

A case study of

GAME ゲームチェンジャー CHANGER PROJECT 2017-2021

on Parasports &
Social Inclusion in Japan

JAPAN SPORT
COUNCIL

In October 2017, the Japan Sport Council (JSC), the Netherlands Olympic Committee * Netherlands Sport Federation (NOC*NSF) and three municipals in Tokyo (Adachi City, Edogawa City, Nishitokyo City) agreed to cooperate in order to take the opportunity of the Tokyo 2020 Olympic and Paralympic Games, to promote an inclusive society through parasports.

The Game Changer Project (GCP), the product of the agreement of the five parties, was successful carried out during FY2017-FY2021, and provided plentiful insights, inspiration and experience among everyone involved.

We would like to share these lessons with those who work in the community sports sector. It could be local policy makers, sports programme officers, NPO staff or students. This guidebook is designed to help them when they plan, implement and access their projects.

This book is a translation of the same guide originally written in Japanese. The findings in this guidebook are the result of applying ideas and learnings from our Dutch partners to the Japanese context. Consequently, there may be parts that depend on and are unique to the Japanese culture and society. However, the authors (i.e. us) hope that it will still serve as a reference for projects in other countries.

**A case study of
Game Changer project 2017-2021
on Parasports & Social Inclusion
in Japan**

CONTENTS

■ Introduction

“Parasports and social inclusion” - Why now ?

- 1. Social inclusion of people with disabilities 9
- 2. The state of sports for people with disabilities in Japan 10
- 3. “Integration” and “inclusion” in sports globally 12
- 4. Parasports promotion and moves toward realization of
an inclusive society 13

I Necessary preparation

- 1. Where to begin? 17
- 2. What kind of budget and resources are necessary? 19
- 3. What is the key to producing outcomes? 22
- 4. What poses challenges and obstacles? 24

II Considering issues based on examples

- 1. From the standpoint of implementing sports for people with disabilities,
how do you view people with disabilities? 29
- 2. Initiatives for people with disabilities who engage in
(want to engage in) sports 32
- 3. Initiatives for people with disabilities who are not engaged in
(do not want to engage in) sports 38
- 4. Turning initiatives related to the Game Changer Project into new projects,
and behind the scenes of developing new initiatives 41
- 5. Initiatives and standpoints of local government sport administrators aimed
at realizing an inclusive society through sports 47

III Initiative checklist

1. Know the current situation	53
2. Create medium-term and long-term goals and plans.....	55
3. Listen to what people with disabilities have to say (consultation / cooperation with related departments)	56
4. Share knowledge (workshops, qualification acquisition, appointment of specialists, etc.).....	58
5. Increase the number of diverse opportunities (events, clubs, seminars, dispatch of coaches, independent activities, etc.)	60
6. Create structures (cross-disciplinary meetings, consultation desks and concierges, government specialists)	61
7. Measure results (look at change compared to the baseline: Numerical indicators, logic models, stakeholder mapping, opinions of residents and stakeholders, symbolic anecdotes and stories).....	62

IV About the Game Changer Project

1. What is the Game Changer Project?	71
2. Summary of initiatives	71
3. Lessons from the Game Changer Project.....	75
Transitions of the Game Changer Project.....	79
Resources.....	84
References	86
Final message.....	87

Introduction

“Parasports and social inclusion” - Why now?

Remarks / memo

1. Social inclusion of people with disabilities

■ From separation to integration, then inclusion

Social inclusion is a concept which has come into use in the areas of social welfare, the labor market, and education for people with disabilities. It is the idea of protecting all people from loneliness, isolation, exclusion, and conflict, and including and supporting them as members of society, in order to help them achieve healthy and cultural lifestyles. For example, regarding securing educational opportunities for children with disabilities, formally, overseas as well as in Japan, children with disabilities were separated from the rest and given "separate education" in which the children were taught special content. Eventually, although separate educational content for children with and without disabilities was maintained, children were taught using "integrated education," which values all children receiving education in the same place. In recent years this "integration" has proceeded a step further, and the concept of "inclusive education" is spreading. "Inclusive education" aims not to simply separate educational content based on the presence or absence of disabilities, but rather to allow each child to be able to receive an education that suits his or her development and needs in a place very close by, without having to go to a special place far away.¹

■ Including minorities in society

In the West, the harmful effects of social exclusion of people with disabilities and socioeconomically disadvantaged people in areas like traditional employment schemes and the way local communities functioned, came to light in the 1980s. And in recent years, the question of how to deal with the rapid increase in immigrants and refugees who cross national borders has become an urgent issue. The acceptance of not only people with disabilities but also society's minorities into companies and society have long been debated in Japan too. For example, in the plan for how the Olympic Park of the 2012 London Olympics in Great Britain would be used after the Olympics, people with disabilities were involved from an early stage in important decision-making processes. It is said that this made the facility's transition from "competition mode" to "legacy mode" a smooth one.²

¹ From page 60 of "Supōtsu tantousha ni nattara yomu hon Chihou gyousei ni okeru ebidensu bēsu no seisaku ritsuan ni torikumu tame ni" ("Book for people newly responsible for sports - In order to strive for evidence-based policy creation in local government") by the Japan Sport Council (2020). Refer to the book for details: www.amazon.co.jp/dp/B08ZQJ7X1T

² Taken and modified from pages 60-61 of "Supōtsu tantousha ni nattara yomu hon Chihou gyousei ni okeru ebidensu bēsu no seisaku ritsuan ni torikumu tame ni" ("Book for people newly responsible for sports - In order to strive for evidence-based policy creation in local government") by the Japan Sport Council (2020). Refer to the book for details:www.amazon.co.jp/dp/B08ZQJ7X1T

■ Social model of disability

Views surrounding how people with disabilities and society should be are also changing. In 2001 the World Health Organization revised the existing International Classification of Impairments, Disabilities, and Handicaps (ICIDH) and newly created the "International Classification of Functioning, Disability and Health" ("ICF"). Up till then, the classification had been one which enumerated things that people could not do as a result of sicknesses or disabilities. In contrast, the ICF is based on a way of thinking which focuses on things that people can do while leading their everyday lives and social lives. As a result of this, the so-called social model of disability, which said that disabilities are defined not by an individual's physical functions but rather by the state of society, came to be promoted. This provides a guideline which says that businesses should take appropriate action such that people with disabilities are not prevented from participating in society. In particular, it is stipulated that public organizations such as the national government of Japan, local governments, and independent administrative institutions shall incorporate "reasonable accommodation" into strategies. In Japan too, seeking to promote participation in society by people with disabilities, the government aimed to ratify the "Convention on the Rights of Persons with Disabilities" adopted at the United Nations in 2006, and proceeded with reform of the system. Revisions to the Basic Act for Persons with Disabilities in 2011 included the prohibition of discrimination against people with disabilities. As a law which specifically promoted this, the so-called "Act for Eliminating Discrimination against Persons with Disabilities," which incorporated the idea of "reasonable accommodation," was passed in 2013.³

2. The state of sports for people with disabilities in Japan

■ Basic Act on Sport

In the Basic Act on Sport, enacted in 2011, it was clearly stated in the preamble that all people have the right to lead a happy and fulfilling life through sport. Further, it was stipulated in Article 2 Paragraph 5 of the Act that "So that persons with a disability can engage in sports independently and actively, sports must be promoted while making the necessary reasonable accommodations in accordance with the type and degree of disability."

■ Transfer of control of sports for people with disabilities

Reflecting the objectives of the Basic Act on Sport, starting in 2013, all responsibilities regarding sports for people with disabilities were transferred from the Ministry of Health, Labour and Welfare – originally having administrative jurisdiction in this field – to the Ministry of Education, Culture, Sports, Science and Technology, starting with sports for people with impairments with a high level of competition (including projects serving as a foundation for supporting medal-winning in the Paralympics, and so on). In 2014, responsibility for projects carried out from the standpoint of sports promotion, such as overall improvement of competitiveness and widening

³ Cabinet Office, "Act for Eliminating Discrimination against Persons with Disabilities" <https://www8.cao.go.jp/shougai/suishin/sabekai.html> [Last viewed Jan. 28th, 2022]

of the range of participation in sports for people with impairments was transferred. In November 2015, the Ministry of Education, Culture, Sports, Science and Technology announced a policy as a response to the "Act for Eliminating Discrimination against Persons with Disabilities," indicating points of attention in the sports field.⁴

■ Founding of the Japan Sports Agency

In October 2015, the Japan Sports Agency was founded as an external agency of the Ministry of Education, Culture, Sports, Science and Technology, as an entity that would assume comprehensive responsibility for overall domestic sports governance.

■ Sports Promotion Lottery

Starting from FY 2016, some application conditions for financial assistance projects supported through the Sports Promotion Lottery run by the Japan Sport Council (JSC) were also relaxed, and if the purpose of an improvement project is to make a sports facility for local residents barrier-free, application for aid can now be made even if the project does not involve provision of a space directly necessary for holding a competition.

■ Second Sport Basic Plan

In the Second Sport Basic Plan formulated in March 2017, Section 2 holds up the ideal of "barrier free minds through sports," and in Part 2 of Section 3, a specific policy with the goal of raising the percentage of people with disabilities who participate in sports once a week or more to about 40% is laid out. Further, in recent years, efforts are also focusing on the spread of competitions linked to sports for people with disabilities such as the Paralympics, but also the Deaflympics (for hearing-impaired persons) and the Special Olympics (for people with an intellectual disability).

■ From "sports for people with disabilities" to "parasports"

Amid a series of actions, sports for people with disabilities came to be termed "parasports."⁵ Further, in October 2021, the public interest incorporated foundation responsible for promoting sports for people with impairments in Japan changed its name from one which could literally be translated as "Japan Sports Association for Disabled" to "Japanese Para-Sports Association." Reasons the association gave for changing the name included making the name one that was more likable and easy to understand for the people of Japan and association-related people, the fact that "parasports" was becoming well-known in Japan as a term meaning "sports for people with disabilities," and the fact that recently the number of sports for people with impairments which people without disabilities also participated in had been increasing, and going forward it was desirable to proceed as "parasports" without restricting participation for anyone in aiming for the realization of an inclusive society.⁶

⁴ Ministry of Education, Culture, Sports, Science and Technology, "Regarding Special Needs Education" https://www.mext.go.jp/a_menu/shotou/tokubetu/material/1364725.htm [Last viewed Feb. 26th, 2022]

⁵ Tokyo Metropolitan Government, "TEAM BEYOND / What are parasports?" <https://www.para-sports.tokyo/sports> [Last viewed Feb. 26th, 2022]

⁶ Japanese Para-Sports Association, "Regarding the change of name of this association" https://www.parasports.or.jp/news/detail/20211001_003870.html [Last viewed Feb. 26th, 2022]

3. “Integration” and “inclusion” in sports globally

■ Separate sports for people with and without disabilities

Until now, it was common to consider sports for people with and without impairments as events separate to each other and aimed at different groups of people, just as the Olympics are separate to the Paralympics. Meanwhile, this led to a lack of understanding regarding people with impairments among people involved in sports, and to opportunities for people with disabilities who wanted to participate in their local sports being limited.

■ Integration

The Commonwealth Games is a quadrennial international combined sports meeting where countries and regions that belong to the Commonwealth of Nations compete together. It is an event with a long history, with the first Games being held in 1930. The Games included events for athletes with a disability for the first time in 1994. Still, at that time, the events were treated as exhibition sports, so medals were not counted toward the total medal count of each team. However, at the 2002 Commonwealth Games, held in Manchester in the United Kingdom, events for athletes without a disability and events for athletes with a disability were officially included as part of the same Games name, a world first for an international multi-sport event. This was one catalyst for changing world consciousness. Athletes with and without impairments represent their country together in the same team, and medals from both are given the same weighting in the medal tallies for each country. Further, events for all sports were held in an integrated manner. For example, in venues such as the track and field venue and the swimming venue, races for athletes with disabilities are held right after races for athletes without disabilities. The Games have demonstrated a new form of sports “integration” to the world in detail. For example, athletes without disabilities use a victory podium that athletes with disabilities are able to use.⁷

■ Inclusion

The Special Olympics is a global sports movement aimed mainly at people who have intellectual disabilities. A central feature of the Special Olympics is that goals of the movement include not only promoting the health and physical strength of people with intellectual disabilities and improving their competitive skills, but also, through daily practice and interactions with their local region, giving them experiences that foster self-confidence and a sense of independence. The achievements of these daily efforts are demonstrated during the Special Olympics World Games, currently held once every four years. Further, within Japan, competitions held include national championships which also serve as trials for the Special Olympics World Games. One initiative of the Special Olympics is a new form of competition which is recently gaining attention called “unified

⁷ From page 65 of “Supōtsu tantōusha ni nattara yomu hon Chihou gyousei ni okeru ebidensu bēsu no seisaku ritsuan ni torikumu tame ni” (“Book for people newly responsible for sports - In order to strive for evidence-based policy creation in local government”) by the Japan Sport Council (2020). www.amazon.co.jp/dp/B08ZQJ7X1T

sports" in which people without disabilities and people with intellectual disabilities play sports together. Efforts are made to put people of similar age, competitive skill, etc. on the same team. Efforts are also made so that everyone can enjoy sports in the same way with friends. Unified sports have also been introduced into the Special Olympics World Games. However, it is stipulated that a condition of participation is that athletes must be linked with their own country's sports organizations, professional teams, or the like. In Japan, soccer and basketball have been introduced. Regional branches and professional teams from various places are cooperating with each of these sports and helping to nurture competitors.

4. Parasports promotion and moves toward realization of an inclusive society

■ Inclusive society host towns

Towards the Tokyo 2020 Games, Paralympians of various countries were hosted for training camps all across Japan, which triggered Japan to accelerate endeavors aimed at realizing an inclusive society. With the aim of extending efforts beyond the Tokyo 2020 Games, the "inclusive society host towns" system was established in November 2017. With the spread of COVID-19 infection, quite a few local municipalities were forced to curtail or halt activities, but still proceeded with overall efforts such as the spread of universal design in town planning and barrier-free minds, set off by meetups with and hosting of Paralympians.⁸

■ Game Changer project

In 2016, the Japan Sport Council (JSC) held a meeting with the Netherlands Olympic Committee *Netherlands Sport Federation (NOC*NSF), which had advanced a project for solving social problems through sports towards the Rio 2016 Games by cooperating internationally with the Games host country. As a result, it was decided that a new "Project for solving social problems through sports" would be organized for the Tokyo 2020 Games. Local public bodies were invited to participate in the project through JAPAN SPORT NETWORK (JSN)⁹, and it was decided that the project would go ahead with the three local governments of Adachi City, Edogawa City, and Nishitokyo City. The three parties (NOC*NSF, JSC, and the local governments) then discussed and agreed that the common theme of the project would be "Promotion of sports for people with disabilities and the realization of an inclusive society" (parasports and social inclusion).¹⁰

■ #WeThe15

On August 19th, 2021, just before the opening of the Tokyo 2020 Paralympic Games, the #WeThe15 campaign launched with the aim of ending discrimination against the 1.2 billion persons with disabilities in

⁸ Prime Minister's Office of Japan, "Host Town Initiative" https://www.kantei.go.jp/jp/singi/tokyo2020_suishin_honbu/hosttown_suisin/index.html [Last viewed on Feb. 26th, 2022]

⁹ Aiming for the vitalization of regions and sports, JSN cooperates and works together with local public bodies, sports organizations, and the private sector, providing opportunities for and experience in attempting endeavors that are useful in regional sports policy planning and implementation. <https://www.jnsport.go.jp/jsn/index.html>

¹⁰ For details of this project, see pages 65-75 of this document.

the world. In his speech at the Paralympic Opening Ceremony, Andrew Parsons, President of the International Paralympic Committee (IPC), pointed out that, "Overlooking what brings us together, to focus on the factors that differentiate us, fuels discrimination. It weakens what we can achieve together as a human race." He also said that over the next ten years, #WeThe15 would challenge how the world's 15% with disabilities were perceived and treated at a global level, and would put the world's 1.2 billion persons with disabilities firmly at the heart of the inclusion agenda.¹¹

¹¹ International Paralympic Committee (2021) IPC President Andrew Parsons' Tokyo 2020 Opening Ceremony speech <https://www.paralympic.org/news/ipc-president-andrew-parsons-tokyo-2020-opening-ceremony-speech> [Last viewed Jan. 12th, 2022] Speech excerpts translated by JSC.



Necessary preparation

I-1 Where to begin?

Remarks / memo

This section will consider what should be done first when launching initiatives for 'Parasports and Social Inclusion' in local government, as someone responsible for the initiatives.



A meeting between JSC and NOC*NSF when the Game Changer project was started

■ Know the background and situation unique to the region

Each region has a different background and situation related to the participation of people with disability in society and sports. Before starting the project, listening to what those responsible for and involved with welfare related to people with impairments have to say and deepening understanding helps to position a project within the whole picture.

■ Confirm related regulations, systems, and policies

Among existing regulations, systems, and policy enforcements that are related to sports policies, policies handling persons with a disability, inclusive society policies, and so on, check whether there are things that seem suitable for becoming the project's basis or foundation. If there are, check what their main idea is.

■ Understand the overall plan and related plans

Gain an understanding of the local government's overall plan and related plans connected to sports, people with disabilities, and inclusive society.

etc. By understanding what current issues have been identified in a range of related fields, an overall image of the results for each policy's goals can be obtained.

It is also an important basis for concretizing the overall system of activities that will be considered and developed later.

■ Analyze existing information and findings

If there are already findings related to sports policies, policies handling persons with a disability, inclusive society policies, and so on, their results can be used to deepen awareness and understanding of the present situation. Further, it is also important to have a clear view in advance of whether the information gained seems suitable for as baseline data for measuring the results of future efforts, or, if the data is old or cannot cover the scope of future efforts, whether it is necessary to conduct new research.

I-2

What kind of budget and resources are necessary?

Remarks / memo

This section will introduce an example of a local government which participated in the Game Changer Project, in order to provide hints for considering what amount of funds should be allocated to which areas when proceeding with initiatives for "Parasports and Social Inclusion" in a local government.



The first joint workshop, held in January 2017

■ Activities and procurement of funds at local governments in the Game Changer Project

Activities at local governments in the Game Changer Project¹²

- (1) Lecture meetings and exchange activities/events
- (2) Workshops/classes
- (3) Policy/systematic implementation activities
- (4) Public relations activities, etc.

Various different resources were combined. **Funds were directly appropriated** for some activities that were conducted, while some activities were conducted within **the scope of staff labor costs**, some projects were categorized as being a part of designated management work, others were **funded by the partner in the project (the Netherlands Olympic Committee* Netherlands Sport Federation (NOC*NSF))**¹³, and so on.

¹² For details of the project, refer to "II Considering issues based on examples," "IV About the Game Changer Project," and "V Documents."

¹³ In the Game Changer Project, the Netherlands Olympic Committee* Netherlands Sport Federation (NOC*NSF) contributed the funds required for sending athletes, coaches, and specialists to the Japanese local governments for its own purposes, so basically, the local governments did not have to bear costs for people invited to Japan (travel costs, expenses during stay, etc.).

■ Amount of expenses, expense items

For Adachi City, Edogawa City, and Nishitokyo City, which participated in the Game Changer Project, the average expense over a five-year period for budgeted and implemented initiatives was about 6 million yen. This converts to about 1.2 million yen per year.¹⁴ This includes commissions payments and interpretation fees for lectures and exchange as well as events, equipment and consumable goods expenses for the purchase of korfbal equipment, souvenirs, and so on, lecturer remuneration and fees for use of venues for workshops and lessons, and printing costs for posters, leaflets, and panels created for publicity and public relations for each activity.

■ Examples of project implementation and funds procurement

What does "combine various different resources" mean? Let's look at this in a little more detail, using an example. In a lecture/exchange activity with an elementary school or school for special needs education, **the local government** has many discussions with principals' associations and principals with a great interest in the project, and **coordinates matters such that the project is implemented as part of school events**. In addition, the itinerary for the NOC*NSF's visit to Japan and their schedule of activities for their stay in Japan are coordinated with the **JSC acting as an intermediary**. The NOC*NSF designates lectures and exchange projects carried out in Japan as activities that are part of international cooperation projects. As part of that, based on the requests of its Japanese partners, the **NOC*NSF** selects athletes, coaches and specialists to send to Japan, covers international travel costs **and expenses during their stay, and sends the personnel to Japan**. The **local government arranges the official vehicle for taking the people sent to Japan between their hotel and the school** which will be the venue. The local government also **arranges an interpreter** for the activities at the school.

■ Examples for setting goals when implementing an activity within the project

In the case of example from above (lecture/exchange activities at a school), goals (results) for the initiative were set for the four parties who jointly contributed resources (the school, the local government, the NOC*NSF, and the JSC).

[Goals of the school] To obtain an educational effect through having the students enjoy sports with Paralympians and listen to what the Paralympians have to say.

[Goals of the local government] To improve the local level of familiarity with parasports and promote local understanding of people with disabilities.

[Goals of the NOC*NSF] International exchange with and contribution to the host country and city of the Olympics and Paralympics through the Games, and, through these endeavors, promotion of the sociability of athletes and development of their careers.

[Goals of the JSC] Implementation of model cosponsored projects with the local government and acquisition of new knowledge, in order

¹⁴ Does not include the Adachi City promotion video production commissioning costs.

to embody "Realizing an inclusive society and the like through sports/ Promotion of sports for people with a disability, etc." which are set out in the Sport Basic Plan.

■ **How funds and resources should be procured and secured in the future**

Thus, a productive project can be achieved by involved stakeholders each jointly contributing resources, even if each stakeholder's budget and resources are limited. The Game Changer Project had a special limited nature, since it was conducted in the opportunity-creating flow of the lead-up to the Tokyo 2020 Games, which led to it being relatively easy to put together the project's funds and resources. Meanwhile, as mentioned above, the social demand and need for "Parasports and Social Inclusion" is increasing even more both internationally and in Japan. During the time heading towards 2030, when the whole country is striving to promote SDGs, in order to procure and secure new funds and resources, **flexible thinking and cooperation within a structure that rises above vertical divisions** will be necessary.

I-3

What is the key to producing outcomes?

Remarks / memo

This section considers what the key is to creating outcomes in initiatives related to parasports and social inclusion.



The Game Changer Project signing ceremony, held at the Embassy of the Kingdom of the Netherlands in Japan in October 2017.

■ On the field: General principles of inclusive sports

When advancing initiatives for parasports and social inclusion, the Dutch taught us the philosophy of "By being creative, you will increase the number of things participants can do.". Rather than fitting someone into a predetermined framework, fit the framework to them. In this idea can be found general principles such as the following:¹⁵

- (1) Think with a focus on ability and "things that can be done," not on "disability" and "things that cannot be done."
- (2) Treat people the same way, whether or not they have a disability. In other words, think "What kind of person is this?" rather than "What kind of disability does this person have?"
- (3) Directly ask the person "What can you do?" and discuss it with them.
- (4) Properly understand the important points to note regarding each person's health.
- (5) Change the leadership/coaching method, rules, challenge, equipment, location, environment, and so on to suit the person and situation.

¹⁵ From a presentation by the Japan Sport Council, "JSN Regional sport innovation seminar 'No.6 : An inclusive society through sport - Schemes and structures for facilitating the participation of people with disabilities in sports'" (Jan.14th, 2021).

■ Connections Building relationships with stakeholders

The number of things that can be done by the local governments department in charge of sports alone is limited. Firstly, it is important to consider frameworks and opportunities that can allow initiatives to proceed among government departments of a similar level, for example, departments dealing with disability and welfare and inclusive society matters. Next, the key is how to build relationships through the departments responsible with not only the persons with disabilities, but also with family members, carers, supporters, specialists, and others involved. Finally, the key is to foster relationships gradually, so that community sports leaders and sports promotion committee members, general community sports clubs, sports facility designated management entities, and others in the community can build lasting relationships within their lives and sphere of activities.

■ Medium-range plan and evaluation/improvements

In order to create positive change on the ground level in the areas of parasports and social inclusion, it is necessary to continue initiatives for a multi-year period. An inclusive society cannot be achieved just by carrying out one specific project, so it is necessary to design multilayered, multi-approach initiatives. For example, plan and implement various initiatives concurrently, link one with the next to build results gradually, and so on. Policy adoption and projects are initiatives for solving issues that are creating gaps between the vision (of how things should ideally be) and the actual situation (how things are now). It is necessary to plan backwards from the final goal for achieving the vision, plan multiple initiatives that are necessary for achieving that goal, set individual goals for achieving those initiatives, and then also plan individual specific initiatives for achieving those goals. For example, in order to be able to provide sports programs for people with disabilities at the sports centers in any district in the future, it is necessary for the sports coaches working at each sports center to gain knowledge and skills in coaching people with impairments in sports, and in order to create that situation, it is necessary to hold training sessions for the sports coaches so they can acquire elementary qualifications in coaching sports to people with disabilities¹⁶. In order to increase the number of sports coaches who would like to participate in the training sessions, as a previous step, it may be necessary to plan projects where sports coaches and people with impairments themselves can get to know one another casually, such as discussion meetings or the like. A "logic model" is a graphic representation of the step-by-step goals between the final goal and the present situation, the initiatives needed to achieve those goals, and the relationships between the initiatives. Logic models are effective for sharing an overall image of what efforts will be implemented on the way to approaching goals between the people involved and deepening understanding and debate. They are also useful in considering specific measures, that is, what part of plans will be amended in what ways, when it is necessary to amend the direction of initiatives. Specifics will be described in the latter half of this guide.

¹⁶ For example, there is a qualification system for certified sports instructors for people with a disabilities sponsored by the Japanese Para-Sports Association. For details, refer to the Association's website: <https://www.parasports.or.jp/leader/> [Last viewed on Mar. 15th, 2022.]

I-4

What poses challenges and obstacles?

Remarks / memo

This section outlines things that are likely to prove challenging or be obstacles in advancing endeavors related to parasports and social inclusion, and considers hints for imagining how they should be dealt with in advance.



A community sports meeting held at Adachi City in February 2019

■ Understanding within the local government

Often, initiatives related to parasports and social inclusion cannot be implemented by just the department responsible for sports. Striving for cooperation and joint work with related departments, such as the welfare department for persons with disabilities and the overall policy department, will lead to more effective and lasting initiatives and policy implementation. For that, an approach that deepens understanding within the local government in the first stage of starting the project and during the process of conducting the project is important. For example, in the Game Changer Project, one of the municipalities joined together the heads of departments related to the project to form a team when the project was launched. In one of the other municipalities other departments related to the project had little interest in the project at first, and the department responsible for sports gradually encouraged their understanding while proceeding with project initiatives. One way used to deepen understanding of efforts and strengthen cooperative relationships was to plan and hold joint workshops for staff members of the related

departments. Another was to invite staff in charge of the welfare department for persons with disabilities to attend local sports meetings where local people involved with sports gathered, and to have them be part of group discussions, along with people with impairments and their helpers.

■ Leadership for initiatives

In order to link parasports initiatives to promotion of an inclusive society in the community, it is important for the local government to show their seriousness toward the topic, and for leaders of the initiatives to actively send out the message. In the Game Changer Project, when the joint signing ceremony for the four-year undertaking was held at the Embassy of the Kingdom of the Netherlands in Japan, the heads of the three local governments who attended it all said that when they witnessed the group of project members and the commitment of the Dutch (the project partners), they "realized the level of commitment firsthand, and immediately felt enthusiastic about the project." Regardless of whether or not the parasports and social inclusion initiatives are an international project, providing effective situations and mechanisms to create a flow where local government leaders (such as local government heads, municipal assemblies, and other influentially involved parties) approach the project seriously and take the lead in supporting the initiatives has a great influence on later initiatives.

■ Creation of logic models

The Game Changer Project has two aims:

1. To spread parasports
2. To promote an inclusive society through parasports

The first aim is positioned as a means for achieving the second aim. Therefore, in proceeding with policies and projects for multiple issues, it is essential to set projections and connections to some extent. In order to achieve the final large goal, it is necessary to set the small goals that precede it. Preparation is carried out using a framework for information organization called a "logic model," in which an overall picture of the relationships between means and end and between large goals and small goals is shown by using lines to make logical connections. However, it is also difficult to treat such a plan as an actual local government project plan. The reason is that the multiple activities and initiatives related to the project are each carried out independently, and the scope of the work that is under the jurisdiction of each different area is predetermined, and nothing can be done to connect them using the judgments and decision-making of only a single department. However, there were beneficial effects gained by actually creating a logic model experimentally. Comments from those responsible in local government were: "Because we made a logic model, we were able to connect activities and initiatives that were supposed to be conducted individually and gain an overall view of them, and we were able to confirm each initiative's relative position" and "It helped in organizing information, in that we were able to narrow down what really needed to be tackled in the end."

■ The significance of projects involving international cooperation

The Game Changer Project was one where project members made efforts over a five-year period while engaging in international cooperation with the Netherlands. The activities in which athletes, coaches, and specialists were invited from the Netherlands each brought new stimulation, awareness, and findings, and provided very meaningful opportunities. On the other hand, in the adjustment and preparation stage leading to their implementation, there were also some difficulties. For example, language problems and differences in cultural background meant that it took time to understand one another, and there were differences in how necessary procedures were thought of. Representatives of each local government shared stories of various difficulties encountered when their local governments accepted overseas teams for training camps and host town activities in the lead up to the Tokyo 2020 Games. In the Game Changer Project, effort was made to have the JSC Department of Information & International Relations act as a coordinator between the parties in order to reduce the burden on the local governments while proceeding with the project. It is not inevitable that parasports and social inclusion efforts will be projects involving international cooperation.

However, international cooperation projects are considered to be ones which have a high degree of affinity with and which are highly effective for confronting the topic of social inclusion (inclusive society). That is because international exchange is diversity itself. While overcoming language and cultural background differences and sharing time together, people can tackle a certain topic while respecting each other's standpoints and values regarding it. Sport can be considered as global culture which can be enjoyed without understanding each other's language, and that is precisely why it has great value and potential for starting meaningful projects and for local governments as a tool for when difficult topics are being confronted.



**Considering issues based
on examples**

Discussion based on examples was conducted over two JSN seminars.

■ Oct.18th, 2021

JSN "Regional Sport innovation seminar 2021"

Theme: An inclusive society through sport

- Schemes and structures for facilitating the participation of people with disabilities in sport - 1

■ Nov.15th, 2021

JSN "Regional Sport innovation seminar 2021"

Theme: An inclusive society through sport

- Schemes and structures for facilitating the participation of people with disabilities in sport - 2

Participants: Adachi City / Edogawa City / Nishitokyo City / JSC

*In order to share the words and expressions of each person responsible in local government as faithfully as possible, editing of what they said has been kept to the minimum possible. Further sections considered particularly important have been emphasized using boldface type.

II-1

From the standpoint of implementing sports for people with disabilities, how do you view people with disabilities?

Remarks / memo

Here, regarding the question of "From the standpoint of implementing sports for people with disabilities, how do you view people with disabilities?" discussion is conducted based on the following three angles: What points do you think are important, and why do you think so?

- From the standpoint of implementing sports for people with disabilities, how do you view the characteristics of people with disabilities?
- How do you think people responsible for sports in government can understand these characteristics well?
- How can the characteristics that have been understood be taken into account and reflected in initiatives?

A: Adachi City / E: Edogawa City / N: Nishitokyo City / J: JSC

From the standpoint of implementing sports for people with disabilities, how do you view the characteristics of people with disabilities?

E: I think that sports participation frequency and intensity, what level of competitiveness is pursued, and the choice of sports varies with the individual, just as they do with people without impairments. In the case of people with impairments, there are also the added factors of the type and degree of disability, so I think there is a **highly individualized approach to what is a more fitting exercise/sports environment**. I think that is the characteristic of people with disabilities.

N: In the sense of achieving an inclusive society, for example, I don't think of people with disabilities as having a body part missing or a part that is handicapped, but rather **I think of people, including people without impairments, as each having different characteristics**.

A: In the world in general, regarding sports that are enjoyed by people without impairments, I think that people with impairments have various barriers, and as a result, many of them cannot engage in sports easily. It's not just physical barriers, but mental ones too. For example, I think there are people who feel that sports themselves are too difficult because they have a disability.

When it comes to carers, they may think that it is dangerous for people with disabilities to do sports or that **it may cause trouble for other people, so I think many people with disabilities may feel a mental barrier in that respect too** and decide sports is not for them.

How do you think people responsible for sports in government can understand these characteristics well?

E: Firstly, when it comes to what we should do, I think the most effective thing is to just **listen to what everyone concerned has to say**, and find out their various needs. People have various different ways of thinking, and as the Adachi City representative just mentioned, it seems that there are still also many people with disabilities who think that they can't do sports in the first place, and that sports facilities are places that have nothing to do with them. In order to have those people enter into the area of sports and enjoy sports, I think the most effective thing to do is to firstly gain a good understanding of what they would like to do and where their barriers lie. Luckily, we also have **a parasports section** within the sports department. Therefore, regarding matters to do with sports, we can also gain an understanding to a certain extent here, and we are also working well in cooperation with other sections now. We now have a situation where we can and do hear what the parties concerned have to say from the welfare for people with disabilities area and the education area as well. I think it is also very important to share information on such needs **among all the sections**.

N: In the case of Nishitokyo City, the sports department is in a completely different place to the department handling matters concerning people with disabilities, so on the question of how we can gain a good understanding, well, we were told that in the Netherlands there is a consultation desk called the "Sports Service Point." We are working on it with other local governments, but we plan to listen carefully to the parties concerned at a place like the **"Sports Service Point" consultation desk** in order to gain a good understanding of the characteristics and individuality of each of them.

A: In Adachi City the division handling matters concerning people with disabilities is the welfare section, too. We who are responsible for sports are in the sports promotion division, and I think it is fair to say that we lacked understanding of people with disabilities and disabilities. The Game Changer Project led to Adachi City starting **a sports consultation desk for people with impairments called the "Sports Concierge"** in September 2020, so I think with this, we've finally gained a department especially for sports for people with disabilities. As I mentioned before, it was born from the sports section, so I think that with regard to information about people with disabilities we still need to learn a lot. Concerning how to understand their characteristics, firstly, we'd like to have direct connections with places where people with impairments are actually active, and then, **while listening firsthand to what various people have to say**, find out what their wishes are.

How can the characteristics that have been understood be taken into account and reflected in initiatives?

E: I mentioned before that I think people with impairments have the

characteristic of having a high level of individuality, and as might be expected, I feel that **their needs also differ according to the person**. I think that for each of those needs, regardless of whether the initiative is an existing one or a new one, for various sports, including not only parasports but also sports which mainly people without impairments participate in, as far as doing something together or having anyone accepted into something or preparing something, it is possible to work out measures to a certain extent.

However, I think that if an attempt is made to do this perfectly from the start, then there are sometimes difficulties, and in particular, in the case of having people with impairments accepted into a sports environment made for people without impairments, the people who are to accept the new incomers, especially the community members, can feel that it's a very high hurdle to clear. I think it's important to start from easy steps, and have people involved gradually **accumulate experiences where they think "Surprisingly, we're able to do it."**

N: Taking into account the mentioned characteristics, I think if a sports consultation desk is not just for interviewing concerned parties but is also given **the function of coordinating**, the identified characteristics can be taken into account to introduce a person with disabilities to a place where they can participate in sports.

A: When a person with a disability does sports, the things they require differ depending on not only their disability, but also their individual personality and circumstances. Deal with challenges one by one, gradually increase the number of successes, and then hold up the successes as good examples to follow - I feel that doing this will lead to parasports gradually spreading. All in all, I think it's important to build up achievements one by one.

Practical policy work question

In your local government (community), from the standpoint of implementing parasports, how are people with disabilities viewed?

Or, how do you think they should be viewed in the future?

II-2

Initiatives for people with disabilities who engage in (want to engage in) sports

Remarks / memo

Here, regarding "Initiatives for people with disabilities who engage in (want to engage in) sports," discussion was conducted based on the following four angles:

What points do you think are important, and why do you think so?

- What kind of people are those with disabilities who engage in (want to engage in) sports, and where are they?
- How can we reach out to the people with disabilities who engage in (want to engage in) sports themselves? How can we approach them? How can we stretch out a hand and reach them, and what should we do after that?
- Who is it necessary to reach out to besides people with disabilities? How should we reach out to them? How can we reach out to them? What should we do after reaching out to them?
- In order to have people with disabilities be able to continue to engage in sports, what initiatives for which people should we implement?

A: Adachi City / E: Edogawa City / N: Nishitokyo City / J: JSC

What kind of people are those with disabilities who engage in (want to engage in) sports, and where are they?

A: I would like to talk about these two kinds of people—those engaged in sports, and those who want to engage in sports—separately. Firstly, concerning **the people who are engaged** in sports, as for what kind of people they are, I think that among the many people who feel barriers when it comes to doing exercise and sports, they are **the kind of people who don't feel these barriers very much**. As I understand it, they are not just people doing sports at special sports facilities. I think there are quite a lot of people who are naturally active at familiar places and facilities. For example, in our city, there is a public heated swimming pool facility, and there are people who go there regularly to swim. There are also people with intellectual disabilities who use the city conference rooms and recreation rooms to dance, and people who play a form of table tennis which people with visual disabilities can also play that is known as "sound table tennis" in Japan. As well, there is a soccer team for people with intellectual disabilities at an elementary school in our city. I think there are many people participating in sports in this manner, at places familiar to many of us. Concerning the people who would like to do sports, I don't think they are in a special kind of

place either. However, as for what kind of people tend to be in this category, we believe they are often people who have graduated from schools for special needs education. We hear stories from people who enjoyed physical education and club activities at school, but **after graduating**, when they started working at a workshop, for example, then **the places where they could do exercise and sports became very limited**. Considering that the places for doing exercise and sports become limited, I think we can put it another way and say that many people who would like to do sports would be people who have just graduated from schools for special needs education, and so on.

E: Broadly speaking, I don't think things differ from people without impairments, including whether or not people want to do sports. There are also people who want to do sports and those who don't, no matter if they have an impairment or not. Leaving aside the issue that there are many people who feel it is difficult to do sports because they have a disability, speaking in broad terms, I think there are always a certain number of people in every community who want to do sports. Looking at the results of the attitude survey concerning sports for people with disabilities which was carried out by the Tokyo Metropolitan Government Office's bureau of Tokyo 2020 Olympic and Paralympic Games Preparation, many people answered that their reasons for doing sports were health/making themselves stronger, and fun/relaxation, and I think this is the same for people without impairments. One thing that I think is a characteristic of people with a disability is that some of them do exercise or want to do exercise for purposes of rehabilitation, therapy and medical treatment, so **after they've finished the medical treatment or rehabilitation**, I think some of them want to do sports, and that includes both middle-aged and elderly people. Also, similarly to in Adachi City, probably a common issue is that some people lose the chance to do exercise after graduating from school. I think there are also people in that situation who **want to do exercise or sports but find it difficult to find situations or opportunities to do so**.

N: Concerning adults with disabilities who want to do sports, I think some don't have a place where they can participate in sports even if they want to, or they don't know **where to get advice on places for doing sports or who to get advice from**, and they tend to stay at home.

How can we reach out to the people with disabilities who engage in (want to engage in) sports themselves? How can we approach them? How can we reach out to them, and what should we do after reaching out to them?

A: As I mentioned before, our department **set up the Adachi sports concierge** in September 2020. Since then, about a year has passed, and in that time, we've had about 40 inquiries. Compared to when we first set it up, this year we are not getting as many inquiries. Of course, I think the COVID-19 crisis is also having an effect, but we're also feeling that just waiting, merely having set up a consultation desk, won't lead to an increase in inquiries. We **need to actively make approaches**. Therefore, I think it's necessary for us to stay connected

so that we can reach out to people when they need us, by always keeping in contact with the places where these people lead their everyday lives, while keeping our antennas up to gather information. And as for what we should do after we reach out to them, I think first of all, it's important to talk to them about various things, and listen to what they have to say. Concerning the people who want to do exercise and sports, I think we need to listen to why they want to enjoy sports and what they are worried about regarding it, and while listening to that, we need to think about what kind of support is necessary for them. If the person is already doing sports, if we can ask them **what triggered them to do exercise or sports, what problems they had when they started it**, and things like that, and then ask them **how they overcame the problems**, that would be a good example to follow. I think it would also prove useful for people who want to start doing exercise or sports. First of all, I think it's important to listen to what people have to say.

- E: How to reaching out to people with disabilities who already do sports themselves is also a serious issue in our city, and we want to further expand the scope of our reach in the future. This also applies to wanting to increase the number of participants in existing projects. In the case of our city, following the example of the Netherlands' Sports Service Point, we have set up sports concierges in each facility, welcoming anyone no matter if they have an impairment or not. I think if people come to our sports concierges, we can introduce suitable sports environments to them to a certain extent. As I mentioned before, **there are some people who don't want to do sports or use sports facilities in the first place**, and even if a person does want to do sports, I think it takes some time before they can acquire appropriate information. Therefore, at the stage before people come to the sports concierges, when we are thinking of where we should reach out to them, I mentioned before that I think there are a certain number of people with disabilities who consult with the city' s welfare department and the medical field. So, I think we can reach them through the people who they have primary contact with, or to put it another way, **from places people with disabilities are sure to use in their daily lives**, and introduce them to the consultation about sports with the sports concierges. That is what we are doing right now. Concerning what we should do after reaching out to them, of course it's important to listen to what they have to say and find out what each person wants to do, then introduce them to something which seems to suit that. However, if possible, it would be good if we could also offer multiple options for the environment where they will do sports, and have people feel that they are doing something that they have chosen. I think this would increase people's attachment to doing sports. In connecting people to sporting environments, we'd like to be able to have them feel that they themselves were choosing to do sports, rather than being made to do it, so that they have an increased sense of self-efficacy and maintain their motivation toward sports for longer.
- N: In the case of Nishitokyo City, we believed that people who wanted to do sports but couldn't were staying at home, and in that case, we

think reaching out to them is quite difficult. For example, we think **it is necessary to have commissioned welfare volunteers or people who are very closely related to the community in their activities act as go-betweens**. That is what we think, although we don't have concrete initiatives aimed at this area yet. Concerning what needs to be done after reaching out to people, as Adachi City and Edogawa City also mentioned, we'd like to carefully find out what they'd like to do, and connect them with the next places.

Who is it necessary to reach out to besides people with disabilities? How should we reach out to them? How can we reach out to them? What should we do after reaching out to them?

A: I think **it's important to reach out to people who support the people concerned, such as people in their families and welfare service providers, and to reach out to the facilities and groups which will accept them and provide the location for their activities**. In order to have people with disabilities overcome various obstacles and take on the challenge of sports, it is of course necessary to have the support of the surrounding people. Therefore, I think it is really important to have people who support and also people with impairments themselves understand the importance of taking on the challenge of doing exercise and sports. Concerning methods of reaching out to them, I think it's the same as for the case of people with disabilities themselves. I think it's important to have everyday connections with related people and have our antennas up to gather information, just as I said before.

E: I mentioned before that I think it is effective to attract people with disabilities to sports through the people that they have primary contact with. So, I think it's important to have those people know that there are environments where people with impairments can do sports, and that as a city, we actively want them to participate in sports too. It's the sixth year since we've had the section responsible for this area, and we've conducted training across the whole office, and I think that is what has led to results such as the ones I will mention now: For example, we have had someone come to the city office to do the procedure for an identification card for persons with disabilities and the person mentioned that they'd like to do sports, and the person in charge of the desk has put them in touch with this department, and the person has actually gone on to do sports. Also, a supporter of a child who came to have a disability, who was a government worker, came to us for advice when they wanted to have the child do some kind of sport. **We've already built up a number of successful cases**, and now we'd like to **create a system that enables the process to be more organized**. And as the representative from Adachi City said, of course it is important to conduct promotion aimed at parents and guardians. In particular, I think that connections among parents and guardians of children with disabilities are very important. There are cases such as, for example, when parents and guardians think that the

child won't be able to do something, but then the child has been able to do it after they have lessons, or they have been able to do some sport. Parents and guardians tell that to other parents and guardians, and then the children of those parents and guardians come along too. I think it's important to make efforts that allow us to change the mindset of parents and guardians.

N: I think it's also important to reach out to people in the community who are active in the sports area - in particular, those who are members of sports promotion committees or staff members of general community sports clubs. We want to create an environment where anyone is accepted any time as a sports or exercise participant.

In order to have people with disabilities be able to continue to engage in sports, what initiatives for which people should we implement?

A: **In order to enable people with disabilities to do sports on an ongoing basis**, I think the most important thing is to **create environments** which allow them to do so. To do that, firstly, I think it's important to gather information about the present situation and about places of activity, facilities and groups in the community. However, even if we do that, it is likely that there will still not be many places where people with disabilities can be active with peace of mind. Going forward, I think initiatives which will create places where they can be active will also be necessary. However, I believe there is a limit what the government working alone can achieve with regards to creating new environments, so I think it is necessary to also approach general community sports clubs, private facilities, and sports clubs for people without impairments that are active in the community, those types of places. I think it's necessary to influence their way of thinking and awareness regarding their understanding and acceptance of people with disabilities as participants in activities. Also, the environment is not all we need. It is also important to find and/or train supporters such as coaches and volunteers with an understanding of disability, and I think distributing information is also important to make sure that these resources are found by the people who need them.

E: Previously, regarding the question of what we should do after we have reached out to people with disabilities, I mentioned that we'd like to provide multiple options to them. In order to do that, in sporting environments which currently mainly cater to people without disabilities, regarding who can participate, I think we need to promote the idea of actively accepting people with disabilities too. However, **if we go straight to saying, "Accept people with disabilities, please,"** then I think **people will get nervous and wonder how far they should go**. I think the idea of "reasonable accommodation" will come into it as well, but if we appeal to people by saying that if they use a little bit of ingenuity, people with disabilities will also be able to enjoy things together with them, then I feel that things will progress. At the same time, I think that doing sports together with people with disabilities is also a learning experience for people without

disabilities, too, and is a valuable experience overall. I think it's very important for them to realize that. Our city **is conducting its own training courses for certified sports instructors for people with a disability (beginner level)**. For example, the sports promotion committee members are saying even now that they will all **acquire the qualification**, and currently about seventy percent of them have acquired it. We are also receiving a lot of cooperation with parasports. Private sports gyms, for example, the judo training facility, have also said that they will accept people with disabilities, and have expressed that as their stance. I think we need to also proceed with increasing the number of places where people with disabilities can do sports together with people without impairments, while at the same time increasing the number of projects for people with impairments only too, to increase the number of environments where people can do sports even if they have a disability.

N: We know this will take time, but we'd like to change awareness. When **a para-athlete** came here **from the Netherlands** for the Game Changer Project-they were born with one arm and leg-they told us things such as when they were a child, they asked if it was ok to be the goalie in a soccer game, and everyone said "Sure," so they acted as the goalie. When I heard that I thought how wonderful **the Netherlands** are, being a place where you could do what you wanted to do and everybody could play together. I'd like us to create a society in which that kind of thing is natural, or perhaps I should say, one in which both people with and without disabilities have that kind of awareness about things. I'd like us to implement initiatives for changing awareness so that everyone will have the point of view that everybody should enjoy sports together.

Practical policy work question

What initiatives are being undertaken in your municipality (region) for people with disabilities who do sports (would like to do sports)? Or: Do you now think there is a need to undertake such initiatives going forward?

II-3

Initiatives for people with disabilities who are not engaged in (do not want to engage in) sports

Remarks / memo

Here, regarding "Initiatives for people with disabilities who are not engaged in (do not want to engage in) sports," discussion was conducted based on the following three angles:

What points do you think are important, and why do you think so?

- How do we reach out to the people with disabilities who do not engage in (do not want to engage in) sports? How can we reach out to them? What should we do after reaching out to them? Also, who is it necessary to reach out to besides the people with disabilities? How should we reach out to them and what should we do after reaching out to them?

A: Adachi City / E: Edogawa City / N: Nishitokyo City / J: JSC

Concerning the points for discussion mentioned above

E: I think it is quite difficult to find answers for these questions. I mentioned in the discussion on the previous points that I think there are a certain number of people with disabilities who do not do sports and do not want to do sports, the same as with people without disabilities. According to the results of a Japan Sports Agency survey, reasons given by people, including people without disabilities, for not doing sports included feeling that it was too hard, not having time, or being busy. The results of the attitude survey carried out by the Tokyo Metropolitan Government which I mentioned before included factors such as **not being physically capable of doing sports in the first place, lacking a nearby environment where it was possible for them to do sports, and not being able to acquire information.**

I think these factors differ a bit to those for people without a disability. Considering these things, I think it becomes more difficult. However, concerning how to reach out to people, I think it is the same as what I said previously. I think we should give information to the people who have primary contact with those concerned, and appeal to them regarding the importance of sports. So, I think the answer to who we should try to reach out to other than the people with disabilities themselves is the people who have primary contact with them, and their parents and guardians. However, when it comes to considering what we should do-and this links with the topic of the Tokyo 2020 Games mentioned at the beginning-**as role models,**I think **it's necessary to not show top athletes, but rather people**

with disabilities themselves, those who others can identify with. By showing how those actually did sports and show how sports helped them become more self-fulfilled, we create role models.

I think that we need promotion activities which include these kinds of things, and appeal for a change in awareness to not just those who want to do sports.

A: Concerning how we should reach out to people, I think the answer is the same as for the people who do sports and people who want to do sports, which we talked about previously. Meanwhile, concerning people who are not engaged in sports, they're probably not within close range of people like us who are involved with promoting sports, so I feel that it's important to have connections with places where people with disabilities lead their everyday lives. And having reached out to them, firstly, I think it's important to have them realize that exercise and sports are fun, regardless of the presence or absence of disabilities. I think that what is most effective is to reach out to people in the places where they conduct their everyday lives, and create opportunities for them to do physical exercise and actually experience it for themselves, as I think there are many people who do not have the opportunity for that. And as the representative for Adachi City said, I think that a characteristic of people with disabilities is that many of them don't consider sports as an option, due to having a disability. I feel that we need to let people such as these know that **it's possible for anyone to enjoy sports by using some ingenuity with the rules and equipment**, and that sports involves not only competitive sports. Just doing easy exercise in familiar areas or moving your body for recreation or the like is also sport. Finally, regarding who we need to reach out to, just as in the case of people who do want to participate in sports, I think we need to have their families and supporters understand the importance of exercise and sports. I think it is even more necessary to have support from people such as the families and supporters, rather than from the people who are interested in and have a desire to do sports. One of the people who participated in a sports lesson in our city was a completely blind person with an intellectual impairment. From the time they were a child they had never experienced doing sports because their parents told them it was dangerous, so when somebody said "Try kicking the ball," they did not understand the movement of kicking in the first place. The reason this person participated in the sports lesson was that a worker at their workshop encouraged them to participate in it. What I'd like to say is that I think it's important for people who've never done exercise or sports before to meet with opportunities where they can experience them, and with supporters with understanding.

N: Our city doesn't have initiatives for people with disabilities who haven't done sports or exercise yet or who don't want to do it; however, I think various ways of approaching such people are possible, such as those mentioned by the representatives from Edogawa and Adachi cities. While referring to such examples, we'd like to become able to provide opportunities for doing sports to even more people.

Remarks / memo

Practical policy work question

What initiatives are being undertaken in your municipality (region) for people with disabilities who are not doing sports (would not like to do sports)? Or: Do you now think there is a need to undertake such initiatives going forward?

II-4

Turning initiatives related to the Game Changer Project into new projects, and behind the scenes of developing new initiatives

Remarks / memo

Here, the discussion focused on turning initiatives related to the Game Changer Project into new projects, and all the aspects related to developing new initiatives, based on the following two angles:

What points do you think are important, and why do you think so?

- How have you negotiated, coordinated, and cooperated with related sections and people in your office, in order to secure funding and personnel and organize existing activities?
- What kind of negotiations, coordination, and cooperation were necessary with related groups and people in your community (outside the office)?

A: Adachi City / E: Edogawa City / N: Nishitokyo City / J: JSC

How have you negotiated, coordinated, and cooperated with related sections and people in your office, in order to secure funding and personnel and organize existing activities

A: The Game Changer Project was the reason that we started the **Adachi sports concierge**, which was a new initiative. The Adachi sports concierge is the responsibility of the sports promotions department, and actually it is me, the chief clerk, alone, who is responsible for dealing with inquiries that come to the concierge. Concerning internal actions taken before the start of the concierge, like setting up the consultation desk known as the sports concierge, there was discussion on where it should be set up, and on **what personnel system it should have**. For example, departments other than the sports promotion department where it could have been set up included the welfare department and the hygiene department., which both have daily contact with people with disabilities and are responsible for their welfare services . At first, we considered distributing personnel for a concierge in departments like these as well, and **officially announcing that the relevant department would take on a double role**. When setting up a consultation desk, **we were not able to tell the scale of the needs** from the city residents, and therefore were not sure if we should start out on a large scale. Due to this and other considerations, in the end, we decided to start with what we could do, and the desk was set up the way it is now.

J: You mentioned the Adachi sports concierge, a sports consultation desk for people with disabilities, a new project. And in starting it, was there any project that Adachi City discarded?

A: No, not in particular.

J: So, you are the chief clerk of the Adachi sports concierge, and is this position, this role, one that was newly created when the concierge was started?

A: Yes, that's right. Until then there had been no section related to sports for people with disabilities, so the Game Changer Project was the trigger for the creation of the new position of the concierge. **One person**, that is, me, was assigned to the position, and I have been doing the job since this fiscal year.

J: Is your position as Adachi sports concierge full-time?

A: Yes, it is.

E: As for our city, in the 2016 fiscal year the section exclusively responsible for parasports, called the section for sports for people with disabilities, which I belong to now, was formed within the sports promotion division. When it was started, we did a certain amount of organizing, for example, deciding which team would be in charge of projects which had until then been the responsibility of the welfare section, and projects that included sports for people with and without impairments. When we started in the 2016 fiscal year, we really started right from scratch, with people involved wondering **how they should approach parasports**, and all the projects we are running now started then. Up to this fiscal year we have even expanded projects to a certain extent. It's **the sixth year** now, so we've closely examined some things, and we found that there is a steady increase **including the number of projects, their scale, and the scale of funding**. So this is the overall spectrum of things with us participating in the Game Changer Project since 2017. When it comes to starting a new project, naturally, budget and personnel demands are necessary, so really, I don't think we've done anything special. Concerning personnel as well, at first there were three people, including me, but after that I was sent to the Tokyo Metropolitan Government for training, so I held two roles. For a while, there were 4.5 people in the section - four people in Edogawa, plus a half due to my double role. Starting from this fiscal year, there are officially five people in the section. Concerning negotiation with other related sections, regarding the sections responsible for matters concerned with sports, the section responsible for facilities and the section that looks after sports for people without disabilities are in the same division, so it was natural to always cooperate when doing projects of those two sections. So, it was not particularly difficult, and they are together in the same area responsible for sports, making cooperation easy, which I think was significant. Apart from that, concerning related sections, including those of welfare, health, and the board of education, **cooperation is essential** regardless of whether it is the Game Changer Project or not, so since the time our section was created, **we contrived to create more opportunities** by encouraging the whole office to be active in efforts aimed at parasports. For example, we held **training sessions for staff members and training sessions for sports for people with disabilities**. We also sometimes held boccia competitions between sections. When people related to the Game Changer Project have come here from the Netherlands, **we have always let staff from other sections know about the workshops**

and tried to create enthusiasm so that they would think of things as something that concerned them too. I don't know if it's because of that or not, but sometimes staff from other sections use their own funding to include parasports in their projects. Also, when someone wishes to have a more specialized consultation within the sports concierge, we hold individual consultations. We also have city workers, physiotherapists and occupational therapists from the health section, come to these consultations and provide consultation together with us. So, I think that the actual situation for us is that without particularly difficult negotiations, just by doing what we needed to do, things fell into place naturally.

J: Edogawa City newly started a sports section for people with disabilities in fiscal year 2016, the year before the Game Changer Project began, and started projects from scratch. While being active in the Game Changer Project together with the other participants, Edogawa City has advanced parasports promotion in various ways, including setting up a sports concierge, a Holland club, and a sports club for people with disabilities, and making the Tokyo Paralympic 22 Sports Declaration, which states that the 22 Paralympic sports can be done within Edogawa City. When we view this together with the Game Changer Project, I really felt that you implemented a variety of initiatives. You mentioned cooperation with the welfare and health sections and the board of education. Regarding the initiatives that you cooperated on with such sections, did cooperation deepen with them too? Were there any barriers?

E: No, I don't think we felt any barriers. Rather, up till then, I think sometimes people had not known what to do when they wanted to start something related to parasports or wanted to provide an environment for sports for people with disabilities, and had not been able to do it. In the midst of that, our division, dedicated to being responsible for those areas, was created, so I think **it made us function as a partner within the office who would respond to questions** about what to do to achieve those aims. I think it's a very good thing that we get asked for advice by other staff members in the office, and we are also happy about it. Various schools are asking us to hold parasports experience sessions recently too. The Paralympic Games also had a big influence, but I think the fact that a dedicated division in charge of parasports was created was something that had a big effect.

N: Concerning the organization of existing projects and concerning our efforts to create an environment for people with or without impairments to meet each other through sports,, in the case of Nishitokyo City, the welfare section for the people with disabilities, the education section, and the sports promotion section were each conducting projects. The compartmentalized system for implementing these projects is not very different now. However, there are changes with regards to when events with the theme of an inclusive society are held. In such cases the sections involved, such as the welfare, child-rearing and education sections, cooperate in holding them. We are still not at the point where we have achieved a feeling of unity, so I think that strengthening cooperation within the office is still an issue that remains to be solved. Concerning the second point, that of securing personnel, we do not have a generous personnel allocation like Adachi City and Edogawa City.

We have not been able to allocate full-time staff members for the Game Changer Project or for initiatives aimed at achieving an inclusive society through sports, just as we were not able to for the Olympics and Paralympics. For the time being, **while we engage in improving skills of the sports promotion section staff members and strengthening their information-gathering abilities**, we are planning to **strengthen the organization in preparation for the establishment of a sports concierge**.

What kind of negotiations, coordination, and cooperation were necessary with groups and people concerned in your community (outside the office)?

- A: To get the Adachi sports concierge started, we utilized a meeting body consisting of a series of meetings called "community sports meetings." Community sports meetings are held for each of six areas of the city. People who are involved with sports, such as sports promotion committee members, athletic association staff, designated management entities of facilities, and people involved with general community sports clubs gather at the community sports meetings to talk about the promotion of sports within their area. **Starting with the Game Changer Project, we changed the community sports meetings so that they came to be used as occasions for discussing the promotion of exercise and sports for people with disabilities.** Specifically, we had people with disabilities engaged in sports and staff from facilities for people with disabilities also join the meetings, and at the meetings, attendees discussed issues that arose when people with disabilities did exercise and sports in the community, as well as what kind of initiatives were necessary for solving those issues. **When we were getting the sports concierge started, the community sports meetings allowed issues and necessary matters to be organized in advance,** and created an opportunity for people with impairments themselves and people involved with facilities and so on to gather. The meetings enabled connections to be made with stakeholders necessary in running the sports concierge, so I think they were useful occasions.
- J: So, your city **effectively used an existing meeting body called community sports meetings** in connection with the Game Changer Project. And you mentioned that this also allowed you to form connections with people with impairments in your community and people from related facilities- new stakeholders-so the meeting body was useful, in the sense of future development as well.
- E: Although I'm not certain if this counts as liaising with people outside the office, we did advance promotion of understanding with designated management entities of sports facilities in the city. At the stage of inviting applications for designated management entities, we make the request "Please conduct initiatives related to promoting 'sports for life' and sports for people with disabilities" clear to a certain extent, so currently, each designated management entity of each facility is conducting such initiatives, while making use of their area of expertise. I feel that this

is gradually building into a good thing as the years pass by. Also, our city has been conducting its own training courses for certified sports instructors for people with a disability (beginner level) that is authorized by the Japanese Para-Sports Association since the time the organization was first formed. **We also have staff members of the designated management entities of each facility participate in the training courses and gain the qualification.** So, the number of people at each facility learning what to make people with disabilities feel welcome when doing sports is gradually increasing. I feel that gradually, at each facility, not to say that it wasn't good in the first place, but the perception of people with disabilities as being users of their own facility is gradually improving too. Also, all the members of the sports promotion committee, which until now has mainly been active in the area of sports for people without disabilities, as well as people in competitive sports organizations that are under the umbrella of the Edogawa Sports Association, are very important partners when promoting sports for people with disabilities, so we have also actively appealed for cooperation from those people. Despite having a certain amount of uncertainty, everyone has really agreed without reservations to do this together, and is making efforts positively. Concerning all the members of the sports promotion committee, as I mentioned previously, the number of members who have acquired qualifications is increasing every year, and the number of members who are participating in efforts aimed at parasports has also increased greatly. With regards to the athletics association, we are still in the midst of restrictions due to the COVID-19 crisis, but starting this autumn, in some sports meets for city residents, efforts to include divisions for people with disabilities and to promote participation of people with disabilities have started. This is also something that we didn't see much of in the past, so I think it's the result of understanding gradually deepening, and the efforts we have built up over six years gradually bearing fruit. Further, concerning groups and clubs related to sports for people with disabilities which were active before this division was created, we exchanged greetings and business cards when we started our work, so we are increasing our connections with various undertakings, and deepening cooperation. In addition, concerning everyone in National Sports Federations and people involved in sports for people with disabilities who are active in other areas, that the situation at the moment is that we have appealed for cooperation by approaching them based on hearsay and through the associations and asking them to cooperate in the efforts of our city as well. There was also the Paralympics, and many people were very busy, so circumstances also differed depending on the other party, and sometimes negotiations, schedule adjustment, and so on were difficult. The most important thing is that **we showed people something like a cause, by saying what we as Edogawa City would like to do, and saying that we would love to have their cooperation. Then we would give an explanation so that they would sympathize with us. We actually carried things out together with people while learning ourselves,** which I think was important.

J: In the last part of what you said just now, you mentioned that having a cause and stating what Edogawa City would like to do was important.

It seems that you showed people concerned a course of action that you wanted to take, something like a vision, and shared it with them. As Edogawa City, how did you come up with a cause or vision? Was it an accumulation of things? Was it something that changed, rather than something that was defined from the start? What was the situation concerning these things?

E: When the division was first founded, the three staff members in the division did not know anything about parasports. Really, I think the reality is that we have built things up while learning from and being taught by various different people. However, wanting to make sports a natural option for people with disabilities too, and wanting people with disabilities to do sports too-this was the reason our division was founded in the beginning, this was our mission. So, I think it was important that we **let people know how serious we were about wanting to do that**, and that applies when I reflect back on an individual level as well.

N: We have not achieved much continuous cooperation, but regarding the first point, in order to make the best of the opportunity of acting with para-athletes sent here through NOC*NSF, we utilized a liaison group for a service provider for the people with disabilities by collaborating with the welfare section for people with disabilities in our city. Through the explanation there, we gained various cooperation from a business providing day care for children with disabilities for after-school hours and so on, and we were able to implement a project in which children with disabilities played with those without disabilities. The day care staff also spoke highly of the project, and the children's center staff also reacted by saying they thought that it proved a valuable experience, as such an opportunity had not previously been available. Also, we are advancing cooperation with sports promotion committee members, also mentioned previously, and they are conducting activities directly with city residents, so we would like to utilize the opportunity going forward.

J: You mentioned an initiative that you undertook with a service provider for people with disabilities. Were there any joint initiatives before the start of the Game Changer Project?

N: No, there were not, so the Game Changer Project was the trigger for starting this exchange.

Practical policy work question

What do you think the chief factors are in succeeding in planning, implementing and promoting new projects related to parasports and social inclusion? Alternatively, what are the challenges in advancing initiatives from now on in your municipality (community)? How do you think you will overcome these challenges?

II-5

Initiatives and standpoints of local government sport administrators aimed at realizing an inclusive society through sports

Remarks / memo

Here, discussion regarding "Initiatives and standpoints of local government sport administrators aimed at realizing an inclusive society through sports" was conducted based on the following three angles: What points do you think are important, and why do you think so?

- In aiming to achieve the realization of an inclusive society through sports, what issues do you as a sports section member or government sports administrator need to address, and how should you tackle them?
- What aspects of activities related to the Game Changer Project do you think were influential as important factors in reaching these ideas or standpoints?

A: Adachi City / E: Edogawa City / N: Nishitokyo City / J: JSC

In aiming to achieve the realization of an inclusive society through sports, what issues does a sports section or government sports administrator need to address, and how should you tackle them?

E: An inclusive society does not just mean that everyone does things together. I think it is also **important to have the option** of doing things individually or as a group. Some people do things for enjoyment, and others aim to improve their competitive abilities. A person with a disability may be happy doing sports with a people without disabilities in some cases, and in other cases they may not. Nowadays we often hear "experience, watch, support sport." Including the question of how to participate, there are **various ways** of doing sports, and I think **accepting all forms in the same way is what makes an inclusive society**. I personally really feel that as a government official, one should not forget that perspective when tackling challenges. Previously, at a seminar held by the JSC, I heard Junichi Kawai say **"An inclusive society should be not like mixed fruit juice, but rather like fruit punch."** Personally, I really think that is apt as a way of describing an inclusive society in words. It made me think that what we must aim for is not to mash everything into one thing, but rather to have things coexisting in one container while retaining their shape. I recall these words on occasion when doing my work. Concerning the second point of what a sports section should do, I think it is necessary to make a continuous effort to think and live this way when implementing sports policy, and this applies not just to parasports.

I'm very sorry that my reply is an abstract one, but I think that what we need to do is remember to provide choices so that everyone can enjoy sports in their own way. Going further, I think that we need to communicate this to people in other sections too, and as the section with responsibility for this area, spread the message going forward that parasports and sports in general can really be effective tools for achieving an inclusive society, and encourage everyone to use them appropriately as such together with us.

N: As a government worker responsible for sports, I think that it is necessary to cooperate based on the perspective that not only people with disabilities but also elderly people, those raising children, those in the education sector, and so on will participate in the local community through parasports. I think when people of these other fields cooperate, it is necessary to get help from the community, rather than just having cooperation within the government. It is also a challenge to adopt this kind of cooperation framework, so I think we need to **improve the coordination skills of staff, and construct systems to ensure that initiatives are not downsized when people in charge of them are moved to another area or replaced by someone else**. In regard to the second point of how a section responsible for sports should proceed, there are various people active in sports in the community, including sports promotion committee members, general community sports clubs, athletic associations, and designated management entities, so I think our sports department needs to cooperate with such people, and we should all have a common understanding regarding the potential of the sports and the fact that sports can be a tool for creating an inclusive society.

A: The Adachi City government sports plan has set a target of achieving "The realization of a society in which people live fulfilled lives, with everyone being able to enjoy exercise and sports easily at a place close to them." In promoting sports to people with disabilities as a city from the standpoint of "everyone being able to enjoy exercise and sports," I think this is an important target which we will continue to channel our efforts into. In order to do that, "opportunity creation" for people with low interest in or ambition for exercise and sports is key. "Environment creation" for linking people who think they would like to do exercise or sports with actual activities. "Human resource development" such as training human resources that will support that exercise or sports of people with disabilities. We would like to advance our initiatives forward based on these three pillars. Therefore, I think the role of the Adachi sports concierge is to link sports with people with disabilities. Therefore, I think it is necessary for us to create a network with places where activities will take place and stakeholders, and become an information hub. As someone responsible for the work of promoting sports for people with disabilities, I want to let people know about the attractions and fun of doing exercise and sports, while always remembering that **the goal of recommending sports to people with disabilities is that we want them to live fulfilled lives while enjoying sports**.

What aspects of initiatives related to the Game Changer Project do you think were influential as important factors in reaching these ideas or attitudes?

E: I think it was the fact that in the Netherlands there is not much distinction or boundaries between sports and parasports, and that includes the fact that organizations are integrated. I think the biggest factor was that I came to know **the Dutch mindset** that makes this possible. Until I came in contact with the Game Changer Project, I also felt to a certain extent that parasports was only sports for people with disabilities. Then I had the chance to be involved in the activities that started in 2017, and heard people say things like "No, no, we do it together," "Think about what we should do in order to make doing it together possible" and "Listen carefully to what the people with disabilities themselves have to say, and **don't decide things for them.**" I think the fact that I came to know, newly learned this way of thinking influenced me greatly. On the other hand, I think it is the national characteristics of the Dutch, and having people with disabilities already have a place in society, what made it possible and these things are still different in Japan.

I think there are difficult aspects to doing the exact same thing in Japan as what is being conducted in the Netherlands, and actually, a local person who has supported parasports for a long time mentioned this to me. I realized we have to take what the Netherlands is doing and figure out how to make it fit with Edogawa City, taking those differences into account as well. And I realized the differences between the Netherlands and Japan. I think learning these things was very significant.

N: I've heard various ways of thinking from the Dutch people in the project. I think it had a huge impact on me because they often use methods where they give people inspiration and influence the way of seeing and understanding things of the person themselves instead of just giving people knowledge and information, and I think that this approach is more effective. Concerning the second point, when I did a site visit of the Netherlands, I was really impressed by the fact that in the social environment of the Netherlands, there is hardly any distinction between whether people have or don't have a disability. It is an environment where people both with disabilities and without disabilities create an environment together for allowing everyone to participate in sports. I think the initiative where we directly saw the environment of the actual place also had an influence on this project.

A: The trigger for starting the Adachi sports concierge was the Netherlands' Sports Service Point initiative, which we found out about during the Game Changer Project. I think learning that it was given **the function of a hub for sports for people with disabilities** was significant. More than anything, their way of thinking influenced us. I think that the Dutch way of thinking, which says that rather than fitting the person to the rules and ways of doing sports, it is okay to fit the rules and ways of doing sports to the disability of the person, is the area where Japanese people, who tend to approach things

Remarks / memo

by checking the rules, have to change their perception the most. I believe that increasing the number of people who can think like that is important for achieving an inclusive society, and is something we working for the government must do.

Practical policy work question

In aiming to achieve the realization of an inclusive society through sports, what issues do you think a government sports administrator needs to address, and how should they tackle them?

III

Initiative checklist

Use the initiative checklist to advance parasports and social inclusion initiatives.

This checklist is only reference information as a starting point. It is not necessary to cover everything written in it. Further, note down things you think of that are not written in the list in the memo section, and try acting on them.

III-1

Know the current situation



Remarks / memo

Firstly, begin with being aware of the present situation. What methods are there for finding out about the present situation regarding initiatives concerned with the promotion of sports for people with disabilities and inclusive society in your municipality or community? Use the following checklist to ascertain the state of things that are necessary for grasping the present situation:

Initiative checklist

- Check results of existing investigations by the national and local governments, etc. regarding the state of implementation of sports for people with disabilities.
- Check results of existing investigations by the national and local governments, etc. on the state of active engagement in society by people with disabilities.
- Check the situation of sections of local government in charge of matters concerned with sports for people with disabilities (sports, health and welfare, inclusive society, management planning, etc.).
- Ascertain systems and organizational structures related to sports for people with disabilities.
- Check policies and projects related to sports for people with disabilities.
- If there is anything that aids understanding of the present state of residents' perception, awareness, and actions in relation to sports for people with disabilities and people with impairments themselves, check it.
- Try making a list of sports groups and welfare groups in the municipality. Look at things area by area. Check what kind of groups and workplaces related to people with disabilities exist in an area, and where they are located.
- Check how many sports facilities accept people with impairments.
- Check whether there are mechanisms that gather opinions from people with impairments.
- Make a list of relevant people who you would like to have involved in the project.

Key points**● Check data related to sports for people with disabilities.**

Doing so is useful in understanding the starting point of the project.

● Grasping and understanding the present situation

It is important to check in advance whether or not there is a mechanism for knowing about an initiative's effectiveness and changes when it is underway. For example, it is a good idea to deepen your understanding of things such as whether any items should be added in advance to the items on an existing questionnaire, who is listening to the live voices of people with disabilities the most, and who should be consulted in order to have a new plan.

● Imagine who the stakeholders will be

The project cannot be completed by just people who are involved in sports, so initiatives need to be advanced while obtaining cooperation from other various stakeholders (interested parties). In order to do that, it is necessary to imagine in advance who the project stakeholders will be. It helps to use a "stakeholder grid," which is a framework for doing that.

III-2 Create medium-term and long-term goals and plans



In order to advance parasports and social inclusion initiatives, it is important to set clear goals and manage what outcomes you aim for along the way regarding both initiatives. An inclusive society cannot be achieved overnight. So one activity becomes the foundation for the next activity, it is necessary to logically connect initiatives and have them build on one another. Use the following checklist and check the key points:

Remarks / memo

Initiative checklist

- Create a logic model for medium-term and long-term goals and planning (for how to create it, refer to page 60).
- When creating the logic model, try expressing issues related to sports for people without disabilities and inclusive society in the municipality (what kind of problem needs to change how) briefly.
- Try stating a specific aim, saying what will be achieved in the project in order to create positive change in regard to an issue.
- Think about what kind of outcomes you will aim for in order to achieve an aim – long-term (about 4 to 5 years) / medium-term (about 2 to 3 years) / short-term (about one year).
- List what activities you should undertake, what activities you are undertaking now, and ideas for activities that you are thinking of undertaking in the future in order to achieve outcomes.
- While developing the logic model, organize the cause-and-effect relationships.

Key points

● Organization of issues which the local government considers intervening in

While still using sports promotion plans, welfare plans for the people with disabilities, and so on as a basis, consider matters in line with the present situation, while also taking into account issue changes that occur after those plans' policies have been formulated.

III-3

Listen to what people with disabilities have to say

(consultation / cooperation with related departments)



Remarks / memo

Have you ever talked directly with a person with a disability? If you have not had much contact with or opportunities to talk with people who have a disability before, firstly, let this project be an opportunity for you to try talking with someone who has a disability. This project begins by listening to what people with disabilities have to say.

Initiative checklist

- Speak to staff of sections responsible for policy for people with disabilities to find out how they in the community live, what their opinions and wishes are, and so on.
- Have staff of sections responsible for policy for people with disabilities introduce you to them and people in charge of facilities for them.
- Try directly listening to what people with disabilities have to say (regarding how they live, whether they are doing any exercise or sports, whether they have any wishes regarding exercise or sports, and how strong their wishes (if any) are, what kind of exercise or sports they are interested in, and so on).
- Ascertain what people with impairments can (will be able to) do and what is (will be) difficult for them when they do exercise or sports.
- If people with disabilities feels that doing exercise or sports will be difficult, ascertain the cause of the difficulty and what needs to be solved to increase the probability of the people with disabilities being able to do exercise or sports.
- Check whether there are any existing investigations which reflect the voices of people with disabilities, and if so, whether they contain any items related to exercise or sports.
- If necessary, also consider cooperating so that surveys for people with disabilities that are conducted by the welfare section include items related to exercise and sports.

Key points

- **Listen directly to what people with disabilities have to say**

Recently, the "social model"¹⁷ of disability has become mainstream in thinking about "disability" in sports. It says that disabilities are not part of the person themselves, but rather arise as gaps between the person with disabilities and the sporting environment (e.g., the coach, the kind of sport, the way the sport is done, the sporting facility or equipment, the method of transportation, etc.). In order to work out how the "disability" (gap) can be eliminated, it is important to listen to what people with disabilities have to say, and while assuming that each individual case will be different, to have people concerned think carefully about what they can each do in their particular situation.

¹⁷ Refer to "Social model of disability" on pages 9 and 10 of this document.

III-4

Share knowledge

(workshops, qualification acquisition, appointment of specialist human resources, etc.)



Remarks / memo

Government employees in charge of to community sports, designated management entities of sporting facilities, sports groups, sports promotion committee members, general community sports clubs, and other parties concerned having a certain amount of knowledge regarding people with disabilities and parasports reduces uneasiness and preconceptions that arise from limited awareness and understanding regarding people with disabilities doing exercise and sports, and aids in providing sporting opportunities and services to them as members of the community.

Initiative checklist

- Plan study meetings that involve workers from both the sports department and the welfare department for people with disabilities and also serve as opportunities for introducing the kind of work each section does.
- Invite parasports athletes, coaches, and specialists, and hold joint study meetings and events where people can experience things for themselves for the sports section and the welfare department for people with disabilities.
- Provide support so that sports promotion committee members can obtain qualifications to become certified sports instructors for people with disabilities (beginner level).
- If vocational schools or universities related to physiotherapy, welfare, or the like are nearby, plan workshops related to parasports for those students.
- Hold joint training sessions in the form of town meetings which have people involved with sports in the community and people involved with welfare for people with disabilities sit around the same table.
- Consider what knowledge you would like which people to possess (Related: stakeholder mapping).
- Add elements of parasports and social inclusion to training sessions for community sports volunteers (community sports supporters), then increase the number of people who complete the training (certified persons) to increase the number of people who can deal with parasports and related areas.

Key points

● Encouraging vision, empathy, and changes in thinking

A government official who worked on the Game Changer Project looked back on their initiatives and said, "Transmitting over and over to community sports stakeholders and designated management entities the meaning of the spread of parasports and a vision of the promotion of an inclusive society, increasing empathy, and changing points of view and reactions was difficult but extremely important."

● Utilization of community sports meetings

Adachi City already had community sports meetings that gathered sports stakeholders such as sports promotion committee members, designated management entities of public sports facilities, and general community sports club staff members from each area of the city. People with disabilities and their helpers who engaged in parasports in the community, people working in government welfare departments for persons with disabilities, and so on were invited to the meetings, where they sat at the same tables as others from their area of the city. By discussing what they could do to cooperate premised on the particular environment and situation of their own area, they were able to consider and implement down-to-earth measures rather than idealism.

In this way, the reborn community sports meetings are meaningful not just as a venue for stakeholders to build connections and exchange information, but to grasp the stakeholders' needs and involve them in the decision-making process.

● [BE CREATIVE]

At a workshop for vocational school students aiming to become physiotherapists, the students viewed cards on which the names of disabilities were written and thought about what sports a person with such a disability could play, what the sports' rules and methods of play might be, and then actually tried the sports. They learned that there are more sports than they had thought that could be played while ensuring safety. The message always sent by a Dutch expert was "BE CREATIVE." They learned to face the people with disabilities right in front of them, think flexibly about what can be done, and respond.

● Lay a foundation for promoting interdepartmental collaboration

Planning and holding workshops that members of different departments such as sports departments and welfare departments for persons with disabilities can attend together, will raise recognition and knowledge of parasports inside governments, while also helping to promote later collaboration among such departments.

III-5

Increase the number of diverse opportunities

(events, clubs, seminars, dispatch of coaches, independent activities, etc.)



Remarks / memo

Let's increase diverse opportunities related to parasports and social inclusion for community residents. The diverse opportunities include events that take place once per year, seminars and workshops that take place multiple times, programs at sports facilities that one may attend whenever one wishes, and parasports that are regularly held and participated in.

Initiative checklist

- While looking at your stakeholder map, arrange initiatives by who the targets are, what they are for, and what kind of change you want to bring about (recognition/awareness, knowledge, action, etc.).
- Think about what kind of projects (events, seminars, club activities, leadership/volunteer training, etc.) are necessary as methods to bring about that change.
- Think about whether existing projects can be utilized, such as by adding parasports elements to sports events, welfare events, civic festivals, etc.
- Consider methods for transitioning from government-led projects to resident-led initiatives.

Key points

● Collaboration and continuity

Increasing diverse opportunities is important, but make sure that they are in place as effective preparation for next steps and the following year's activities. For example, initiatives broadly targeting the general population such as trying parasports or hearing para-athletes speak would have a relatively large number of beneficiaries. The effects of one event, however, are temporary. It is good to imagine the participants and collaborators of the next activity while considering who you will ask to participate in and cooperate with it.

III-6

Create structures

(cross-disciplinary meetings, consultation desks and concierges, government specialists)



Remarks / memo

In order for initiatives on parasports and social inclusion to continue, develop, and contribute to the solution of policy issues even after the people currently working on the initiatives move on, it is necessary not just to plan and implement individual projects, but to build structures that generate continuity

Initiative checklist

- Create cooperation mechanisms inside government (joint study groups and workshops, liaison conferences, collaborative systems, etc., between sports departments and welfare departments for people with disabilities).
- Create mechanisms to listen to people with disabilities themselves.
- Create mechanisms for stakeholders to join in discussions.
- Create mechanisms for stakeholders to learn about parasports.
- Create consultation desks for people with disabilities to ask about sports.

Key points

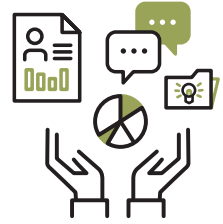
● Promote the establishment of sports consultation desks for people with disabilities

The Game Changer Project, while carrying on various initiatives and discussions, promotes the establishment of Sports Concierges (local sports consultation desks for people with disabilities), created with reference to Sports Service Point (SSP), the Dutch sports consultation desk system for people with disabilities. As for the question of who should handle the consultation desk function, some governments place a chief clerk in charge of Sports Concierge, while others include consultation desk services in the work outsourced to designated management entities of sports facilities.

III-7

Measure results

(look at change compared to the baseline: Numerical indicators, logic models, stakeholder mapping, opinions of residents and stakeholders, symbolic anecdotes and stories)



Remarks / memo

To see what results of activities within the project, try to measure those specific effects and changes. To measure them, it is necessary to consider in advance what kinds of indices to use and to look up and record their initial values. Using existing research results or carrying out the same research before and after an initiative to measure change is one possible method.

Initiative checklist

- Consider using existing research found when gaining an accurate grasp of the current situation as metrics to measure effects and changes caused by project initiatives.
- Consider methods for quantitative measurement.
- Use symbolic anecdotes and stories concerning effects and changes as information that complements quantitative data.
- Adjust and modify a stakeholder grid periodically.
- Based on a logic model, distinguish and organize project outcomes as short-term, medium-term, and long-term, and think about how to measure each of those.

Key points

● Updating a stakeholder grid

One local government updated its stakeholder grid every year. By comparing the updated stakeholder grid with the one from the previous year, they found out changes in positioning. Checking out the relationships with stakeholders once every six months to one year leads to reviewing effective use of limited resources.

Creating a stakeholder grid

Remarks / memo

What is stakeholder mapping?

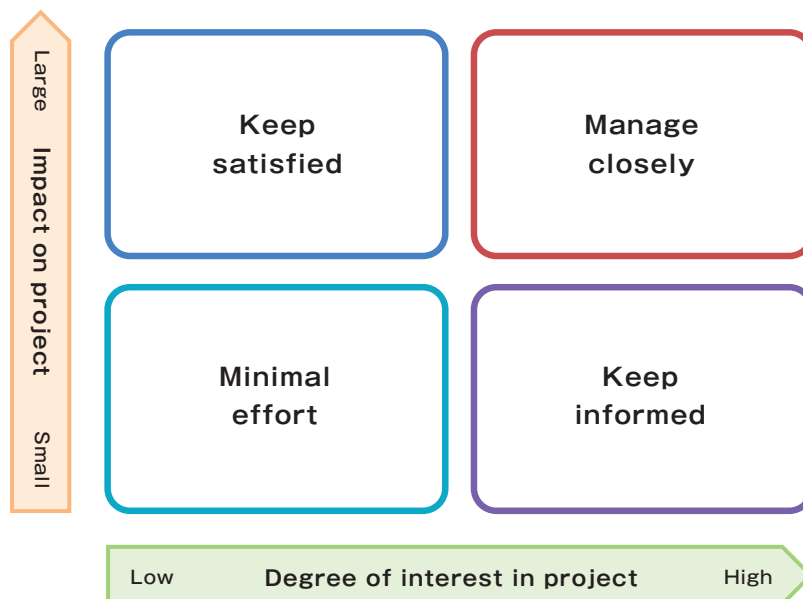
In order to effectively advance a project amidst limited time and resources, first, it is necessary to understand the current situation of relevant stakeholders (interested parties), and to set priorities for individuals, groups, and organizations that should be involved in the project. Furthermore, it is important to consider what is necessary to move them to their ideal positions (sense of closeness to the project, how, they interact with the project, etc.).

While carrying out the project, it is important to constantly confirm how stakeholders' positions are changing and conduct reviews accordingly. It is good to hold an opportunity for review every six months.

Based on that, confirm whether appropriate communication is taking place with the stakeholders in each group. In order to carry out communication according to priority, it is necessary to review how time is allocated to activities.

Utilization of stakeholder grids

One tool used when analyzing stakeholders is called a "stakeholder grid." The horizontal axis is the height of the stakeholder's degree of interest in the project, and the vertical axis is the size of the stakeholder's impact on the project. The grid is divided into four groups, and stakeholders are positioned accordingly.¹⁸



- Stakeholders that have a high degree of interest and a large impact require to be "manage closely." Groups that have the highest priority and

¹⁸ Japan Sport Council (JSC): Etsuko Yamada sportanddev: Sanders, B. (2022), "Bridging the Divide in Sport and Sustainable Development: A guide for translating policy into practice and effective programme management" retrieved from: <https://www.iir.jpnsport.go.jp/en/sdgs/> explains the development of stakeholder grid in more detail. For details, contact JSC Department of Information & International Relations.

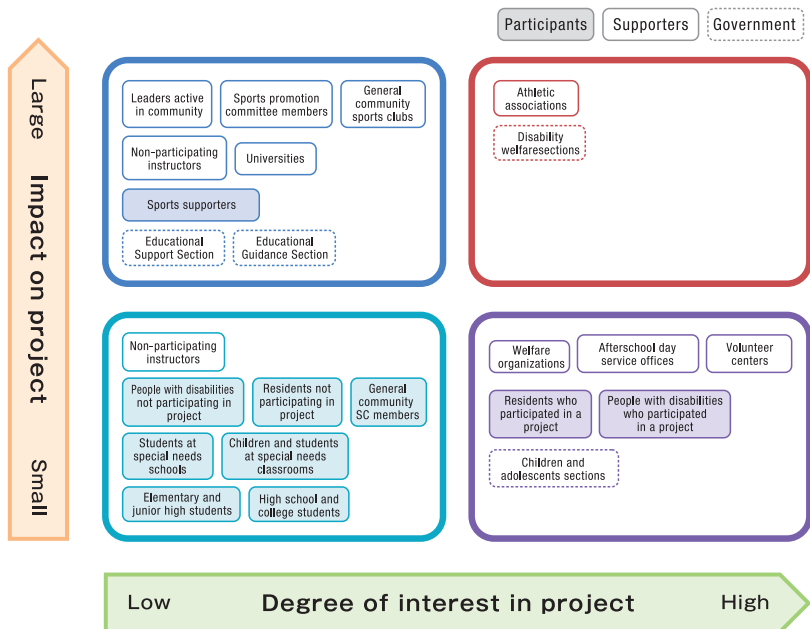
require careful communication.

- Stakeholders that have a high degree of interest and a small impact require to be "kept informed." In light of the possibility that when the status of an initiative changes, or it moves to another stage, stakeholders in this group might be in a position to have a larger impact and deepen their involvement in the project, communication that maintains their interest in the project is important.
- For stakeholders with low interest and large impact, communication to "Keep (them) satisfied" is necessary so that they do not exert a negative impact on the project.
- For stakeholders with low interest and small impact, carry out communication with "Minimal effort" in order to effectively utilize limited time and resources.

Case study of stakeholder grid

In the Game Changer Project, each local government utilized a stakeholder grid to find and sort stakeholders, performed stakeholder mapping, and while clearly prioritizing initiatives, carried out communication with stakeholders for five years. Additionally, they regularly verified the state of communication with stakeholders and stakeholders' interest in and impact on the project, updating the mapping and reviewing initiatives.

For example, when one local government established a Sports Concierge parasports consultation desk, it first began service with the expectation that inquiries would come from individual residents, but at one point it noticed that inquiries from welfare groups had increased. As the new system was made known to the public, it turned out that welfare groups had potential to impact its further dissemination, so the position of welfare groups on the grid was updated, and response to them was changed accordingly.



Creation of logic models

Remarks / memo

What is a logic model?

It is a model that systematically illustrates the elements necessary for a project to get results, based on "if-then" hypotheses connecting resources (inputs), activities (outputs), and results (outcomes).¹⁹ It is also called a "project blueprint." The tree-like diagram that draws lines representing relationships and causality between the means and ends of each element is called a "logic tree."

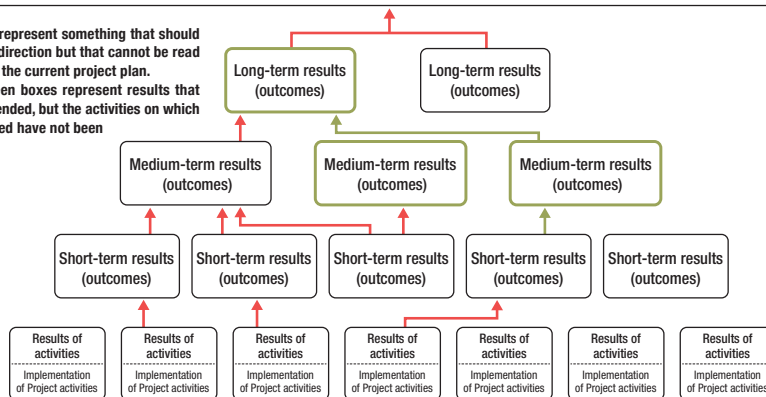
Creation of logic models is performed after consideration of a project's final goals (long-term results). Working backward from the perspective of what is needed to achieve goals, think about project activities in order to achieve medium-term results and short-term results, and consider the necessary resources.²⁰

Utilization of logic models

By creating a logic model, you make visible the whole initiative's causal relationships and any elements missing from action plans. This includes whether anything is missing from the plans for the activities to generate the anticipated results and whether initiatives are positioned in plans to generate the anticipated results.

Description of the problem	Explain in simple terms what needs to change. Record what kinds of problems should be solved, including who, what, why, where, when, and how.
↑ Solution of the problem	
Goal	Rather than something broad and general, express changes in terms of what you are specifically trying to accomplish. Focus on one goal rather than multiple goals.

* The green arrows represent something that should be moving in that direction but that cannot be read as doing so under the current project plan.
* Results inside green boxes represent results that were originally intended, but the activities on which they would be based have not been considered.



¹⁹ Quotation from Cabinet Office of Japan commissioned research "Research Study on Assessing Social Impacts" Final Report (Mar. 2016) Mitsubishi UFJ Research and Consulting Co., Ltd., p.35 <https://www.npo-homepage.go.jp/uploads/social-impact-hyouka-chousa-all.pdf> [Last viewed on Feb. 26th, 2022]

²⁰ Quotation/paraphrase from the Nippon Foundation, "Logic Model Creation Guide" (2019) p.4 https://www.nippon-foundation.or.jp/app/uploads/2019/01/gru_pro_soc_gui_03.pdf [Last viewed on Feb. 26th, 2022]

Local governments that engaged in the Game Changer Project have made the following comments concerning the creation of logic models. "It was easy to share and confirm positions when explaining to relevant departments and stakeholders." "We used it to go back to the starting point when we got lost." "When we created it, we thought of it as something like a plan to make a plan, but it was helpful in the sense that by creating it we were able to decide what we should do."²¹

Example of creation of logic model

Here we will explain using the logic model made by the JSC with reference to Adachi City's initial project plan.

Adachi City's government deemed the chain of public safety, academic achievement, health and poverty a community problem, and in order to approach it through the project, initially set the goal of "Making the Hanahata area a place for the community's children through sports and constructing a support system to foster mentally and physically healthy lifestyles."

They examined whether the scope of the long-term results to be achieved by the project is too large, if, in order to achieve the long-term results, "collaboration with schools and the community to make a place for children to be" is necessary, if "increasing the number of places to do parasports with teachers at elementary, junior high, and special needs schools" is necessary as medium-term results to accomplish that, and whether "increasing the knowledge of teachers at elementary, junior high, and special needs schools concerning the living environments, minds, and bodies of students with disabilities" could be positioned as short-term results towards that end. Additionally, as one means of increasing that knowledge, they established a project action plan for a "class by Dutch sports coaches for teachers at elementary, junior high, and special needs schools (1 time/year)."

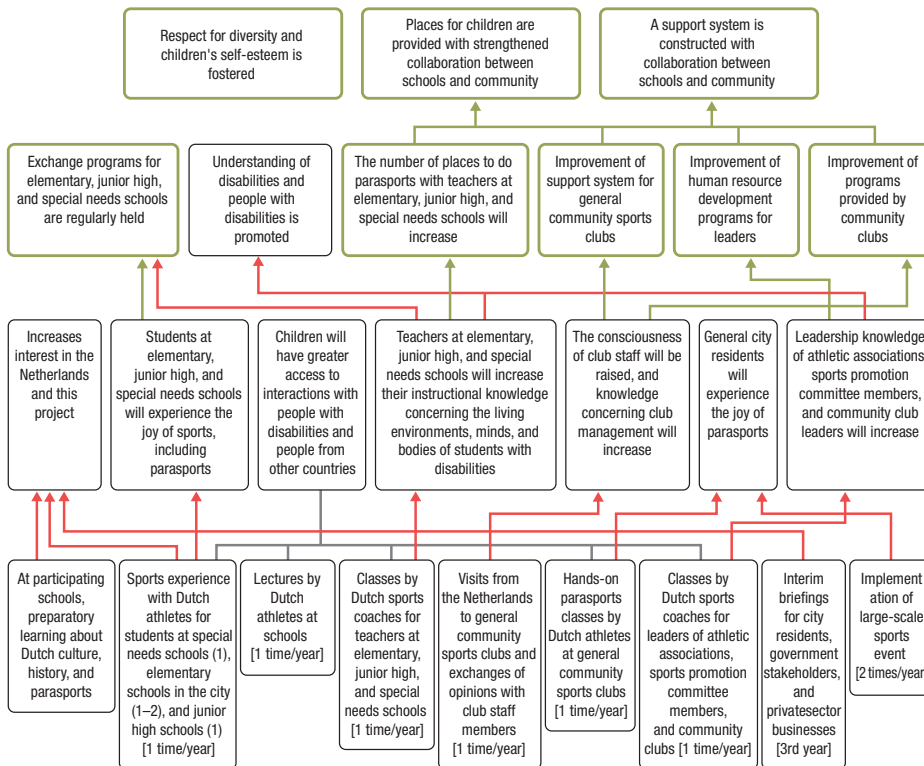
By creating a logic model, you can check within the big picture whether medium-term and short-term results are clearly positioned for the long-term results you have set, whether project activities to generate those results have been planned, whether any elements are missing, and whether relationships between any elements are unclear.

²¹ Japan Sport Council (JSC): Etsuko Yamada sportanddev: Sanders, B. (2022), "Bridging the Divide in Sport and Sustainable Development: A guide for translating policy into practice and effective programme management" retrieved from: <https://www.iir.jpnsport.go.jp/en/sdgs/> explains the creation of stakeholder maps in more detail. For details, contact JSC Department of Information & International Relations.

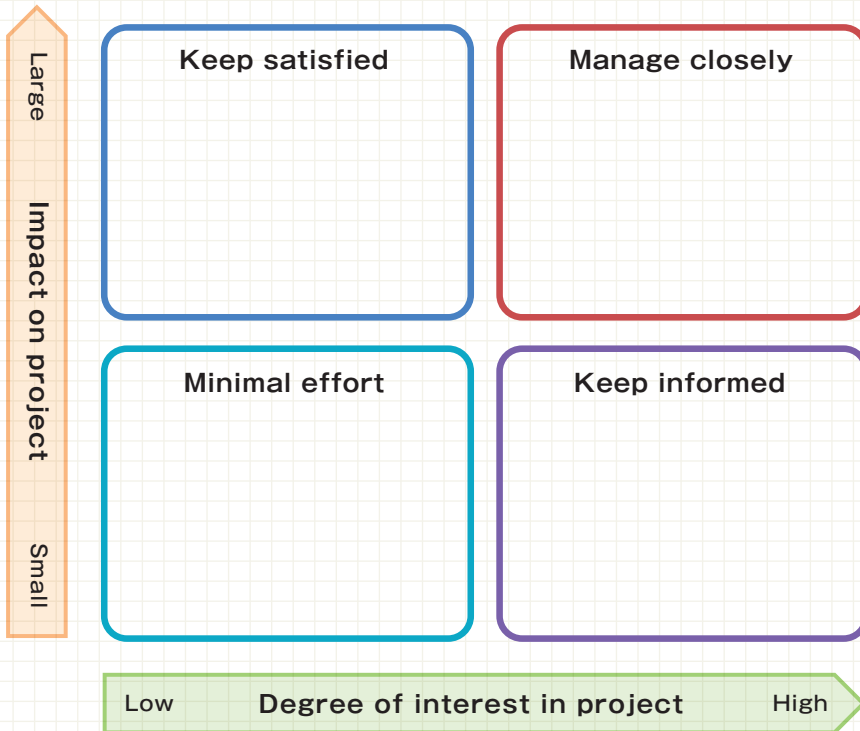
Example of logic model confirming causality and action plan's missing element

Description of the problem Chain of public safety — academic achievement — health — poverty
 In the Hanahata area, poverty is especially profound, ties to the community are weak, children tend to get little exercise, and children have low ability to overcome adversity.

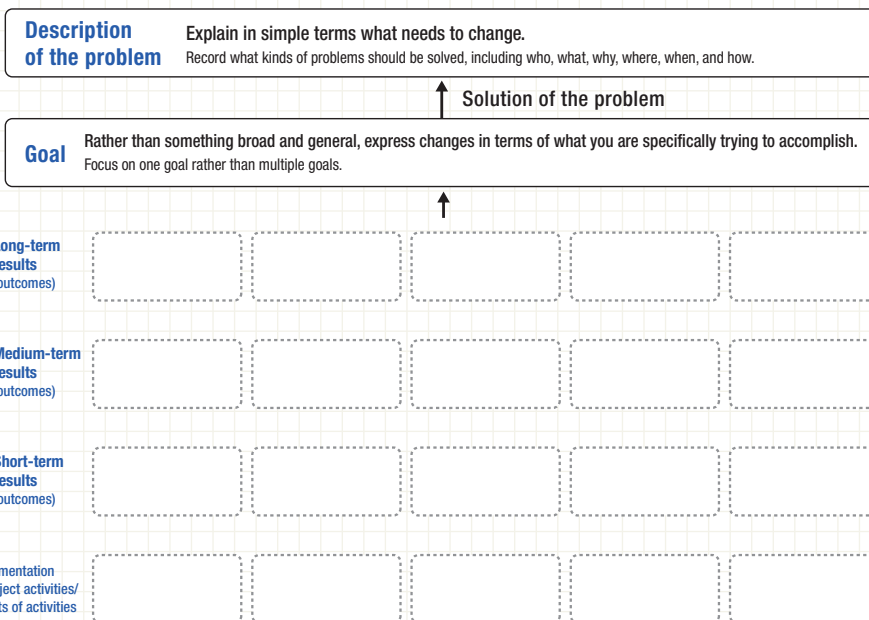
Goal Making in the Hanahata area through sports a place for the community's children and constructing a support system to foster mentally and physically healthy lifestyles.



Try making a stakeholder map



Try making a logic model



IV

**About the
Game Changer Project**

IV About the Game Changer Project

Remarks / memo

1. What is the Game Changer Project?

The Game Changer Project is a joint project with local governments with the goal of achieving an inclusive society through the spread of parasports before the Tokyo 2020 Games. It is based on a memorandum of understanding (MoU) signed by the Japan Sport Council (JSC) and the Netherlands Olympic Committee * Netherlands Sport Federation (NOC*NSF) in September 2016.

Obtaining advice and involvement from Dutch parasports athletes, coaches, and experts, who had pursued advanced initiatives regarding the participation in sports and in society by people with disabilities, each local government aimed to use parasports to solve social problems faced by the community in its particular situation.

2. Summary of initiatives

5-year initiatives

The project began as a four-year project in FY 2017, with 2020 as its goal, the year when the Tokyo 2020 Games were to be held. With the spread of COVID-19, the Olympics and Paralympics were postponed for one year, so the project was also extended to FY 2021.

Three pillars

The project established three pillars. The first is "Inspiration." Activities to work on the mind and body through knowing, learning, and acting from inspiring experiences. The second is "Knowledge Transfer." Activities to do head-work by passing on knowledge and experience. The third is "Legacy." This is work on institutions, mechanisms, and systems to leave something tangible and keep the initiatives going based on four or five years of activities, even after the project has ended. These three approaches are initiatives to help build an inclusive society.

Game Changer Project Changing society with parasports—JSN-Dutch collaborative project

An initiative that aims for a society that all can better participate in (promotion of social inclusion) through Dutch and Japanese cooperation and the values and possibilities of parasports
(FY 2017— FY 2020 + FY 2021)

(1) Knowing and learning from inspiring experiences (Inspiration)

Through interaction with Dutch athletes at sports events, schools, and community sports clubs, experience in person the values and possibilities of parasports, and along with getting to know parasports, feel through sports how wonderful it is to live in a society that leaves no one out (targets: children, families, seniors, people with disabilities, etc.)

(2) Passing on knowledge and experience (Knowledge Transfer)

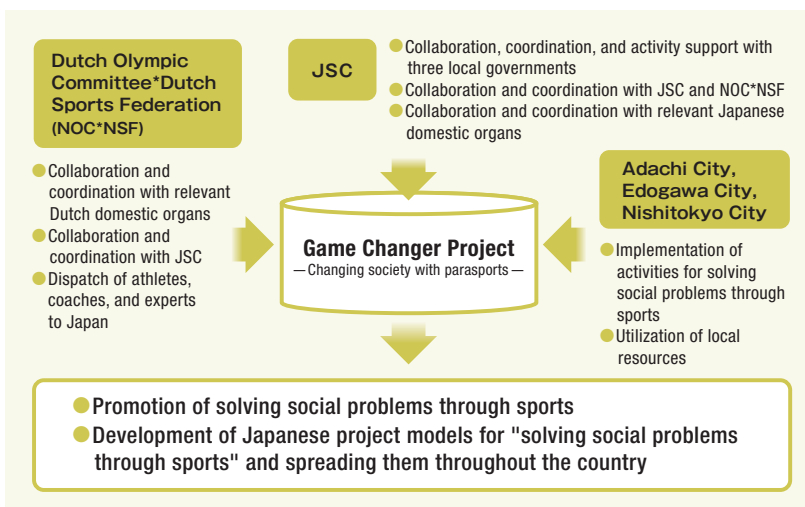
Learning from the knowledge and experience of what the Dutch have historically done for parasports' rootedness in society and the promotion of an inclusive society through parasports and thinking about what that should look like in Japan (targets: leaders, community stakeholders, etc.)

(3) Creation of new policies (Legacy)

Through the project's initiatives, leave behind new culture, knowledge, and mechanisms rooted in the community

■ Division of roles

While the three entities involved in the project (the Japan Sport Council (JSC), the Netherlands Olympic Committee * Netherlands Sport Federation (NOC*NSF), and local governments) each have their own goals and roles to play, they share resources and collaborate. The JSC took charge of collaboration and coordination with the three municipalities and supporting their activities, as well as collaboration and coordination with NOC*NSF and relevant Japanese domestic organs; NOC*NSF took charge of collaboration and coordination with relevant Dutch domestic organs, collaboration and coordination with JSC, and dispatching of athletes, coaches, and experts to Japan; and the three local governments have filled the role of carrying out activities addressing each individual local government's unique policy issues and utilizing necessary local resources for that implementation.



■ Signing ceremony

On Oct.10th, 2017, the Game Changer Project's signing ceremony took place at the Embassy of the Kingdom of the Netherlands in Japan in Tokyo. On that occasion, stakeholders such as the Dutch Ambassador to Japan, the heads of various local governments, the executive director of NOC*NSF, JSC' president, and Japanese and Dutch para-athletes attended and shared their determination to engage while moving toward the Tokyo 2020 Games.

■ Joint workshops

In proceeding with the project, before and after the weeks during which Dutch stakeholders visited and carried out activities with the local governments (Dutch Week), all of each local government's people in charge gathered at the JSC headquarters, where they shared their aims for the week's activities, and after completion of the week, they had a joint meeting where they shared information and exchanged opinions on the results of their activities and ideas for future developments. Repeatedly holding those meetings also led to mutual deepening of how activities should be and how to engage in them, even outside of Dutch Week. During the COVID-19 pandemic, international travel was restricted. Turning this to advantage, the project planned online workshops, with Dutch stakeholders participating from the Netherlands, and the workshops became a place for progress reports on activities and the exchange of ideas and advice on issues and questions.

■ Examples of activities by local governments

In this project, we engaged in various activities, such as events in which children and local residents interacted through parasports with Dutch para-athletes, coaches, and experts, human resources development for local government leaders and experts, students, volunteers, and sport promotion members, and establishment of parasports consultation desks. Below we introduce examples of a number of initiatives.

(For details, check the content of each local government's initiatives in the "V Documents.")

Examples of activities in various local governments

Interaction between children from ordinary schools and special needs schools

Regardless of disability status, children spent time playing sports together and trying to communicate. Dutch athletes and coaches also joined in, prompting and deepening learning and awareness about disabilities.

Education and awareness for high school, college, and vocational school students

Students from a technical high school engaged in activities deeply connected to parasports, such as making ramps for boccia competition,²² and workshop-style training programs were held for vocational school and university students studying to become physiotherapists. For example, cards with the names of disabilities on them were handed out to groups, and they were given a time limit to start from zero and discuss what sport they think a person with that disability could play, then while actually playing that sport, they learned the importance of seeking together what they can do rather than giving up because of what they cannot do and they learned points to remember concerning safety.

Education and awareness for sport promotion members and sports volunteers and support for their acquisition of qualifications

For the sport promotion members and sports volunteers who uphold community sports, workshops were held to help them notice and learn what they can do while getting rid of unease and doubts about how to interact with local people with disabilities and where to start. An initiative was carried out in which sport promotion members were assisted to obtain qualifications to become certified sports instructors for people with a disability (beginner level)

Regular holding of community meetings for multidisciplinary collaboration and cooperation

Meetings were periodically held concerning discussion and concrete work about how to engage with participation of people with disabilities in society and in sports (within one's sphere of daily existence), bringing together diverse people, not just community sports leaders, but also designated management entities who run sports facilities and people from welfare organizations who are involved with lifestyle support for people with disabilities

Establishment and operation of sports consultation desks for people with disabilities

In light of the Dutch sports consultation desks for people with disabilities called Sports Service Point (SSP), the necessity and potential of a Japanese-version SSP were considered. After testing, an initiative to establish and operate a Sports Concierge function was launched. Adachi City established a new staff position in charge, and Edogawa City added it to the contract of sports facilities management work.

Establishment and operation of sports clubs for people with disabilities

In light of the problem that there is nowhere to play sports after graduating from a special needs school, sports clubs where people with disabilities can routinely play sports were established.

²² In boccia competition, athletes in classes unable to roll balls on their own use a piece of equipment shaped like a slide to roll balls down from the top

Remarks / memo

3. Teachings and lessons from the Game Changer Project

■ Features and points to remember of inclusive sports

In order to implement inclusive sports, it is important to hold down the following key points and points to remember.

- (1) Think mainly about "ability" and "what can be done" (not "disability" and "what can't be done")
- (2) Treat people the same, regardless of disability status (In other words, think "What kind of person is this?" rather than "What kind of disability does this person have?")
- (3) Directly ask the person "What can you do?" and talk it over with them
- (4) Properly understand the important points to note regarding each person's health (medications taking, injury experience, etc.)

■ BE CREATIVE

In order to implement sports that accept people with disabilities, we cannot be stuck thinking of existing rules, methods, and forms, but instead we must always BE CREATIVE. It is important to arrange people's thinking and the sports environment by changing the following four points depending on the other party.

- (1) Leadership methods and coaching methods
- (2) Rules and issues
- (3) Equipment
- (4) Locations and environments

■ Don't leave people with disabilities behind

Through the five-year Game Changer Project, we have learned from many initiatives and messages how important it is to aim for an inclusive society that never leaves behind our fellow members of society, people with disabilities, in sports or in society, and how big a role sports can play in accomplishing that.



Transitions of the Game Changer Project

2016

April

Suggestions from NOC*NSF

- NOC*NSF carried out an education through sports themed project in schools in Rio de Janeiro, Brazil, during the four years until Rio 2016. Heading towards Tokyo 2020 as well, they wanted to carry out a similar project in Tokyo also, so they sounded out JSC about the possibilities.
- Discussions while SportAccord Convention is being held.

June

Holding of briefings for local governments which are members of JSN

- JSC held an approximately one hour briefing on the project for JSN members.

July

Applications from local governments

- Acceptance of applications from five local governments.

August

Discussion with NOC*NSF

- Discussion of the project during Rio 2016.
- Requests from NOC*NSF are shared with the five local governments, and examination is commissioned.

September

Selection of participating local governments

- Based on examination of the local governments, JSC selected the local government candidates that would participate in the project (three local governments). Shared with NOC*NSF.

October

Site visit of local governments

- Mr. Herbert Wolff and Ms. Rita van Driel of NOC*NSF did a site visit of the three local governments..
- The method of implementing the project was considered along with NOC*NSF.

November

Dutch site visit

- During a site visit to the Netherlands, it was discussed how to proceed with the project from here with Mr. Herbert Wolff of NOC*NSF.

2017

January

Holding of workshop on project planning for the three local governments

- A workshop was held on creating an action plan for the project dealing with how to take action in a collaborative project with NOC*NSF to use various opportunities in the project in order to solve local issues.

February

NOC*NSF visits Japan, has tours and meetings with the three local governments

- Mr. Herbert Wolff and Ms. Rita van Driel came to Japan, visited and toured the three local governments, and held meetings to deepen mutual understanding about the details of the project's contents.
- On the final day, NOC*NSF and the JSC held a meeting based on the tours

2017

and meetings.

They discussed the project's Three Pillars that showed its direction, division of roles, and how to proceed from now on.

- The following week, they visited the three local governments, explained the content of the meeting between NOC*NSF and the JSC, and collected the three local governments' opinions.
- After that, until July, the three local governments updated their project plans at a pace of once every month. Whenever they updated, they obtained feedback from the JSC by email, telephone, or meetings to support their project planning.

April

Holding of joint meeting with JSC and the three local governments

- Along with carving out the details of the project plans the three local governments were creating for implementation of the project, the JSC and the local governments held meetings to share the content of the project plans.

May

Exchange of opinions with the Nippon Foundation Paralympic Support Center

- After receiving advice from NOC*NSF (Ms. Rita van Driel), opinions concerning the project's initiatives were exchanged with the person in charge at the Nippon Foundation Paralympic Support Center.

June

NOC*NSF visits Japan, has meetings with the three local governments

- Mr. Herbert Wolff and Ms. Rita van Driel came to Japan and held meetings with each of the three local governments to deepen mutual understanding about the details of the project's contents.
- On the final day, there was a meeting between NOC*NSF, the three local governments, and the JSC based on the individual meetings. They shared ideas about overall project goals, common issues of the three local governments, what the Dutch side could share (knowledge, experience, opportunities), setting of targets, sports to be taken up, and mental pictures of the project's development.
- They exchanged opinions on the general timing of activities during the second half of 2017. The kickoff event would be held in October, and the local governments would implement their various activities, with participation by Dutch athletes, etc., in early November. In addition, they agreed upon a visit to the Netherlands during that year.

July

August

September

Local government began activities, meetings with media

- Each local government's activities related to the project began in July. Voluntary interactions and information exchange, such as participation by other local governments, also began.
- Meetings were held with NHK and other media outlets to make the project widely known to the public.

October

Holding of joint meeting with the JSC and the three local governments

- Meetings were held to deepen understanding of the content of this collaborative project, the Oct. 10th signing ceremony, and the various November activities, and to strive for common understanding.

2017

Holding of signing ceremony

- The project's implementing entities, NOC*NSF, the three local governments, and the JSC, signed an agreement specifying content to be implemented, timing, methods, division of roles, etc.
- In order to make the project's launch and vision widely known to the public, a press conference for the media was held at the start of the signing ceremony.
- From that time, spreading of information about the project through the three local governments' media began (websites, newsletters, etc.).

Meetings with sports governing bodies and Tokyo 2020 Organizing Committee

- In part because of a request by NOC*NSF (Ms. Rita van Driel), opinions about future collaboration and possibilities were exchanged with the governing bodies for korfbal and boccia, which were included in the three sports to be taken up by the project.
- In part because of a request by NOC*NSF (Ms. Rita van Driel), a meeting was held with the person in charge at the Tokyo 2020 Organizing Committee for consideration of the possibility of the three local governments applying for the participation program being implemented by the committee.

November

Implementation of local governments' individual programs

- Rio 2016 para table tennis gold medalist Ms. Kelly van Zon and Ms. Rita van Driel of NOC*NSF came to Japan, and from Nov. 4th to 12th, they attended events sponsored by the three local governments, visited schools, gave lectures and table tennis demonstrations during visits to general community sports clubs, and interacted with community members.

Implementation of Dutch visitation program

- Ms. Rita van Driel and Mr. Herbert Wolff of NOC*NSF, para track and field athlete Ms. Marlene van Gansewinkel, and korfbal official Mr. Dolf Nijbroek (the Embassy of the Kingdom of the Netherlands in Japan) came to Japan, and from Jul. 1st to 5th (Mr. Dolf Nijbroek from the 4th to the 7th), participated in school visits, classes, and experience programs held by the three local governments.
- On the morning of the first day of activities, each local government had a meeting with NOC*NSF, in which they confirmed the details of the local governments' activities and exchanged opinions on the Dutch visit program in September and the local government implementation program in November. In the afternoon, the JSC and NOC*NSF exchanged opinions about the visit to the Netherlands scheduled for November, PR activities, and next year's activities.
- On the final day of activities, a joint workshop for the three local governments was held at the Adachi City Sogo Sports Center. Along with looking back on the week's activities, they exchanged opinions and shared information about the visit to the Netherlands planned for November, PR activities, and next year's activities.

December

Holding of joint meeting with the JSC and the three local governments

- They held a joint meeting to look back on activities in 2017 and to exchange information and opinions about planning for and consideration of next year's activities.

2018

April

Holding of joint meeting with the JSC and the three local governments

- With the current fiscal year's activities starting, they held a joint meeting to exchange information and opinions about activities from then on.

Attendance at King of the Netherlands anniversary reception

- During the previous fiscal year, the project's signing ceremony was held at the Embassy of the Kingdom of the Netherlands in Japan, and later, the President of the JSC and the acting Mayors of the three local governments received invitations to the King of the Netherlands anniversary reception, and attended the event.

June

Implementation of local governments' individual programs

- Ms. Rita van Driel and Mr. Herbert Wolff of NOC*NSF, Mr. Dolf Nijbroek of the Royal Dutch Korfball Association, and parasports expert Ms. Marjolijn de Boer came to Japan and from Jun. 26th through 29th, held classes, experience programs, etc., organized by the three local governments.
- Media (Kyodo News) interview.

August

Holding of joint meeting with the JSC and the three local governments

- They held a joint meeting to look back on activities of local governments' individual programs carried out in June and to exchange information and opinions about future activities.

Conference held by NOC*NSF and Leiden Asia Centre

- NOC*NSF and the Leiden Asia Centre held a conference at Papendal to kick off the joint research on the Game Changer Project that they will engage in.

October

Holding of joint meeting with the JSC and the three local governments

- With one year having passed since the launch of the Game Changer Project, they held a joint meeting to look back on activities so far and to exchange information and opinions about future activities.

November

Three local governments' programs → postponed

- Ms. Rita van Driel and Mr. Herbert Wolff of NOC*NSF, parasports expert Ms. Marjolijn de Boer, and para cyclist Ms. Alyda Norbruis were to come to Japan and from Nov. 26th to 30th, hold classes, experiences, etc., sponsored by the three local governments, but their arrival in Japan was halted (decided on Nov. 16th) and postponed.
- Explanation of facts and opinion exchange with the three local governments (Nov. 19th and 20th).
- Mr. Herbert Wolff, who came to Japan for an ANOC meeting, and the JSC held meetings (Nov. 26th and 30th).
- Along with commemorating the fact that one year had passed since NOC*NSF and JSC signed a memorandum of understanding concerning the project, he attended a dinner sponsored by the Embassy of the Kingdom of the Netherlands in Japan to confirm future cooperation on developing the project (Nov. 26th).
- Mr. Herbert Wolff, the JSC, and the three local governments held a meeting (Nov. 30th).

February

Implementation of local governments' individual programs and three local government joint workshops

- Ms. Rita van Driel of NOC*NSF, parasports specialist Ms. Marjolijn de Boer, and wheelchair basketball players Mariska Beijer and Bo Kramer came to Japan and for seven days starting on Feb.2, held classes, experience programs, etc., organized by the three local governments.
- Cooperation for borrowing of wheelchairs for activities in Nishitokyo City was obtained from the Nippon Foundation Paralympic Support Center.
- Two workshops (Feb. 4th and 8th) were held to deepen understanding of the Sports Service Point (SSP) system in the Netherlands and to consider in concrete terms how possible it would be for the local governments to have the same or similar systems.

April

Individual meetings held with the three local governments

- With the second half of the four-year project beginning, each local government was visited for an individual meeting.
- In the meetings, (1) they looked back on the activities so far (looking back on the operation of February's activities that were the local governments' activity programs, stakeholder relations and progress and evaluation of the project plan, such as the structure of activities, how to involve stakeholders, and activities on the Dutch side), (2) they looked ahead to the current fiscal years activities (exchanging opinions and sharing information about schedules and needs of the July local government activity programs and needs of the September Dutch visitation program)

July

Implementation of local governments' individual programs and three local government joint workshops

- Ms. Rita van Driel and Mr. Herbert Wolff of NOC*NSF, para track and field athlete Ms. Marlene van Gansewinkel, and korfbal official Mr. Dolf Nijbroek came to Japan, and from Jul. 1st to 5th (Mr. Dolf Nijbroek from the 4th to the 7th), participated in school visits, classes, and experience programs organized by the three local governments.
- On the morning of the first day of activities, each local government had a meeting with NOC*NSF, in which they confirmed the details of the local governments' activities and exchanged opinions on the planned visit to the Netherlands and the November local government implementation program. In the afternoon, the JSC and NOC*NSF exchanged opinions about the visitation program in September, PR activities, and next year's activities.
- On the final day of activities, a joint workshop for the three local governments was held at the Adachi City Sogo Sports Center. Along with looking back on the week's activities, they exchanged opinions and shared information about the visitation program in September, PR activities, and next fiscal year's activities.

August

Media meetings and information sharing

- Ahead of the visit to the Netherlands in September, there was a meeting with NHK to share about the progress of the Game Changer Project and the next visit program.

- Through introductions by the Embassy of the Kingdom of the Netherlands in Japan, information concerning the program was shared with the Brussels branches of Kyodo News and the Asahi Shimbun.

September

Implementation of Dutch visitation program

- Representatives of the local governments went to the Netherlands to gather information to refer to when actually establishing and operating similar initiatives, seeking concrete understanding through tours of sites of initiatives that promote participation in sports by people with disabilities and participation together in sports by people without disabilities and people with disabilities, focusing mainly on the Sports Service Point (SSP) system that functions as a consultation desk when people with disabilities participate in sports in the Netherlands, and through information exchange and opinion exchange with stakeholders, about issues in operating each kind of function, how they are resolved, and potential uses, including stakeholders and relevant context.
- Based on coordination with NOC*NSF, from Sept. 15th to 23rd, they toured sports schools, sports clubs, special needs schools, sports facilities, and rehabilitation centers, and held meetings with staff members from the Dutch Ministry of Health, Welfare and Sport, The Hague and university researchers, etc.
- On the final day, they held a meeting to look back on the visit, connect it to future activities, and exchange opinions with the three local governments.

November

Holding of Game Changer Project roundtable discussion

- Staff members of the three local governments participated in a roundtable discussion that looked back on how local residents and communities, local government staff members, stakeholders, etc., changed because of the Game Changer Project and discussed clarification of background and key elements including future changes that could occur/are desired to occur.
- The content spoken about in the roundtable discussion was shared with JSN Declaration bodies in the JSN newsletter, "Insight."

Implementation of local governments' individual programs and three local government joint workshops

- Ms. Rita van Driel, Ms. Heleen Moes, and Mr. Herbert Wolff of the NOC*NSF and para track and field athlete Mr. Gert-Jan Schep came to Japan and from Nov. 15th to 23rd (Mr. Herbert Wolff until the 17th), participated in events, school visits, classes, and experiences sponsored by the three local governments.
- On the afternoon of the first day of activities, a workshop was held to exchange information and opinions with NOC*NSF concerning how to continue the Game Changer Project in 2020 and beyond. After that, each local government had a meeting with NOC*NSF to confirm details of activities in the local governments.
- The day after programs in individual local governments ended, a joint workshop was held by the three local governments. Along with looking back on the week's activities, they exchanged opinions and shared information about future activities.

2020

March

Ms. Rita van Driel's visit to Japan was postponed due to the COVID-19 pandemic

- Ms. Rita van Driel was to come to Japan for meetings before the programs in the three individual local governments scheduled for May, but her visit was postponed due to the novel coronavirus (COVID-19) pandemic.

July
September
November

Holding of digital meetings

- Due to the COVID-19 pandemic, it became difficult for Dutch athletes and coaches, etc., to come to Japan for individual local governments' programs or for joint workshops with the three local governments, so periodic online meetings connecting Japan and the Netherlands were held and information and opinions were exchanged concerning each local government's initiatives, the issues they faced, and measures to solve them.

2021

January

Holding of digital meetings

- By connecting Japan and the Netherlands online, each local government could share information and exchange opinions about their initiatives, the issues they faced, and measures to solve them.

Holding of JSN online seminar

- With persons in charge of the Game Changer Project in the three local governments taking the rostrum, an online seminar on the topic "An inclusive society through sports—Schemes and mechanisms for promoting people with disabilities' participation in sports" was held.

May

Extension of MoU

- The project's implementing entities, NOC*NSF, the three local governments, and the JSC, signed a memorandum of understanding extending the project's term (until the end of March 2022).

May

Holding of digital meetings

June
July

- By connecting Japan and the Netherlands online, each local government could share information and exchange opinions about their initiatives, the issues they faced, and measures to solve them.
- Adachi City held a korfbal workshop for sport promotion members and facility managers, etc., and an online exchange meeting with the Netherlands that was joined by the Hanahata Junior High School's student council.

July
August
September

Tokyo 2020 Olympic and Paralympic Games

- At the Embassy of the Kingdom of the Netherlands in Japan, exhibition with the theme "Olympic Heritage/Paralympic Legacy" was held, and there was also an exhibit concerning the Game Changer Project.
- In the online seminar "Team NL Tokyo Expo" sponsored by NOC*NSF, et al., persons in charge of the Game Changer Project in the three local

governments took the rostrum, and a Game Changer Conference was held.

- During the Paralympics, Ms. Rita van Driel toured the Special Cruyff Courts in Adachi City, a sports support facility established by Adachi City in collaboration with the Johan Cruyff Foundation of the Netherlands, and exchanged opinions with relevant people in the local government.

October
November

Holding of JSN online seminar

- With persons in charge of the Game Changer Project in the three local governments taking the rostrum, an online seminar on the topic "An inclusive society through sports—Schemes and mechanisms for promoting people with disabilities' participation in sports" was held.

2022

March

Holding of digital meetings

- By connecting Japan and the Netherlands online, each local government could share information and exchange opinions about their initiatives, the issues they faced, and measures to solve them.

Completion of the Game Changer Project

- The collaborative project by NOC*NSF and the three local governments that ran for five years is finished.

Community Sports Policy Parasports and Social Inclusion Practical Guide Issuance of beyond the GAME CHANGER PROJECT 2017-2021

- Based on the learning, realizations, and experiences gained through the Game Changer Project, persons in charge of Regional Sports Policy issued it as a reference for pursuing future initiatives to encourage and promote parasports and the realization of an inclusive society through sports.

To Be
Continued

Japan Sport Council (JSC)

**A case study of GAME CHANGER PROJECT 2017-2021
on Parasports & Social Inclusion in Japan
(Japanese / English)**

[https://www.sport4tomorrow.jpnsport.go.jp/jp/news/
programme/gcpguide/](https://www.sport4tomorrow.jpnsport.go.jp/jp/news/programme/gcpguide/)



Netherlands Olympic Committee * Netherlands Sport Federation (NOC*NSF)

Game Changer Project Tokyo (English)

[https://nocnsf.nl/en/international-projects/
game-changer-project-tokyo](https://nocnsf.nl/en/international-projects/game-changer-project-tokyo)



The Embassy of the Kingdom of the Netherlands in Japan

Game Changer (English)

[https://www.netherlandsandyou.nl/
your-country-and-the-netherlands/japan/game-changer](https://www.netherlandsandyou.nl/your-country-and-the-netherlands/japan/game-changer)



Adachi City

Website (Japanese)

<https://www.city.adachi.tokyo.jp/sesaku/sinorandapage.html>



Adachi City

YouTube (Japanese / English)

https://youtube.com/playlist?list=PLPSYkQiHBnVN1EHClgkaYAXyF_ysRKhYW



Edogawa City

Website (Japanese)

https://www.city.edogawa.tokyo.jp/e028/sports/sports/syougaisya_suports/gamechanger_torikumi.html



Edogawa City

YouTube (Japanese / English)

<https://www.youtube.com/@edogawa-city-news/search?query=Game%20Changer>



Nishitokyo City

Website (Japanese)

https://www.city.nishitokyo.lg.jp/enjoy/sports/tokyo2020/game_changer/index.html



References

1. "Supōtsu tantousha ni nattara yomu hon: Chihou gyousei ni okeru ebidensu bēsu no seisaku ritsuan ni torikumu tame ni" ("Book for people newly responsible for sports - In order to strive for evidence-based policy creation in local government") by the Japan Sport Council (2020).www.amazon.co.jp/dp/B08ZQJ7X1T
2. Cabinet Office of Japan, "Act for Eliminating Discrimination against Persons with Disabilities." <https://www8.cao.go.jp/shougai/suishin/sabekai.html> [Last viewed Jan. 28th, 2022]
3. Ministry of Education, Culture, Sports, Science and Technology, "Regarding Special Needs Education" https://www.mext.go.jp/a_menu/shotou/tokubetu/material/1364725.html [Last viewed Feb. 26th, 2022]
4. Tokyo Metropolitan Government, "TEAM BEYOND/What are parasports?"<https://www.para-sports.tokyo/sports> [Last viewed Feb. 26th, 2022]
5. Japanese Para-Sports Association, "Regarding the change of name of this association" https://www.parasports.or.jp/news/detail/20211001_003870.html [Last viewed Feb. 26th, 2022]
6. Prime Minister's Office of Japan, "Host Town Initiative" https://www.kantei.go.jp/jp/singi/tokyo2020_suishin_honbu/hosttown_suisin/index.html [Last viewed on Feb. 26th, 2022]
7. About #WeThe15 International Paralympic Committee (2021) IPC President Andrew Parsons' Tokyo 2020 Opening Ceremony speech <https://www.paralympic.org/news/ipc-president-andrew-parsons-tokyo-2020-opening-ceremony-speech> [Last viewed Jan. 12th, 2022] Speech excerpts translated by JSC.
8. From a presentation by the Japan Sport Council, "JSN regional sports innovation seminar 'No. 6 : An inclusive society through sports—Schemes and structures for facilitating the participation of people with disabilities in sport'" (Jan.14th, 2021).
9. Japan Sport Council, "JSN regional sports policy innovation online seminar 2021, 'An inclusive society through sports—Schemes and structures for facilitating the participation of people with disabilities in sport—1'" (Oct.18th, 2021).
10. Japan Sport Council, "JSN regional sports policy innovation online seminar 2021, 'An inclusive society through sports—Schemes and structures for facilitating the participation of people with disabilities in sport—2'" (Nov.15th, 2021).
11. Quotation from Cabinet Office of Japan commissioned research "Research Study on Assessing Social Impacts" Final Report (Mar. 2016) Mitsubishi UFJ Research and Consulting Co., Ltd., p. 35 <https://www.npo-homepage.go.jp/uploads/social-impact-hyouka-chousa-all.pdf> [Last viewed on Feb. 26th, 2022]
12. Quotation/paraphrase from the Nippon Foundation, "Logic Model Creation Guide" (2019) p. 4 https://www.nippon-foundation.or.jp/app/uploads/2019/01/gra_pro_soc_gui_03.pdf [Last viewed on Feb. 26th, 2022]
13. Japan Sport Council (JSC), sportanddev, Etsuko Yamada, Sanders, B., "Bridging the Divide in Sport and Sustainable Development" (2022)
14. Adachi City Website <https://www.city.adachi.tokyo.jp/sesaku/sinorandapage.html> [Last viewed on Mar. 2nd, 2022]
15. Edogawa City Website https://www.city.edogawa.tokyo.jp/e028/sports/sports/syougaisya_suports/gamechanger_torikumi.html [Last viewed on Mar. 2nd, 2022]
16. Nishitokyo City Website https://www.city.nishitokyo.lg.jp/enjoy/sports/tokyo2020/game_changer/index.html [Last viewed on Mar. 2nd, 2022]

Final message

The launch of the Game Changer Project started with us staff members of the JSC Department of Information & International Relations and representatives of the Netherlands Olympic Committee * Netherlands Sport Federation (NOC*NSF) gathered around one table in a small conference room. Our division of roles depended on what we could each bring to the project, what form the Game Changer Project should aim for, and so on, so amidst repeated conversations, we developed the blueprint from zero. Since then, with various people becoming involved with the project, especially staff members of the three local governments, the local governments through their participation in the project have generated results we did not imagine at the start. Furthermore, those results did not end only with the encouragement and promotion of parasports. The various initiatives for the realization of an inclusive society brought to life seeds that have been sown in the soil of local communities.

This book compiles the learning, experiences, and knowledge obtained through the Game Changer Project, which unfolded with the theme of realizing an inclusive society through parasports, to support better practice in Regional Sports Policy that attempts to realize an inclusive society through parasports and sports. I wrote the editorial postscript while watching the world's athletes show their best performances in the Beijing 2022 Olympic and Paralympic Games, held while last summer's Tokyo 2020 Olympic and Paralympic Games still reverberated. On the other hand, it seems that uncertain times are being spurred on every day, with the impact of the COVID-19 pandemic continuing since 2020, and conflict between nations taking place as well. Through the Game Changer Project, we received the message "BE CREATIVE" many times from Dutch stakeholders. Is it not because the times are uncertain that even in practical local governing, creativity is the important element? I hope this book will be helpful.

Japan Sport Council

Department of Information & International Relations,
Deputy Director of Sport Policy and Information Division

Jun Kubota

(Game Changer Project Leader. In charge of all aspects: communication and coordination with the Netherlands and the local governments, running joint meetings of the three local governments, instructor at JSN seminars on the topic of the project, etc.)

When writing this editorial postscript, I read again for the first time in a long while the project proposal that the local governments submitted when applying to Game Changer Project in 2016. Many vague things were written in them, such as "We want to spread the values of sports" and "We want to enjoy meeting people from other countries," along with lists of ideas for activities related to visits from Dutch athletes. Hypotheses and cause-and-effect relationships describing how each activity would bring what changes to the community and other items that should be set at the beginning of a project were unfortunately absent there.

As the project moved forward, however, not only the children and sport promotion members who participated in the project activities, but also the sport officers at local governments, learned a lot of things, absorbed new knowledge and skills, and showed increased ownership within the project. I was surprised but very happy when they shared the conceptual drawing they had set and organized by applying their own logic trees.

I think that each local government generated outcomes that were even not anticipated at the beginning of the project. However, whether those outcomes can be grown into something sustainable is another thing, which they now need to deal with. There are a variety of paths suitable for moving communities towards social inclusion, such as how each local government and community will continue to address matters executed so far with the driving force of the Game Changer Project, and how they must work to change the behavior of people whose consciousness changed because of the inspiration of Dutch athletes.

I would be more than happy if this book could be of any help for those who get lost in the direction of an activity, or when a new member has been welcomed in and common understanding of the project needs to be fostered, etc.

Japan Sport Council

Head of International Sport for Development
Department of Information & International Relations,
International Relations Division

Etsuko Yamada

(Game Changer Project member. As a specialist in public policy [policy evaluation], I was in charge of project plans and ways of thinking about monitoring and evaluation in the project, helping stakeholders with advice and introduction of management methodologies, etc.)

Thank you for reading this book. We wanted the results and lessons we have gained over the five years of the Game Changer Project to remain alive in some form of initiative rather than ending with the people involved, so we compiled this. In its creation, we took care to be able to give a vicarious experience of the thoughts, tracks, and warmth of the work, of how people in charge in the local governments and stakeholders received the stimulation, knowledge, and experience of the Dutch stakeholders, what people in each position and mission thought, and how they address issues in sport and their communities in their lives. Looking back, the true nature of the project was always in places where we could feel that warmth.

In addition, in order to be able to better answer a question raised at seminars on the Game Changer Project, "It's an important topic, but where do we start?" this book synthesizes and itemizes knowledge obtained from initiatives in the three local governments and arranges them in initiative checklists. The book is not a recipe in which if all boxes are checked off, an initiative on parasports and social inclusion is complete. Instead, it is to be used as a "guide" showing examples of perspectives that may be necessary in stages and aspects until goals are reached, reflecting them on sites and issues that readers face in order to start thinking and considering concrete action through discussion with colleagues. Rather than something to read for study's sake, I will be happy if it is used as a tool to move practical policy.

The Game Changer Project was an initiative in which numerous people were involved and resonated with each other to create change. Without the accumulated results of that initiative, this book would never have been born.

I would like once again to thank the Netherlands Olympic Committee* Netherlands Sport Federation(NOC*NSF), especially Mr. Herbert Wolff and Ms. Rita van Driel, who always kept a positive mindset at the heart of the project, and everyone on the Dutch team, who faced the public with charming personalities and an overflowing sense of mission and passion, the successive staff members in charge and all the stakeholders in Adachi City, Edogawa City, and Nishitokyo City, who steadily advanced the initiatives and mechanisms, the Embassy of the Kingdom of the Netherlands in Japan, which provided dedicated support and advice at critical junctures, and everyone at the Japanese Para-Sports Association/Japanese Paralympic Committee (JPSA/JPC) and the Nippon Foundation Paralympic Support Center (currently the Parasports Support Center).

Furthermore, it is truly presumptuous of me, but I would like to take this opportunity to express my thanks to the staff members of JSC who warmly watched over the progress of the project and provided multifaceted support. In addition, Etsuko Yamada freely shared her knowledge gained at the UN and working on international projects concerning sport and the development of SDG Indicators, and Jun Kubota for five years acted as a bridge between the Dutch and the local governments as the project's leader, translating languages and cultures while running joint meetings and completing detailed coordination. Without the efforts from those two, the project could not have reached the place it did, so I would like to thank them as well.

This concludes the Game Changer project. I hope that in the future, the efforts of parasport and social inclusion in regional sport policy will be further expanded and that the number of new Game Changers will increase throughout Japan, making sport accessible to all and realising a inclusive society through sport.

Japan Sport Council

Department of Information & International Relations,
Director of Sport Policy and Information Division

Atsushi Abe

(Game Changer Project member, Person in charge of
creating this Guide)

**A case study of
Game Changer project 2017-2021
on Parasports & Social Inclusion
in Japan**

Publication March 2023 First printing
Japan Sport Council
Nippon-Seinenkan Bldg. 4-1 Kasumigaoka-cho,
Shinjuku-ku, Tokyo 160-0013
URL <https://www.jpnsport.go.jp/>

Written and edited by Japan Sport Council,
Department of Information & International Relations
Tel. 03-5410-9161

Editorial cooperation Laura Lindemer
Japan Sport Council
Department of Information & International Relations,
International Relations Division

Design, printing, and binding Woods Corporation

ISBN 978-4-910860-05-3

