has made the decision to accept the program into their home. Within the model there are two distinct phases: set-up and maintenance.

---

13   http://www.mext.go.jp/a_menu/shotou/zyouhou/__icsFiles/afieldfile/2012/09/10/1323235_01.pdf

14   http://www.mhlw.go.jp/bunya/kodomo/syakaiteki_yougo/dl/121001_honbun.pdf

Set-up Phase

Set-up phase will be coordinated by Digital Natives central staff. The time-line of implementation must be discussed with each home individually. Set-up phase has four stages; needs assessment, delivery, installation and skills training.

1. Needs Assessment

- Needs assessment will be carried out on-site by a Digital Natives local volunteer as a coordinator. During the process, the matters to be confirmed are; the current status of a homes Internet connection, the number of computers required, the program of skills training required in year 1. After an initial agreement, a detailed plan of action including a complete list of goods to be delivered will be prepared by Digital Natives and submitted to a home for final agreement. The scope of services provided by Digital Natives should be explicitly stated in the plan.

2. Delivery

- All goods will be delivered in a single package to a home, coordinated by central staff. The contents of the package will follow the plan agreed upon during needs assessment. In section 4.2 we discuss distribution in detail. Included in the package should be a set of guidelines provided by Digital Natives. These guidelines should include basic rules for computer usage for the children and instructions for staff in terms of support.

3. Installation

- Installation will be carried out by a professional network installation company such as Ricoh or Oki. Installations by non-professionals will negatively effect the reputation of the program. During installation, the items to be installed are: a homes Internet connection depending on the current status, router, wireless network, Microsoft Office software, all firewalls and filters.
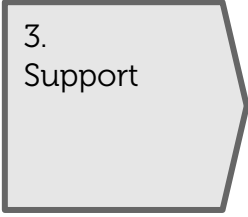
4. Skills Training

- The Digital Natives package includes a course of I.T. skills training of 10 lessons a year facilitated by 3 skills trainers. The course includes; basic computer functions, Internet basics, Microsoft Office training and basic homepage creation. Course content will be chosen according to the child's age.

It is the responsibility of Digital Natives to ensure the smooth and successful completion of the set-up phase. All communication between Digital Natives' central coordinating staff and local volunteers must be prompt and constructive. At all times the needs of a home must be addressed.

Maintenance Phase

Maintenance phase includes all ongoing training and services. During this phase Digital Natives local volunteers assume central roles. Maintenance phase has three distinct domains; quarterly events, skills training and support.

| 1.
Quarterly
Events | • Activities involving computer usage will be provided quarterly. For example, creation of photo diaries, Christmas cards or calendars can be such activities. Ideas for that activities should be discussed by the coordinator and members responsible for content making. |

| 2.
Skills
Training | • From the second year in the maintenance phase skills training will be provided according to the child's level of development. The course of I.T. skills training consists of 10 lessons a year facilitated by 3 skills trainers. |

| 3.
Support | • The quality of support offered to a home will directly effect the reputation of the program. When an issue arises, the first point of contact for a home will be the Help Desk managed under Digital Natives section consisting of volunteers. All networking issues must be resolved by professionals. Support also includes replacing depreciated and or broken computers. |

Our model case and cost analysis below begin from needs assessment and end one year after installation. However as outlined above, maintenance phase is continual with skills training taking place yearly and support ongoing. This is in direct response to the position of homes that only a program which guarantees a long term commitment and one which doesn't burden staff and management will be considered.

As a further proposal for ensuring the long term sustainability of Digital Natives and the creative engagement of the children, we have included a brief description of what we are referring to as the Digital Natives Community in appendix 7.3.

Number of Volunteers

According to the trial calculation seven volunteers are required for the implementation of the package to an average home, i.e. one coordinator who oversees the whole project and six trainers who provide lectures. Six trainers are allocated as the staff for 10 lectures held in the period of three months.

From the point of view of volunteer's sustainability burden for volunteers should be as minimal as possible. Therefore the standard format will be following: three volunteers execute one lecture, each volunteer holds the lecture twice a month for three months and then has a break for the next three months. After this three month intensive course an event involving usage of computers will be held quarterly. This three month training and the event will make up a cycle which will be repeated every year as a part of the Digital Natives package.

Installation Pattern: Diagram 4
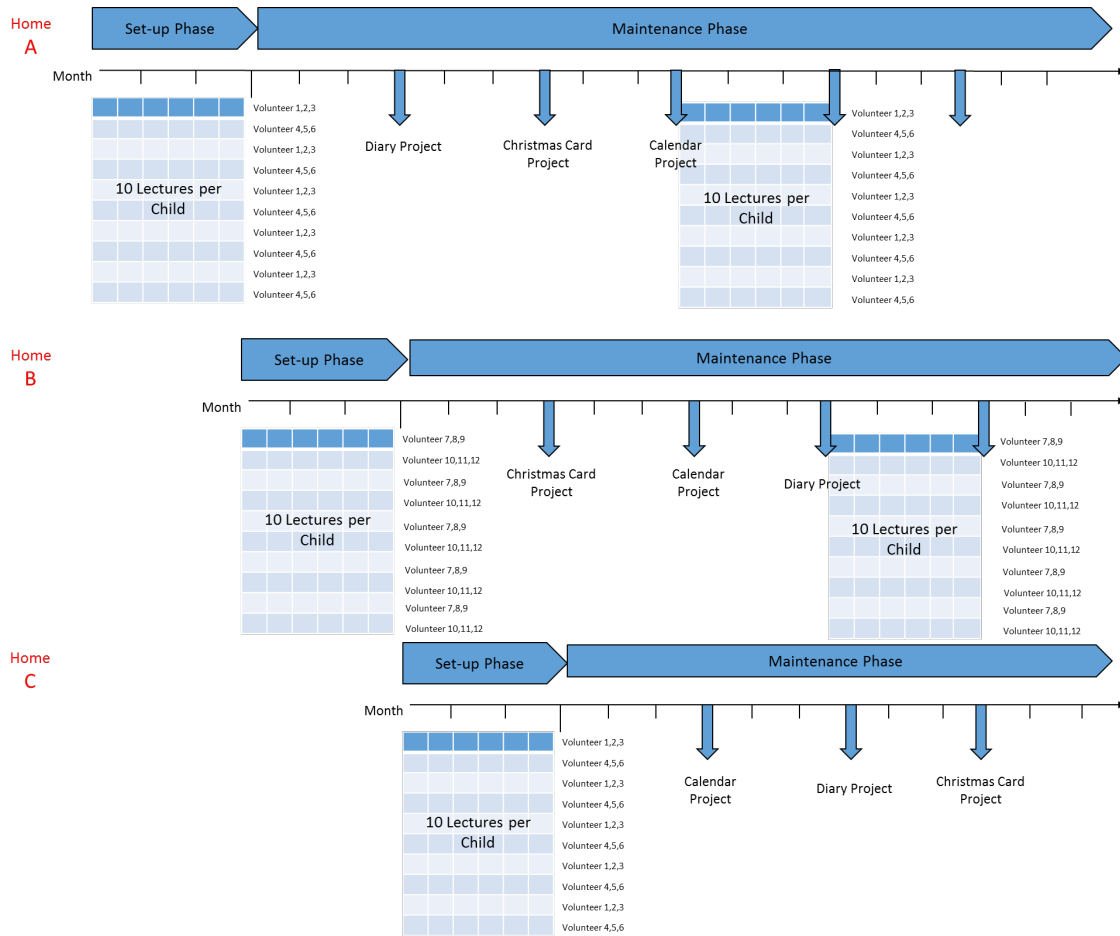
From this, the number of volunteers will show a net increase according to the number of homes where the package is implemented. By our calculation Living Dreams will have average net increase of 48 volunteers for the Digital Natives program per annum, thus 259 volunteers will be involved in the 5th year. That means that Living Dreams should have a structure which can obtain and control this number of volunteers.

Number of Volunteers: Chart 1

		1st Accum.	2nd Accum.	3rd Accum.	4th Accum.	5th Accum.
DN	Home	3	15	29	46	66
	PC	21	105	203	322	462
	Volunteer (Before Set-up) (pers)	10	10	13	17	17
	Volunteer (After Set-up) (pers)	21	64	113	168	228
	Volunteer for DN (pers)	31	74	126	185	245
Admin for DN	Paid Staff (pers)	2	3	3	3	3
	Volunteer (pers)	11	13	13	14	14
	Total No. of Volunteers	42	86	139	198	259
	Net Increase	22	45	53	59	60

48 average

- Note 1: Calculations in the chart above are based on that 1 person is responsible for multiple tasks. Decimals are rounded off, what may cause total not to add up.

- Note 2: Volunteer (Before Set-up) will approach homes.

4.2 Distribution Strategy

A distribution strategy should be judged based on the value added through its implementation by a business or organization. After considering each stakeholders needs and the long term sustainability of Digital Natives, we recommend implementing a centralized model. This model will require a central storage facility.

In a centralized model, equipment purchases will be delivered directly to the storage facility through each company's own distribution channel as part of the purchase. Equipment is then logged by Digital Natives, organised into complete packages for homes and delivered to homes through a nationwide transporting company.

Distribution Flow: Diagram 5
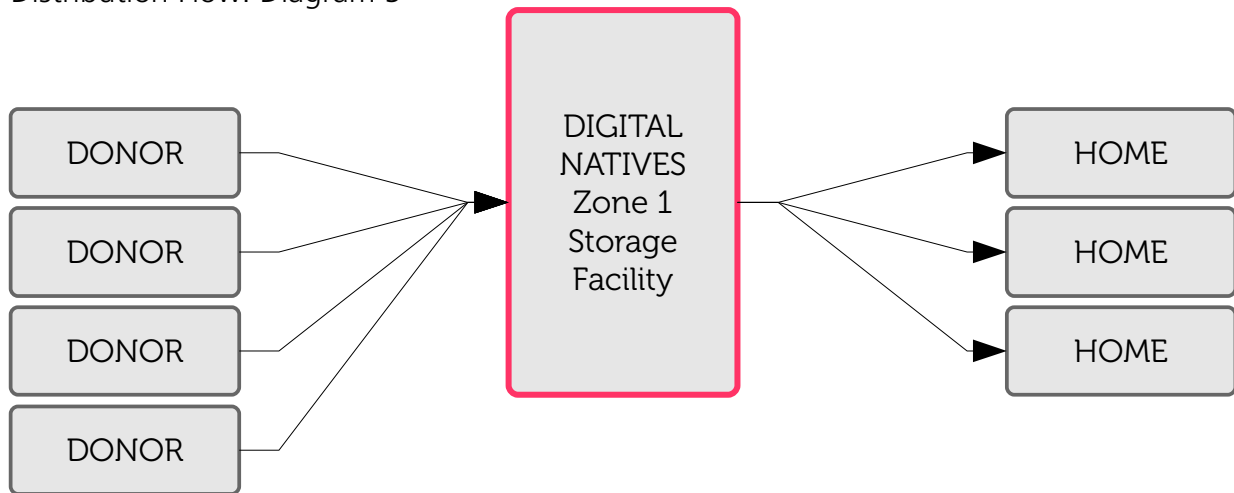
The diagram above illustrates how the model will operate. The value added through the implementation of this model is outlined below in comparison to a decentralized model where companies deliver equipment directly to a home.

- In the case that equipment is donated as will be discussed below, delivering equipment for a number of homes to a central storage facility in bulk reduces costs incurred by donor companies.

- All equipment will arrive at a home as a single package. Equipment arriving separately not only inconveniences homes, but also suggests disorganization on the part of Digital Natives.

- All equipment is logged after delivery is taken at the storage facility. The chances of oversight increase if equipment is logged separately by local volunteers after delivery is taken at each home.

As outlined above equipment purchases will be delivered directly to the storage facility as part of the purchase. In the case that equipment is donated the cost of delivery from the manufacturer to the storage facility should be negotiated as part of the overall donation. To offset the cost of distribution from the storage facility to a home, we recommend seeking out the support of a nationwide transporting company. Of the 16 companies from the overland transporting industry which took part in the 2012 Toyokeizai CSR Survey, 15 have either part-time or full-time CSR divisions[15].

The survey did not include the names of individual transporting companies, however from our research we have identified three potential supporters based on their current CSR activities.

---

15   "CSR kigyo soran 2012 CSR 企業総覧 2012", Toyo Keizai, 東洋経済新報社 http://www.toyokeizai.net/csr/pdf/syukei/CSR_syukei2012.pdf

- Sagawa Express
- Nippon Express
- Yamato Holdings

4.3 Expansion Strategy

After establishing the sustainable model shown in Chart 1 above for implementing the package to 66 homes within 5 years within a single region, with support from approximately 250 volunteers, this pattern will be transplanted to other regions in Japan with high numbers of children's homes. So the Digital Natives project can be initiated in a new region using the same pattern. In other words, by reproducing the same pattern from the third year Living Dreams will realize geographical expansion with minimal resources required.

Acquisition of volunteers is a crucial element for operations in each region. As far as donations are concerned, the central office will be responsible for their acquisition for nationwide usage. Therefore, as it will be explained in 5.1, the Organization Structure section, the role of the area managers will be concentrated on volunteer acquisition and implementation to homes. Salary of area managers and administration costs for new offices will be required according to the process of geographical expansion, which is explained in 6.4.2 in the financial section in detail. The timetable of expansion is summarized in the following chart:

Geographical Expansion Flow: Chart 2

Numbers of Installation *Installation order below is determined by number of home in each region.

Area	FY1	FY2	FY3	FY4	FY5	SUB TOTAL	FY6	FY7	FY8	FY9	FY10	SUB TOTAL	TOTAL
Kanto	3	12	14	17	20	66						0	66
Kansai			3	12	14	29	17	20				37	66
Kanto2*					3	3	12	14	17	20		63	66
Kyushu						0		3	12	14	17	46	46
Tokai						0				3	12	15	15
TOTAL	3	12	17	29	37	98	29	37	29	37	29	161	259
Total Number of Homes in the Country				589	Ratio	17%						27%	44%

* 'Kanto2' refers prefectures except Tokyo. In 'Kanto', 8 children's homes outside Tokyo are included.

4.4 Promotion Strategy

For non-profit organizations, operating with far fewer resources than corporations, focus becomes all the more important in developing effective and cost-efficient marketing strategies. In broad terms, Digital Natives' target audiences are:

- Donors

- Volunteers

- Children's Homes

Each of the above mentioned stakeholders requires a different strategic approach in terms of promotion, however there are some common strategies that will achieve results across two or all of Digital Natives' target audiences.

Common Promotion Strategies

Branding

As part of the overall marketing strategy, in section 4.5 we recommend the establishment of the Digital Natives brand. Core elements of the brand are mission statement, slogan, visual identity. The consistent application of the brand across all promotional material is in itself a key promotional strategy and will reinforce the focus, a key condition for establishing the reliability of the program.

Website

The point at the promotional strategy in its entirety will revolve around the Digital Natives website. The website will be the primary point of contact for current and interested stakeholders and will be the most content rich information portal.

The website will include the background of Digital Natives, its mission statement and objectives, statistics on the issues related to Digital Natives, latest news, newsletters for download, social media plug-ins, success stories, logos of corporate supporters, a link to the Living Dreams website. The website will also have information specific to each target audience.

- Donors

    Directions on how to donate, options for donating directly from the website, links to crowd-funding platforms, information on how donations of equipment are being used and how money is being spent.

- Volunteers

    Information on how to volunteer, the benefits of volunteering for Digital Natives, where volunteers are currently needed, in what capacity can people volunteer.

- Children's Homes

    Information on Digital Natives' initiatives and accomplishments, the benefits of digital inclusion, a detailed breakdown of the Digital Natives package, how to access the support center.

The website should also be the point of disclosure for all Digital Natives annual reports. As discussed in section 2.3 disclosure is fundamental in gaining trust. A sample of the website layout is below.
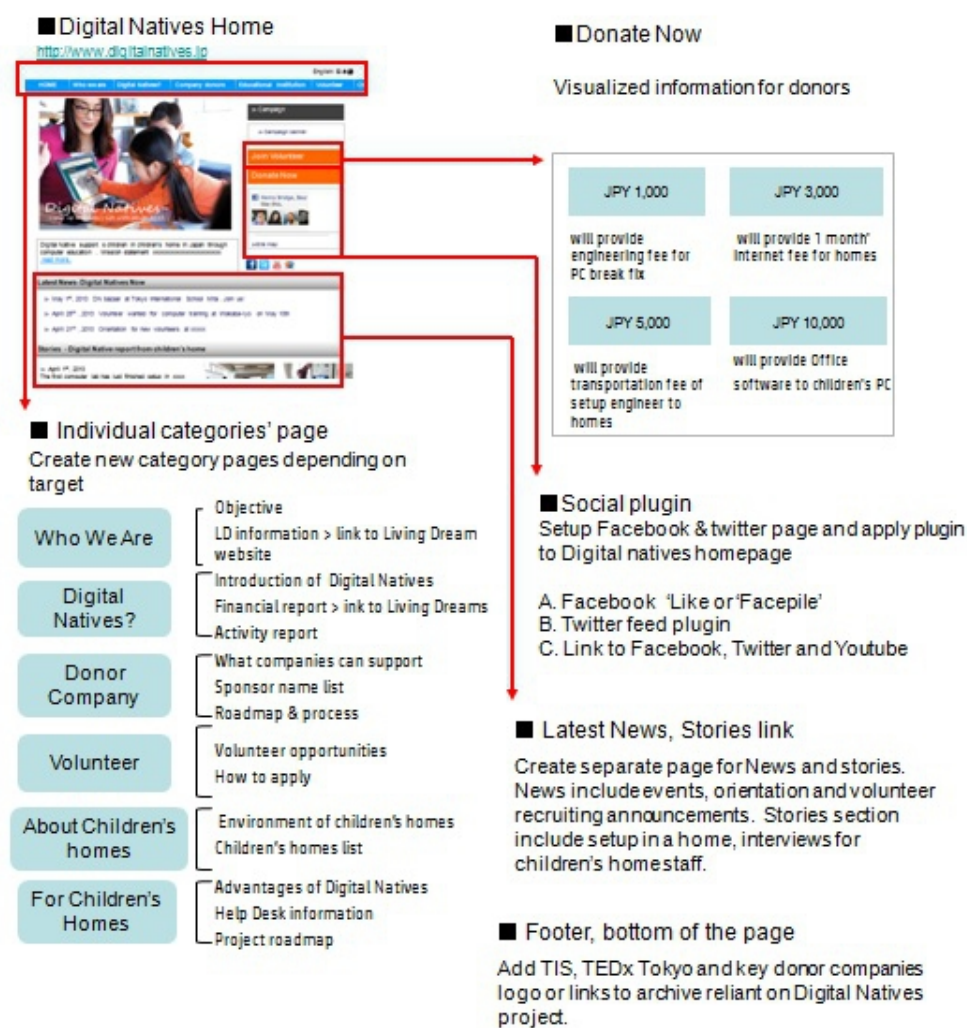
Printed Promotional Material

As a strategy for increasing brand awareness, distributing and displaying printed promotional material is a highly effective means. Send information packs to homes, volunteer centers and CSR departments. Display posters on university notice boards and display areas in local community and volunteer centers. The material should communicate the program's mission and outline how to get involved.

Accessories such as Digital Natives calendars, stickers and skills training notebooks will form part of the package distributed to homes. To increase brand awareness Digital Natives t-shirts will be made available to all volunteers. Material sent to homes, volunteer centers or CSR departments should be followed up with an invitation to an information session.

Information Sessions

We recommend holding information sessions on a bi-annual basis in at least one location within each region. These sessions will serve to acquire new supporters and to share information with existing partners and volunteers. Invite representatives from CSR divisions and university volunteer centers that you are currently targeting.

During each information session not only success stories in terms of the progress of Digital Natives should be shared, but also challenges that can only be overcome with the support of generous donors and enthusiastic volunteers. Also every opportunity should be taken in the face-to-face setting of the information session to connect with attendees through the Digital Natives social media platforms.

Social Media

Social media is an invaluable tool for reminding connections of your existence, promoting events and consequently acquiring resources. The most popular social media platform in Japan is Twitter with close to 34 million users. Japanese is the second most popular language on the platform and Tokyo, the second most active city[16]. Facebook is the second most popular platform with almost 14 million users[17].

As a promotional tool for attracting or retaining support, social media is only effective if updates are frequent. Inactive social media accounts suggest inactive organizations or businesses. We recommend updating the three channels of online communication,

---

16   "Twitter reaches half a billion accounts.", Semiocast, last modified July, 30th 2012
      http://semiocast.com/publications/2012_07_30_Twitter_reaches_half_a_billion_accounts_140m_in_the_US

17   "Japan Facebook Statistics", Socialbakers, accessed May 1st, 2013 http://www.socialbakers.com/facebook-statistics/japan

including website, frequently under streamlined guideline shared among Digital Native organization member as follows;

Social Media Contents: Chart 3

Channel	Website	Facebook	Twitter
Minimum update frequency	Once a week	3 times a week	Daily – 5 business days
Topics	News, events feed, changes of service, process etc.	Event, news	
Admin, fixed editor	Required	Required	Required
General guideline	Settle topics, non-appropriate words list among team and review before posting in initial phase. Photo is recommended with concise text.		
Contact, follower, retweet management	Settle admin who checks emails and reply.	Give kudos to donor, another NPO supporting children's home. Reply on comments from visitors.	Follow donor, another NPO supporting children's home, and individual volunteers. Reply on comments.

Speaking Events

Speaking events and forums present Digital Natives with a unique and effective opportunity to reach a substantially wider audience. Representatives from Digital Natives should take every opportunity to take part in such events.

As a strategy for engaging a wider audience, Digital Natives should be promoted as a final conclusion or solution to topics such as; computer literacy in Japan, the digital age and education. Greater possibilities for promotion exist in events that are streamed online such as TEDx Tokyo. Opportunities will also present themselves to speak at events organized by chambers of commerce in Japan.

Donors

There are three types of donors, those who donate equipment in kind, those who donate cash and those who donate services in kind. All three will expect a transparent, professionally operated, reliable and trustworthy initiative.

CSR Divisions

Businesses in the I.T. sector are entrusting Digital Natives with the responsibility to protect and uphold the reputation of their company through their CSR commitments with Digital Natives. For this reason all communication with businesses must be dealt with the highest degree of professionalism. The benefits for supporting Digital Natives are outlined below:

- Empowerment of employees through contributing social activities
- Improve communication of internal organization by working as team through volunteering
- Solution for companies to engage with local community to raise branding awareness in local society

As you can see from the chart below, a high percentage of businesses from the target sectors have either full-time or part-time CSR divisions[18]. We have highlighted the sectors below as targets based on the contents of the program and through analyzing previous contributors to Digital Natives and contributors to programs being initiated in children's homes by other non-profit organizations. Barclays, Goldman Sachs, SMBC, to name a few from the finance sector, have all made significant contributions of funds, time or both to programs in children's homes.

CSR Divisions by Sector: Chart 4

Sector	Full-time	Part-time	None
Electronics Manufacturers	53 (48.6%)	31 (28.4%)	22 (20.2%)
Communications	18 (20.9%)	33 (38.4%)	33 (38.4%)
Finance	10 (28.6%)	18 (51.4%)	7 (20.0%)

Individual Donations

Realistically the total donation amount from individuals will be less than CSR divisions but efforts to acquire donations from individuals will generally have a dual effect of creating awareness. Donations from individuals can generally be acquired in two ways:

---

18   "CSR kigyo soran 2012 CSR 企業総覧 2012", Toyo Keizai, 東洋経済新報社 http://www.toyokeizai.net/csr/pdf/syukei/CSR_syukei2012.pdf

- One-off donations

    One-off donations can be acquired as part of an event or campaign. Events can be local exhibitions organized to display the children's digital artwork, or music events designed to create awareness of the issue. We also recommend acquiring donations through crowd-funding.

- Fixed-period donations

    Fixed-period donations include monthly bank transfers set up directly through the Digital Natives website.

Volunteers

Digital Natives volunteers consist of; individual volunteers, volunteers recruited through university volunteer centers, volunteers recruited through CSR partnerships and through collaboration with other non-profit organizations. There are two distinct roles: local organizers and I.T. skills trainers. Retired people will be also attracted as volunteers.

Individual Volunteers

To recruit individual volunteers, we recommend utilizing three internet channel; Website, Facebook and Twitter. It's highly recommended to post volunteer recruiting opportunities and seminars on external parties' volunteer portal website. Here is few recommendation of popular volunteer community portals:

- Volunteer Platform

    http://b.volunteer-platform.org/

- Yahoo Volunteer

    http://volunteer.yahoo.co.jp/

As mentioned in Common Promotion Strategies section, speaking events such as TEDx Tokyo, will help to raise awareness and recruit individuals. We also recommend taking advantage of opportunities in events organized by Digital Natives supporters, such as bazaars organized by Tokyo International School.

University Volunteer Centres and Administration

University volunteer centers have evolved in recent years from being mere university circles as in the past. Volunteer centers are now an integral part of a university's value system. Many universities we have a well established and active volunteer centre. All centers participated in volunteer activities within their local community.

When approaching university administration offices and volunteer centers in recruiting volunteers we highlighted benefits that for volunteering students:

- Negotiate with universities that volunteering students whose studies are related to the program contents (social services, education, I.T.) can receive credit points towards their university results.

- Benefit for student's career building and job finding

- Learn skill of teaching computers and operation of NPO business

- Utilize their expertise in social activities and obtain a sense of achievement through contributing to society

- Enrich student's social network among university students and external parties through volunteer

- Learn how to communicate with children

In determining the potential within this sector, we first point to the fact that, through our research, volunteering by university students was currently taking place. Also, in making our determination we analysed the results of a number of surveys. We have summarized points of interest for Digital Natives below.

A survey carried out by the Japan Student Services Organization across 211 universities in 2005, found that 65% of respondents had at some point taken part in volunteer activities of some kind[19]. This number is up from 40.7% in 1997[20]. We see no reason that this trend will reverse downwards. Interestingly, among students of social services related disciplines, this number was noted to rise to 84% in one university[21].

In another survey, among the motivations cited for volunteering, wanting to help others, ranked top with 46%[22]. In a survey carried out among students of Kansai University in 2011, a desire to learn about society came out on top with 33.1% as a motivation for volunteering[23]. And as a further example of the potential for Digital Natives within students of social services related disciplines, in one particular university, 85.8% responded positively to the question of whether they want to volunteer in a social

---

19   Japan Students Services Organization, "学生ボランティア活動に関する調査" http://www.jasso.go.jp/syugaku_shien/documents/houkoku_02.pdf

20   Japan Students Services Organization, http://www.jasso.go.jp/organization/history_jasso.html

21   An Investigation into the Volunteer Activities of Yamaguchi Prefectural University (Y.P.U.) Students, "山口県立大学における学生のボランティア活動に関する調査報告", http://ypir.lib.yamaguchi-u.ac.jp/yp/metadata/288

22   Japan Students Services Organization, http://www.jasso.go.jp/organization/history_jasso.html

23   Kansai University Student Support Group, 関西大学学生生活支援グループ, "平成 23 年度学生生活実態調査報告", http://www.kansai-u.ac.jp/gakusei/lifestyle/h23/index.html

services related capacity. Also, the area in which most volunteered in was, children (40.7%)[24].

Collaboration with Other Organizations

Collaboration between non-profit organizations within the sector in Japan is common practice. Within the community of non-profit organizations working with children's homes in the greater Tokyo area collaboration as a strategy is common. In the past Living Dreams has successfully collaborated with other organizations, namely Smile Kids Japan. We recommend the organization to continue this strategy as part of the Digital Natives operational expansion.

In approaching other organizations, already existing channels and contacts should be utilised. The possibility exists for Digital Natives to collaborate with not only non-profit organizations focusing on children's homes but also organizations related to the specifics of the program (education, youth, etc.).

Staff of Supporting Companies

Time donated by donor companies should form part of the overall donation by a supporting company. In the past I.T. skills training as part of Digital Natives has been provided by staff of companies financially supporting the program, namely Barclays.

From our analysis of previous skills training programs provided by supporting companies and anticipating the needs of the target audience, we have devised the following guidelines and considerations.

- Provide admin type volunteer offering that employee can do in remote through internet.
- Apply adopt system to peer children's home in neighborhood and donors for ease of visit.
- All material be created and provided by Digital Natives and made available to trainers to download from the Digital Natives website. This is common part of package across all volunteers.

The results of the 2012 Toyokeizai CSR Survey show that a system for allowing staff to volunteer during work hours in initiatives supported through a company's CSR

---

24   "福岡県立大学社会福祉学科学生のボランティア意識に関する調査研究", http://www.fukuoka-pu.ac.jp/kiyou/kiyo17_2/1702_matsuoka.pdf

commitments, exists in between 40% - 50% of respondent companies within our primary target sectors[25].

Company's allowing work for CSR in work hours by sector： Chart 5

Sector	Have	Don't Have	Total
Electronic Manufacturers	54 (49.50%)	55 (50.50%)	109
Finance	14 (40.00%)	21 (60.00%)	35

The initial recruitment of staff for volunteering comes through the CSR representative. As the donation of time by supporting companies will come as part of a package including goods or a cash donations the initial approach can be assumed to be the same as that discussed in the section above. It's important though that all considerations highlighted above are taken on board.

Retired People

Baby boomers born in 1947 - 1949 are retiring now. According to "Report on study on policies for social inclusion of elderly citizens" issued by the Cabinet Office on July 8, 2005 there are following motives why retired people participate in NPO initiatives as volunteers[26].

- To live a worthwhile life 67.7%
- Communication with different people 58.3%
- Opportunity to use knowledge and experience 42.6%
- Repayment to the society 41.4%

The Digital Natives initiative responds to all above mentioned motivations, what enables Living Dreams to target this category as volunteers. We propose to engage retired people for coordination and administration tasks. As it was clear from the same survey elderly people possess high level of negotiating and managing skills, lacking creativity on the other hand.

---

25   "CSR kigyo soran 2012 CSR 企業総覧 2012", Toyo Keizai, 東洋経済新報社 http://www.toyokeizai.net/csr/pdf/syukei/CSR_syukei2012.pdf

26   高齢者の社会参画に関する政策研究報告書 －高齢社会対策の総合的な推進のための政策研究－（NPO調査編）http://www8.cao.go.jp/kourei/kenkyu/npo/honbun2.pdf

According to research conducted by Ministry of Internal Affairs and Communications in 2011, ratio of usage of the Internet among people in early 60's is more than 70%[27]. This means that it is possible to attract them as volunteers through portal sites.

- Narpclub

  http://www.narp.jp/

- Senior-navi

  http://www.senior-navi.com/

- Silver Personnel Center

  http://www.minato-sc.or.jp/volunteer/index.html

However, the same research "Report on study on policies for social inclusion of elderly citizens" shows that personal connections also cannot be ignored. 56.3% of respondents said that they were involved through friend's recommendation, implying that flyers put in the community centers where elderly citizens gather is an effective medium for their obtainment.

On the other hand, the same research also shows that 32.9% were involved in volunteer activities at work, what implies that recruiting at companies is also important.

Children's Homes

In alliance with the "Seven Steps for Reliability & Sustainability", the following abilities are crucial for the success of Digital Natives with children's homes:

- Clearly explain the mission of Digital Natives and secure mutual understanding

- Provide services needed by homes in a considerate way that does not burden management or staff

- Promise a long-term relationship

One more point which should be considered is that children's homes in Japan are not centralized, resulting in the situation when each of them has its own unique history and traditions in both positive and negative ways. That means that a customized approach from Digital Natives' side should be taken in each case especially at the initial stages. Successful cases and a good reputation will improve the situation in future, making the process of acquisition of new homes easier.

---

27   総務省、平成 23 年通信利用動向調査の結果 http://www.soumu.go.jp/johotsusintokei/statistics/data/120530_1.pdf

Personal Visits

Children's homes are still conservative and restrictive towards outsiders. This tends to be especially the case in rural areas. Initial contact should be done by phone, fax or email, introducing Digital Natives and its values. Only once the trust has been gained will the Digital Natives initiative be accepted in to a home. After gaining reputation, efforts needed for the first contact will be alleviated.

Recommendation by a Third Party

Testimonials from other homes and associate members can speed up acceptance by a home. By providing Digital Natives with a recommendation they vouch for the program's reliability. Japanese society is based on the system of guarantors, house renting or visa application for foreign citizens as examples, and having one will help Living Dreams be listened to and save a lot of time and energy. It is not easy to act independently and self assertively in Japan.

Events Involving Home's Staff and Children

During the maintenance phase the promotion continues with organizing events involving the staff and children from homes and putting them together with ordinary kids from the neighboring communities, such as design competitions, joint workshops, bazaars and sport events are beneficial both for homes and for Living Dreams.

Computer classes for the local community in the children's homes will bridge distance between local people and homes. Role of Living Dreams as a facilitator between homes, their local communities and society in a broader context is an effective way of gaining good reputation among homes and understanding from the third parties.

Report Meetings to Home Management and Staff

Just as important as receiving feedback from homes through surveys is sharing with homes the progress of Digital Natives. Periodic meetings where recent activities of the program new trends are reported to the management and to the staff of children's homes are effective in order to share information on the accomplishments and future plans of the organization. Such meetings are necessary in terms of accountability, sharing and re-sharing values of Digital Natives and constant feedback from the homes side.

4.5 Branding Digital Natives

As part of the re-organization process we recommend the establishment of a Digital Natives brand distinct from Living Dreams. Doing so will set a solid foundation for the initiative going forward and thus enable Digital Natives to achieve its long term objectives.

Whereas before a brand's role was seen only for the purpose of fund-raising, a strong brand is now recognized for having broader strategic roles. Below we have identified some key roles the Digital Natives brand can fulfill.

- The brand will enable the program to effectively communicate its unique mission.

- In the highly competitive world of donor acquisition, the brand will create impact and enable Digital Natives to distinguish itself from its competitors.

- Reflective of the program's objectives and methods, the brand will enable promotional campaigns to target specific industries and individuals.

- The brand will not only unite staff and volunteers around the issue but also maintain focus as the program scales up.

The development of the Digital Natives brand should follow similar guidelines to that of any other non-profit or for-profit business or organization. The key tasks in the development of the brand are listed below. All outcomes in relation to the development of the brand must be produced in both Japanese and English.

- Create a mission statement

  The mission statement should define what Digital Natives is and why it exists. At the very least it should identify the program's beneficiaries and the type of initiative.

- Write a one paragraph description of Digital Natives

  The description should include the what, why, who, how and where. Creating a description ensures all staff and volunteers are speaking of the program in the same language.

- Create a slogan

  The slogan will play an integral part in the program's promotional campaigns. In a catchy and memorable way it should express the spirit of the program.

- Create a visual identity

  The identity should creatively express all of the above. A successful visual identify not only binds a brand together, but also plays an important role in uniting staff and volunteers around the issue at hand. The visual identity should also drive promotional campaigns.

With the key tasks completed, the brand must now be given the means to fulfill the strategic roles we have identified above. The cornerstone of this process going forward will be a dedicated Digital Natives website. Creating a dedicated website will allow the program to maximize its impact in terms of marketing and in terms of maintaining focus on the campaign.

The Digital Natives website will also enable the brand to scale-up and evolve without limitations in terms of wider-reaching brand guidelines and without Living Dreams' other initiatives diluting the program's message. We also recommend opening dedicated Digital Natives social media accounts. As with all promotional strategies and documents designed for public consumption, Digital Natives' online presence must be equally through Japanese and English.

4.6 Government Certification

For achieving better reliability and fortifying the brand, becoming an official government authorized non-profit organization should be considered. According to research done by the Cabinet Office in 2012, the ratio of donations in gross income of certified NPOs is 52.9% while in case of non-certified ones it is only 7%[28]. One of the conditions to receive such certification is to obtain more than 100 donors who donate more than JPY 3,000 a year, or achieve the ratio of donations in overall income of more than 20%.

There are two reasons for clearing the procedure and becoming a certified NPO: tax benefits and reliability. When an NPO is authorized, a donor of such NPO will enjoy tax benefits (up to 50% deduction from the donation), which will motivate people to donate more money or will make people choose a certified NPO instead of non-certified one.

---

28 "Tokutei hieriri katsudo hojin no jittai oyobi nintei tokutei hieiri katudo hojin seido-no riyo jokyo ni Kansuru Chosa, 平成 23 年度　特定非営利活動法人の実態及び認定特定非営利活動法人制度の利用状況に関する調査", Cabinet Office, 内閣府 https://www.npo-homepage.go.jp/pdf/h23_npo_nintei_chousa_gaiyou_k.p

Furthermore, the certification brings a feeling of safety to people because it proves that the NPO has been admitted both by government and the general public in terms of financial health, legal compliance and appropriate disclosure of information, what will help increase number of donors and volunteers, as well as become a token for home's trust.

5 Organization Strategy

5.1 Organization Structure

As mentioned in section 4.1 Digital Natives Package, Digital Natives program will obtain an average net increase of 48 volunteers per annum and 259 volunteers will be involved in the 5th year. To attain and sustain such number of volunteers, a well-structured organization is required.

Furthermore, in terms of fund-raiser Living Dreams requires approximately JPY 600,000, excluding personnel expenses, for the implementation of the package to a home. In order to cover these expenses by donations in-kind PR activities towards society and "sales appeal" towards companies are needed. Once the donation is received Living Dreams should report to the donors and reply accurately and promptly to their inquiries in terms of accountability. This means that Living Dreams needs a structure that will handle donor relations.

From the above mentioned points Living Dreams should reorganize itself in order to set up a base for the sustainable growth and for the confidence building. The structure which can support that base is summarized in the following diagram. The main purpose is to organize work of Living Dreams so that it can respond smoothly to the needs of volunteers, donors and homes.

In the description of the diagram we do not mean that a special person should be allocated for each box, as the same member can be responsible for multiple tasks and bear multiple responsibilities. Also, work related to Living Dreams as a whole and work for the Digital Natives program may overlap. Meetings where key members gather and confirm future development of Living Dreams and Digital Natives and report to each other about their work should be organized on a monthly basis. The schedule of such meetings should be decided and shared beforehand.

Organization Structure: Diagram 6
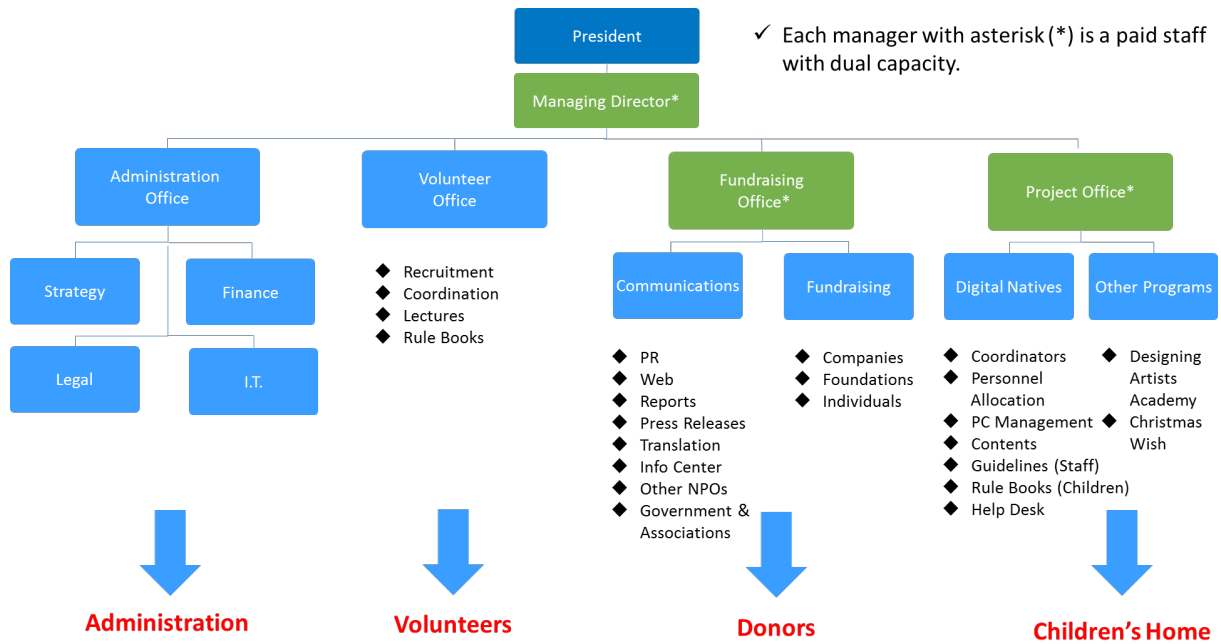
First a position of Managing Director who will supervise organization as a whole under the President's control should be established in Living Dreams. Managing Director will control 4 sections divided by function: Administration Office, Volunteer Office, Fundraising Office and Project Office. Managing Director responsible for the operations of Living Dreams as a whole will be a proper employee with salary from the first year.

Administration Office

Administration Office is a back office which consists of Strategy, Legal, Financial and I.T. Departments.

Administration Office

Roles

- Strategy Department draws and reviews strategies on Living Dreams and Digital Natives development for Management Director and for President. The strategies should be reviewed at least annually.

- Legal Department responsibilities will cover legal matters which will occur as the scale of Living Dreams and Digital Natives grows. The members of this department may not be required at the initial stage, however understanding of its necessity should be confirmed.

- Financial Department is in charge of accounting. According to the trial calculation 50% of its work in Living Dreams will be devoted to the Digital Natives program. Financial Department decisions on transactions are the subject to a final confirmation by Managing Director

- I.T. Department will take care of building and maintaining Digital Natives and Living Dreams websites, volunteer communication tools and database of devices implemented in children's homes.

Volunteer Office

Volunteer Office is a unit for securing and fostering the inflow of volunteers to the organization. One of their main tasks is how to secure volunteers who provide their time and skills continuously to Living Dreams. Volunteer Office has 4 distinct roles.

Volunteer Office

Roles

- Recruitment: recruitment of volunteers

- Coordination: coordination of volunteers where allocation of volunteers and instructions to them are conducted

- Lectures: lectures where volunteers are taught in a periodic way mission

- Rules: rules of Digital Natives, what a volunteer for Digital Natives should be

Fund-raising Office

Fund-raising Office is separated into two departments: Communications and Fundraising. Fund raising Office will be headed by a full-time employee with salary, who will be responsible for proposal activities and coordination towards donors.

Communications Department is in charge of external communication with a mission to raise awareness to activities of Living Dreams and to disclose the information on Living Dreams' accomplishments to the public. This department has 8 following functions:

Communications Department

Roles

- Organize activities for raising awareness of Living Dreams and Digital Natives, including event planning

- Maintaining and updating an attractive website of Living Dreams and Digital Natives

- Preparing reports for sharing information on activities with donors

- Handling inquiries to Living Dreams and Digital Natives from external parties

- Writing and announcing press-releases on the activities of Living Dreams and Digital Natives on the website and other media

- Translating materials for reports and website content (from English to Japanese and vice versa)

- Establishing partnerships with other NPOs

- Establishing partnerships with governmental organizations and associations

Fund-raising Department is in charge of collecting donations from a wide range of sources. It has 3 functions as follows:

Fund-raising Department

Roles

- Company: gathering donations from companies

- Foundation: applying for subsidies from foundations

- Individual: organizing activities for gathering donations from individuals
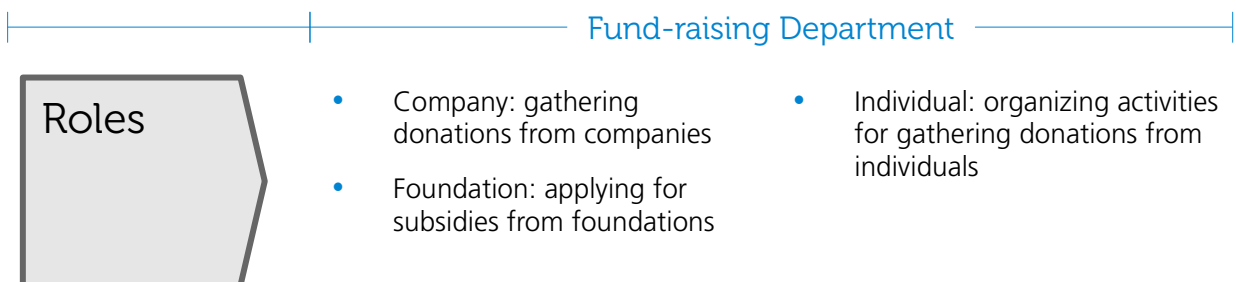
Project Office

Project Office as a front unit operating the programs, such as Digital Natives, Designing Artists Academy and Christmas Wish, etc. Head of the Project Office will supervise all Living Dreams programs besides Digital Natives activities. Being responsible for overall handling of volunteers he/she will be a full-time employee with a monthly salary. Under Digital Natives, at least 7 functions will be necessary.

Project Office

Roles

- Coordinator: coordination work with each home

- Personnel Allocation: personnel allocation working in conjunction with Volunteer Office

- PC Management: logging serial numbers of computers coming from manufacturers and shipping them as well as peripheral equipment to homes

- Guideline for Staff: writing guidelines for staff in homes and revising them periodically

- Contents: writing lecture materials and conveying contents for sustaining children's involvement in conjunction with coordinators (It is recommended that each coordinator will have a monthly meeting with the members in charge of content, where they can exchange opinions and create new ideas)

- Rule Book for Children: writing rulebooks for children and revising it periodically

- Help Desk: replying inquiries from homes through website and by phones

In the process of expanding Digital Natives nationwide Living Dreams will create branches in regions with functions of Volunteer Office and Digital Natives section under the management of Area Manager hired as a full time employee.

Regional Organization: Diagram 7

✓ Area Manager is a paid staff with dual capacity.

Area Manager*

Volunteer Office
- ◆ Recruitment
- ◆ Coordination
- ◆ Lectures

→ **Volunteers**

Digital Natives
- ◆ Coordinators
- ◆ Personnel Allocation

→ **Children's Home**
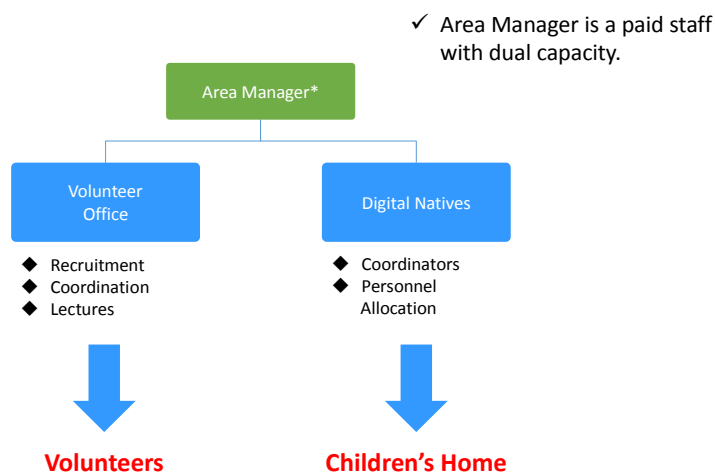
6 Financial Plan

6.1 Fund-raising for Non-profit Organizations

To operate sustainably, financial stability is paramount for any non-profit organization and can only be achieved through acquiring funds from a wide range of sources. Sources of income mainly consist of; membership fees, donations, grants, subsidies, loans, income from interest rates.

Aggressive marketing strategies must be in place to acquire funds on a continual basis from each individual source to guarantee the long term future of each individual program and the organization as a whole. The sources of income in the case of a non-profit organization must be far more diversified than those of a for-profit business as generally donations come from a company's or individuals dispensable cash resources, which can greatly fluctuate due to economic circumstance.

6.2 Income of Living Dreams

The breakdown of donations of Living Dreams from the year 2008 to 2012 is shown in Chart 6. Most donations were received in support of the 2011 Tohoku disaster. The average annual donation total received in support of Living Dreams' core initiatives was JPY 3,521,973. In calculating this average, donations from fiscal year ended March 2011 were excluded, as the breakdown between donations received in support of the Tohoku disaster and donations received in support of Living Dreams' core initiatives is unknown.

Income Statement of Living Dreams: Chart 6

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Designing Artists Academy				120,000	555,000
Digital Natives	4,108,000	5,514,700	18,480,168	2,000,000	1,790,192
Sub-total JPY	4,108,000	5,514,700	18,480,168	2,120,000	2,345,192
Tohoku Disaster Donations				48,801,681	18,409,543
Total JPY	4,108,000	5,514,700	18,480,168	50,801,681	20,199,735

In order to operate Digital Natives continuously and efficiently, Living Dreams will need to generate a far greater amount donations or income from a wide range of sources in a continuous and stable way.

In addition, the majority of income Living Dreams obtained was through the personal connections of individual members of the organization. This can be considered a risk, because the activities of the organization itself depend on those certain individual members. In this sense, to maintain the activity and independent sources of income in a continued way, it is necessary to manage Living Dreams so that it can maintain well balanced funding.

6.3 Package Implementation Cost

In order to operate the Digital Natives program sustainably, we propose providing a package to each home. The package is divided into set-up phase and maintenance phase. In this section we analyze the package in terms of cost, using the following chart 2. For a detailed breakdown of costs, refer to 7.6.

Breakdown of Case Study: Chart 7

	Set-up		Maintenance	
Items	Requirement	Cash Value JPY	Requirement	Cash Value JPY
Computers	7	400,000	-	-
Accessories	Note 1 (7 units)	41,000	Note 2 (1 unit)	44,000
Distribution	7 deliveries	12,000	-	-
Professional Time	7 hours	88,000	2 hours	6,000
Volunteer Time	205 hours	209,000	276 hours	276,000
Subtotal		750,000		326,000
Total				1,076,000

Notes: 1. Construction JPY 25,200, Router JPY 6,500, Mice JPY 7,000, Power strip JPY 2,000.
   2. Network Running Fee

Set-up Phase

As it is described in the product section, the elements of the set-up phase are coordinating, providing computers, I.T. environment with equipment and computer basic lectures for the children and home staff.

Item	Description	Source of Donation
Computers	7 Laptop computers (JPY 40,000): JPY 280,000 Security software: JPY 10,000 Microsoft Office software: JPY 110,000	Computer and software manufacturers
Accessories	Internet set-up: JPY 25,000 Computer accessories (mice, power strips and routers: JPY 16,000	Telecommunication companies and computer equipment providers

Distribution	This item includes delivery fee of a package: JPY 12,000	Nationwide transportation companies
Professional Time	Installation engineering cost (7 hours): JPY 88,000	I.T. engineering companies
Volunteer Time	Coordinator fee (7 hours per day): JPY 11,000 Computer skills training (198 hours, 3 volunteers, JPY 1,000 per hour): JPY 198,000	Staff of I.T. or finance companies, university students or other collaborating NPOs.

Maintenance Phase

The contents of the Maintenance phase are Internet connectivity, engineering for troubleshooting, computer medium-level lectures for children and seasonal events.

Item	Description	Source of Donation
Accessories	Internet connection yearly cost: JPY 44,000	Telecommunication companies
Professional Time	Engineering costs for in-home troubleshooting of computers and the Internet (2 hours): JPY 6,000	I.T. engineering companies.
Volunteer Time	Ongoing computer skills training (180 hours, 3 volunteers, JPY 1000 per hour): JPY 180,000 4 Seasonal events per year (8 hours each, 3 volunteers, JPY 1,000 per hour): JPY 96,000	Staff of I.T. or finance companies, university students or other collaborating NPOs.

6.4 Five Year Financial Forecasts

6.4.1 Package Implementation Costs

Digital Natives will install the above mentioned package to 98 homes in the Kanto and Kansai areas in 5 years. Here is the analysis of the execution process in terms of finance.

As chart 8 below shows, in year 1 we will concentrate on the Kanto area, from year 3 the area will be enlarged to Kansai, and from year 5 the package will be provided for the remaining homes in Kanto. This means that in 5 years the package will be installed to 69 homes in Kanto, 29 homes in Kansai and 3 homes in remaining in Kanto, adding up to 98 homes in total. Installation to 66 homes in 5 years will form a pattern, where 3 homes are covered in the first year, 12 in the second, 14 in the third, 17 in the fourth and 20 in the fifth.

The coverage area will grow and the number of homes will increase after 5 years. However, in this proposal we highlighted only a realistic scenario with minimum risks, putting the highest priority on sustainability. Going in this direction in 10 years the package will be installed to 259 homes in 4 areas. Details are stated in the Appendix 7-4.

It should be noted that after 5 years the laptops that have already distributed will be replaced and it will cost or be needed to be donated.

Number of Implementations: Chart 8

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Kanto	3	12	14	17	20	66
Kansai			3	12	14	29
Kanto 2					3	3
Total	3	12	17	29	37	98

Chart 9 shows the number of units required of each item for the implementation of the project in 98 homes in 5 years. The cash equivalent is shown in Chart 10.

Units Required: Chart 9

Item	Unit	Set-up	Maintain	Year 1	Year 2	Year 3	Year 4	Year 5	Total
No. of Homes				3	12	17	29	37	98
Laptops	Device	7	0	21	84	119	203	259	686
Accessories	Package	7	1	21	92	139	246	333	830
Distribution	Delivery	7	0	21	84	119	203	259	686
Professionals	Hours	7	2	22	99	159	288	406	974
Volunteers	Hours	205	276	684	4,530	9,005	17,675	27,871	59,765

Cash Required: Chart 10

Item	Unit	Set-up	Maintain	Year 1	Year 2	Year 3	Year 4	Year 5	Total JPY
No. of Homes				3	12	17	29	37	98
Laptops	JPY	400,000	0	1,200,000	4,800,000	5,600,000	6,800,000	8,000,000	26,400,000
Accessories	JPY	41,000	44,000	134,000	822,000	1,443,000	2,237,000	3,174,000	7,810,000
Distribution	JPY	12,000	0	36,000	144,000	168,000	204,000	240,000	792,000
Professionals	JPY	88,000	6,000	265,500	1,101,000	1,350,500	1,706,000	2,081,000	6,504,000
Volunteers	JPY	209,000	276,000	696,000	4,578,000	8,377,000	13,213,000	18,946,000	45,810,000
Total JPY				2,331,500	11,445,000	16,938,500	24,160,000	32,441,000	87,316,000

The following notes breakdown each item in Chart 5 into number of units and hours.

- In a 5 year period 686 computers will be required

- We need 830 sets of accessories

- For the distribution 686 set

- All professional time accumulated adds up to 974 hours

- All volunteered time will sum up to 59,765 hours

The cost of this in cash equivalent is JPY 87,316,000. However this sum will all be covered by donations. The following chart shows the increase of children's homes and the cash equivalent needed for the implementation.

5 Year Projection Package Implementation Costs: Chart 11
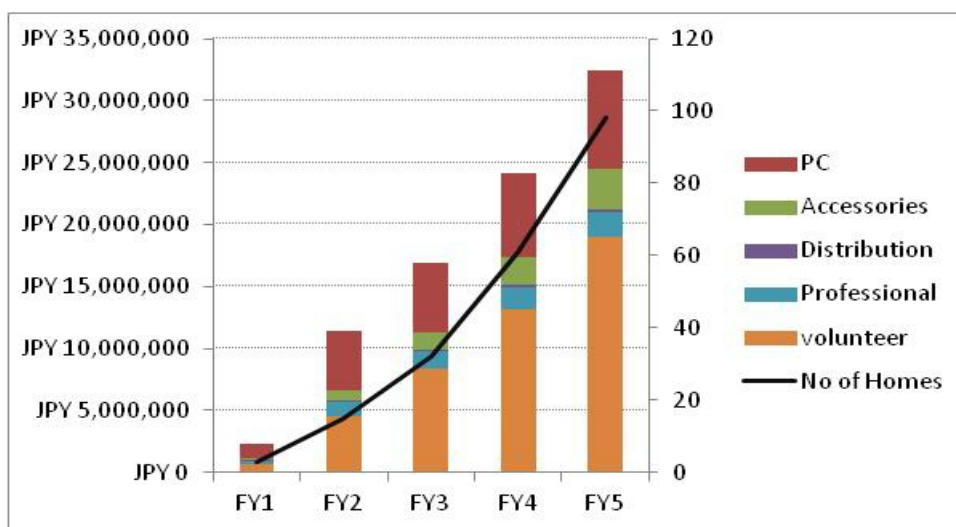
6.4.2 Administration Costs

We propose to employ at most 5 paid staff in 5 years in 3 regions. The cost increase for the administration is inevitable in case of expansion to new regions. Based on the previous data of Living Dreams estimation of administration costs is calculated as follows.

Administration costs should be paid in cash, and the majority of income will be allocated there. Approximately 70% of administration costs are allocated to salaries which are based on minimum wage. The reason for such a low salary is that we are going to hire retired people who have enough time and funds to support a living. Low salary level will reduce administration costs, what will alleviate the burden of cash operations.

Monthly Salary – JPY 150,000 in Kanto. JPY 135,000 in Kansai. No increase in 5 years.

Projected Administration Costs Breakdown: Chart 12

Items	Total	Year 1	Year 2	Year 3	Year 4	Year 5
Salary	38,880,000	3,000,000	5,400,000	9,360,000	9,360,000	11,760,000
Welfare Expenses	792,000	60,000	108,000	192,000	192,000	240,000
Recruitment & Education	720,000	80,000	80,000	160,000	160,000	240,000
Advertisement & Promotion	5,760,000	640,000	640,000	1,280,000	1,280,000	1,920,000
Transportation	1,320,000	100,000	180,000	320,000	320,000	400,000
Telecommunication	2,640,000	200,000	360,000	640,000	640,000	800,000
Office Supplies	288,000	32,000	32,000	64,000	64,000	96,000
Commission Paid	2,160,000	240,000	240,000	480,000	480,000	720,000
Taxes & Dues	2,160,000	240,000	240,000	480,000	480,000	720,000
Total JPY	54,720,000	4,592,000	7,280,000	12,976,000	12,976,000	16,896,000

5 Year Projection Administration Costs: Chart 13
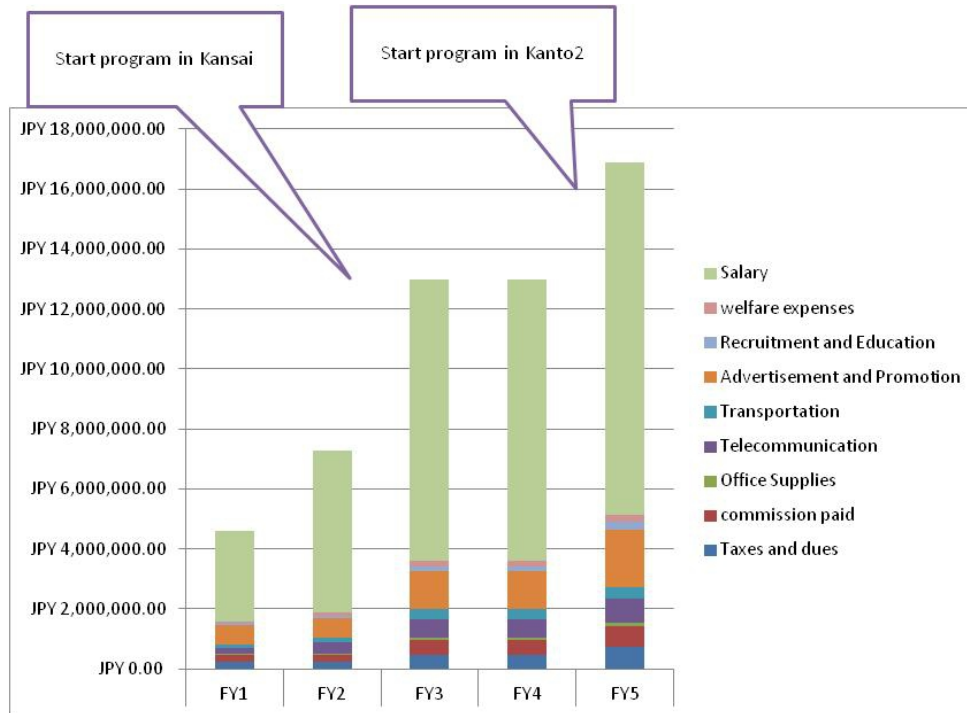
6.4.3 Five Year Fund-raising

Digital Natives must obtain enough income in order to cover current and future administration costs. In case if Living Dreams failed to obtain enough funds, Living Dreams has to reduce number of paid staff and concentrate on maintenance of homes where the package was installed. The five year income plan is in the following chart.

Projected Fund-raising Breakdown: Chart 14

Items	Total JPY	FY 1	FY 2	FY 3	FY 4	FY 5
Donations	29,945,000	3,353,000	4,023,000	4,827,000	5,792,000	6,950,000
Subsidy	7,500,000	500,000	1,000,000	2,000,000	2,000,000	2,000,000
Global Giving	2,000,000	2,000,000	-	-	-	-
Just Giving	1,000,000	-	1,000,000	-	-	-
Ready For	1,000,000	-	-	-	1,000,000	-
My Ring HR	2,000,000	2,000,000	-	-	-	-
Crowd-funding	16,800,000	-	2,400,000	3,600,000	4,800,000	6,000,000
Total JPY	55,245,000	7,853,000	8,423,000	10,427,000	13,592,000	14,950,000

Donations

20% yearly increase is projected basing on the Living Dreams average yearly sum of donations of JPY 3,353,000. The total in 5 years will add up to JPY 24,945,000. Donations received for other projects than Digital Natives cannot be transferred for Digital Natives initiatives, therefore it is important to collect donations specifically for Digital Natives.

Donations to Digital Natives should be collected not by personal connections, but based on continued relationships with organizations and companies from various sectors, satisfying seven steps criteria for a reliable NPO mentioned in this paper before.

Subsidies

Many companies run subsidy systems for the NPO support. There are multiple programs focusing on healthy child development, and Digital Natives can apply for funds provided through them. In general, such subsidies range from JPY 500,000 – 2,000,000 per annum. Application reports should be prepared beforehand in order to apply and win the competition. For details, please see appendix 7.7.

Crowd Funding

A lot of funds are needed to develop a product or organize an event. Crowd funding, when money are collected on the Internet from the general public can be helpful. For each donor the sum of money is relatively small, and for us it is possible to start the project when necessary funds are accumulated. Also there is a merit that risks related to fund-raising are non-existent.

Number of crowd-funding projects is increasing in Japan every year, enabling us to obtain JPY 500,000 – 2,000,000 through active and well planned promotion. There are not only one time donation schemes, but it is also possible to collect monthly membership fees (for example, JPN 1,000 per person); what will secure stable and continued income with usage. For details, please see appendix 7.8.

Income Statement

Items	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Donations	3,353,000	4,023,000	4,827,000	5,792,000	6,950,000
Other Income	4,500,000	4,400,000	5,600,000	7,800,000	8,000,000
Income from Interest					
Current Total Income	7,853,000	8,423,000	10,427,000	13,592,000	14,950,000
Total Income	7,853,000	8,423,000	10,427,000	13,592,000	14,950,000
Expenses					
1. Project Cost					
Digital Natives Project Cost	0	0	0	0	0
All project resources donated					
2. Promotion, General & Administration					
Salary	3,000,000	5,400,000	9,360,000	9,360,000	11,760,000
Welfare Expenses	60,000	108,000	192,000	192,000	240,000
Recruitment & Education	80,000	80,000	160,000	160,000	240,000
Advertisement & Promotion	640,000	640,000	1,280,000	1,280,000	1,920,000
Transportation	100,000	180,000	320,000	320,000	400,000
Telecommunication	200,000	360,000	640,000	640,000	800,000
Office Supplies	32,000	32,000	64,000	64,000	96,000
Commission Paid	240,000	240,000	480,000	480,000	720,000
Taxes & Dues	240,000	240,000	480,000	480,000	720,000
Total Expenses	4,592,000	7,280,000	12,976,000	12,976,000	16,896,000
Balance	3,261,000	1,143,000	-2,549,000	616,000	-1,946,000
Balance from Previous Year	0	3,261,000	4,404,000	1,855,000	2,471,000
Balance Total	3,261,000	4,404,000	1,855,000	2,471,000	525,000
Balance Carried Forward	3,261,000	4,404,000	1,855,000	2,471,000	525,000

Balance Sheet

Items	Year 1	Year 2	Year 3	Year 4	Year 5
1 Assets					
1.1 Current Assets					
Cash & Bank	3,381,000	4,554,000	2,155,000	2,771,000	1,345,000
Account Receivable					
Total Current Assets	3,381,000	4,554,000	2,155,000	2,771,000	1,345,000
Total Assets	3,381,000	4,554,000	2,155,000	2,771,000	1,345,000
2 Liabilities					
2.1 Current Liabilities					
Account Payable	120,000	150,000	300,000	300,000	500,000
Advance Received					
Total Current Liabilities	120,000	150,000	300,000	300,000	500,000
Total Liabilities	120,000	150,000	300,000	300,000	500,000
Net Assets	3,261,000	4,404,000	1,855,000	2,471,000	845,000
3 Stakeholders Equity					
Retained Earnings Carried Forward	0	3,261,000	4,404,000	1,855,000	2,471,000
Net Income This Year	3,261,000	1,143,000	-2,549,000	616,000	-1,946,000
Stakeholders Equity	3,261,000	4,404,000	1,855,000	2,471,000	525,000
Liability & Equity Total	3,381,000	4,554,000	2,155,000	2,771,000	1,025,000

Cash Flow Chart

Items	Year 1	Year 2	Year 3	Year 4	Year 5
Surplus/Deficit	3,261,000	1,143,000	-2,549,000	616,000	-1,626,000
Adjustment for Non-cash Transactions					
Sources					
Decrease of Short Term Assets					
Increase of Short Term Liabilities	120,000	30,000	150,000	0	200,000
Applications					
Increase of Short Term Assets					
Increase of Short Term Liabilities					
Net Cash Flow	3,381,000	1,173,000	-2,399,000	616,000	-1,426,000
Cash Balance	3,381,000	4,554,000	2,155,000	2,771,000	1,345,000
Deposit Balance					
Total	3,381,000	4,554,000	2,155,000	2,771,000	1,345,000
Cash & Cash Equivalent +/-	3,381,000	1,173,000	-2,399,000	616,000	-1,426,000

This page is intentionally
left blank.

7 Appendix

7.1 Interview with Children's Homes and Association

Interview Summary

St. Joseph
Staff use their own or shared PCs, recognizing that PC is a must for their daily work. Children are allowed to enjoy games with standalone PCs. PC competency and digital literacy are considered to be very important for children in order to survive after the graduation. Also, opportunity to communicate with their peers outside of the facility is important for children. However, as children do not have common sense of what is good or wrong, Internet connectivity must be treated carefully in a controlled way. Some children tend to feel insecurity towards PCs.
Only NPOs and volunteers which can engage continuously are welcomed.

Findings: Children usage of PCs and communication through the Internet are considered to be important for their future. However, controlled environment is required. NPOs should provide continuous support.

Wakaba-ryo
Only director and managers who are open to the progressive ideas have the Internet access. Staff members do not use PCs at work and are conservative towards this mode of communication. The reasons are lack of knowledge and interest, absence of time to learn and understanding of necessity of I.T., discomfort towards new things. PCs for children were provided by Lenovo. In order to persuade the staff to implement PCs a detailed project plan explaining importance of PC for children was prepared. Desktops are preferable because laptops are easily broken. Access from children is automatically controlled. Rules for the children and for the staff are formalized.

Findings: Orphanages are still very conservative towards I.T. It means that explanation on necessity of I.T. must be conducted in order to persuade them to accept PCs. Package with security software and rules of usage, provided in a comfortable for orphanages way are required. Desktops with controlled environment are the best solution.

Kibo-no Ie
Not I.T. competency, but general communication ability is needed for children from orphanages for engagement with society 7 note PCs are installed, so that 1 unit is used by 6 children. Children use them for homework and the Internet browsing. They

can study language, math and science through the learning software donated by an education company. Each PC has virus/security software. Community sites are not allowed. However, there are problems coming from that security passwords and parental guide filter have limitation as children learn how pass through security gates from their school friends. I

Regarding the NPO support clear objectives of the program which will enrich children's life standard through the devices and *I.T.* environment are important. Clarifying risks and benefits of having the Internet is the key for success. As far as orphanages are not welcomed by local community it can be a chance for them to establish good relationships with surroundings if they provide *I.T.* training involving people from local community. Orphanage staff resources are limited, so NPOs can help organize those activities.

Findings: I.T. skills are not the goal, general communications skills are essential for social inclusion. PCs should be used by those who like them, but the problem of security is important. Clear explanation on the objectives of the program, its risks and benefits are required from an NPO. Joint I.T. training can be an opportunity for orphanages to become open to the local community.

Shisei Gakuen
This home is often considered as one of role model among children's homes. Director is supportive for I.T. education, and staff attended Microsoft Jiritsu project.   They have donated PC from Microsoft but PC lab is under preparation to use and plans to utilize the environment.   Internet is considered as risk but children can use internet under staff's monitoring.   The home receives various volunteer supports from NPO and donor companies.   Also have plenty of materials thanks to aggressive management. Children do not use materials with care and their socialization is considered as low caused by.

Findings: Starting from Tokyo to build a role model is effective way for influencing rural area.   Internet and I.T. education is needed with particular rules and care.

Gyosei Gakuen
Staff has vague feeling of fear for risk brought from *I.T.* and the Internet. They agree that PCs are necessary, but they are against the Internet, because it will be difficult to control children and they can become Internet addicted Children are not socialized and lack communication skills, and usage of devices will drive them to have even less communication with real people.

Findings: Internet and digital devices can cause addiction and may damage children's communication ability even further.

Tokyo Council of Social Welfare
Children use PC at school, but they can't repeat what they studied, because they do not have enough PCs in orphanages. On average number of PCs at orphanages is

small with 1 unit per group facility. Management recognizes needs for Internet connection, but they are very nervous regarding the problem of security. Orphanages do not have enough knowledge on how to use the Internet safely and they are concerned about the problems such as buying charged games unconsciously, bullying in online forums, prostitution and dangerous relationships which come from the Internet. There are already some precedents caused by usage of the Internet, especially social networks.

Regarding the attitude to NPOs, there is a stereotype that NPOs do not provide long term services and tend to lack capacity to handle big projects. In spite of the fact that there are many offers from companies about events and seminars for children NPOs fail to organize them properly. The main point here is that orphanages prefer packages to individual gifts, and companies require effect measurement for their CSR activities, what makes it impossible for NPOs to handle projects in a professional and satisfying way Support for children must be based on a long term perspective. Full time NPO coordinator is needed, because orphanage staff doesn't have time and energy to take care about the arrangements.

Findings: Orphanages admit necessity of PC skills and Internet connectivity, but they are cautious about the security issue. NPOs should provide comprehensive packages with complete support on a long-term basis.

Interview Template with Children's Homes

1. Do children currently have access to devices (computer/tablet) and the internet?
   A) Do you have PC in your home that children can use?
   B) How old is target age of children who can use PC?
   C) Is it Desktop or Laptop PC?
   D) How many PCs are provided?
   E) How often do they use?
   F) For what do they use? To learn skills? What kind of skills?
   G) Do they enjoy using them? Do they enjoy learning?
   H) Where do they use? (in a special room?)
   I) To whom those devices belong?
   J) How do you maintain them (devices/ licenses)?
   K) How do you control children to access internet? What fears do you have about internet access?
   L) How much budget do you have for I.T. infrastructure?
   M) When they don't use the devices, how do you keep them? (security/storage)
2. Are you currently received any support related to I.T. education from individual or corporate?
   A) If yes, what kind of support?
   B) If yes, how did you find it?
   C) If no, why?
3. For kids' learning, what opportunities or resources are needed to improve their

educational environments?

4. Do you think children from homes have less opportunity to touch PC or to learn I.T. skills than other children?   Have you heard any case that they can't get a job because of lack of I.T. skills?

5. If given the opportunity to receive free new devices for all children 8-18, what are some challenges you envision?

6. In your opinion and from your experience, what age group should Digital Natives be targeted towards? Is 8 too young? 10? 12?

Interview Reports

Date/Time	February 10th, 2013
Name of Orphanage	St. Joseph
Capacity/Type of Children's home	60 children / 4 group homes
Interviewee	Ishigo, Staff /Tago, volunteer lead of Barclays
Interviewer	Tsunako Itsumi, Megumi Ishikawa

St. Joseph

1. Do children currently have access to devices (computer/tablet) and the internet?
   A) Yes for devices. No internet connection
   B) How old is target age of children who can use PC?
   C) Laptop PC.
   D) One shared PC for each living unit. 5 laptop PCs for PC training class provided by Barclays.
   E) Daily in rotated schedule about for 1 hour.
   F) Play games, do homework. PC training class is provided by Barclays since November 2012. Class is held twice/monthly, one for elemental students, the other for junior high/high school students. Each session is 40 min. focused on learning Office software. 6 classes to finish 1 series.
   G) Yes.
   H) In living room.
   I) Children's home
   J) How do you maintain them (devices/ licenses)?
   K) PC for children is stand-alone. With internet, staff can't control children connecting others outside. Children don't have common-sense of judging what is good or bad.
   L) No specific budget for I.T. infrastructure. All PCs were donated.
   M) PCs used for training class are kept in storage.
2. Are you currently received any support related to I.T. education from individual or corporate?
   D) Yes, Barclays offers training and PC donation (5 laptop PCs, 1 network HDD) since November 2012. The training class has finished in Feb 2013 and Barclays and St. Joseph considers of next stage after this class. St. Joseph plans to have PC lab in home
   E) Living Dream coordinator introduced Barclays to St. Joseph. St. Joseph attended DAA program from 3 or 4 years' ago.
3. PC skill, I.T. inclusion is very important. It grows children's fundamental I.T. skill to survive after they go out from home. St. Joseph also wishes to have volunteers/outsiders who can continuously visit and engage in children's learning.
4. Never heard of the case that they can't get a job because of lack of I.T. skills.
5. It creates un-guarded environment from outside of the world.

6. Age 8 is ready to start with I.T. inclusion.

Other comment
St. Joseph Staff
- Overwork of staff. They require few days per week required to stay with them. Three staffs per 6 children are rotated in night shift in each living unit.
- Training class that Barclays offers is an important opportunity for children to connect with outside of the home.

Barclays volunteer lead
- We don't face financial problem but have resource constrain of volunteer trainees who can engage in the PC training class continuously.
- We recruit volunteer through email to employees.   Fukushima volunteer project is competitor to recruit volunteers.   Internal PR/communication to employee for volunteer recruit is in consideration.

Meguro Wakaba-ryo

Date	February 27, 2013
Name of Orphanage	Meguro Wakaba-ryo
Capacity/Type of Children's home	46 children (1 dormitory/ 3 group homes)
Interviewee	Tategami, PR Coordinator
Interviewer	Sahiro Tsukioka, Tsunako Itsumi

1. Do children currently have access to devices (computer/tablet) and the internet?
   N) Yes
   O) Target age is 8 – 18 years old.
   P) Desktop PC, Laptop PC, No printer to avoid consumable goods.
   Q) 4 Desktop PC, 1 Laptop PC. Desktop is preferable because Laptop is portable and has a possibility to be broken.
   R) 1 hour/day, 5 hours/week. Each PC is set to be shut down automatically after one hour and is parental controlled as well.
   S) To learn skills and how to use internet. Especially for high school students for job search. Still under consideration.
   T) N/A.
   U) In a living room.
   V) PCs belong to Wakaba-ryo.
   W) Each PC is set to be shut down automatically after one hour and is parental controlled.
   X) Controlled by secure soft. No access to YouTube.
   Y) Wi-Fi running fee 7~8,000JPN/month only. Hoping to have budget. No I.T. staff.
   Z) For security reason, desktop is preferable. Each access from children is automatically controlled.
2. Are you currently received any support related to I.T. education from individual or corporate?
   F) From Lenovo (4 desktop PCs, 1 laptop PC, Setup of 1 PC of initial configuration and Microsoft security soft.) The PR Coordinator is trying to get a support from a French telecom company to build intra network.
   G) Lenovo donation was made through Living Dreams.
   H) N/A
3. Programs to support learning how to live independently are required. After they leave homes, children can easily lose jobs due to lack of social skills and that makes them become homeless people or get involved in sex-related business.
4. Mostly, jobs children get after leaving orphanage are not desk work.
5. The challenges come from basically staff's mind toward I.T..
6. From 8 years old.

Other comment
- Staffs have no experience of working outside homes in closed society. Usually

they starts working just after graduating from school of social welfare and don't know what ordinary companies are like. So, they don't know how to communicate with people in business manner although they should get in touch with companies for fundraising.

- Only director and managers have their own email addresses. Ordinary staff doesn't have their own account.
- Daily report and memos are written by hand, not by PC. Such analog style communication appears inefficient to PR Coordinator.
- The reason of non-I.T. among staff is because of lack of knowledge, interest, time to learn and awareness of necessity for I.T. as well as habituation and fear for new things.
- Although the director is open to progressive ideas, staffs are not. Staff are busy for daily work and don't want changes.
- Some staff said NO to Lenovo's offer. So, to make them accept PCs, PR Coordinator prepared a perfect project plan to let them know the importance of PC for kids.
- PR Coordinator is making PC rules which will be helpful not only for kids but also for staff. The rules will become very basic such as "No drink beside a PC."
- PR Coordinator thinks I.T. lectures are necessary not only for kids but also for staff.
- Even when a lecture course of bookkeeping was offered, some staff said "no necessary for kids".
- It took one year to persuade them to open the home to volunteers from Hands on Tokyo.
- PR Coordinator writes thank-you cards to donators but she often hears that such cards are rare. It seems some homes don't appreciate such donations or don't have time to send such thank-you letter or even a receipt.
- Other donations other than Lenovo: Ritz-Carlton– Career experience / Christmas event, Nihon hallmark – greeting card (can be used for thank-you letter to the donor). Most of donations are from foreign companies.
- People with disabilities or the elderly in facilities, at least, have families so that they have chance to connect with society. On the other hand, most of children in children's home are isolated from the society and out of the consciousness of people in general because they have been abandoned from families in most cases.

Shisei Gakuen

Date/Time	March 2nd, 2013
Name of Orphanage	Shisei Gakuen
Capacity/Type of Children's home	65 children (1 dormitory/3 group homes)
Interviewee	Takahashi, Chief/ Shimizu, Mental Therapist staff
Interviewer	Alexander Andrakhanov, Eoghan McCarthy, Megumi Ishikawa

1. Do children currently have access to devices (computer/tablet) and the internet?
    A) Yes. Children use staff's PC with limited time. 5 Desktop PCs is under preparation to setup lab
    B) 8 to above
    C) Desktop PC
    D) Desktop PC for staff.
    E) Occasionally. No regular use
    F) Viewing internet, work on homework
    G) Yes
    H) In staff room
    I) Children's home
    J) Children use PC used for staff
    K) Staff watches beside children while they use. They alert if it exceeds 30 min.
    L) No specific budget for I.T. infrastructure.
    M) Keep in storage in staff room. Staff periodically updates security and Microsoft software license.
2. Are you currently received any support related to I.T. education from individual or corporate?
    I) Yes. Joined Microsoft Jiritsu projects. 5 PC in PC lab that is under preparation are donated by Microsoft. http://ms-jiritsu-up.net/
    J) Through Tokyo Council of Social Welfare.
3. How to keep children's motivation for learning is a key. Children lack of concentration and endurance. Building a good relationship with them and understand their background reason of strange behaviours. Educational with entertainment materials needed.
4. In general, they have less opportunity to touch PC or to learn I.T. Never heard about a case to lose job opportunity due to lack of I.T. skill.
5. They will not come out from their own room and play with devices for the whole day. Device will be broken soon by them. They don't use anything with care, since they are not being taught of importance of materials given. In children's home we have plenty of donated, given goods. Internet provides opportunity for children to get information that we don't want them to see. Some children have to be kept away from parents, but internet and SNS creates risk that original parents find their children's location.
6. From grade 3 is necessary as they receive homework from school that requires PC

and internet.

Other comments

- Three fourth of management cost is from government, the rest by children's home. Government provides necessary expense to keep minimum standard of life in line with constitution law and Child Welfare Act. They don't invest beyond.

- Most of children have experience abuse in their original family.

- Children's parents want to keep custody.   We have to keep their custody and raise children.

- Aside from raising children, children's home tries to re-educate their parents to be a better parents in cooperation with Children's adviser office (Jido Sodanjo). We find difficulty to know they don't change and some of they are under mental diseases.

- Gap among area towards education and environment given for children's home. Funding depends on power and policy of each owner of children's home.

- Though children's homes don't promote or appear on mass media publicity to protect children's privacy, we disclose information in necessary parties like donors, government and local community. There's event like bazaar, garden party. Our policy is "Open to public". We owns usual kindergarten, opens play room for other children in local.

- 60 to 70 % of homeless is those lived in children's homes according to research.

- We have various types of volunteer e.g. cleaning, education, helping night shift staff, and events.   Juku named 'ENA' offers educational support for two years. They visit us every Thurs. and it starts to see good results.

- We advice to start Digital Native in bigger children's home with names and network among children's home. Children's homes in Tokyo are advanced. Starting from Tama area is one suggestion.

- Government support is needed for helping self-reliance of children.

- Understanding children's back ground is more important. Their human relationships is totally broken or hurt in original family, and they can't express their feelings too. They can't control their behaviour by themselves and more sensitive than usual children. Rather than material, we need to build good human relationship and trust between them.

- Support from external parties needs to be continuous even in small scale. Children's home situation differs each so we recommend an order-made type package through research and discussion with each home.

Kibo-no Ie

Date/Time   March 5th, 2013
Name of Orphanage   Kibo-no Ie, Katsuhika ward
Capacity/Type of Children's   46 children/2 dormitory, 3 group homes
home
Interviewee   Aso, Director/ Yamazaki,Team lead
Interviewer   Tsunako Itsumi/Megumi Ishikawa

1. Do children currently have access to devices (computer/tablet) and the internet?
    A) Yes
    B) If yes, do all children have them (targeted age)?   No target age. 46 children are divided to 7 living units.   Units both includes separate housing and living unit group by gender
    C) Laptop PCs.
    D) 7 note PCs. One per living unit. 1 unit per 6 children
    E) Personnel depended. Each unit has own rule among children e.g. 1hr per by rotation. Generally no fight cause of short time allocation to use PCs.
    F) Both hobby and educational use. No particular PC training class.
        -Research-type homework from school. Word, internet browsing are used.
        -Hobby use for internet, browsing..
        -Education company 'Assist' *assist-web.jp/* donates monthly fee for subject learning soft e.g. language, math, science. Children can use online Juku if wanted.
        *As Juku fee for junior high/ high school children is offered from government recently, not sure how often they utilize the learning soft.
    G) Yes, for those who likes PCs or Internet. Depending kids some likes PC, others are not. Staff doesn't force them to use PCs. Opportunity to have internet
    H) In living room
    I) Orphanage
    J) Each PC has virus/security software. Password set. PC is stored in
    K) Controlled by security & anti-virus software. Staff periodically updates these. Password/ID being set. Not allowed to use community sites
    L) Staff watches children while they are using if time allowed. Not able to watch them every time. Children are fast to learn information from friend. Password protect, parental guide filter has limitation as they learn how pass through security gates their school friends.
    M)Internet fees per unit. No I.T. staff. Staff voluntary manages their Lan & I.T. infrastructure.   PCs are mix of donation and purchased
    N) Kept in usual living room
2. Are you currently received any support related to I.T. education from individual or corporate?
    K) No I.T. specified budget.
        Individuals in Goldman Sacks that has relationship through events donated second touch PC.

Until last year Mr. Matsuno of Hitachi IA led PC training class twice a year l for 3 years with volunteers in the company Class provided how to create message card for school graduator, name cards, taught security/internet risk for junior high/high school age.   After he retired the program seems to be ended.

3. For kids' learning, what opportunities or resources are needed to improve their educational environments?
Area of interest differs by children. Giving change and opportunity is most important and doesn't make sense to push PC learning for all children. They have class in school. Knowing the risk & benefit is key to implement internet/PCs. Rules 10 years back Kibo-no Ie started to setup internet environment in canteen. That implementation didn't work as influence is big since in bigger unit.   Living unit in smaller group changed the situation. Staff can pay more attention to kids and control bad influence over internet/PC within the unit.

4. Do you think children from homes have less opportunity to touch PC or to learn I.T. skills than other children?   Have you heard any case that they can't get a job because of lack of I.T. skills?
Kibo-no Ie has policy to provide same standard of environment with what common family has.   Not heard of job finding difficulty because of no I.T. skills. Difficulty of employment doesn't come from the opportunity to learn I.T. skills.   It mainly caused by lack of communication skills to engage with society and mental or physical disadvantage. Their serious problem impacts more to job finding difficulty than I.T. skill.

5. If given the opportunity to receive free new devices for all children 8-18, what are some challenges you envision?
It's over spec as there's already internet environment for children. Goal, what information is delivered and how is needed. I.T.- disadvantaged orphanage may also accept burden if they can find clear objectives the program will enrich children's life standard through the device & environment.   Clarifying risk and benefit of having internet is also a key.

6. Age 8 is not too young to use PC. From grade 5 children have to use PC more often for homework.

Other Comments
- School offers enough opportunity for basic I.T. skill learning. As there's already internet in home, they don't find benefit to focus on PC training class as home.
- Clear goal and objective is necessary to have I.T./internet environment.   If each children's home can find benefit to raise children's living standard orphanage may take burden.
- Good to have learning event of with Tablet e.g. Travel planning learn history of place to visit, transportation etc.
- What information to delivered and how is important.
- Open to local community through PC training class maybe one opportunity. Orphanage is not welcomed by local society.   If Orphanage opens their public space for I.T. training class to public as resource, it may contribute to connect orphanage and society. Orphanage stuff resource is limited so organizer

coordination from external NPO or parities is needed.
- Excel learning class per unit is not interesting as interest to PC is different individually.
- Staff's PC environment; each staff has LAN and intranet as living unit is separate. Their PC is in different net work from kids. Log daily expense per unit, report in word, excel. Create PowerPoint slide in occasion. I.T. skill level differs by individuals. May helpful if there's learning class.

Gyosei Gakuen

Date/Time	March 16, 2013
Name of Orphanage	Gyosei Gakuen
Capacity/	24 children (3 dormitory/4 group homes)
Type of Children's home	
Interviewee	Takeishi, Supervisor
Interviewer	Sahiro Tsukioka, Tsunako Itsumi, Megumi Ishikawa

1. Do children currently have access to devices (computer/tablet) and the internet?
   A) Yes for computer, laptop PC. No internet.
   B) 12- 18 (only high school & junior high school aged children reside this orphanage)
   C) Laptop PC
   D) 4 laptop PCs per 6 to 9 children. One dormitory doesn't have shared PC
   E) Depends on individual and their interest
   F) Hobby use; copy music files, create own novel or view movie. They get allowance from orphanage to use public internet PC owned by ward.
   G) Yes
   H) In public space.
   I) Children's home owns these PCs
   J) License is maintained by staff
   K) What fears do you have about internet access? No access to internet from laptop PC. Fears for charged online service
   L) No budget to I.T. specific
   M) Keeps in staff locker when it's not used. Stand alone PC and no need to install security software as
2. Are you currently received any support related to I.T. education from individual or corporate?
   L) No.
   M) Staff has vague feeling of fare for unfamiliar risk brought from I.T. and internet. Digital inclusion is not on discussion table. Might be considered from this year.
3. For kids' learning, what opportunities or resources are needed to improve their educational environments?
4. Do you think children from homes have less opportunity to touch PC or to learn I.T. skills than other children?   Have you heard any case that they can't get a job because of lack of I.T. skills?
   Yes.   Never has heard a case of losing job opportunity coming from low I.T. skill. High turnover have another root cause, not caused by lack of I.T. skill.
5. If given the opportunity to receive free new devices for all children 8-18, what are some challenges you envision?
   It creates difficulty to control children's behaviour.   Children bring the portable device to somewhere else. Risk to internet addiction and they may not come out from their own room.   They are not socialized enough and don't have good

communication skill. The device will drive them to have less communication with real people.

6. In your opinion and from your experience, what age group should Digital Natives be targeted towards? Is 8 too young? 10? 12?
   This question is not applicable since all children are above 12.

- Most of children are transferred from other children's home with different reason.
- Enter high school in Tokyo,
- Sent through a institution called 'Jido Jiritsu Shien Shisetsu' where children who commit a light crime are sent for.
- Maladjusted children in previous children's home

- Tablet is useful for staff rather than children to provide living support for those who graduated the home.

Tokyo voluntary Action Center of Tokyo Council of Social Welfare

Date/Time   January 31st, 2013
Name of Institution   Tokyo Council of Social Welfare
Interviewee   Chief Program Coordinator   of   Tokyo voluntary
                               Action Center
Interviewer   Megumi Ishikawa

Situation of orphanage in Tokyo
- Lack of PC units
- Lack of human resource to take care children.   1 staff per 5-6 children.
- Living unit called 'group home' that imitate real 'family' style is popular these days in line with government's advise.   Generally group home has 1 pc per unit
- Children's home recognize needs for Internet connection, but are very nervous. There's high wall toward internet due to various issues brought through internet inclusion.

Children
- Children's home doesn't have PC so they can't practice in home what they learned in school PC training class.
- Children don't know how to use internet safely; various issues brought through internet.
  - e.g. buying online charged game, bullying in online forum, enjo-kosai and deaikei site engagement through internet/SNS.
- High school students are allowed to buy keitai paid by their own earning from part-time job.
- Smart phone brought various issues around internet, SNS in some children's home
- Generally, children lack of common sense of how to protect themselves in society.
- Most of children come from poor nourishing environment.
- Some of them doesn't go to school, behind from study, not given good opportunity to learn
- Mentally very unbalanced. Most of them are mentally or physically damaged and have experienced trauma.
- Children are poor in concentration and one-to-one coaching is preferable. Some are suffered from mental illness or developmental disability.

Jiritsu Up project by Microsoft & Tokyo council of Social Welfare collaborated project
http://ms-jiritsu-up.net/
http://www1a.biglobe.ne.jp/pmssi/index.html

http://www1a.biglobe.ne.jp/pmssi/upfile/Microsoft_jirithu_up_outline201212.pdf
- Target on children in children's home who needs to find job. 96 people attended in 20children's home.   5 classes 500 hr, 419 people attended as total.   Oshigoto- cafe is 32hour program.
- Welcomed by children's home and they actively applied for the project
- Analysis of post -Microsoft project
    - No solution given for lack of I.T. environment in children's home.
    - No PC or internet environment in children's home so they can't continue learning.
    - Project scheme w/ heavy loading to orphanage staff in arranging schedule etc.
- Tokyo Council of Social Welfare proposed to Tokyo metropolitan government and Ministry of Social Welfare and Labour on demands of support for children's home from external parties including private sector.
- All materials are on web for free use aiming to be utilized in another children's home in rural area.
- Big scale project like Microsoft Jiritsu can't be handed over to one NPO due to lack of capacity of NPO.
- Introduced e Caravan www.e-netcaravan.jp/ to children's home staff for gaining free I.T. training course.   Not sure if children's home contacted the resource, seemingly no action by staff

General concerns, Key points to engage with NPO and Orphanage
- Difficult to match big company with NPO program in short time period.   Most of NPO doesn't have capacity to manage big CSR projects.
- Many offering from companies to children's homes of events occasion, seminars to invite children.
- Difficulty of schedule arrangement between children's home and children.
- Some children can't stay still in classroom style training.
- Package style is preferable for I.T. inclusion program.
- Company requires ROI for charity program. Whereas support for children's home requires longer time range, not few years' program. Also have to understand the risk of dropout or failure from the program.
- Connecting smaller companies with children's home may have opportunity.
- Full time NPO coordinator is must.
- It's not feasible to burden overworking staff of children's home to take care coordination of I.T. program.

7.2 Interview with Bridge For Simile

Date/Time   February 8, 2013
Name of NPO   Bridge For Smile ("B4S")
Interviewee   Ms. Keiko Hayashi
Interviewer   Megumi Ishikawa, Sahiro Tsukioka, Tsunako Itsumi

Background Information
Bridge For Smile ("B4S") is a non-profit organization that helps children who have grown up in children's homes and are about to leave to live on their own. The founder of B4S, Ms. Keiko Hayashi, was an alumna of the 10th JMEC.

Achievement of B4S
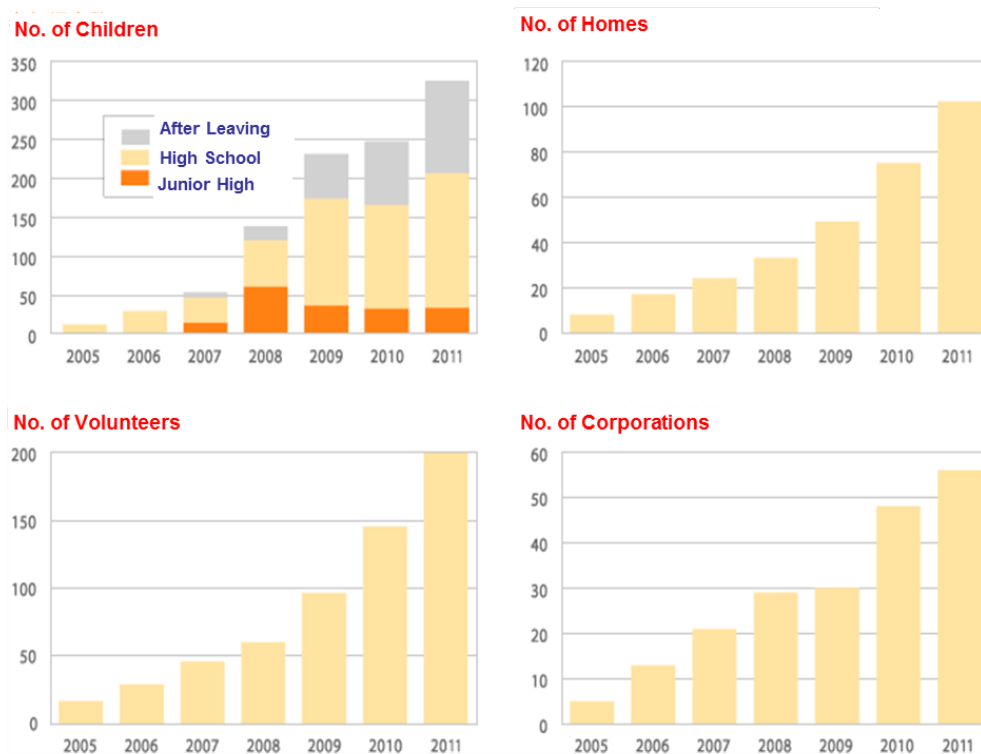
Interview Results
1. Organization
    1) B4S has an organization structure. Each project is conducted by a couple of staff or volunteers.
    2) B4S has eight full-time staff and eight part-time staff. It is planning to hire four more staff. Each staff has multiple tasks.

3） B4S has undertaken projects commissioned by Tokyo metropolitan government through PASONA, one of the sponsors of B4S. The commission fee is used as salary cost which is however not on the financial statements of B4S because the commission fee is accepted by PASONA on paper which pays salaries to B4S staff for technical reason. http://bridge4smile.dreamlog.jp/search?q=%E6%96%BD%E8%A8%AD %E9%80%80%E6%89%80%E8%80%85%E7%AD%89%E3%81%A E%E5%B0%B1%E5%8A%B4%E6%94%AF%E6%8F%B4

4） B4S wants to increase a number of sales person from five to seven to get job posting for children leaving homes.

5） There are no staff who is in charge of PR; however, there are some volunteers whose profession is PR.

6） B4S gives a lecture course consisting of three lectures per two months to those who want to be a volunteer. Without such lectures, no one can be a volunteer of B4S.

7） B4S has original communication system as a tool. B4S will start using new data base system [salesforce: http://www.salesforce.com/jp/ to log information of children who participated its projects, homes, sponsors, volunteers and donors so that it will be able to report accurately the number of children, homes, donors, etc.

8） Expansion nationwide by means of franchising is a direction B4S has been thinking to take. It also considers nurturing of people who can be a NPO founder.

2. Fundraising

1） The explosion of donation amount in the fiscal year ended March 2011 was because of the earthquake in Tohoku and the amount has decreased in FY 2012.

2） Approximately 95% of the donating corporations continue their supporting. However, it is based on the premise of one-time donation. Cash donation is difficult for corporations to convince their shareholders.

3） It is easier to receive subsidies just after start-up.

4） A good portfolio of donation is subsidies, commission from government and individual donors. B4S wants to increase individual donors because individuals are less effected by economic conditions than corporations.

5） What B4S has done as PR activities is to build and maintain a website and to make leaflets. The website was created with cooperation from Service Grant Tokyo, a non-profit organization providing a platform to connect non-profit organizations and pro bono workers. [Service Grant Tokyo http://servicegrant.or.jp/program/] There are few opportunities to distribute the leaflets besides seminars and corporations where volunteers work.

6）Ms. Hayashi appeared on NHK before; however, she hesitates to be on TV. Ms. Hayashi has also been on FM, what made some people join B4S as a volunteer.

7）One of the keys to get supports from corporations is whether they find any connection between their business and the matter.

3. Other NPOs

B4S founds difficulty to collaborate with other non-profit organizations because they are competitors in terms of acquirement of donation and target children.

Competitors: Living in Peace http://www.living-in-peace.org/

FairStart http://fair-start.co.jp/

4. I.T. Skills of Children in Homes

1）Ms. Hayashi personally thinks I.T. skills are important but also thinks that there are many barriers for children to have them: risk of harmful sites to children, lack of knowledge and time to teach or take care among staff, lack of interest or awareness of importance for I.T. skills among staff, lack of money, network environment and rules, and lack of time among children because they are busy for club activities or outside work.

2）The keys Ms. Hayashi thinks whether the project will succeed are: contents children can enjoy to learn, which however will depend on the project's goal, a well-packaged product or a system which will not require commitment of staff in homes because they are too busy to do something extra or new.

3）B4S often receives requests from children leaving homes for used computers.

4）B4S has never researched about I.T. environment in homes.

7.3 Digital Natives Community

Equally as important as empowering the children through I.T. skills training is empowering the children with the confidence to pursue their own interests and passions. Through projects guided by Digital Natives local volunteers, the Digital Natives community will provide the children with the opportunities to grow their personalities and discover who they are.

The Digital Natives community should operate like any other community; as a democracy. Local volunteers should be encouraged to create projects through discussions with the children. Volunteers should be encouraged to discuss and share their project ideas with other volunteers through Digital Natives' social media platforms.

It's imperative that all projects within the community adhere to the mission statement of Digital Natives. Below are examples of the types of projects that could be initiated by volunteers within the community.

- Digital Photo Projects
- On-line Language Courses

It is important to provide volunteers with an opportunity to express their own creative interests in this way and to entrust volunteers with the responsibility to be facilitators in the community. It will serve to raise their interest and commitment levels and ensure long term sustainability.

7.4 Skill Training Curriculum Sample

	Beginner			Intermediate		Advanced	
1	How to use computer	Internet browsing, search	Create project with frame & text（AutoShape and WordArt）	Excel basics	Write document in Word with graph	Write document in Word with graph	Write document in Word with graph
2	Drawing, how to use mouse	Word basics(copy/paste /move/frame/Font)	Learn internet, privacy information & security	Create graph in Excel	Excel functions basic	Housekeeping book in Excel	Visualize housekeeping book in Excel
3	Adding picture in document	Create picture book in Word(no text)	Use Internet encyclopedia and Word	Create document in Excel with graph & chart	Create document in Excel with graph & chart	Create graph with housekeeping book	Create slide in PowerPoint & presentation
4	Learn short cut keys & home position	Typing practice(online software)	Create content for website（drawing, graphic, text）	Create document with chart in Word	Create slide in PowerPoint & presentation	Creating document with chart in Word	Website publishing
5	Typing practice（Hiragana, Katakana)	Practice converting to Kanji	Practice email	Create slide in PowerPoint & presentation	Website publishing	Create slide in PowerPoint & presentation	How to write good email in various situation
6	Typing Kanji practice with software	Shiritori game（more than 5 characters' word ）	Write composition in Word	How to convert Japanese by short cut key	email basics and manner in internet communication	Website publishing	Introduction to useful free-software, online resource
7	Typing practice (name, short composition)	Home page creating	Create chart in Excel	Website publishing	Basic of internet security and technology	email communication	Blind touch practicing (free software)
8	Let's drawing with paint	Typing practice of Kanji with software	Typing practice of Kanji& kana mixed words	Website creation	Blind touch practicing (free software)	Tips to school & job finding information in web	
9	Shiritori（font, katakana words)	Create project in Word（Font, frame）	Typing practice of Kanji with software			Blind touch practicing (free software)	
10			Create picture story show in PowerPoint				

7.5 Geographic Expansion Chart

Numbers of Installation　　　　*Installation order below is determined by number of home in each region.

Area	FY1	FY2	FY3	FY4	FY5	SUB TOTAL	FY6	FY7	FY8	FY9	FY10	SUB TOTAL	TOTAL
Kanto	3	12	14	17	20	66						0	66
Kansai			3	12	14	29	17	20				37	66
Kanto2*					3	3	12	14	17	20		63	66
Kyushu						0		3	12	14	17	46	46
Tokai						0				3	12	15	15
TOTAL	3	12	17	29	37	98	29	37	29	37	29	161	259

Total Number of Homes in the Country	589	Ratio	17%						27%	44%

Area Definition

Area	Prefecture	Numbers of Homes	SUB TOTAL
Hokkaido	Hokkaido	23	23
Tohoku	Aomori	6	
	Iwate	6	
	Akita	4	
	Yamagata	5	
	Miyagi	5	
	Fukushima	8	34
Hokuriku	Toyama	3	
	Ishikawa	8	
	Fukui	5	16
Kanto	Tochigi	11	
	Ibaragi	18	
	Gumma	8	
	Saitama	22	
	Tokyo	58	
	Chiba	17	
	Kanagawa	30	164
Koshinetsu	Nigata	5	
	Nagano	15	
	Yamanashi	6	26
Tokai	Shizuoka	12	
	Gifu	10	
	Aichi	34	
	Mie	12	68
Kansai	Shiga	4	
	Nara	6	
	Wakayama	8	
	Kyoto	13	
	Osaka	38	
	Hyogo	30	99
Chugoku	Tottori	5	
	Okayama	12	
	Shimane	3	
	Hiroshima	12	
	Yamaguchi	10	42
Shikoku	Kagawa	3	
	Ehime	10	
	Tokushima	7	
	Kochi	8	28
Kyushu	Fukuoka	20	
	Oita	9	
	Saga	6	
	Nagasaki	11	
	Kumamoto	12	
	Miyazaki	9	
	Kagoshima	14	81
Okinawa	Okinawa	8	8
	TOTAL	589	

7.6 Toyokeizai 2012 CSR Survey

Toyokeizai conducts an annual survey on current developments in CSR across 33 industries in Japan.

http://www.toyokeizai.net/csr/pdf/syukei/CSR_syukei2012.pdf

7..6.1 CSR Departments by Sector

Here we have highlighted sectors related to the contents and implementation of Digital Natives and industries recognised for supporting programs in children's homes.

Sector	Full-time	Part-time	None
Electronics Manufacturers	53 (48.6%)	31 (28.4%)	22 (20.2%)
Communications	18 (20.9%)	33 (38.4%)	33 (38.4%)
Finance	10 (28.6%)	18 (51.4%)	7 (20.0%)
Insurance	7 (63.6%)	3 (27.3%)	1 (9.1%)
Land Transport	5 (31.3%)	10 (62.5%)	1 (6.3%)
Sea Transport	3 (50.0%)	2 (33.3%)	1 (16.7%)

7.6.2 CSR Departments with a Volunteer System by Sector

Here we have highlighted sectors related to the contents and implementation of Digital Natives and industries recognised for supporting programs in children's homes.

Sector	Have	Don't Have	Total
Electronic Manufacturers	54 (49.50%)	55 (50.50%)	109
Communications	22 (26.20%)	62 (73.80%)	84
Finance	14 (40.00%)	21 (60.00%)	35
Insurance	9 (81.8%)	2 (18.2%)	11
Land Transport	9 (56.3%)	7 (43.7%)	16
Sea Transport	2 (33.3%)	4 (66.7%)	6

7.6.3 Toyokeizai 2012 CSR Ranking

Each year Toyokeizai ranks 700 businesses in Japan based on company's CSR practices.   http://toyokeizai.net/articles/-/8766/

Here we have highlighted companies related to the contents and implementation of Digital Natives.

Ranking	Company	Ranking	Company
3 (-1)	Sony	13 (+7)	Canon
4 (+3)	Fujitsu	17 (+6)	KDDI
5 (+4)	Sharp	21 (-8)	NEC
8 (-2)	Ricoh	54 (+8)	NTT Data
9 (+16)	NTT Docomo	71 (+ -)	Otsuka
12 (+1)	Toshiba	324 (+ -)	Yamato Holdings

7.7 Breakdown of Case Study

Breakdown of Case Study

※Figures are rounded to the nearst 1,000

Cycle	Package	Item	Count Resource	Hour	Day	Price per unit / hour	Cash(JPN)	Notes
Setup	Order Hardware	PC Hardware	7	NA	NA	40,000	280,000	
Setup	Setup - HW & SW	Security Software - Trend Micro Virus	2	NA	NA	4,980	10,000	1 software package includes
Setup	Setup - HW & SW	MS Office Software	3	NA	NA	36,540	110,000	1 software package includes
Setup	Setup - HW & SW	Accessories (Network, Mouse, Power Strip, Router)	7	NA	1	bulk	41,000	
Setup	Deliver Hardware	PC Delivery Fee	7	NA	NA	1,760	12,000	PC Delivery
Setup	Setup - HW & SW	Set up Engineering	1	7	1	12,600	88,000	
Setup	Research HW & SW environments	Coordinator Fee	1	7	1	1,429	10,000	
Setup	Research HW & SW environments	Transportation Fee	1	NA	1	1,000	1,000	
Setup	Maintenance	Training for staff	3	2	3	1,000	18,000	-1 class is 1hr total 6hrs per home -3 teachers required per class -Yen 1,000 per HC
Setup	Maintenance	Training for children- Beginner	3	6	10	1,000	180,000	-1 class is 1hr total 24hrs per home -3 teachers required per class -Yen 1,000 per HC
						subtotal	750,000	
Maintenance	Maintenance - Yearly	Network Running Fee	12			3,675	44,000	
Maintenance	Maintenance - Yearly	Break Fix service Engineer Fee	1	2	1	2,500	5,000	
Maintenance	Maintenance - Yearly	Transportation Fee	1	NA	1	1,000	1,000	
Maintenance	Maintenance - Yearly	Concentrated skills training course (10 lessons/ year/ 3 trainers)	3	6	10	1,000	180,000	-1 class is 1hr total 6hrs per home -3 teachers required per class -Yen 1,000 per HC
Maintenance	Maintenance - Yearly	Seasonal I.T. Events (4events/ year/ 3 trainers)	3	8	4	1,000	96,000	
						Subtotal	326,000	
						Total	1,076,000	

7.8 Subsidy List

Name of Organization	*Mobile Communication Fund (NTT docomo)*
URL	http://www.mcfund.or.jp/admission/action.html
Conditions/Contents	The following activities to support the breeding of healthy children on the theme of "protecting children" 1. Spiritual and physical support for children and parents of shut-in or truancy. 2. Activities to protect and support children and students who are victims of child abuse and domestic violence (DV), or sexual violence 3. Support activities to protect children from crime and delinquency 4. Making place for children (nursery safe for help working parents, and counselling activities to listen to the child's anxiety and worries) 5. Support activities with children with developmental disabilities (Asperger's syndrome, LD, or ADHD) 6. Outreach activities appropriate to the theme from the perspective of "protect the children" except 1 to 5 above
Total subsidy	25 million JPY (maximum) -Subsidy per group **JPY 500,000** as the standard, allowing the application of the maximum up to 2 million JPY

Name of Organization	*NPO Support Fund (Panasonic)*
URL	http://panasonic.co.jp/citizenship/pnsf/npo_summary.html#pro_004
Conditions/Contents	Panasonic will support NPO / NGO aiming at the creation of a new society to support the breeding of healthy children, the challenge to self-transformation and pioneering work. The Fund's subsidy theme is "strengthening of the organization that incorporates an objective point of view." Supporting NPO which presents an advanced action for solution to social problem promotion in the country. NPO will have an action of the organization base reinforcement that adopt the various, objective viewpoints of the third party and carry out.
Total subsidy	15 million JPY (maximum) -Subsidy per group **JPY 2,000,000** as the standard

Name of Organization	*WAM 独立行政法人　福祉医療機構*
URL	http://hp.wam.go.jp/guide/jyosei/outline/tabid/178/Default.aspx
Conditions/Contents	Providing necessary support to elderly and people with disabilities living independent and to children growing healthily with confidence. 1. Welfare activity support -Contribute to the promotion of business in the ingenuity of individual social welfare organizations to implement 2. Regional cooperation activity support - Community-based businesses that take advantage of a variety of social resources in the region, to meet the needs of a variety of community welfare and other needs not covered by social welfare institutions 3. Globally, nationwide network activity support - To enhance a wide-spread, business know-how to share with each other, complement or enhance certain business or social welfare measures ingenuity contribute to the promotion of national or social welfare 4. promoting social participation activity support -Business for individual organizations to implement to promote the convenience of daily life or social participation of persons with disabilities or the elderly.
Total subsidy	-Subsidy per group more than **JPY 500,000** as the standard

7.9 Crowd Funding

Platform	*GlobalGiving*
URL	http://www.globalgiving.org/
About	GlobalGiving is a charity fundraising website that gives social entrepreneurs and non-profits from anywhere in the world a chance to raise the money that they need to improve their communities. Since 2002, GlobalGiving has raised USD 84,596,560 from 321,493 donors who have supported 7,828 projects including education. Living Dreams has already received USD 170,997 with 1,707 donations for helping orphans in Japan rebuild lives post-tsunami.

Platform	*JustGiving*
URL	http://justgiving.jp/
About	JustGiving was founded in the United Kingdom in 2011. In Japan it was started in 2010. Counted from the beginning of service, 12 million people use mentioned in the world, JPY 98 billion has gathered as donations. In Japan, over 90,000 people have used to donate more than JPY 996 million in total. It has been established a solid position as a fund raising tool in the Internet Age. Financial reporting on the website is required.

Platform	*Ready for*
URL	https://readyfor.jp/
About	The READYFOR? (Ready for) is a crowd funding Japan's first to support the "performer". Creative activities such as music, movies, art, technology, of course, that the "performers" all with a dream to presentation on the site ideas, "performers" can gather the support of money from a lot of people. "Performer" set the subscription period and the target amount of support money. Only if the financial support of the target amount is gathered in the period, the project is "agreed", you can get the funds. If it is less than one yen in funds to give you a full refund to support their respective.

Platform	*myring HR*
URL	http://hr.myring.me/
About	My ring HR is Japan's first Social Employment Fund. Supporters donate money to companies or NPOs to hire human resource. Supporters donate at least JPY 3,000 each.

7.10 Package Implementation Breakdown

Package Implementation

		Package Unit		1st Year 1Q		2Q		3Q		4Q		Sub-total		1st Accum.
		Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	
No of Home/PKG	KANTO			0	0	0	0	1	0	2	1	3	0.25	3
	KANSAI													
	KANTO 2													
	TOTAL			0	0	0	0	1	0	2	1	3	0.25	3
No of PC	TOTAL			0	0	0	0	7	0	14	7	21	7	21
PKG (JPY)	PC	400,000	0					400,000		800,000	0	1,200,000	0	1,200,000
	Accessories	41,000	44,000					41,000		82,000	11,000	123,000	11,000	134,000
	Distribution	12,000	0					12,000		24,000	0	36,000	0	36,000
	Professional	88,000	6,000					88,000		176,000	1,500	264,000	1,500	265,500
	volunteer	209,000	276,000					209,000		418,000	69,000	627,000	69,000	696,000
	Total cost of Package	750,000	326,000					750,000		1,500,000	81,500	2,250,000	81,500	2,331,500
PKG UNIT	PC (PCs)	7	0					7		14	0	21	0	21
	Accessories (Package)	7	1					7		14	0	21	0	21
	Distribution (Delivery)	7	0					7		14	0	21	0	21
	Professional (Hours)	7	2					7		14	1	21	1	22
	volunteer (Hours)	205	276					205		410	69	615	69	684

Package Implementation

			Package Unit		2nd Year 1Q		2Q		3Q		4Q		Sub-total		2nd Accum.
			Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	
No of Home/PKG	KANTO				3	3	3	6	3	9	3	12	12	11	15
	KANSAI														
	KANTO 2														
	TOTAL				3	3	3	6	3	9	3	12	12	11	15
No of PC	TOTAL				21	21	21	42	21	63	21	84	84	91	105
PKG (JPY)	PC		400,000	0	1,200,000	0	1,200,000	0	1,200,000	0	1,200,000	0	4,800,000	0	4,800,000
	Accessories		41,000	44,000	123,000	33,000	123,000	66,000	123,000	99,000	123,000	132,000	492,000	330,000	822,000
	Distribution		12,000	0	36,000	0	36,000	0	36,000	0	36,000	0	144,000	0	144,000
	Professional		88,000	6,000	264,000	4,500	264,000	9,000	264,000	13,500	264,000	18,000	1,056,000	45,000	1,101,000
	volunteer		209,000	276,000	627,000	207,000	627,000	414,000	627,000	621,000	627,000	828,000	2,508,000	2,070,000	4,578,000
	Total cost of Package		750,000	326,000	2,250,000	244,500	2,250,000	489,000	2,250,000	733,500	2,250,000	978,000	9,000,000	2,445,000	11,445,000
PKG UNIT	PC	PCs	7	0	21	0	21	0	21	0	21	0	84	0	84
	Accessories	Package	7	1	21	1	21	2	21	2	21	3	84	8	92
	Distribution	Delivery	7	0	21	0	21	0	21	0	21	0	84	0	84
	Professional	Hours	7	2	21	2	21	3	21	5	21	6	84	15	99
	volunteer	Hours	205	276	615	207	615	414	615	621	615	828	2,460	2,070	4,530

Package Implementation

			Package Unit		3rd Year 1Q		2Q		3Q		4Q		Sub-total		3rd Accum.
			Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	
No of Home/PKG	KANTO				3	15	3	18	4	21	4	25	14	35	29
	KANSAI				0	0	0	0	1	0	2	1	3	0	3
	KANTO 2														
	TOTAL				3	15	3	18	5	21	6	26	17	35	32
No of PC	TOTAL				21	105	21	126	35	147	42	182	119	210	224
PKG (JPY)	PC		400,000	0	1,200,000	0	1,200,000	0	1,600,000	0	1,600,000	0	5,600,000	0	5,600,000
	Accessories		41,000	44,000	123,000	165,000	123,000	198,000	164,000	231,000	164,000	275,000	574,000	869,000	1,443,000
	Distribution		12,000	0	36,000	0	36,000	0	48,000	0	48,000	0	168,000	0	168,000
	Professional		88,000	6,000	264,000	22,500	264,000	27,000	352,000	31,500	352,000	37,500	1,232,000	118,500	1,350,500
	volunteer		209,000	276,000	627,000	1,035,000	627,000	1,242,000	836,000	1,449,000	836,000	1,725,000	2,926,000	5,451,000	8,377,000
	Total cost of Package		750,000	326,000	2,250,000	1,222,500	2,250,000	1,467,000	3,000,000	1,711,500	3,000,000	2,037,500	10,500,000	6,438,500	16,938,500
PKG UNIT	PC	PCs	7	0	21	0	21	0	35	0	42	0	119	0	119
	Accessories	Package	7	1	21	4	21	5	35	5	42	7	119	20	139
	Distribution	Delivery	7	0	21	0	21	0	35	0	42	0	119	0	119
	Professional	Hours	7	2	21	8	21	9	35	11	42	13	119	40	159
	volunteer	Hours	205	276	615	1,035	615	1,242	1,025	1,449	1,230	1,794	3,485	5,520	9,005

Package Implementation

			Package Unit		4th Year 1Q		2Q		3Q		4Q		Sub-total		4th Accum.
			Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	
No of Home/PKG	KANTO				4	29	4	33	4	37	5	41	17	64	46
	KANSAI				3	3	3	6	3	9	3	12	12	11	15
	KANTO 2														
	TOTAL				7	32	7	39	7	46	8	53	29	75	61
No of PC	TOTAL				49	224	49	273	49	322	56	371	203	413	427
PKG (JPY)	PC		400,000	0	1,600,000	0	1,600,000	0	1,600,000	0	2,000,000	0	6,800,000	0	6,800,000
	Accessories		41,000	44,000	164,000	319,000	164,000	363,000	164,000	407,000	205,000	451,000	697,000	1,540,000	2,237,000
	Distribution		12,000	0	48,000	0	48,000	0	48,000	0	60,000	0	204,000	0	204,000
	Professional		88,000	6,000	352,000	43,500	352,000	49,500	352,000	55,500	440,000	61,500	1,496,000	210,000	1,706,000
	volunteer		209,000	276,000	836,000	2,001,000	836,000	2,277,000	836,000	2,553,000	1,045,000	2,829,000	3,553,000	9,660,000	13,213,000
	Total cost of Package		750,000	326,000	3,000,000	2,363,500	3,000,000	2,689,500	3,000,000	3,015,500	3,750,000	3,341,500	12,750,000	11,410,000	24,160,000
PKG UNIT	PC	PCs	7	0	49	0	49	0	49	0	56	0	203	0	203
	Accessories	Package	7	1	49	8	49	10	49	12	56	13	203	43	246
	Distribution	Delivery	7	0	49	0	49	0	49	0	56	0	203	0	203
	Professional	Hours	7	2	49	16	49	20	49	23	56	27	203	85	288
	volunteer	Hours	205	276	1,435	2,208	1,435	2,691	1,435	3,174	1,640	3,657	5,945	11,730	17,675

Package Implementation

		Package Unit		5th Year 1Q		2Q		3Q		4Q		Sub-total		5th Accum.
		Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	Set-up	Maintenance	
No of Home/PKG	KANTO			5	46	5	51	5	56	5	61	20	100	66
	KANSAI			3	15	3	18	4	21	4	25	14	35	29
	KANTO 2			0	0	0	0	1	0	2	1	3	0	3
	TOTAL			8	61	8	69	10	77	11	87	37	135	98
No of PC	TOTAL			56	427	56	483	70	539	77	609	259	672	686
PKG (JPY)	PC	400,000	0	2,000,000	0	2,000,000	0	2,000,000	0	2,000,000	0	8,000,000	0	8,000,000
	Accessories	41,000	44,000	205,000	506,000	205,000	561,000	205,000	616,000	205,000	671,000	820,000	2,354,000	3,174,000
	Distribution	12,000	0	60,000	0	60,000	0	60,000	0	60,000	0	240,000	0	240,000
	Professional	88,000	6,000	440,000	69,000	440,000	76,500	440,000	84,000	440,000	91,500	1,760,000	321,000	2,081,000
	volunteer	209,000	276,000	1,045,000	3,174,000	1,045,000	3,519,000	1,045,000	3,864,000	1,045,000	4,209,000	4,180,000	14,766,000	18,946,000
	Total cost of Package	750,000	326,000	3,750,000	3,749,000	3,750,000	4,156,500	3,750,000	4,564,000	3,750,000	4,971,500	15,000,000	17,441,000	32,441,000
PKG UNIT	PC — PCs	7	0	56	0	56	0	70	0	77	0	259	0	259
	Accessories — Package	7	1	56	15	56	17	70	19	77	22	259	74	333
	Distribution — Delivery	7	0	56	0	56	0	70	0	77	0	259	0	259
	Professional — Hours	7	2	56	31	56	35	70	39	77	44	259	147	406
	volunteer — Hours	205	276	1,640	4,209	1,640	4,761	2,050	5,313	2,255	6,003	7,585	20,286	27,871

7.11   Administration Cost Breakdown

Breakdown of admin cost - cash

Region	Items Cost	unit cost	TOTAL	Y1 Q1	Y1 Q2	Y1 Q3	Y1 Q4	FY1	Y2 Q1	Y2 Q2	Y2 Q3	Y2 Q4	FY2	Y3 Q1	Y3 Q2	Y3 Q3	Y3 Q4	FY3
	Number of Paid Staff(Kanto)			1	1	1	2	2	2	2	2	3	3	3	3	3	3	3
	Number of Paid Staff(Kansai)																	
	Number of Paid Staff(Kanto2)													1	1	1	1	1
KANTO	Salary	150,000 /month	30,000,000	600,000	600,000	600,000	1,200,000	3,000,000	1,200,000	1,200,000	1,200,000	1,800,000	5,400,000	1,800,000	1,800,000	1,800,000	1,800,000	7,200,000
	Welfare Expenses	3,000 /month	600,000	12,000	12,000	12,000	24,000	60,000	24,000	24,000	24,000	36,000	108,000	36,000	36,000	36,000	36,000	144,000
	Recruitment and Education	5,000 /month	400,000	20,000	20,000	20,000	20,000	80,000	20,000	20,000	20,000	20,000	80,000	20,000	20,000	20,000	20,000	80,000
	Advertisement and Promotion	40,000 /month	3,200,000	160,000	160,000	160,000	160,000	640,000	160,000	160,000	160,000	160,000	640,000	160,000	160,000	160,000	160,000	640,000
	Transportation	5,000 /month	1,000,000	20,000	20,000	20,000	40,000	100,000	40,000	40,000	40,000	60,000	180,000	60,000	60,000	60,000	60,000	240,000
	Telecommunication	10,000 /month	2,000,000	40,000	40,000	40,000	80,000	200,000	80,000	80,000	80,000	120,000	360,000	120,000	120,000	120,000	120,000	480,000
	Office Supplies	2,000 /month	160,000	8,000	8,000	8,000	8,000	32,000	8,000	8,000	8,000	8,000	32,000	8,000	8,000	8,000	8,000	32,000
	Commission Paid	15,000 /month	1,200,000	60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	240,000
	Taxes and Dues	15,000 /month	1,200,000	60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	240,000	60,000	60,000	60,000	60,000	240,000
	SUB TOTAL		39,760,000	980,000	980,000	980,000	1,652,000	4,592,000	1,652,000	1,652,000	1,652,000	2,324,000	7,280,000	2,324,000	2,324,000	2,324,000	2,324,000	9,296,000
KANSAI	Salary	135,000 /month	6,480,000	0	0	0	0	0	0	0	0	0	0	540,000	540,000	540,000	540,000	2,160,000
	Welfare Expenses	3,000 /month	144,000	0	0	0	0	0	0	0	0	0	0	12,000	12,000	12,000	12,000	48,000
	Recruitment and Education	5,000 /month	240,000	0	0	0	0	0	0	0	0	0	0	20,000	20,000	20,000	20,000	80,000
	Advertisement and Promotion	40,000 /month	1,920,000	0	0	0	0	0	0	0	0	0	0	160,000	160,000	160,000	160,000	640,000
	Transportation	5,000 /month	240,000	0	0	0	0	0	0	0	0	0	0	20,000	20,000	20,000	20,000	80,000
	Telecommunication	10,000 /month	480,000	0	0	0	0	0	0	0	0	0	0	40,000	40,000	40,000	40,000	160,000
	Office Supplies	2,000 /month	96,000	0	0	0	0	0	0	0	0	0	0	8,000	8,000	8,000	8,000	32,000
	Commission Paid	15,000 /month	720,000	0	0	0	0	0	0	0	0	0	0	60,000	60,000	60,000	60,000	240,000
	Taxes and Dues	15,000 /month	720,000	0	0	0	0	0	0	0	0	0	0	60,000	60,000	60,000	60,000	240,000
	SUB TOTAL		11,040,000	0	0	0	0	0	0	0	0	0	0	920,000	920,000	920,000	920,000	3,680,000
KANTO 2	Salary	150,000 /month	2,400,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Welfare Expenses	3,000 /month	48,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Recruitment and Education	5,000 /month	80,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Advertisement and Promotion	40,000 /month	640,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Transportation	5,000 /month	80,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Telecommunication	10,000 /month	160,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Office Supplies	2,000 /month	32,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Commission Paid	15,000 /month	240,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Taxes and Dues	15,000 /month	240,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	SUB TOTAL		3,920,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL		54,720,000	980,000	980,000	980,000	1,652,000	4,592,000	1,652,000	1,652,000	1,652,000	2,324,000	7,280,000	3,244,000	3,244,000	3,244,000	3,244,000	12,976,000

Breakdown of Donation - cash

Items INCOME	TOTAL	Q1	Q2	Q3	Q4	FY1	FY2	FY3
Donation	24,945,000					3,353,000	4,023,000	4,827,000
Subsidy	7,500,000					500,000	1,000,000	2,000,000
Global Giving	2,000,000					2,000,000		
Just Giving	1,000,000						1,000,000	
Ready for	1,000,000							
my ring HR	2,000,000					2,000,000		
Digital Natives Crowd Funding	16,800,000					0	2,400,000	3,600,000
TOTAL	55,245,000					7,853,000	8,423,000	10,427,000

7.12 Children's Home List

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
1	Hokkaido	Sapporo Nansoen	札幌南藻園	48
2	Hokkaido	Kosei Gakuen	興正学園	60
3	Hokkaido	Kashiwabaso	柏葉荘	100
4	Hokkaido	Hitsujigaoka Yogoen	羊ヶ丘養護園	70
5	Hokkaido	Sapporo Ikujien	札幌育児園	90
6	Hokkaido	Hakodate Kosein Kurumi Gakuen	函館厚生院くるみ学園	100
7	Hokkaido	Hakodate Kuninoko-ryo	函館国の子寮	60
8	Hokkaido	Asahikawa Ikujiin	旭川育児院	70
9	Hokkaido	Wakasugi Gakuen	わかすぎ学園	40
10	Hokkaido	Kushiro Marimo Gakuen	釧路まりも学園	80
11	Hokkaido	Tokachi Gakuen	十勝学園	80
12	Hokkaido	Hikarigaoka Gakuen	光が丘学園	30
13	Hokkaido	Furano Kuninoko-ryo	富良野国の子寮	70
14	Hokkaido	Hokkousha Fukujuen	北光社ふくじゅ園	60
15	Hokkaido	Tenshino Sono	天使の園	80
16	Hokkaido	Utasutsu Senshin Gakuin	歌棄洗心学園	70
17	Hokkaido	Kuromatsunai Tsukushien	黒松内つくし園	80
18	Hokkaido	Hokkai Aisei Gakuen	北海愛星学園	65
19	Hokkaido	Iwauchi Koseien	岩内厚生園	55
20	Hokkaido	Sakuragaoka Gakuen	桜ヶ丘学園	84
21	Hokkaido	Mifuka Ikuseien	美深育成園	60
22	Hokkaido	Hokko Gakuen	北光学園	60
23	Hokkaido	Hokkai Myojo Gakuin	北海暁星学院	50
24	Aomori	Fuji Seiboen	藤聖母園	90
25	Aomori	Hiromae Aiseien	弘前愛成園	88
26	Aomori	Koukou Gakuen	浩々学園	40
27	Aomori	Akebono Gakuen	あけぼの学園	64
28	Aomori	Kojuen	幸樹園	50
29	Aomori	Bikoen	美光園	70
30	Iwate	Michinoku Midori Gakuen	みちのくみどり学園	80
31	Iwate	Wako Gakuen	和光学園	50
32	Iwate	Seiunso	青雲荘	50

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
33	Iwate	Taiyo Gakuen	大洋学園	50
34	Iwate	Seiko Gakuen	清光学園	50
35	Iwate	Hitotsubashi Fujinosono	一関藤の園	50
36	Miyagi	Okanoie Kodomo Home	丘の家子どもホーム	83
37	Miyagi	La Salle Home	ラ・サール・ホーム	70
38	Miyagi	Sayurien	小百合園	50
39	Miyagi	Sendai Tenshien	仙台天使園	80
40	Miyagi	Asahigaoka Gakuen	旭が丘学園	70
41	Akita	Seibo Tenshien	聖園天使園	100
42	Akita	Kannonko Jido Hoikuin	感恩講児童保育院	80
43	Akita	Kennan Aijien	県南愛児園	30
44	Akita	Yosei Gakuen	陽清学園	70
45	Yamagata	Yamagata Gakuen	山形学園	40
46	Yamagata	Yonezawashirtsu Kobokan	米沢市立興望館	60
47	Yamagata	Nanakubo Shionen	七窪思恩園	51
48	Yamagata	Futabaso	双葉荘	50
49	Yamagata	Sagae Gakuen	寒河江学園	50
50	Fukushima	Aoba Gakuen	青葉学園	60
51	Fukushima	Airisu Gakuen	アイリス学園	60
52	Fukushima	Fukushima Aiikuen	福島愛育園	80
53	Fukushima	Aizu Jidoen	会津児童園	50
54	Fukushima	Iwaki Ikueisha	いわき育英舎	50
55	Fukushima	Shirokawa Gakuen	白河学園	60
56	Fukushima	Soma Aiikuen	相馬愛育園	45
57	Fukushima	Horikawa Aiikuen	堀川愛生園	40
58	Ibaraki	Midorien	みどり園	50
59	Ibaraki	Uchihara Wakei-ryo	内原和敬寮	40
60	Ibaraki	Kodomono Sato	こどもの里	54
61	Ibaraki	Nitsusho Yotokuen	日照養徳園	60
62	Ibaraki	Soai Gakuen	窓愛園	50
63	Ibaraki	Doshinen Nishi Home	道心園西ホーム	50
64	Ibaraki	Doshinen Higashi Home	道心園東ホーム	50
65	Ibaraki	Jiseien	自生園	40
66	Ibaraki	Honda Yotokuen	誉田養徳園	50
67	Ibaraki	Rinkai Gakuen	臨海学園	70

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
68	Ibaraki	Dojinkai Kodomo Home	同仁会子どもホーム	26
69	Ibaraki	Childrens' Home	チルドレンズ・ホーム	60
70	Ibaraki	Wakakusaen	若草園	40
71	Ibaraki	Ibaraki Ikuseien	茨城育成園	80
72	Ibaraki	Runbini	るんびにー	40
73	Ibaraki	Ishizaki Gakuen	石崎学園	40
74	Ibaraki	Tachiki Gakuen	樹学園	40
75	Ibaraki	Tsukuba Kofu-ryo	つくば香風寮	30
76	Tochigi	Kizuna	きずな	40
77	Tochigi	Shimono Sanrakuen	下野三楽園	120
78	Tochigi	Shisui Gakuen	泗水学園	50
79	Tochigi	Easter Village	イースターヴィレッジ	50
80	Tochigi	Never Land	ネバーランド	40
81	Tochigi	Akatsuki-ryo	あかつき寮	50
82	Tochigi	Ujiie Yogoen	氏家養護園	50
83	Tochigi	YoTokuen	養徳園	40
84	Tochigi	Meiwaen	明和園	40
85	Tochigi	Kikyo-ryo	桔梗寮	40
86	Tochigi	Aris to Teles	アリスとテレス	36
87	Gunma	Chikoen	地行園	66
88	Gunma	Kaneno Naruoka Shonenno Ie	鐘の鳴る丘少年の家	70
89	Gunma	Kibokan	希望館	50
90	Gunma	Francisco no Machi	フランシスコの町	50
91	Gunma	Toko Nijino Ie	東光虹の家	60
92	Gunma	Komochiyama Gakuen	子持山学園	56
93	Gunma	Yahatano Ie	八幡の家	56
94	Gunma	Koharubi	こはるび	64
95	Saitama	Quartet	カルテット	60
96	Saitama	Hozanaen	ホザナ園	50
97	Saitama	Iwatsuki	いわつき	80
98	Saitama	Saitama Ikujien	埼玉育児院	60
99	Saitama	Jakkoen	雀幸園	60
100	Saitama	Tochinomino Sato	とちの実の郷	60
101	Saitama	Osato	おお里	88
102	Saitama	Taizanbokuno Aruka	泰山木のある家	30

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
103	Saitama	Keyaki Home	ケヤキホーム	80
104	Saitama	Aisen-ryo	愛泉寮	60
105	Saitama	Soshi	桑梓	30
106	Saitama	Kodomono Ie	子供の町	150
107	Saitama	Angel Home	エンジェルホーム	100
108	Saitama	Ayumi Gakuen	あゆみ学園	50
109	Saitama	Friend	ふれんど	56
110	Saitama	Hana Komichi	はなこみち	45
111	Saitama	Sanai	さんあい	35
112	Saitama	Wakatake Home	若竹ホーム	50
113	Saitama	Dojin Gakuin	同仁学院	56
114	Saitama	Shinai Home	神愛ホーム	40
115	Saitama	Kamizato Gakuen	上里学園	100
116	Saitama	Hikarino Kodomono Ie	光の子どもの家	30
117	Chiba	Hoyu Kids Home	ほうゆう・キッズホーム	50
118	Chiba	Boso Futaba Gakuen	房総双葉学園	30
119	Chiba	Onchoen	おんちょう園	70
120	Chiba	Hikarinoko Gakuen	ひかりの子学園	30
121	Chiba	Nono Hanano Ie	野の花の家	40
122	Chiba	Seikoen	晴香園	40
123	Chiba	Shishikuen	獅子吼園	30
124	Chiba	Narita Gakuen	成田学園	50
125	Chiba	Tokai Gakuen	東海学園	32
126	Chiba	Takizato Gakuen	滝郷学園	80
127	Chiba	Heiwaen	平和園	30
128	Chiba	Nozomino Mon Kazusano Sato	望みの門かずさの里	35
129	Chiba	Tomiura Gakuen	富浦学園	106
130	Chiba	Koyama Home	子山ホーム	55
131	Chiba	Keisetsu Gakuen	螢雪学園	40
132	Chiba	Katorigakuen Matsuba-ryo	香取学園松葉寮	100
133	Chiba	Ichinomiya Gakuen	一宮学園	152
134	Tokyo	Akenohoshi Gakuen	あけの星学園	20
135	Tokyo	Shinagawa Keitoku Gakuen	品川景徳学園	48
136	Tokyo	Meguro Wakaba-ryo	目黒若葉寮	43
137	Tokyo	Kyuseigun Kieko-ryo	救世軍機恵子寮	35

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
138	Tokyo	Sei Francisco Kodomo-ryo	聖フランシスコ子供寮	50
139	Tokyo	Tokyo Ikuseien	東京育成園	45
140	Tokyo	Fukuin-ryo	福音寮	45
141	Tokyo	Fukudakai Tokyo Honin	福田会東京本院	40
142	Tokyo	Wakakusa-ryo	若草寮	30
143	Tokyo	Aijno Ie	愛児の家	36
144	Tokyo	Seiyu Gakuen	聖友学園	50
145	Tokyo	Kyuseigun Seko-ryo	救世軍世光寮	56
146	Tokyo	Karitasuno Sono Sayurino-ryo	カリタスの園小百合の寮	60
147	Tokyo	Tokyo Katei Gakko	東京家庭学校	45
148	Tokyo	Suginami Gakuen	杉並学園	35
149	Tokyo	Seibi Home	星美ホーム	160
150	Tokyo	Matsubaen	まつば園	30
151	Tokyo	Nishidai Kodomokan	西台こども館	40
152	Tokyo	Mahanaya Gakuen Nadeshikoen	マハヤナ学園撫子園	60
153	Tokyo	Kinka Gakuen	錦華学院	50
154	Tokyo	Tokyoto Shakuji Gakuen	東京都石神井学園	112
155	Tokyo	Christmas Villege	クリスマス・ヴィレッジ	53
156	Tokyo	Gyosei Gakuen	暁星学園	36
157	Tokyo	Tokyo Aiikuen Mukojima Gakuen	東京愛育苑向島学園	40
158	Tokyo	Kyoseikai Kibono Ie	共生会希望の家	40
159	Tokyo	Musashino Jido Gakuen	武蔵野児童学園	50
160	Tokyo	SOS Kodomono Mura	エスオーエスこどもの村	36
161	Tokyo	Kodomono Uchi Yasakaryo	こどものうち八栄寮	50
162	Tokyo	Shisei Gakuen	至誠学園	70
163	Tokyo	Sekijuji Kodomono Ie	赤十字子供の家	40
164	Tokyo	Nozomino Ie	のぞみの家	50
165	Tokyo	Choyo Gakuen	朝陽学園	50
166	Tokyo	Imaijou Gakuen	今井城学園	44
167	Tokyo	Tokyo Keimei Gakuen Jidobu	東京恵明学園児童部	50
168	Tokyo	Sunamachi Yuaien Yogobu	砂町友愛園養護部	30
169	Tokyo	Futabaen	双葉園	40
170	Tokyo	Futaba Gakuen	二葉学園	40
171	Tokyo	Chofu Gakuen	調布学園	100
172	Tokyo	Daini Chofu Gakuen	第二調布学園	76

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
173	Tokyo	Seisha Jido Gakuen	精舎児童学園	60
174	Tokyo	Bott Memorial Home	バット博士記念ホーム	40
175	Tokyo	Futaba Musashigaoka Gakuen	二葉むさしが丘学園	64
176	Tokyo	Tokyo Salesio Gakuen	東京サレジオ学園	130
177	Tokyo	Seichono Ie Kaminokuni-ryo	生長の家神の国寮	50
178	Tokyo	Renge Gakuen	れんげ学園	50
179	Tokyo	Kodomono Ie	子供の家	40
180	Tokyo	Bethlehem Gakuen	ベトレヘム学園	80
181	Tokyo	Koyama Jido Gakuen	小山児童学園	64
182	Tokyo	St. Joseph Home	聖ヨゼフホーム	60
183	Tokyo	Shisei Daichino Ie	至誠大地の家	30
184	Tokyo	Tokyoto Katase Gakuen	東京都片瀬学園	48
185	Tokyo	Tokyoto Yachimata Gakuen	東京都八街学園	64
186	Tokyo	Tokyoto Funagawa Gakuen	東京都船形学園	64
187	Tokyo	Tokyoto Katsuyama Gakuen	東京都勝山学園	64
188	Tokyo	Tsukuba Aijien	筑波愛児園	40
189	Tokyo	Kobo Kan Kutsukake Gakuso	興望館沓掛学荘	30
190	Tokyo	Matsukaze-ryo	松風荘	25
191	Tokyo	Tokyoto Izu Nagaoka Gakuen	東京都伊豆長岡学園	48
192	Kanagawa	Kofu Kodomoen	高風子供園	50
193	Kanagawa	Seibo Aijien	聖母愛児園	70
194	Kanagawa	Nihon Suijo Gakuen	日本水上学園	85
195	Kanagawa	Seishin Gakuen	誠心学園	20
196	Kanagawa	Miharu Gakuen	三春学園	70
197	Kanagawa	Asahi Jido Home	旭児童ホーム	36
198	Kanagawa	Kawawa Jido Home	川和児童ホーム	30
199	Kanagawa	Port Kanagaya	ポート金が谷	30
200	Kanagawa	Morino Sato	杜の郷	60
201	Kanagawa	Nakazato Gakuen	中里学園	100
202	Kanagawa	Shin Nihon Gakuen	新日本学園	100
203	Kanagawa	Kawasaki Aijien	川崎愛児園	60
204	Kanagawa	Shunko Gakuen	春光学園	85
205	Kanagawa	Shirakaba Kodomono Ie	しらかば子どもの家	19
206	Kanagawa	Kamakura Jido Home	鎌倉児童ホーム	100
207	Kanagawa	Hijirien Kodomono Ie	聖園子供の家	160

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
208	Kanagawa	Yurikagoen	ゆりかご園	50
209	Kanagawa	Kodomono Ie	子どもの園	40
210	Kanagawa	Hakujujikai Rinkan Gakko	白十字会林間学校	50
211	Kanagawa	Surfside Seven Chigasaki Farm	サーフサイドセヴン茅ヶ崎ファーム	60
212	Kanagawa	Chushin Kodomono Ie	中心子どもの家	50
213	Kanagawa	Seikou Gakuen	成光学園	75
214	Kanagawa	Karaike Gakuen	唐池学園	60
215	Kanagawa	Jimbo Aijien	幸保愛児園	50
216	Kanagawa	Elizabeth Sanders Home	エリザベス・サンダース・ホーム	100
217	Kanagawa	Shinsen Gakuen	心泉学園	70
218	Kanagawa	Hakone Keimei Gakuen	箱根恵明学園	70
219	Kanagawa	Gora Akatsukino Hoshien	強羅暁の星園	50
220	Kanagawa	Shiroyama Gakuen	城山学園	55
221	Kanagawa	Temari Gakuen	手まり学園	60
222	Niigata	Niigata Wakakusa-ryo	新潟県若草寮	50
223	Niigata	Niigata Tenshien	新潟天使園	40
224	Niigata	Futaba-ryo	双葉寮	30
225	Niigata	Seibo Aijien	聖母愛児園	30
226	Niigata	Joetsushi Wakatake-ryo	上越市若竹寮	50
227	Yamaguchi	Yamanashi Rissei Koshoen	山梨立正光生園	40
228	Yamaguchi	Medakano Gakko Junior	めだかの学校ジュニア	20
229	Yamaguchi	Harvest	ハーベスト	40
230	Yamaguchi	Kuzuhano Mori	くずはの森	66
231	Yamaguchi	Meisei Gakuen	明生学園	75
232	Yamaguchi	Clover Gakuen	クローバー学園	40
233	Nagano	Sanki-ryo	三帰寮	50
234	Nagano	Matsushiro Fukushi-ryo	松代福祉寮	50
235	Nagano	Keiai Gakuen	恵愛学園	50
236	Nagano	Sarashina Fukushien	更級福祉園	50
237	Nagano	Enpukuji Aiikuen	円福寺愛育園	50
238	Nagano	Matsumoto Jidoen	松本児童園	50
239	Nagano	Haratoge Hoyoen	原峠保養園	30
240	Nagano	Tsutsujigaoka Gakuen	つつじが丘学園	50
241	Nagano	Osahime Child Camp	おさひめチャイルドキャンプ	30

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
242	Nagano	Kazekoshi-ryo	風越寮	50
243	Nagano	Takazuyano Sato	たかずやの里	40
244	Nagano	Iiyama Gakuen	飯山学園	40
245	Nagano	Karuizawa Gakuen	軽井沢学園	50
246	Nagano	Jikeien	慈恵園	50
247	Nagano	Kiso Nezame Gakuen	木曽ねざめ学園	50
248	Shizuoka	Shizuoka Home	静岡ホーム	120
249	Shizuoka	Sumire-ryo	すみれ寮	20
250	Shizuoka	Wako-ryo	和光寮	80
251	Shizuoka	Seimei-ryo	清明寮	130
252	Shizuoka	Shizuoka Keimei Gakuen Jidobu	静岡恵明学園児童部	50
253	Shizuoka	Shizuokaken Kawana Rinkai Gakuen	静岡県川奈臨海学園	100
254	Shizuoka	Himawarien	ひまわり園	90
255	Shizuoka	Iwakura gakuen	岩倉学園	30
256	Shizuoka	Seishin Shoyen Shojono Ie	誠信少年少女の家	50
257	Shizuoka	Shumpu-ryo	春風寮	30
258	Shizuoka	Makibano Ie	まきばの家	30
259	Shizuoka	Seishin Yogoen	聖心養護園	40
260	Toyama	Toyamashiritsu Aiikuen	富山市立愛育園	50
261	Toyama	Runbinien	ルンビニ園	100
262	Toyama	Takaoka Aiikuen	高岡愛育園	50
263	Ishikawa	Rinshoen	林鐘園	44
264	Ishikawa	Baiko Jidoen	梅光児童園	80
265	Ishikawa	Seirei Aijien	聖霊愛児園	80
266	Ishikawa	Kyoseijuku	享誠塾	80
267	Ishikawa	Komatsushiritsu Ikumatsuen	小松市立育松園	40
268	Ishikawa	Inabien	伊奈美園	108
269	Ishikawa	Shio Kodomono Ie	しお子どもの家	50
270	Ishikawa	Asunaro Gakuen	あすなろ学園	30
271	Fukui	Fukuishi Fureaien	福井市ふれ愛園	40
272	Fukui	Shiraume Gakuen	白梅学園	45
273	Fukui	Kaisei Jidoen	偕生慈童苑	50
274	Fukui	Yoshie Gakuen	吉江学園	40
275	Fukui	Ichiyo	一陽	40
276	Gifu	Nihon Jido Ikuseien	日本児童育成園	80

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
277	Gifu	Yuhigaoka	夕陽ケ丘	40
278	Gifu	Mitani Gakuen	美谷学園	80
279	Gifu	Muginoho Gakuen	麦の穂学園	50
280	Gifu	Gifukenritsu Shirobato Gakuen	岐阜県立白鳩学園	40
281	Gifu	Wakamatsu Gakuen	若松学園	60
282	Gifu	Seishin-ryo	誠心寮	50
283	Gifu	Gasshoen	合掌苑	50
284	Gifu	Ono Jidoen	大野慈童園	70
285	Gifu	Jushin-ryo	樹心寮	80
286	Aichi	Toyohashi Wakakusa Ikuseien	豊橋若草育成園	90
287	Aichi	Toyohashi Heian-ryo	豊橋平安寮	70
288	Aichi	Petit Village	プティヴィラージュ	40
289	Aichi	Okazaki Heiwa Gakuen	岡崎平和学園	70
290	Aichi	Kodomono Ie Tomoiki	子どもの家ともいき	60
291	Aichi	Shoko Aiikuen	照光愛育園	35
292	Aichi	Koki-ryo	光輝寮	50
293	Aichi	Umegaoka Gakuen	梅ケ丘学園	60
294	Aichi	Childrens' Home Itsuaikan	チルドレンズ・ホームいつあいかん	50
295	Aichi	Chitagakuen Shoyakuso	知多学園松籟荘	30
296	Aichi	Chitagakuen Yatsunai-ryo	知多学園八波寮	35
297	Aichi	Hachiraku Jido-ryo	八楽児童寮	55
298	Aichi	Akatsuki Gakuen	暁学園	50
299	Aichi	Gamokai Yamatoso	蒲生会大和荘	70
300	Aichi	Chunichi Aoba Gakuen Aobakan	中日青葉学園あおば館	70
301	Aichi	Akabane Gakuen	赤羽根学園	41
302	Aichi	Nagoya Bunka Kinderhort	名古屋文化キンダーホルト	50
303	Aichi	Kazeno Iro	風の色	30
304	Aichi	Olive	オリーブ	50
305	Aichi	Nakayoshi Koyoshi	なかよしこよし	30
306	Aichi	Jiyu Gakuen	慈友学園	30
307	Aichi	Seiko Gakuen	晴光学院	45
308	Aichi	Nahiro Aijien	名広愛児園	63
309	Aichi	Komagata-ryo	駒方寮	45
310	Aichi	Nanzan-ryo	南山寮	65
311	Aichi	Hibariso	ひばり荘	50

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
312	Aichi	Nagoya Yoikuin	名古屋養育院	65
313	Aichi	Kaneshiro Rokkaen	金城六華園	40
314	Aichi	Washinkan Jido Home	和進館児童ホーム	45
315	Aichi	Naranda Gakuen	那爛陀学苑	28
316	Aichi	Narumi Hijirien Tenshien	鳴海聖園天使園	75
317	Aichi	Yurin	ゆうりん	45
318	Aichi	Wakamtsu-ryo	若松寮	40
319	Aichi	Wakaba-ryo	若葉寮	35
320	Mie	Satoyama Gakuin	里山学院	65
321	Mie	Suzuka Satoyama Gakuin	鈴鹿里山学院	30
322	Mie	Tsushi Tarumi Jido Fukushikaikan	津市たるみ児童福祉会館	50
323	Mie	Esperanse Yokkaichi	エスペランス四日市	50
324	Mie	Esperanse Kuwana	エスペランス桑名	30
325	Mie	Midori Jiyu Gakuen	みどり自由学園	60
326	Mie	Sei Matteya Kodomo Ie	聖マッテヤ子供の家	30
327	Mie	Shinsei Gakuen	真盛学園	40
328	Mie	Tenrikyo Mie Gojoen	天理教三重互助園	30
329	Mie	Seika Gakuin	精華学院	30
330	Mie	Nawari Yogo Gakuen	名張養護学園	45
331	Mie	Hijirino Ie	聖の家	60
332	Shiga	Kobatono Ie	小鳩の家	30
333	Shiga	Shonan Gakuen	湘南学園	66
334	Shiga	Moriyama Gakuen	守山学園	40
335	Shiga	Kafukano Ie	鹿深の家	55
336	Kyoto	Maizuru gakuen	舞鶴学園	100
337	Kyoto	Maizuru Futaba-ryo	舞鶴双葉寮	70
338	Kyoto	Aoba Gakuen	青葉学園	60
339	Kyoto	Mineyama Nyujiin Fusetsu Yojiryo	峰山乳児院付設幼児寮	25
340	Kyoto	Kyoto Yamatono Ie	京都大和の家	60
341	Kyoto	Jidoyogoshisetsu Momoyama Gakuen	児童養護施設桃山学園	30
342	Kyoto	Kyoto Seieikai	京都聖嬰会	55
343	Kyoto	Wakei Gakuen	和敬学園	60
344	Kyoto	Karyoen	迦陵園	40
345	Kyoto	Heisei Yoikukan	平安養育院	60
346	Kyoto	Heian Tokugikai Yogoen	平安徳義会養護園	80

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
347	Kyoto	Sekikeien	積慶園	60
348	Kyoto	Tsubasaen	つばさ園	60
349	Osaka	Toko Gakuen	東光学園	154
350	Osaka	Aiikusha	愛育社	60
351	Osaka	Izumigaoka Gakuen	泉ヶ丘学院	80
352	Osaka	Seishin Ryo	清心寮	40
353	Osaka	Kishiwada Gakuen	岸和田学園	170
354	Osaka	Aozora	あおぞら	40
355	Osaka	Shohaku Gakuen	松柏学園	45
356	Osaka	Osaka Nishihonganji Joshoen	大阪西本願寺常照園	70
357	Osaka	Izumi Jidoin	和泉幼児院	50
358	Osaka	St. Yohane Gakuen	聖ヨハネ学園	80
359	Osaka	Kenkono Sato	健康の里	70
360	Osaka	Nasahara-ryo	奈佐原寮	30
361	Osaka	Mikeyama Gakuen	三ケ山学園	70
362	Osaka	Lebanon Home	レバノンホーム	37
363	Osaka	Kyuseigun Kibokan	救世軍希望館	60
364	Osaka	Kodomono Ie	子供の家	45
365	Osaka	Shinta Gakuen	信太学園	50
366	Osaka	Joshi Jikyo-ryo	女子慈教寮	40
367	Osaka	Takedajuku	武田塾	52
368	Osaka	Nanga Gakuen	南河学園	70
369	Osaka	Habikinoso	羽曳野荘	30
370	Osaka	Takawashi Gakuen	高鷲学園	107
371	Osaka	Kotoku Gakuen	公徳学園	110
372	Osaka	Hanazono Seisha	花園精舎	40
373	Osaka	Wakae Gakuin	若江学院	50
374	Osaka	Ikoma Gakuen	生駒学園	124
375	Osaka	Garden Roi	ガーデンロイ	30
376	Osaka	Haruka Gakuen	遙学園	195
377	Osaka	Osakashiritsu Irifune-ryo	大阪市立入舟寮	100
378	Osaka	Ikejima-ryo	池島寮	30
379	Osaka	Takatsu Gakuen	高津学園	100
380	Osaka	Shion Gakuen	四恩学園	180
381	Osaka	Tajima Doen	田島童園	50

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
382	Osaka	Sei Kazukuno Ie	聖家族の家	130
383	Osaka	Hakuaisha	博愛社	250
384	Osaka	Osaka Shiritsu Kosai Miraikan	大阪市立弘済みらい園	40
385	Osaka	Sukematsu-ryo	助松寮	80
386	Osaka	Hasegawa Habikino Gakuen	長谷川羽曳野学園	120
387	Hyogo	Jido Home Tokoen	児童ホーム東光園	45
388	Hyogo	Paruko Community House Kowa Gakuen	パルコミュニティハウス信和学園	40
389	Hyogo	Amenity Home Hirohata Gakuen	アメニティホーム広畑学園	70
390	Hyogo	Futabaen	二葉園	80
391	Hyogo	Koomono Ie	子供の家	90
392	Hyogo	Zensho Gakuen	善照学園	90
393	Hyogo	Sankojuku	三光塾	40
394	Hyogo	Harima Doshin Gakuin	播磨同仁学院	120
395	Hyogo	Ritsusei Gakuen	立正学園	70
396	Hyogo	Sakura Kodomo Gakuen	さくらこども学園	42
397	Hyogo	Awaji Gakuen	淡路学園	65
398	Hyogo	Wakakusa-ryo	若草寮	60
399	Hyogo	Seichi Gakuen	聖智学園	30
400	Hyogo	Amenity Home Koto Gakuen	アメニティホーム光都学園	42
401	Hyogo	Senshin Gakuen	泉心学園	90
402	Hyogo	Amagasakishi Amagasaki Gakuen	尼崎市尼崎学園	60
403	Hyogo	Shinai Gakuen	信愛学園	90
404	Hyogo	Shinai Kodomo Home	神愛子供ホーム	30
405	Hyogo	Futaba Gakuen	双葉学園	90
406	Hyogo	Doho Gakuen	同朋学園	70
407	Hyogo	Aishin Airinsha	愛神愛隣舎	40
408	Hyogo	Kobe Jitsugyo Gakuen	神戸実業学院	60
409	Hyogo	Aishin Gakuen	愛信学園	80
410	Hyogo	Yumeno Kodomo Home	夢野こどもホーム	40
411	Hyogo	Nagata Kodomo Home	長田こどもホーム	48
412	Hyogo	Kobeshiritsu Kosodateshien Center Kodomono Ie	神戸市立子育て支援センター子供の家	50
413	Hyogo	Kobe Shonen no Ie	神戸少年の町	84
414	Hyogo	Guin Home	グイン・ホーム	30
415	Hyogo	Tennodani Gakuen	天王谷学園	60
416	Hyogo	Kobe Shinseijuku	神戸真生塾	70

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
417	Nara	Tenri Yoikuin	天理養徳院	85
418	Nara	Asuka Gakuin	飛鳥学院	80
419	Tochigi	Yomei Gakuin	嚶鳴学院	40
420	Nara	Aizome-ryo	愛染寮	60
421	Nara	Yamato Ikuseien	大和育成園	40
422	Nara	Ikarugaen	いかるが園	55
423	Wakayama	Wakayamshi Asahi Gakuen	和歌山市旭学園	110
424	Wakayama	Tsutsujigaoka Gakusha	つつじが丘学舎	40
425	Wakayama	Kobato Gakuen	こばと学園	70
426	Wakayama	Rokuji Gakuen	六地学園	40
427	Wakayama	Himawari-ryo	ひまわり寮	30
428	Wakayama	Kusunoki	くすのき	15
429	Wakayama	Kinan Gakuen	紀南学園	30
430	Wakayama	Tange Gakuen	丹生学園	30
431	Tottori	Tottori Kodomo Gakuen	鳥取こども学園	45
432	Tottori	Aotani Kodomoen	青谷こども学園	30
433	Tottori	Yonago Misono Tenshien	米子聖園天使園	80
434	Tottori	Inpaku Kodomo Gakuen	因伯子供学園	60
435	Tottori	Kotoku Kodomo Gakuen	光徳子供学園	30
436	Shimane	Soju Gakuin	双樹学院	60
437	Shimane	Seiko-ryo	聖喤寮	50
438	Shimane	Yasuki Gakuen	安来学園	55
439	Okayama	Okayama Misono Kodomono Ie	岡山聖園子供の家	59
440	Okayama	Nanno Ikuseien	南野育成園	64
441	Okayama	Okayamashi Zenrinen	岡山市善隣館	25
442	Okayama	Wakamatsukan	若松園	70
443	Okayama	Shintenchi Ikujiin	新天地育児院	50
444	Okayama	Tamashima Gakuen	玉島学園	50
445	Okayama	Wakabaen	わかば園	70
446	Okayama	Rissho Aoba Gakuen	立正青葉学園	30
447	Okayama	Tsuyama Futabaen	津山二葉園	50
448	Okayama	Higanin	悲眼院	70
449	Okayama	Tenshin-ryo	天心寮	67
450	Okayama	Minorien	みのり園	60
451	Hiroshima	Hiroshima Shudoin	広島修道院	100

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
452	Hiroshima	Ninoshima Gakuen	似島学園	114
453	Hiroshima	Yahata Gakuen	八幡学園	60
454	Hiroshima	Kyuseigun Toyohamagaku-ryo	救世軍豊浜学寮	100
455	Hiroshima	Kyuseigun Aikoen	救世軍愛光園	30
456	Hiroshima	Junpuen	仁風園	100
457	Hiroshima	Kodomono Ie Sanbien	子供の家三美園	90
458	Hiroshima	Kobushigaoka Gakuen	こぶしケ丘学園	58
459	Hiroshima	Fukuyama Runbinien	福山ルンビニ園	36
460	Hiroshima	Hiroshima Shinsei Gakuen	広島新生学園	80
461	Hiroshima	Hikarino kuni Sesshono Ie	光の園摂理の家	70
462	Hiroshima	Tsuda Kodomono Ie	津田子供の家	30
463	Yamaguchi	Nakabe Gakuin	なかべ学院	90
464	Yamaguchi	Shimonoseki Taihei Gakuen	下関大平学園	60
465	Yamaguchi	Yamaguchi Ikujien	山口育児院	30
466	Yamaguchi	Yoshishiki Aijien	吉敷愛児園	60
467	Yamaguchi	Seikoen	清光園	60
468	Yamaguchi	Bofu Kaihokuen	防府海北園	60
469	Yamaguchi	Tawarayama Yuno Ie	俵山湯の家	40
470	Yamaguchi	Kyoraku Yoikuen	共楽養育園	90
471	Yamaguchi	Onoda Yokoen	小野田陽光園	30
472	Yamaguchi	Akebono-ryo	あけぼの寮	40
473	Tokushima	Awankuni Jikeiin	阿波国慈恵院	90
474	Tokushima	Tokushima Jodo Home	徳島児童ホーム	60
475	Tokushima	Jorakuen	常楽園	40
476	Tokushima	Naruto Kodomo Gakuen	鳴門子ども学園	30
477	Tokushima	Tachibana Gakuen	たちばな学苑	40
478	Tokushima	Takarada-ryo	宝田寮	50
479	Tokushima	Kamo Aiikuen	加茂愛育園	55
480	Kagawa	Sanuki Gakuen	讃岐学園	80
481	Kagawa	Kameyama Gakuen	亀山学園	60
482	Kagawa	Keiai Gakuen	恵愛学園	45
483	Ehime	Ehime Jikeikai	愛媛慈恵会	135
484	Ehime	Matsuyama Shinbo Aino Ie	松山信望愛の家	75
485	Ehime	Shinwaen	親和園	95
486	Ehime	Sanaien	三愛園	30

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
487	Ehime	Asunaro Gakuen	あすなろ学園	50
488	Ehime	Midori-ryo	みどり寮	50
489	Ehime	Akoen	吾子苑	30
490	Ehime	Yawatahama Shonen Home	八幡浜少年ホーム	40
491	Ehime	Toshin Gakuen	東新学園	50
492	Ehime	Kihoku Aijien	近永愛児園	40
493	Kochi	Kodomono Ie	子供の家	70
494	Kochi	Kochi Hijirien Tenshien	高知聖園天使園	75
495	Kochi	Nankai Shonen-ryo	南海少年寮	30
496	Kochi	Aijinen	愛仁園	70
497	Kochi	Wakakuaen	若草園	40
498	Kochi	Aidoen	愛童園	27
499	Kochi	Hakuaien	博愛園	50
500	Kochi	Sakuraen	さくら園	53
501	Fukuoka	Ayagiyama Gakuen	甘木山学園	90
502	Fukuoka	Kurume Tenshien	久留米天使園	80
503	Fukuoka	Shiramue Gakuen	白梅学園	90
504	Fukuoka	Kama Gakuen	嘉麻学園	80
505	Fukuoka	Kosho Gakuen	古処学園	40
506	Fukuoka	Hibarigaka Gakuen	ひばりが丘学園	80
507	Fukuoka	Wakabaso	若葉荘	60
508	Fukuoka	Hoon Hahano Ie	報恩母の家	100
509	Fukuoka	Seishin Jiaien	清心慈愛園	80
510	Fukuoka	Tagawa Yuzanso	田川湯山荘	120
511	Fukuoka	Seiji Gakuen	誠慈学園	40
512	Fukuoka	Tenshi Ikujien	天使育児園	60
513	Fukuoka	Mojigaseki Gakuen	門司ケ関学園	76
514	Fukuoka	wakamatsu Jido Home	若松児童ホーム	80
515	Fukuoka	Akatsukino Kane Gakuen	暁の鐘学園	40
516	Fukuoka	Futaba Gakuen	双葉学園	100
517	Fukuoka	Sei Ozaki Home	聖小崎ホーム	60
518	Fukuoka	Wahaku Seishoen	和白青松園	120
519	Fukuoka	Fukuoka Ikujien	福岡育児院	80
520	Fukuoka	Fukuoka Kodomono Ie	福岡子供の家	100
521	Saga	Saga Seikouen	佐賀清光園	50

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
522	Saga	Seikaen	聖華園	70
523	Saga	Jikoen	慈光園	30
524	Saga	Seibo-ryo	聖母園	35
525	Saga	Seishoen	済昭園	40
526	Saga	Seishin-ryo	洗心寮	45
527	Nagasaki	Mariaen	マリア園	75
528	Nagasaki	Myojoen	明星園	50
529	Nagasaki	Urakami Yoikuin	浦上養育院	41
530	Nagasaki	Tenshin-Ryo	天心寮	80
531	Nagasaki	Seifuen	清風園	41
532	Nagasaki	Taiyo-ryo	太陽寮	70
533	Nagasaki	Seibono Kishien	聖母の騎士園	70
534	Nagasaki	Omura Kodomono Ie	大村子供の家	80
535	Nagasaki	Hikarito Midorino Sono Koyo-ryo	光と緑の園向陽寮	80
536	Nagasaki	Okuura Jikeiin	奥浦慈恵院	35
537	Nagasaki	Kibono Akari Gakuen	希望の灯学園	35
538	Kumamoto	Fujisakidai Doen	藤崎台童園	70
539	Kumamoto	Ryuzan Gakuen	龍山学苑	50
540	Kumamoto	Jiaien Kodomo Home	慈愛園子供ホーム	90
541	Kumamoto	Kikusui gakuen	菊水学園	80
542	Kumamoto	Yashiro Nazareen	八代ナザレ園	60
543	Kumamoto	Shionen	シオン園	60
544	Kumamoto	Komei Doen	光明童園	80
545	Kumamoto	Yude Hikaridoen	湯出光明童園	50
546	Kumamoto	Airinen	愛隣園	50
547	Kumamoto	Midorien	みどり園	50
548	Kumamoto	Kumamoto Tenshien	熊本天使園	80
549	Kumamoto	Koan Aijien	広安愛児園	60
550	Oita	Sayuri Home	小百合ホーム	80
551	Oita	Morino Ki	森の木	90
552	Oita	Eikoen	栄光園	85
553	Oita	Hikarino Sono	光の園	52
554	Oita	Beppu Heiwaen	別府平和園	50
555	Oita	Seijoen	清浄園	50
556	Oita	St. Yoseph-ryo	聖ヨゼフ寮	60

#	Prefecture	Name of Children's home	Name of Children's home(Japanese)	Capacity
557	Oita	Sanga Gakuen	山家学園	50
558	Oita	Takasu Gakuen	鷹巣学園	35
559	Miyazaki	Takeno-ryo	竹の寮	120
560	Miyazaki	Miyazaki Minseikan	宮崎民生館	30
561	Miyazaki	Sakura Gakuen	さくら学園	65
562	Miyazaki	Aoshima Gakuen	青島学園	50
563	Miyazaki	Ishii Kinen Yurinen	石井記念有隣園	50
564	Miyazaki	Midori Gakuen	みどり学園	50
565	Miyazaki	Kenegatahama Gakuen	鐘ヶ浜学園	30
566	Miyazaki	Ishii Kinen Yurinen	石井記念友愛園	55
567	Miyazaki	Kinrei Gakuen	金鈴学園	30
568	Kagoshima	Aino Seiboen	愛の聖母園	60
569	Kagoshima	Tarachine Gakuen	たらちね学園	50
570	Kagoshima	Jinpu Gakuen	仁風学園	100
571	Kagoshima	Sakurajima Gakuen	桜島学園	50
572	Kagoshima	Misuhara Gakuen	三州原学園	50
573	Kagoshima	Okuma Gakusha	大隅学舎	80
574	Kagoshima	Kawakuchi Seisha	川内精舎	50
575	Kagoshima	Jikei Gakuen	慈恵学園	50
576	Kagoshima	Omura Hotoku Gakuen	大村報徳学園	60
577	Kagoshima	Yuai Gakuen	友愛学園	50
578	Kagoshima	Jikoen	慈光園	50
579	Kagoshima	Minamisatsuma Kodomono Ie	南さつま子どもの家	46
580	Kagoshima	Shirayurino-ryo	白百合の寮	70
581	Kagoshima	Wakaba Gakuen	若葉学園	110
582	Okinawa	Sekiryo Jidoen	石嶺児童園	90
583	Okinawa	Misato Jidoen	美さと児童園	50
584	Okinawa	Narasa	ならさ	40
585	Okinawa	Nagomi	なごみ	40
586	Okinawa	Seiun-ryo	青雲寮	30
587	Okinawa	Harimizu Gakuen	漲水学園	30
588	Okinawa	Shirozoeno Oka	島添の丘	60
589	Okinawa	Airinen	愛隣園	90

7.13 Glass Half Full Professional Summary

Alexander Andrakhanov
Currently works for advertising company Dentsu in the account service section. Before this position was in charge of business development in Russia and control of Russian subsidiaries. Has master degree on media literacy education.

Eoghan McCarthy
Qualified graphic designer, passionate educator, presently applying both in equal measure to the development of second language acquisition in Japan.

Megumi Ishikawa
Customer support operation professional in e-support space for 12 years in Hewlett Packard Japan. Responsible for the optimization of the consumer support website for Asia Pacific region.

Sahiro Tsukioka
Currently works for project management company Lend Lease Japan as an administrator in Telecoms Division. Before it worked for historical heritage facility Shima in Ishikawa prefecture as PR professional.

Tsunako Itsumi
Works for Mori Hamada & Matsumoto, one of the largest legal firms in Japan, as a paralegal. Before it was a member of System Development Department in NHK Bunka Center (Tokyo Japan) in charge of administrative system installation to regional branches.