



公益社団法人  
**福島相双復興推進機構**  
(福島相双復興官民合同チーム)

OECD/NEA Workshop “Preparedness for Post-Accident  
Recovery Process: Lessons from Experience”  
February 18-19, 2020, Tokyo, Japan

# How to Restart Affected Businesses

## “Four-Year Experience by a Public-Private Joint Team”

February 19, 2020

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# 1-1. What is the public-private joint team?

- **Public-Private** Fukushima Soso Revitalization **Joint Team** was established in August 2015
- It currently has more than 280 members\*

## Public-Private Fukushima Soso Revitalization Joint Team

### National Government

Cabinet Office,  
METI,  
MAFF

### Private Companies

Mitsubishi Corp.,  
Panasonic, JTB,  
Tokyo Electric Power  
and others

### Local Government

Fukushima  
Prefectural  
government

\* As of Feb.1,2020

# 1-2. Background to establishment

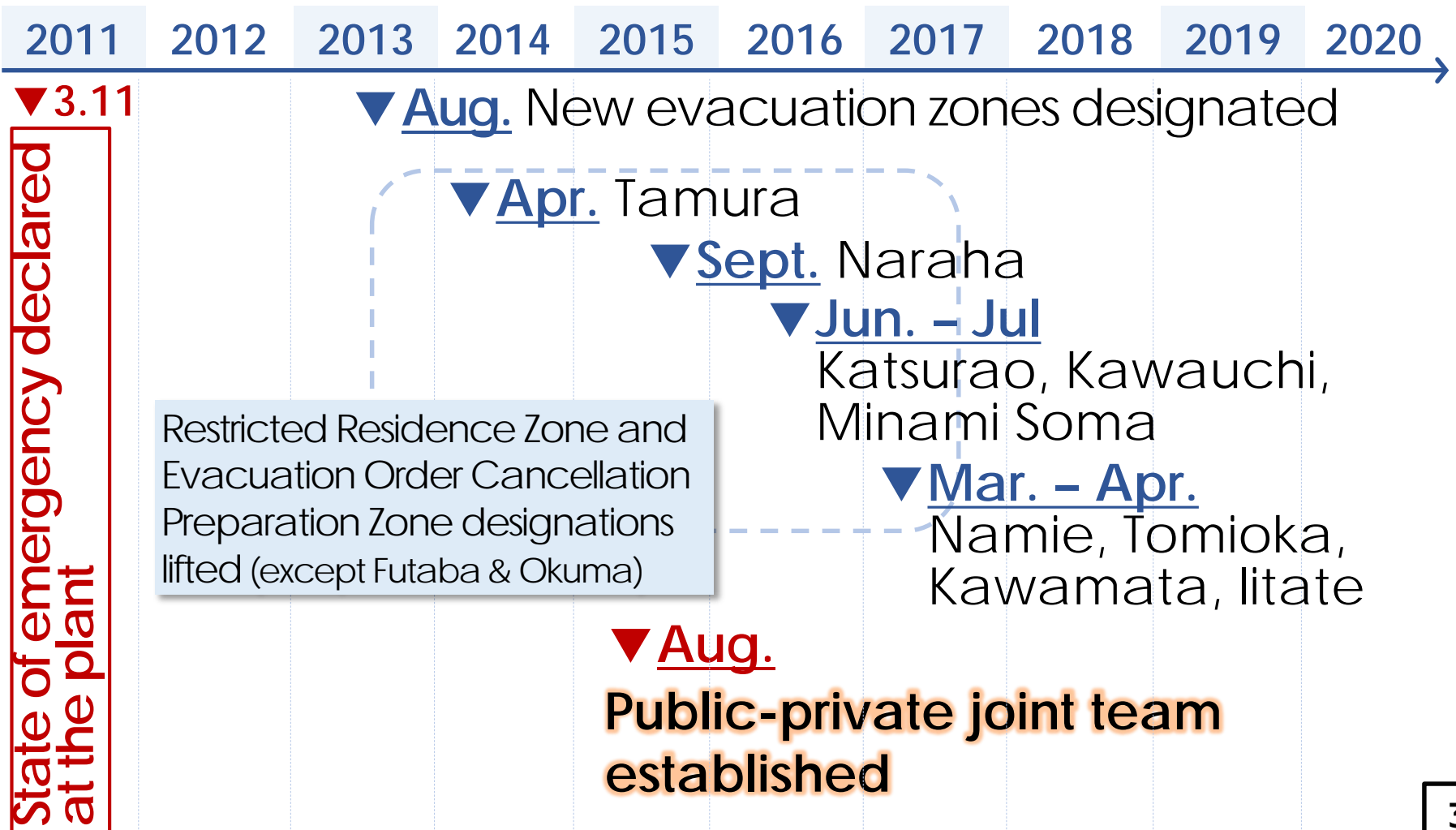
➤ Established by a **Cabinet decision** in June 2015

## The government's bill for Accelerating the Reconstruction of Fukushima from the Nuclear Disaster (revision)

- Established a new organization to drive government measures for helping sufferers support themselves
  - ✓ Established a new organization (a public-private team) to lead support; it started by visiting and providing consultations to individual business owners (approx. 8,000) who still haven't been able to return home in 12 cities, towns, and villages
- Enhanced support measures
  - ✓ Enhanced support measures to enable businesses in 12 municipalities to be rebuilt

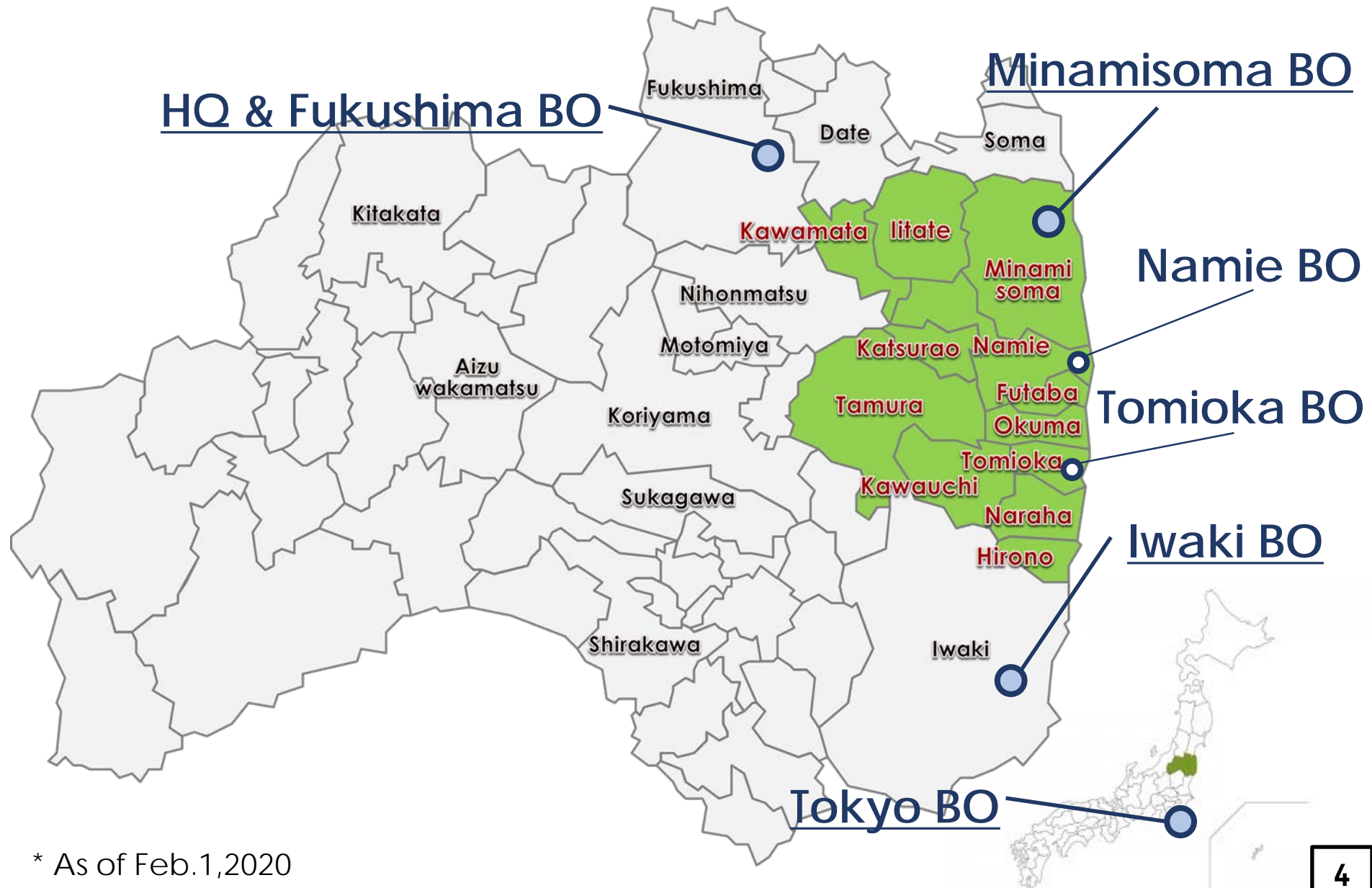
# 1-3. Establishment timeline

- The Joint team was established as **evacuation orders** were **being lifted**



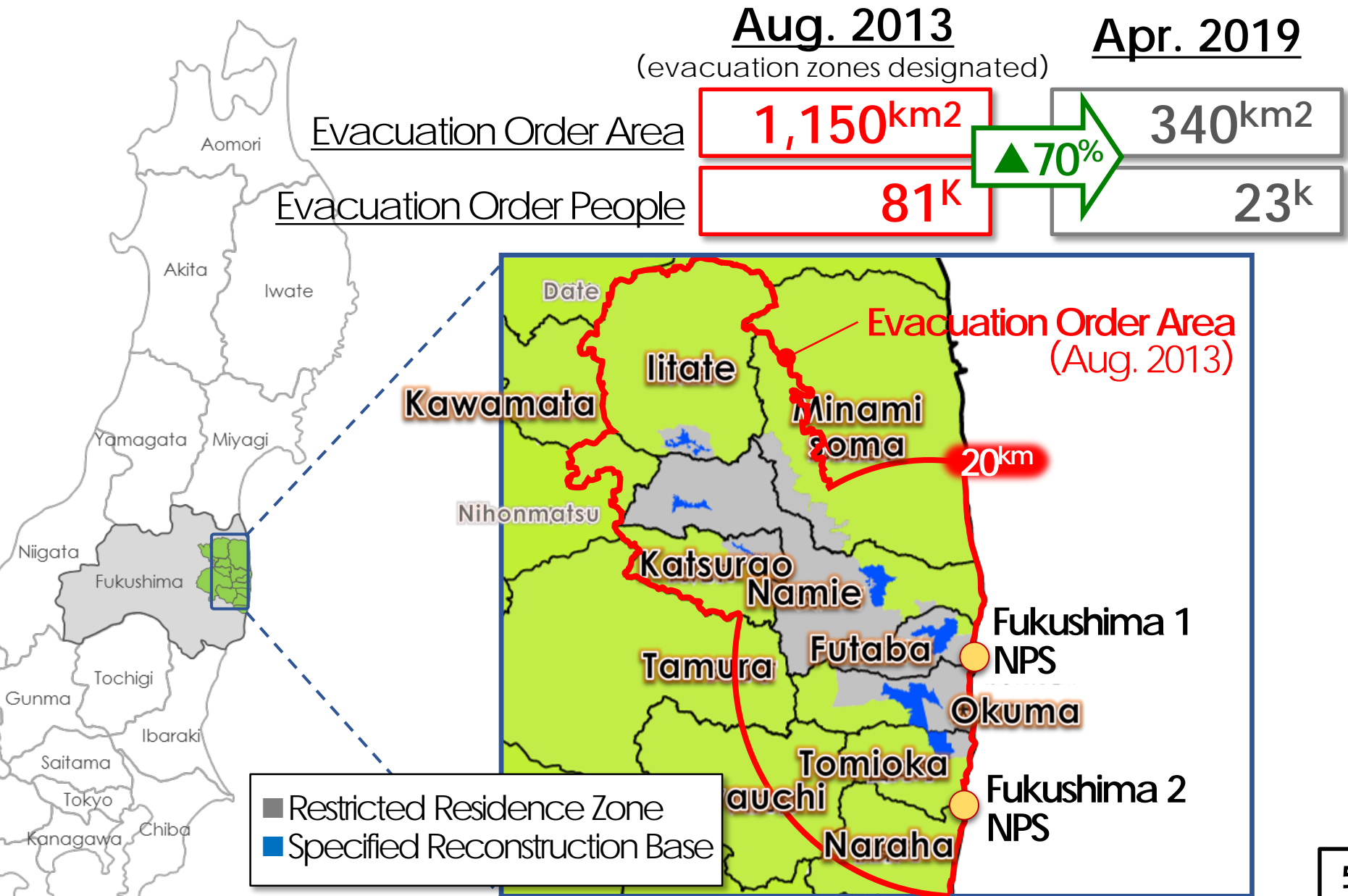


# 1-4. Organization Structure\*



\* As of Feb.1,2020

# Ref. Current evacuation designated zones



## 2-1. Features of our support

- ① We are not passive; we individually visited and consulted with all businesses in the 12 municipalities
- ② We did not merely inform businesses of support measures; we closely supported business owners by thoroughly listening to their concerns and building trust
- ③ In response to what we heard, we worked with the Japanese government to set up various measures to help businesses become self-reliant

# Ref. The Joint Team's 5 principles

## I. Put ourselves in sufferers' shoes

Take the tragic events business owners and farmers have suffered to heart. Put ourselves in sufferers' standpoints as we do our work.

## II. Provide dedicated support

Do not cut corners, spare no trouble, and provide thorough support until affected business owners and farmers actually rebuild their business/livelihood. Never walk away from a task before it is finished.

## III. Focus on being a listener

When visiting individual business owners, listen to them fully and attentively to understand in detail each person's difficult situation and desires.

## IV. Value teamwork

Mobilize the knowledge, experience, human network, and tools of all team members to provide tireless support. Share information, and leverage the strengths of team of people from different backgrounds to the greatest extent possible.

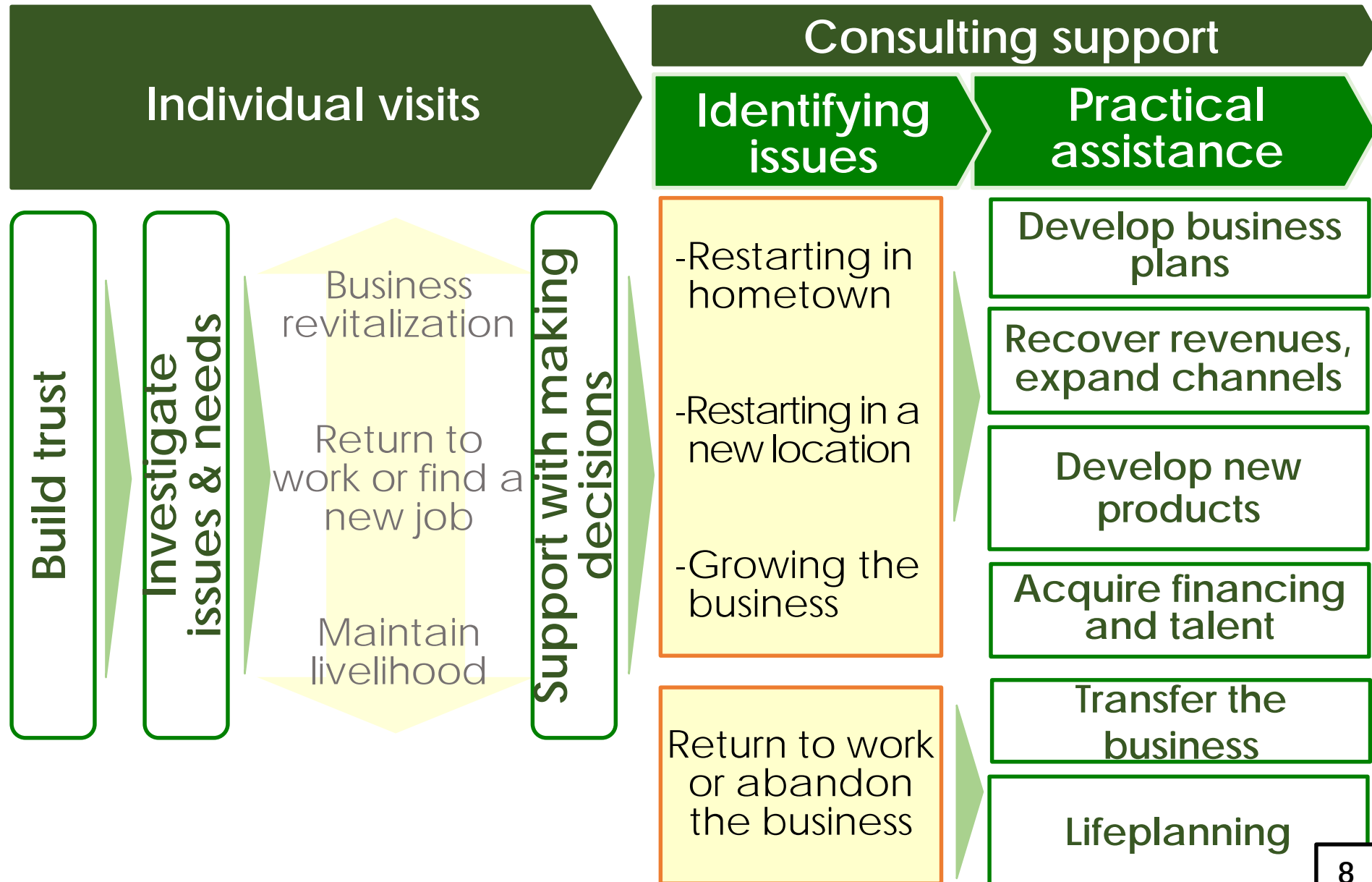
## V. Have a genuine and strong will in achieving the region recover

The region will not be revitalized unless businesses, livelihoods, and lives are rebuilt. Always approach support with a big picture view of the region that incorporates broad outlook. If existing programs are insufficient, be flexible in proposing new programs.

**Fukushima cannot recover unless Soso recovers.  
Japan cannot be revitalized unless Fukushima recovers.**



## 2-2. The visit & support process



# Ref. Early days of the Joint Team

## Comments from business owners

- 4 ½ years since the accident...  
**“Why are you here now?”**
- You’ve been thoroughly interrogating me...  
**“What will you do for me?”**
- Local business have disappeared...  
**“Difficult to go back and restart our business.”**

- Repeatedly visit and listen carefully to their concerns
- Provide dedicated support

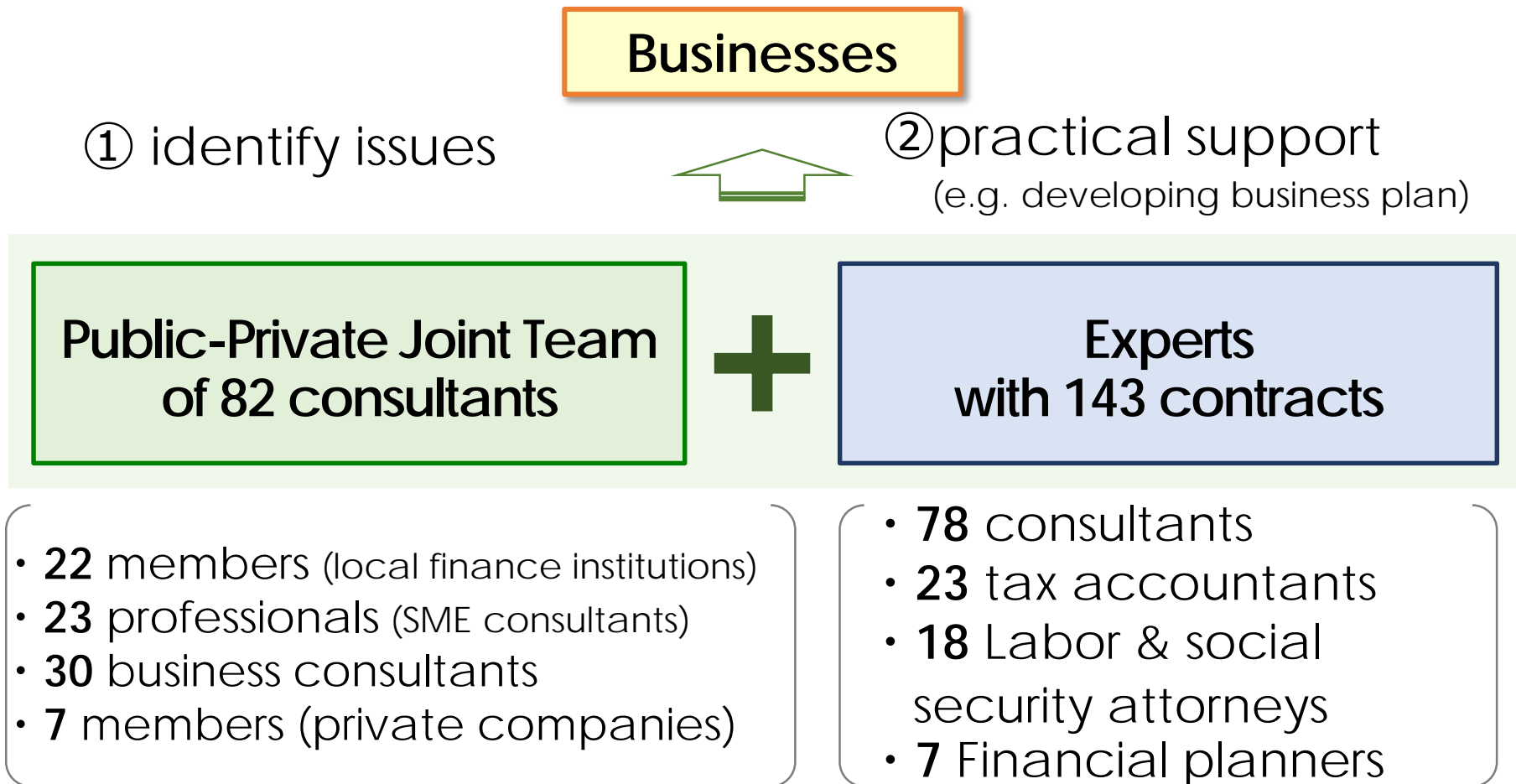
## Internal operations

- **Impossible to manage operation**  
(even email or servers were not unified)
- **Difficult to give instructions**  
(same words were often interpreted differently)

- Unify the organization

## 2-3. Support structure

➤ **Assemble experts** with diverse knowledge & experience



## 2-4. Enhancing support measures

- Supplemented the measures to help affected business
- Distributed around 37B yen from FY2015 to FY2019

### I. Individual visits and consultations

### II. Assistance aimed at restarting business

- Equipment investment, acquiring talent, uncovering sales channels, spreading the area's tradition and attractiveness

### III. Creating connections between people and assisting with recovery

### IV. Encouraging businesses to return

- Support for encourage for purchasing in the region, transportation assistance

### V. Assistance with starting a business in the affected areas after the disaster

### 3. Support provided

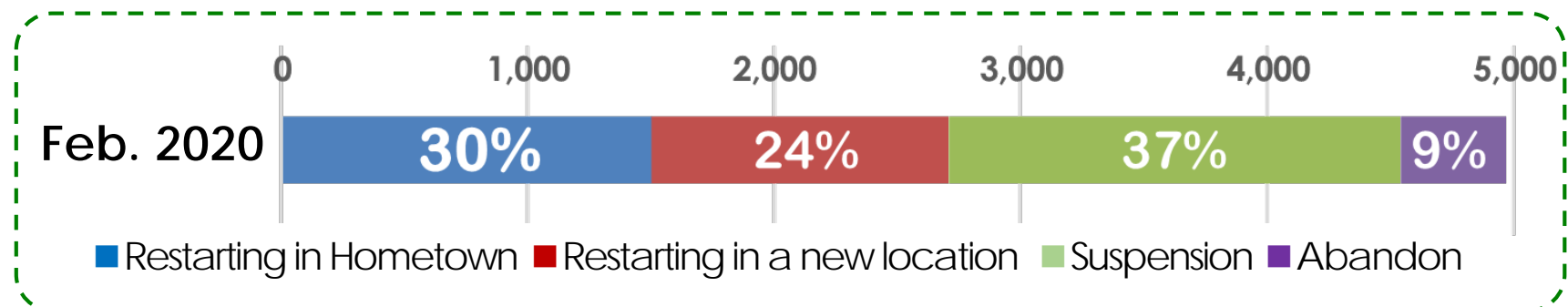
- Around **30%** of affected businesses restarted in hometown
- More than **50%** including that in another locations

#### Visits to business owners & consulting-based assistance

- ✓ Contacted with approx. **7,000** of **8,000** affected business owners
- ✓ Visited approx. **5,300 individuals** and provided consulting services to approx. **1,300**

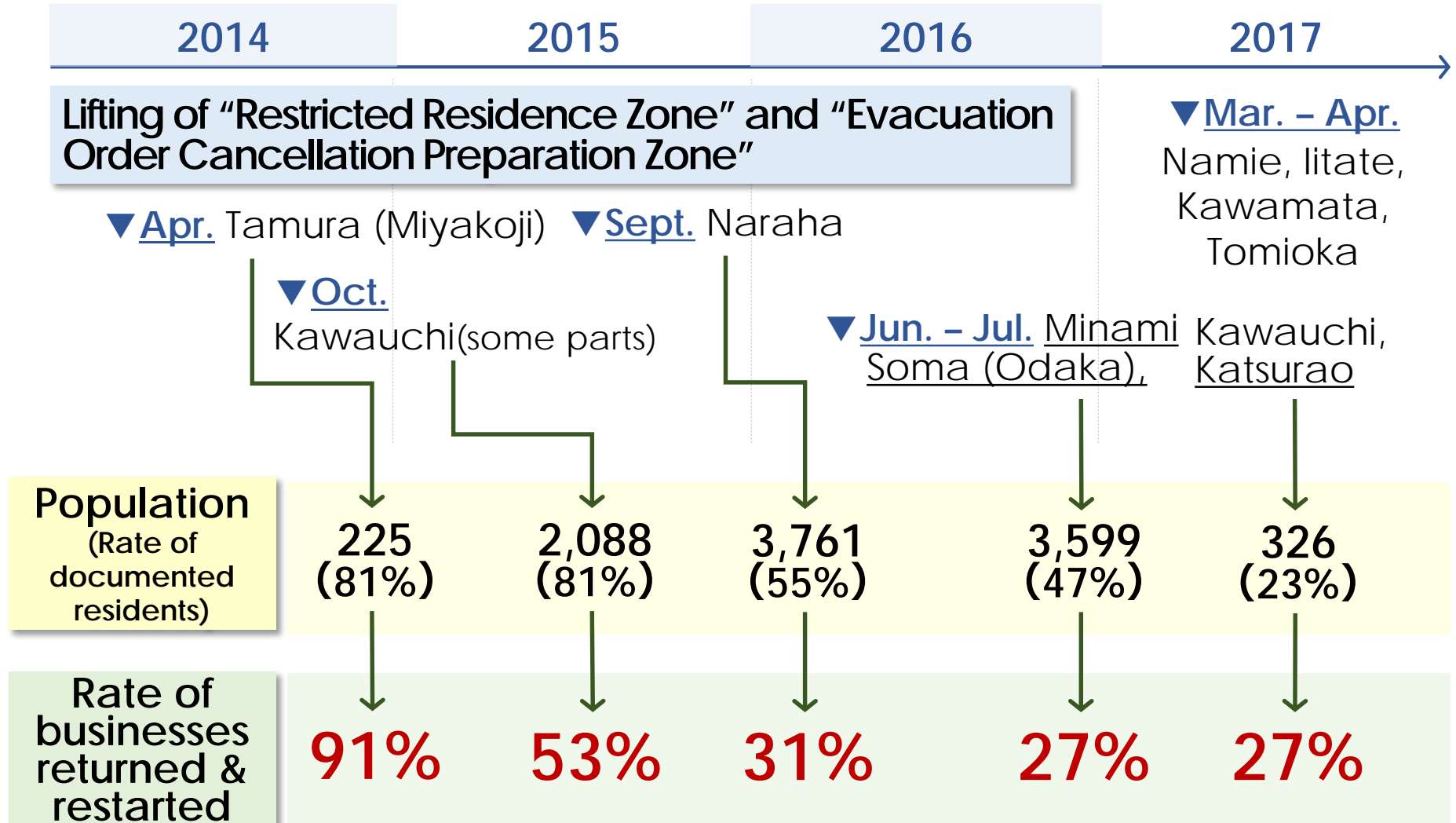
#### Support based on existing government support measures

- ✓ Acquiring talent: assisted approx. **840 employers**, leading to the employment of approx. **1,400 job seekers**
- ✓ Uncovering sales channels: assisted approx. **190 businesses** and successfully uncovered approx. **870 deals**



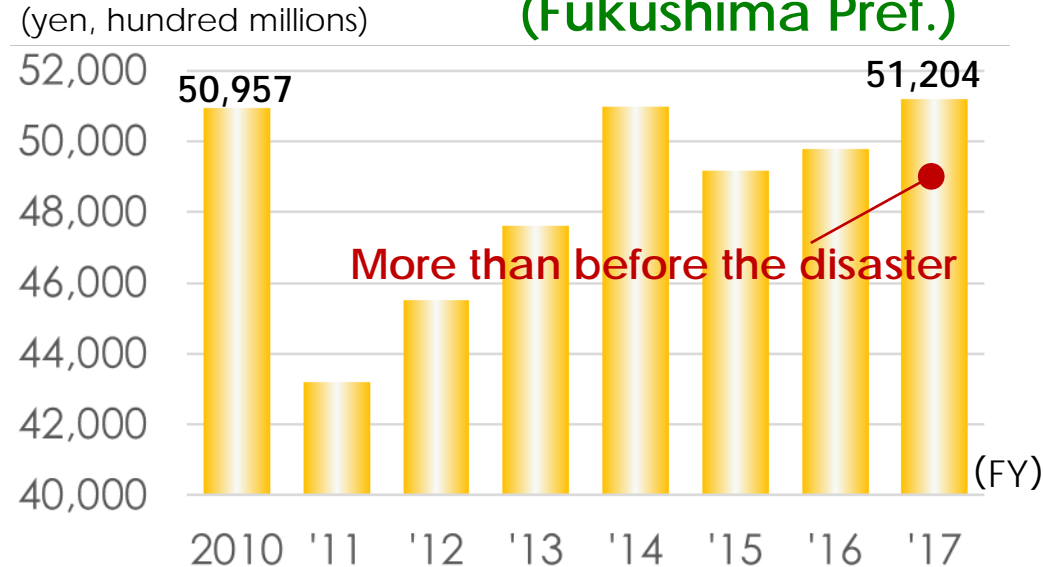


# 4-1. Issue: Disparities in recovery

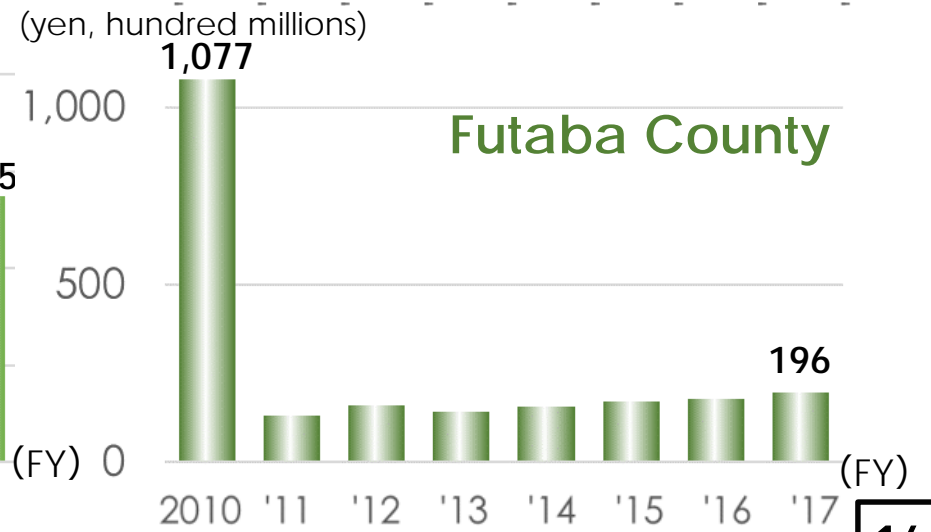
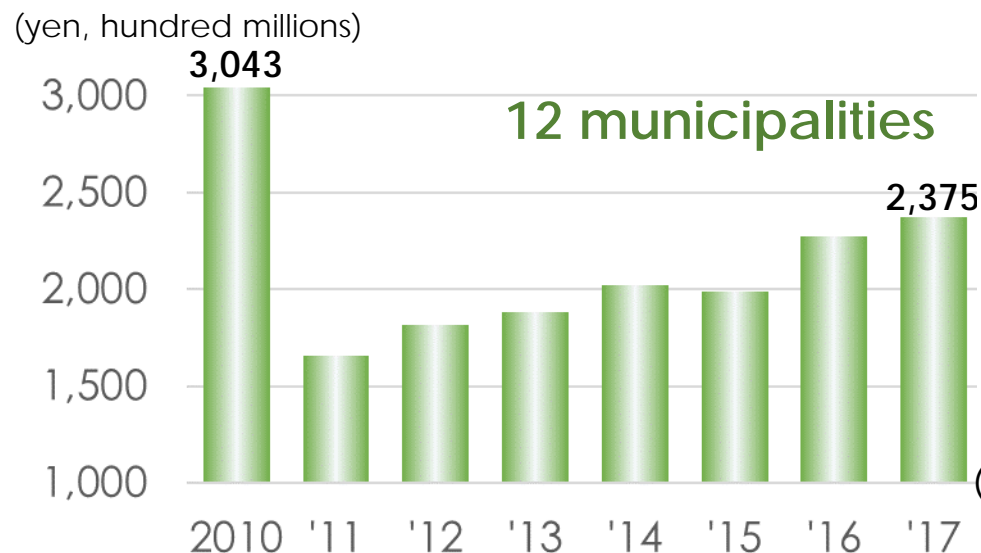
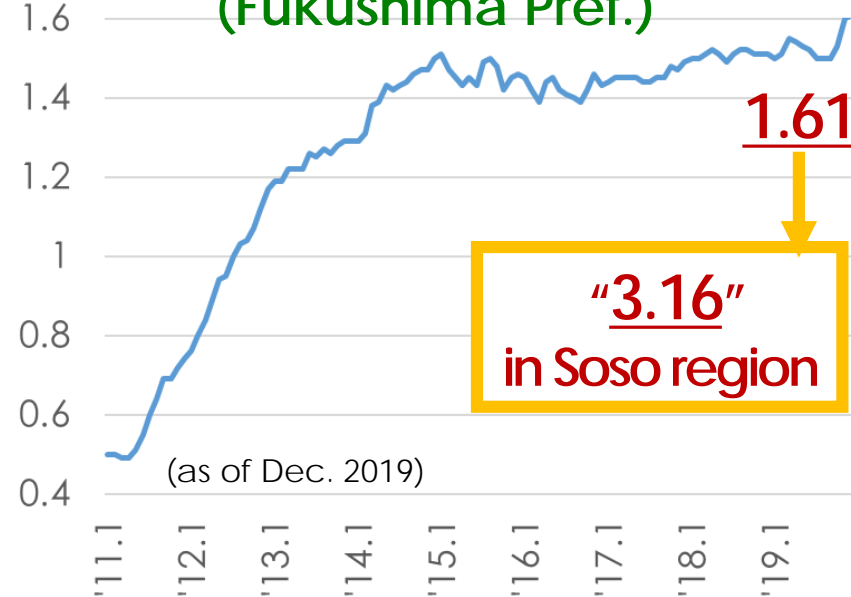


## 4-2. Issue: employment & industry

### ◆ Manufactured goods shipments<sup>1</sup> (Fukushima Pref.)



### ◆ Ratio of job applicants<sup>2</sup> (Fukushima Pref.)



1. Source: METI Industrial statistics survey data

2. Source: Fukushima Labour Bureau data

## 4-3. Issue: Attracting companies

- ◆ New Business Established and Job Creation by providing strong incentives

Soso region

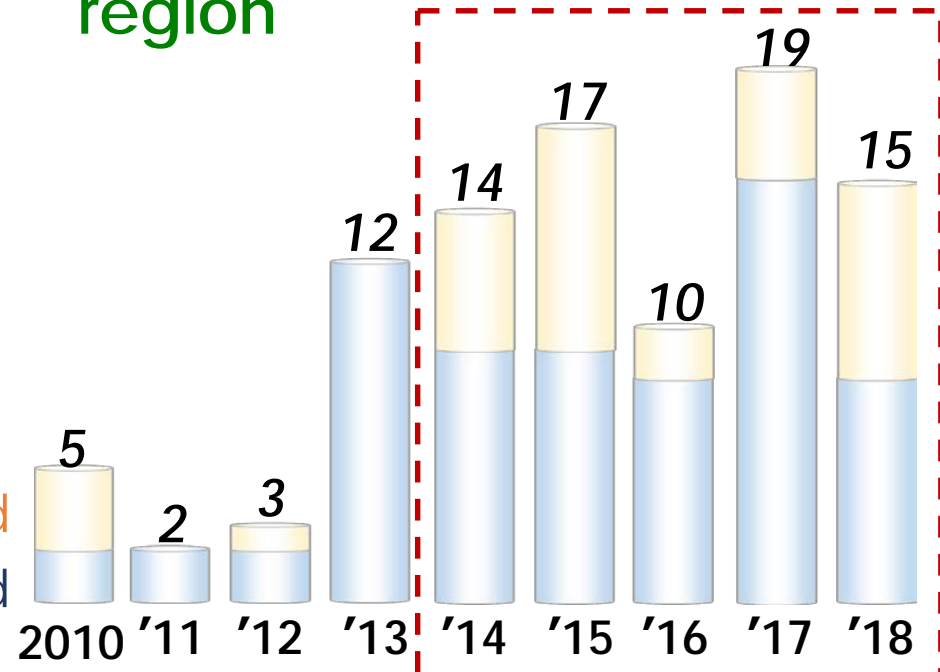
FY2014-FY2018: **75**



approx. 1,480  
New jobs created

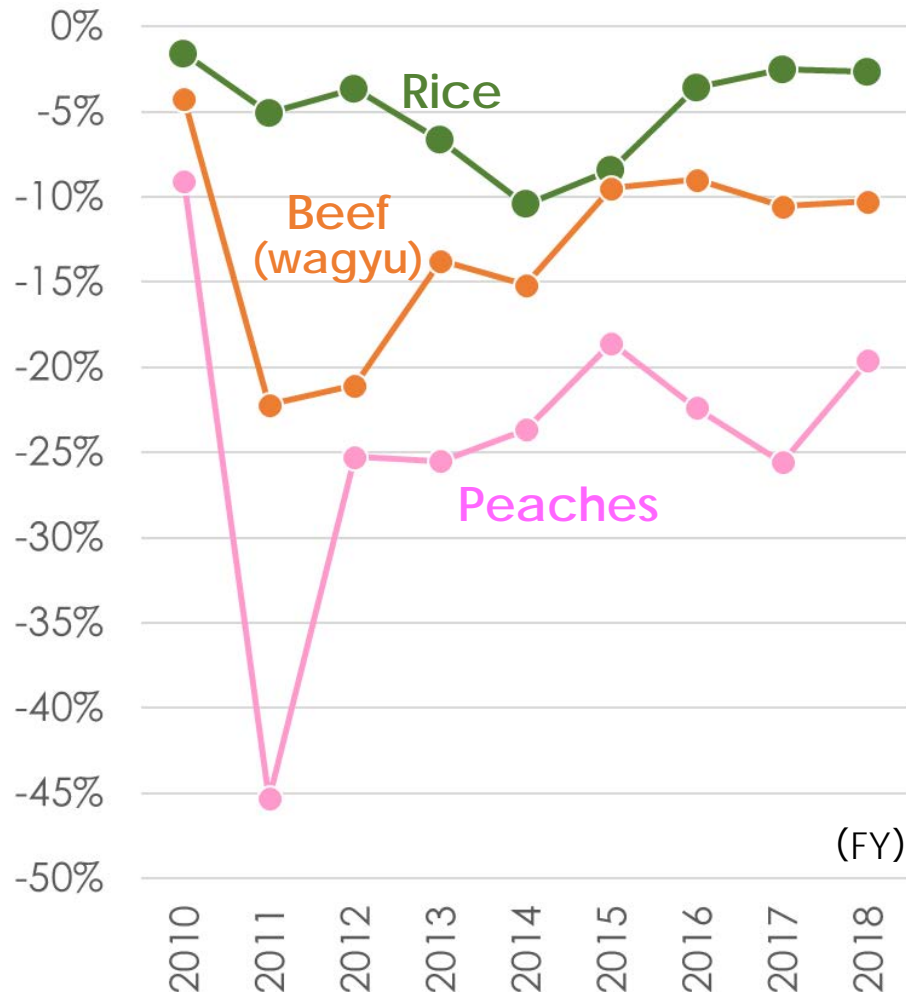
- ◆ Factory established in Soso region

Expanded  
Newly Established



## 4-4. Issue: Reputational damage

### ◆ Comparing Product Prices (Fukushima to nationwide)



Source: Fukushima prefecture's "The Path toward Fukushima's Recovery" (Japanese only) and other materials

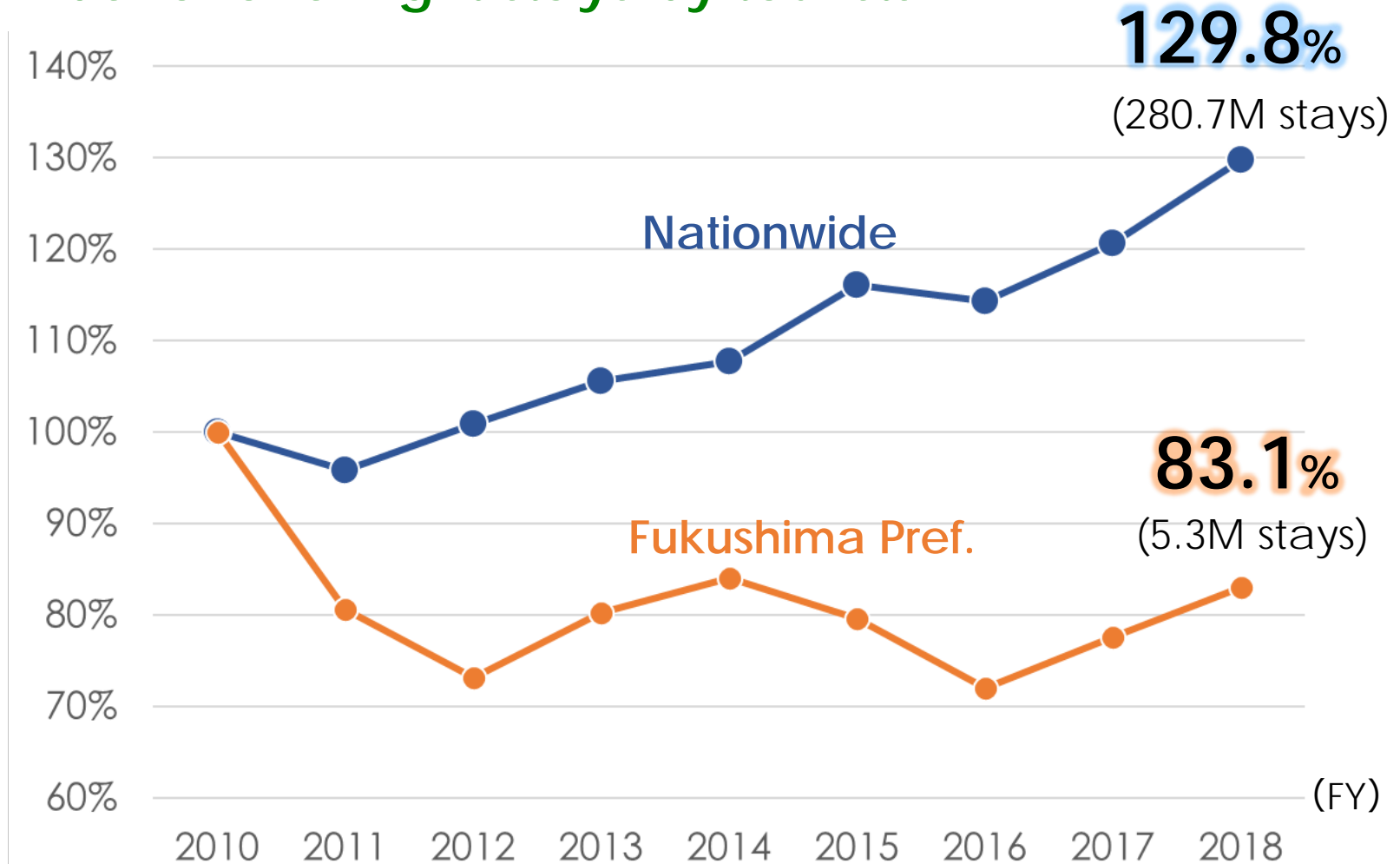
### ◆ Restrictions of other countries/regions

Category	Country/region
Imports restricted, <b>import ban</b>	South Korea, Taiwan, China, Hong Kong, Macau <b>5 countries &amp; regions</b>
Some restrictions (under certain conditions) <sup>1</sup>	Singapore, USA, EU, Russia, Egypt, others <b>15 countries &amp; regions</b>
<b>Restrictions abolished</b>	Myanmar, New Zealand, Malaysia, Vietnam, Australia, India, Nepal, Philippines, Canada, Mexico, Chile, Peru, Brazil, Iraq, Kuwait, Iran, Qatar, Saudi Arabia, Turkey, others <b>34 countries &amp; regions</b>

As of January 16, 2020

## 4-5. Issue: Reputational damage (tourism)

### ◆ Number of overnight stays by tourists



✓ Figures for accommodation facilities who said at least 50% of their bookings are for tourism



## 5-1. Expanding our work

- In addition to individual visits and restart support, Joint Team has been expanding initiatives from the “point” of businesses to the “area” of the region itself to include **support for preparing living and business environments**
- Currently, we are stepping up our efforts to **rebuild industry accumulation** through **attracting companies from outside the region** and **matching local businesses**

August 2015

- Individual visits
- Hands-on support towards business restart & lives

Phase 1

December 2016

- Community-building support
- Initiatives toward restarting farming

Phase 2

- Help with developing region's industries
  - Soliciting companies from outside
  - Increasing nonresident population
- Community-building across a broad area

Phase 3

## 5-2. Community-building support

- We dispatch experts to all 12 affected areas to provide **on-site, hands-on support.**

### Example initiatives

- ✓ Helping with preparations to reopen public facilities and guidance on how to manage and run them (Okuma & others)
- ✓ Helping to improve the management and operations of commercial facilities (Iitate & others)
- ✓ Assistance with developing regional revitalization strategies that attempt to build new tourism sources (Minami Soma & others)

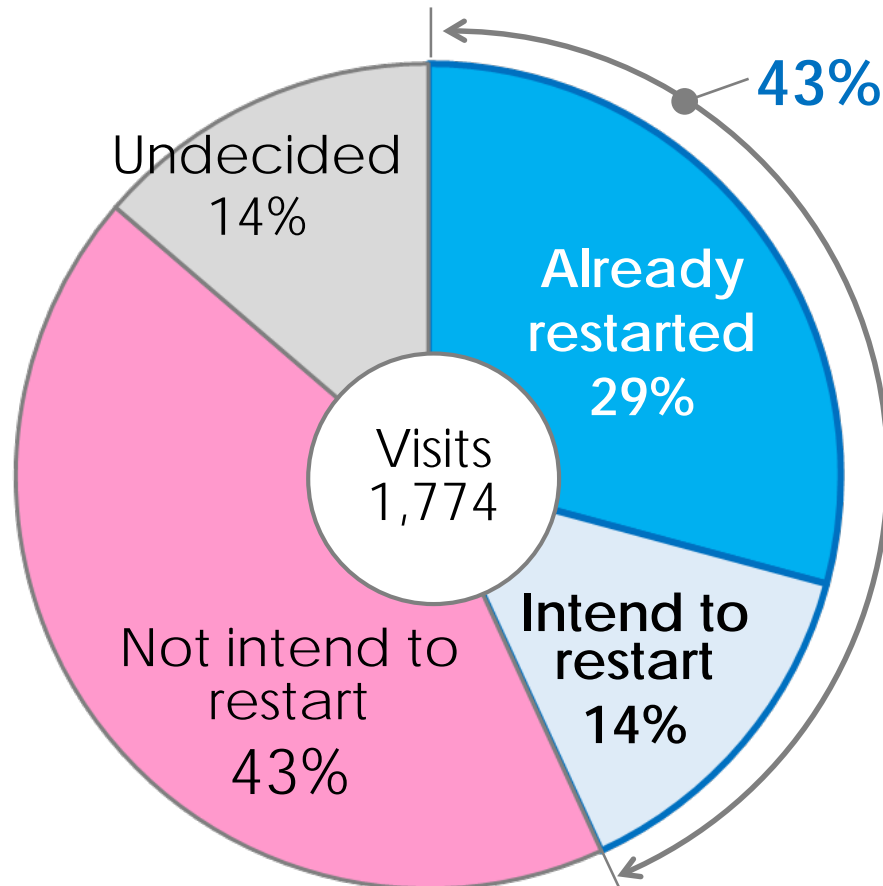


Commercial facility in  
Naraha

## 5-3. Initiatives to restart farming

- To date, visited approx. **1,800 farming business owners**
- Approx. **40%** of farmers have already restarted their business or intend to do so

### Farmers' desire to restart business(as of Dec. 31, 2019)



- Provide assistance with consolidating farmland by matching land lenders with players
- Increase the scale of these farmers' businesses
- Implement "smart agriculture"

# 5-4. Fukushima Innovation Coast Framework

Phase 3

➤ In June 2014, a framework was developed with aim of creating new industries, and we are engaging to attract industry and increase non-resident population

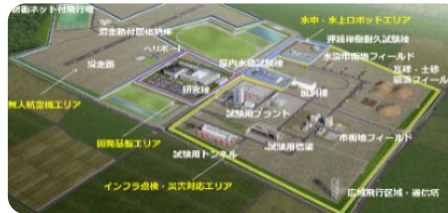
Main facilities and projects

## Decommissioning



Naraha Remote Technology Development Centre

## Robotics



Fukushima Robot Test Field (Minamisoma & Namie)



Drone test flights

Dec. 2019-

Medical

## Energy



FH2R Fukushima Hydrogen Energy Research Field

## Agriculture, forestry & fisheries



Productivity improvement initiatives (driverless tractors)



Tomato cultivation using environmental control systems



Aerospace

How we will achieve this

Increase non-resident population

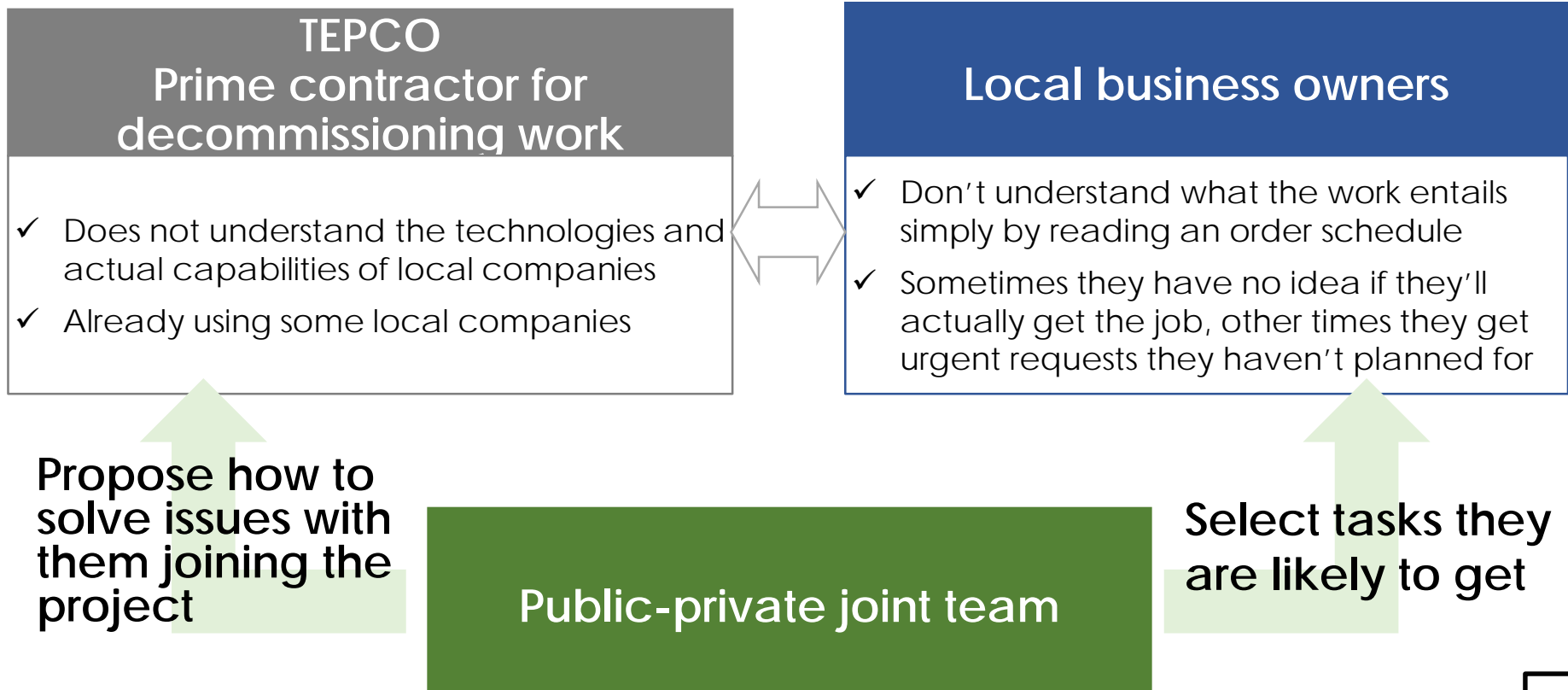
Attract industry

Prepare living environments

Educate & develop talent

## 5-5. Reactor decommissioning work

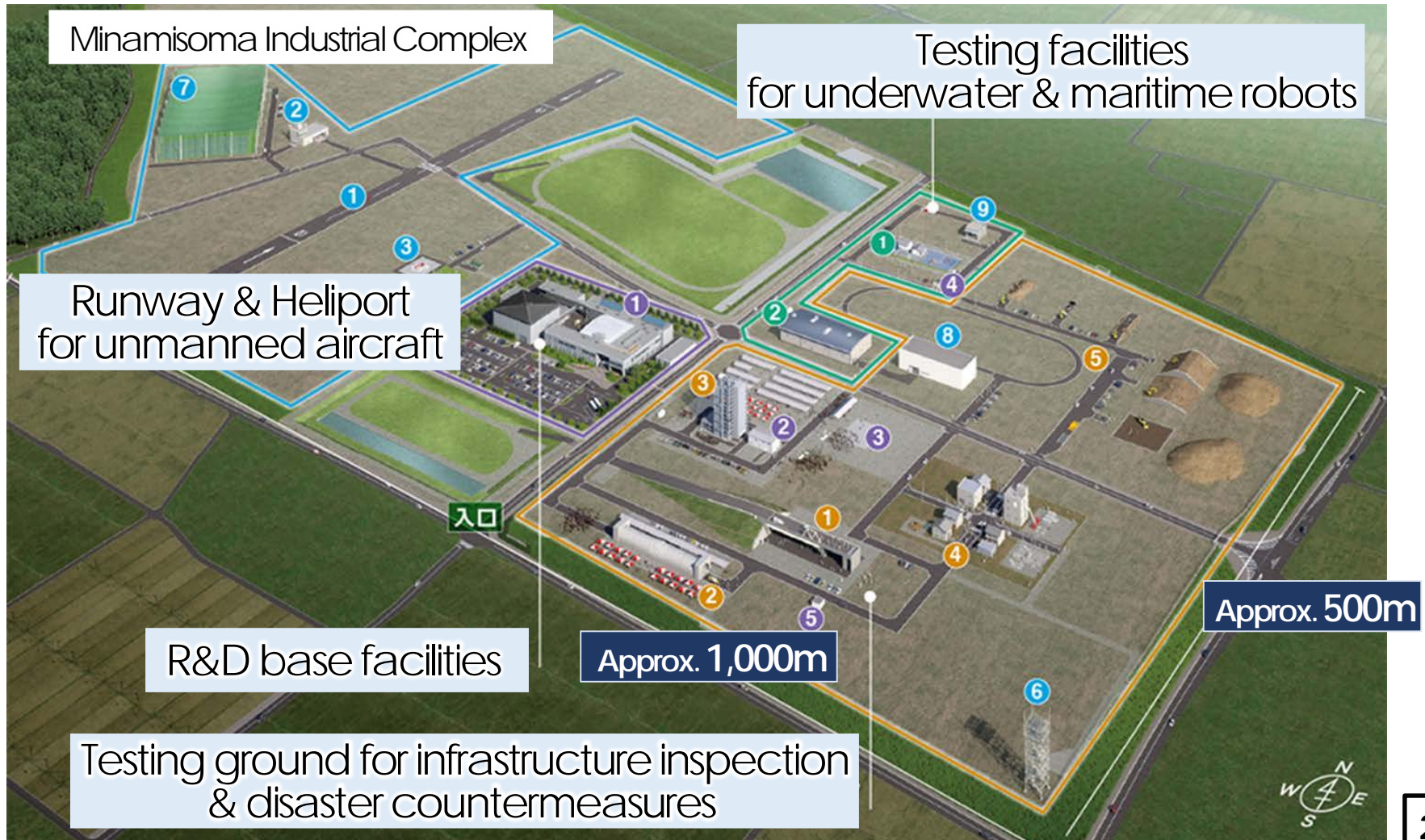
- We **identified issues** through interviews with TEPCO and local business owners, then we **selected which tasks the businesses would most likely be able to do**
- Introduced local businesses' products & services to **TEPCO**





## 5-6. Fukushima Robot Test Field(RTF)

- RTF is an unprecedented R&D hub (fully opened by March, 2020)
- 16 promising start-ups advance into RTF



## 5-7. Business exchange meeting

- **“Fukushima future business exchange meeting”** is being hold by Public-private joint team and Fukushima Innovation Coast Framework Promotion Organization for creating business opportunities between local businesses and companies from outside the region

### November 2019 at Iwaki

#### <Presenter>

- KANEKO Mfg. Co.,Ltd.(Iwaki)
- Yanokuchi motor & manufacture (Naraha)
- Nicchu (Expansion into Iwaki)
- Robotcom & FA.Com (Expansion into Minami Soma)

#### <Participants>

- 58 companies & organizations and 109 people (Business talk 21)

### January 28 2020 at Minami Soma (Robot test field)

#### <Exhibition>

Futaba Inc.(Tomioka), Owada Survey Planning (Hirono), Takawa Seimitu Co.,Ltd. (Minami Soma), Winding Fukushima (Minami Soma)etc. 23 companies

#### < Participants>

- 120 companies & organizations and 261 people (Business talk 53)

## 5-8. Big events of 2020

- To increase non-resident population, we develop and will execute plans that leverage **events in Fukushima in 2020**

**July 22, 23, 29, 2020**

**Softball & baseball games**

for 2020 Tokyo Olympics  
(Fukushima City)

**August 20-22, 2020**

**World Robot Summit**

Robot Test Field (Minamisoma)

**March 26, 2020**

**Starting point for the torch relay**

for 2020 Tokyo Olympics  
J Village (Naraha, Hirono)

## 6. What's next

### Continue support initiatives for local businesses & farmers

#### Support for businesses

- After restarts, provide follow-up & support so it can **continue** to operate
- Support particularly for **areas whose evacuation orders lifted recently**
- Provide support that **pushes businesses** to enhance their management & technological capabilities

#### Initiatives for restarting farming

- Accelerate support for **consolidating farmland** with the aim of restarting the business on a larger scale
- Pioneer initiatives to **increase farm scale and turn them into "smart agriculture"**

### Attract companies to increase non-resident population

- Enhance to **attract** companies, talent & research/testing organizations **from outside the region**
- Foster the **formation of industry clusters** through **collaboration between local & outside companies**
- Support for initiatives to foster **collaboration across a larger region**



## 7. In closing : Our Challenge & Goal

### What is Fukushima Soso region in future?

- A state in which the businesses owners **sustainably running their business** without outside help
- A state in which **communities have been revitalized to be sustainable and self-sufficient**

**Goal : Become “a symbol of hope”**

- If revitalization achieved in Fukushima Soso, it will serve as **model case** for other regions
- The Knowledge & experience of the Joint Team **can be applied to support initiatives for SMEs** all over Japan
- Fukushima Soso can also aim to be a **pioneer in using innovation to solve social issues**





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