

Title

Mothers as Strategic Assets: A Social Return on Investment Study of Career Reentry Programs in Kyushu, Japan

Executive Summary

In response to Japan's pressing challenge of retaining highly educated women in the workforce after childbirth, NPO Mama Work Institute developed an innovative solution: training mothers to become strategic administrative personnel for growing startups. This report evaluates the social return on investment (SROI) of a pilot program implemented in Fukuoka City in 2015, and projects the potential impact of its expansion across the Kyushu region.

Program Overview

The pilot program provided an 8-day intensive training curriculum covering essential business skills including human resources, recruitment, corporate law, and accounting, combined with professional mindset development. The program specifically targeted women with previous professional experience who had left the workforce for childcare responsibilities.

Key Findings

- The pilot program demonstrated remarkable effectiveness, with 4 out of 12 participants securing employment through a post-program meetup with 14 startups.
- An initial investment of 1.09 million yen generated a social value of 2.91 million yen per participant in the first year.
- Benefits extended across multiple stakeholders:
 - Participants gained an average monthly disposable income of 80,000 yen
 - Employers reported a 70% reduction in administrative workload
 - Families experienced improved communication and work-life balance
 - Local economies benefited from increased consumer spending and childcare service utilization
 - Enhanced tax revenue for local government

Regional Scale-up Potential

Analysis of expanding the program across Kyushu revealed:

- Potential to reach 3,586 qualified candidates through 119 school sessions
- 3,213 startups could benefit from hiring program graduates
- Projected four-year SROI of 313.3:1 on regional investment of 133.04 million yen
- Potential to generate social value of 41.68 billion yen over four years

Implications

This program addresses multiple challenges in the Japanese economy: labor shortage, women's workforce participation, and startup growth. The high SROI ratios demonstrate that investing in mothers' career development creates substantial value for individuals, businesses, and the broader economy. The success of the pilot program suggests that regional expansion could significantly contribute to economic vitalization while advancing gender equality in the workplace.

The findings make a compelling case for both public and private sector support of similar initiatives to unlock the potential of highly educated mothers as a valuable talent pool for growing businesses.

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1. Introduction

This report summarizes the social impact evaluation, calculated in monetary terms using SROI methodology, of NPO Mama Work Institute's employment support project for potential working women.

In 2015, NPO Mama Work Institute conducted a pilot program in Fukuoka City, Fukuoka Prefecture, Japan, with support from the Cabinet Office. The program focused on utilizing potential working women as "strategic administrative personnel" in startups. The social impact was calculated using the Social Return on Investment (SROI) methodology to convert outcomes into monetary values.

Additionally, the report calculates the potential social value that would be created if this Fukuoka City pilot program were expanded to the entire Kyushu region, particularly examining how supporting women's return to work (career development) would bring social value to companies, communities, and families, using SROI methodology.

We hope this report will serve as a reference for those who are working on or planning to work on women's empowerment and employment support, particularly regarding how to visualize social impact.

2. Contexts and needs

Work-Life Balance Challenges for Women in Japan

While Japan has developed work-life balance support systems and female employment rates have increased, 30% of women still leave their jobs after having their first child. At the time of this calculation in 2016, the situation where 60% of women left their jobs after their first child had continued for over 20 years. Furthermore, over 40% of women who return to work after maternity leave experience career stagnation, known as the "mommy track."

There are two main factors that make it difficult for Japanese women to balance childcare and career:

- 1. Long working hours and lack of workplace flexibility**

Japanese work culture typically involves long working hours, and regular employees are expected to show high commitment to work, with little flexibility to adjust time for family life. This makes it difficult to balance childcare and work.

- 2. Uneven distribution of household responsibilities**

Household chores and childcare responsibilities tend to fall disproportionately on women, with inequitable role distribution between spouses being common. Even in dual-income households, husbands' share of "housework, childcare, and nursing care time" is only 20% of wives'. This limits women's time to focus on work, making career continuation difficult.

These factors make it difficult for women to balance childcare and careers. More flexible working environments and equitable distribution of household responsibilities are necessary to improve the situation.

While over half of women hope to "eventually return to work," many are hesitant to take concrete job-seeking steps due to concerns about balancing work and family life. According

to the 2012 Employment Status Survey by the Statistics Bureau, there were an estimated 43,300 such potential working women in Fukuoka Prefecture alone, and 94,400 across Kyushu. Given that the average age of first childbirth is over 30, this represents talent with 5-10 years of professional experience after completing university or vocational school education going unutilized.

In the context of concerns about future labor force decline, failing to utilize these potential working women represents a social loss.

3. NPO Mama Work Institute's Mission and Vision

NPO Mama Work Institute (<https://mamawork.net/>) was established in 2012. Its mission is to empower mothers to "pursue authentic careers while raising children." Its vision is to realize a society where both childcare and work can be valued. Main activities include the Mama Pivot Training Program* to cultivate professional mindsets for working even short hours, and the Mama Draft Conference to connect female talent with companies. Activities are primarily conducted in western Japan, centered on their base in Fukuoka Prefecture.

*Mama Pivot Training Program: A training program that develops mothers into key team players who can coordinate and support various business functions

4. Program Description

In fiscal year 2015, NPO Mama Work Institute implemented a pilot program titled "From Housewife to Strategic Administrative Staff Project - Accelerating Startup Growth with Female Talent @Startup Special Zone Fukuoka" (hereafter referred to as "the pilot program"). This program targeted potential working women who hoped to re-enter the workforce but had not yet taken concrete steps toward job hunting.

Fukuoka City, where NPO Mama Work Institute is based, had the highest business startup rate in Japan at 7.1% (fiscal year 2015). Additionally, the Kyushu region has a particularly high number of potential working women. Taking these regional characteristics into account, the pilot program aimed to utilize potential working women as "strategic administrative personnel" to support organizational operations in expanding startup companies.

The pilot program first assessed both companies' needs for "strategic administrative personnel" and the career backgrounds and work style needs of women seeking re-employment. Then, incorporating these needs, NPO Mama Work Institute developed and implemented a re-education program through a pilot school with recruited participants.

The pilot school developed and implemented a re-education program focusing on basic administrative skills and mindset training needed by startups during their growth phase, based on startup companies' needs. Over eight days, the program provided courses in labor and personnel management, recruitment, corporate law, basic accounting, and mental training to boost professional consciousness and work confidence.

When recruiting participants for the pilot school, they sought candidates meeting the following requirements:

- Youngest child in third grade or below
- Basic PC operation skills
- Hoping to re-enter the workforce and be able to attend courses in Fukuoka City

Twelve women with substantial professional experience participated in the pilot school. Following completion, through a meetup/networking event with 14 participating companies, four participants secured employment.

5. Methodology of SROI Assessment

Based on the successful employment outcomes of program participants, we calculated the social impact in monetary terms using the SROI methodology. We calculated the SROI to determine the economic value of utilizing "potential working women" - who possess high educational backgrounds and career experience - as organizational operations staff during startup companies' growth phase.

5-1. About SROI

SROI (Social Return on Investment) represents the ratio of profit gained relative to invested capital. It is calculated by dividing "total monetized social value generated as project outcomes" by "total invested capital." To calculate SROI, we must define the scope of impact of the pilot program and identify the monetary value created for stakeholders (those affected by the project) within that scope.

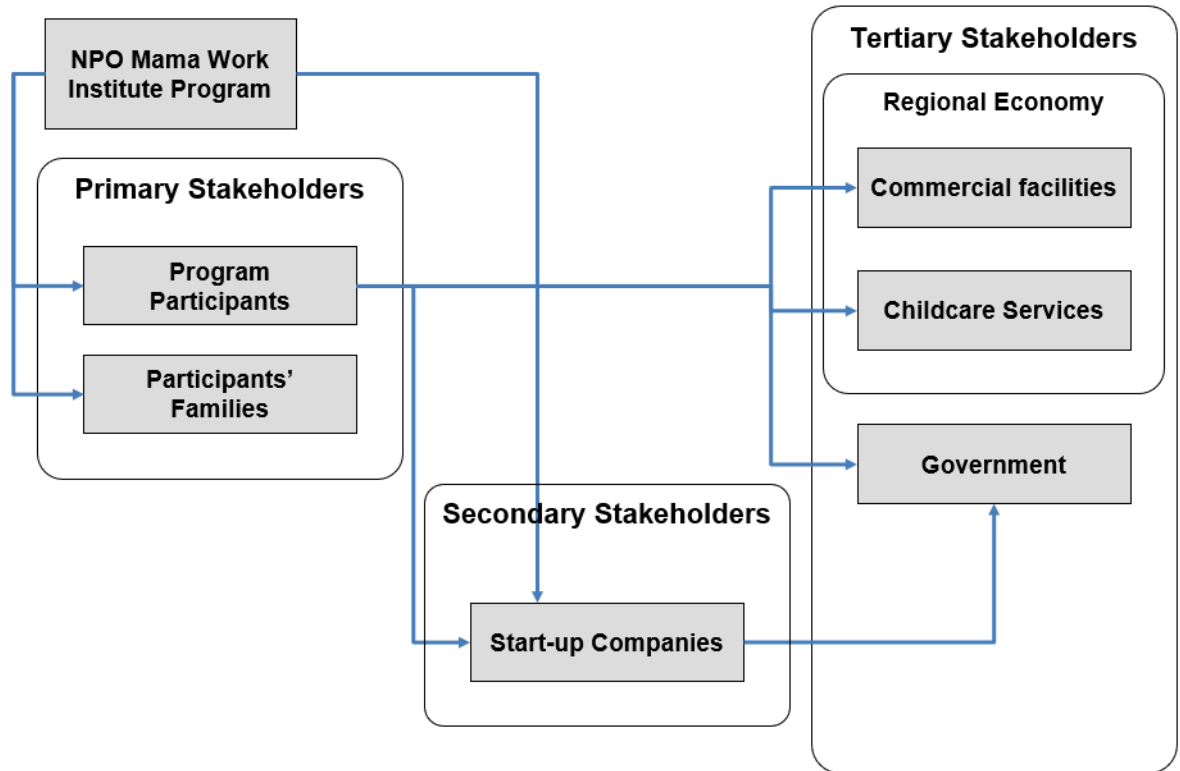
5-2. Stakeholder Mapping

The main stakeholders in this pilot program are:

- Primary stakeholder: Program participants and their families
Primary Stakeholders consist of the participants who attended NPO Mama Work Institute's school program, as well as their families. These families are considered Primary Stakeholders because they are directly impacted by the pilot program alongside the participants.
- Secondary stakeholders: Startups
Local startups that hired program graduates are Secondary Stakeholders, as they benefit from the contributions of their new hires.
- Tertiary stakeholders: Regional economy and government
This group includes childcare services and commercial facilities that saw increased usage, as well as government entities that received increased tax revenue as a result of participants' employment.

Figure 1 illustrates the key stakeholders and their interconnected relationships in the pilot project. The diagram shows how value flows from the program's direct beneficiaries (primary stakeholders) to secondary stakeholders and, ultimately, to tertiary stakeholders.

Figure 1



5-3. Methodology for Stakeholder Engagement

After completion of the pilot program, NPO Mama Work Institute conducted interviews with three of the four women who successfully found re-employment, as well as their three employing companies.

- Question items of interviews with women who found re-employment after career development:
 - Actual working arrangements
 - Compensation amounts
 - Childcare and other service usage fees
 - Impact on family
 - Uses of increased disposable income
- Question items of interviews with executives and HR personnel from companies that hired program graduates:
 - Job responsibilities and compensation

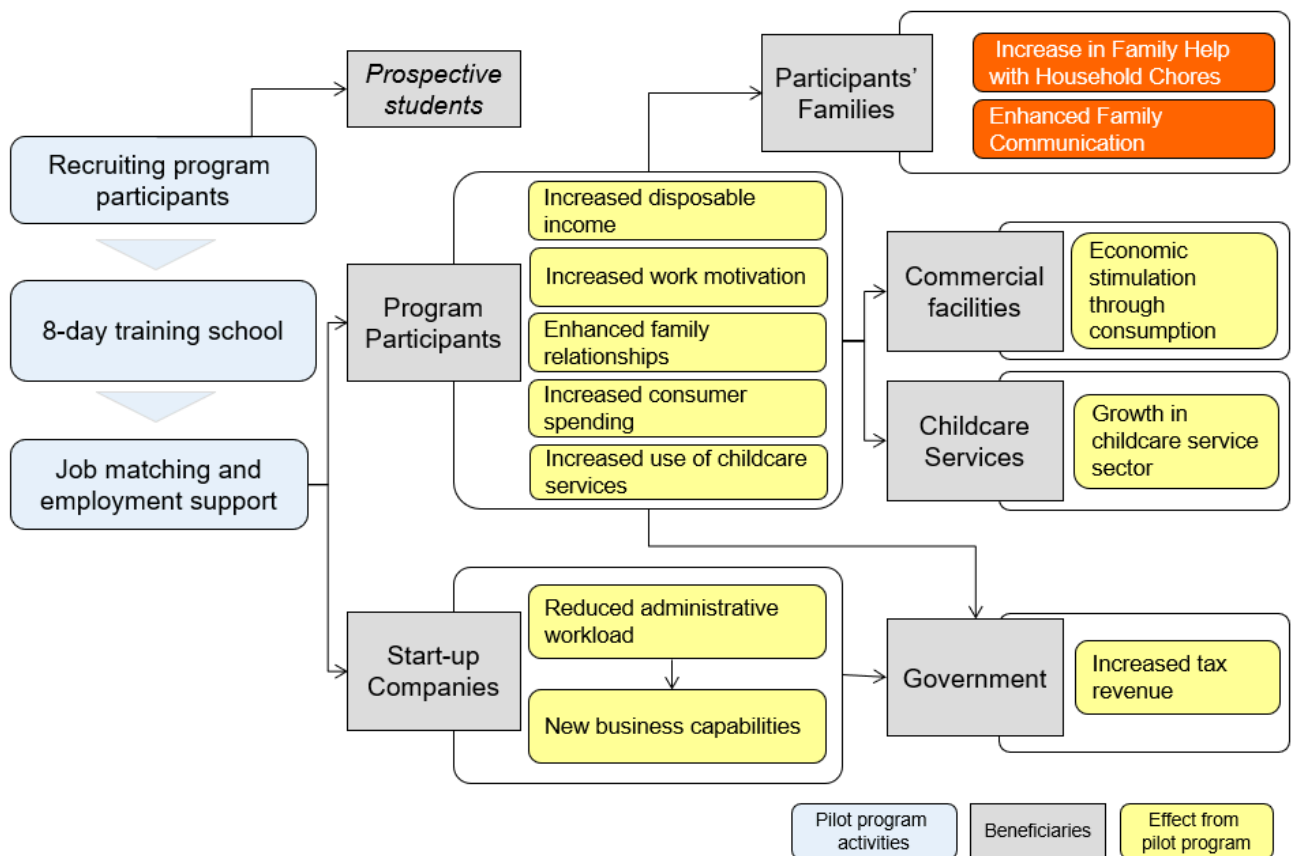
- New operational capabilities enabled by hiring
- Changes in business performance from hiring to present
- Changes in workplace environment and culture after hiring
- Key considerations for integrating employees with various work constraints (time, location, or role limitations)

6. Changes for Stakeholders and Financial Values

6-1. Impact Map

The impact map below (Figure 2) briefly illustrates the changes that occurred for each stakeholder as a result of this pilot program.

Figure 2. Impact Map



6-2. Change that Occurs for Stakeholders and Financial Proxies Used

The changes that occurred for each stakeholder and their monetary value calculations are as follows:

- Outcome for Primary Stakeholders

- 6-2-1. Increase in Disposable Income

Re-employment resulted in increased disposable income of 60,000, 80,000, and 100,000 yen per month for the three women respectively (average increase of 80,000 yen).

The social value for one year is therefore $80,000 \text{ yen} \times 12 \text{ months} = 960,000 \text{ yen}$.

- 6-2-2. Increase in Employment Motivation

Participation in the school program (free of charge for participants) led to increased employment motivation, resulting in successful re-employment. When asked during interviews to rate their current work motivation on a scale of 1-10 (10 being the highest), one person responded "8" and two people responded "10", resulting in an average of 9.3.

For monetary value conversion, we used the fee for a similar correspondence course of 59,000 yen (proxy index) $\times 93\%$ (using the average score of 9.3 above).

Therefore, the social value for one year is $59,000 \text{ yen} \times 93\% = 55,067 \text{ yen}$.

- 6-2-3. Increase in Family Help with Household Chores

As a result of participants' re-employment, family members began sharing more household responsibilities. Specifically, participants reported that "my husband started helping with hanging laundry" and "children became capable of staying home alone for short periods."

For monetary value conversion, we used the fees charged by household service providers.

The social value for one year is therefore equivalent to using a household service provider for 2 hours once per week: $40,093 \text{ yen/month} \times 12 \text{ months} = 481,116 \text{ yen}$.

- 6-2-4. Enhanced Family Communication

Women's employment led to changes in family relationships, resulting in more active communication as independent working women.

Participants reported, "I now discuss work with my partner, enabling more equal conversations" and "I talk about my work with my children."

For monetary value conversion, we used the fees for family counseling services.

The social value for one year is therefore equivalent to monthly counseling sessions: $10,000 \text{ yen/session} \times 12 \text{ months} = 120,000 \text{ yen}$.

- 6-2-5. Increase in Consumer Spending

With increased disposable income, participants showed increased consumer spending. For example, "Increased dining out (from 1-2 times/month to 4 times/month), took daughter to Disneyland, bought gifts for friends" and "Spending 70,000-80,000 yen/month on family travel and dining out. Planning to start saving for education expenses."

This is included in the monetary value calculation as changes for major commercial facilities in the prefecture (see section 6-2-14 below).

6-2-6. Increased Use of Childcare Services

With women's employment, there was increased use of childcare services such as extended hours at nursery schools/kindergartens and corporate childcare facilities.

This is included in the monetary value calculation as changes for nursery schools and kindergartens (see section 6-2-15 below).

Figure 3 summarizes the key findings from our interviews with the three program graduates and three companies that hired them.

Figure 3: Interview Results from Re-employed Women and Their Hiring Companies

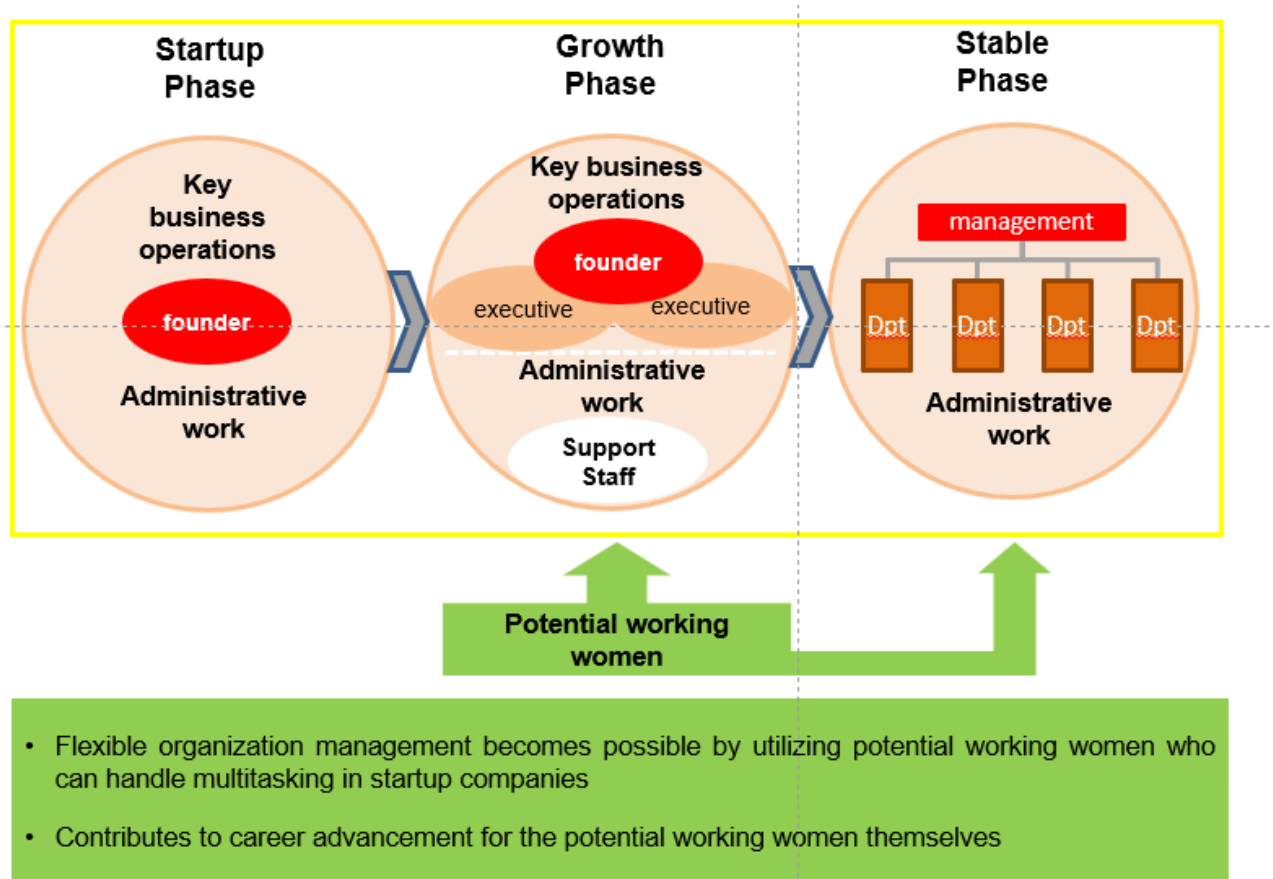
		Company (i)	Company (ii)	Company (iii)	Average/trend	
Primary Stakeholders	Monthly disposable income (yen)	60,000	80,000	100,000	80,000	6-2-1
	Increase in Employment Motivation (1-10, 10=highest)	8	10	10	9.3	6-2-2
	Family help with household chores	<ul style="list-style-type: none"> Participant's husband started helping with hanging laundry. Participants' children became capable of staying home alone for short periods. 			Increased	6-2-3
	Family communication	<ul style="list-style-type: none"> Participants began to discuss their work with their partners, enabling more equal conversations. Participants started talking about their work with their children. 			Enhanced	6-2-4
	Amount of shopping and service consumption	<ul style="list-style-type: none"> Increased dining out (from 1-2 times/month to 4 times/month) Took children to entertainment venues (e.g. Disneyland) for their birthdays Bought more gifts for friends. Spending 70,000-80,000/month on family travel and eating out. Planning to start saving for education expenses. 			Increased	6-2-5
	Childcare services (yen)	0	9,500	3,000	4,167	6-2-6
		Company (i)	Company (ii)	Company (iii)	Average, etc.	
Secondary Stakeholders	Reduction in administrative staff workload	Due to a 30% Reduction in workload, 40% of time can now be allocated to new initiatives	Administrative work has been reduced from 100% to 20%.	Time spent on creating project proposals decreased from 100% to 30%, resulting in a 70% reduction in workload.	Median reduction rate in workload	6-2-7
	Workload reduction rate	30%	80%	70%	70%	
	Revenue Increase	1,000,000	Launched new business		150,000	6-2-8
	Hiring costs (e.g. initial equipment) (yen)	0	110,000	115,000	75,000	6-2-9
	Benefits expenses (e.g. in-house childcare, mobile phone allowance, etc.) (yen)	0	160,000	82,000	80,667 ≐ 80,000	6-2-10

- Outcome for Secondary Stakeholders

The three interviewed participants showed high work motivation and were able to take on many of the administrative tasks previously handled by their executive managers, enabling their employing companies to undertake new business operations and projects (Figure 4).

Therefore, for the hiring startups, we calculated the monetary value of reduced administrative workload (6-2-7) and increased revenue from new business (6-2-8), after subtracting hiring-related costs (6-2-9, 6-2-10).

Figure 4. Utilization Model for Potential Working Women



6-2-7. Reduction in Administrative Staff Workload

The re-employed women were able to take over 70% of the four hours of overtime previously spent on administrative tasks by staff earning 200,000 yen/month.

Converting this to monetary value:

Monthly salary 200,000 yen ÷ monthly work hours (8 hours × 20 days) × 1.25 (overtime rate 25% higher than regular wage) × 4 hours × 70% task transition rate (median from interview results showing how much of the existing administrative workload the newly hired women were able to take over) × 20 days × 12 months = 1,050,000 yen annual value created.

6-2-8. Revenue Increase

The improvement in administrative efficiency achieved through hiring program graduates enabled two of the surveyed companies to pursue new business initiatives.

Based on an estimated annual revenue increase of 1,000,000 yen, and attributing 15% of this growth to enhanced administrative efficiency, we calculated the monetary value as:

$$1,000,000 \text{ yen/year} \times 15\% = 150,000 \text{ yen}$$

6-2-9. Hiring Costs

The cost of equipment such as computers needed when hiring program graduates, converted to monetary value:

Average from interview results: 75,000 yen/first year (Figure 3)

6-2-10. Increase in Benefits Expenses

Additional benefit expenses such as mobile phone allowances and in-house childcare costs:

Average from interview results: 80,000 yen/year (Figure 3) -80,000 yen

- Outcome for Tertiary Stakeholders

6-2-11. Increase in Income Tax Revenue

Based on interview results, disposable income is 80,000 yen per month, with an estimated annual income growth rate of 1.3%. However, in Japan, income tax is not levied on annual incomes up to 1.03 million yen. Since the estimated annual income in this calculation falls below 1.03 million yen, the increase in income tax revenue is 0 yen.

6-2-12. Increase in Resident Tax Revenue

Based on disposable income of 80,000 yen/month with 1.3% annual income growth, this generates 5,915 yen of resident tax revenue in year 3 and 7,146 yen in year 4.

6-2-13. Increase in Corporate Tax Revenue

When program graduates take over administrative tasks, this enables administrative staff to contribute to revenue expansion. Assuming this leads to a startup's revenue increasing by 1 million yen in the first year, with administrative staff contributing 15% to this revenue increase, and a tax rate of 22%, with revenue growth increasing 0.5% annually, the monetary value for tax revenue is:

Year 1: 33,000 yen (1 million yen \times 15% \times 22%)

Year 2: 34,650 yen (previous amount + 0.5%)

Year 3: 36,383 yen

Year 4: 38,202 yen

6-2-14. Expected Impact on Commercial Facilities in Fukuoka City

The Client Outcome mentioned in 6-2-5 is monetized as a positive impact on the regional economy through increased client consumption, calculated as follows:

For major commercial facilities in the prefecture, the increase in shopping expenditure per person due to program graduates' income improvement is:
 $10,000 \text{ yen/month increased consumption} \times 70\% \times 12 \text{ months} = 84,000 \text{ yen}$

6-2-15. Expected Impact on Nursery Schools, Kindergartens, and After-School Care

The Client Outcome mentioned in 6-2-6 is monetized as a positive impact on the regional economy through increased childcare service usage, calculated as follows:

For nursery schools and kindergartens, the increase in childcare hours:
 Average extended care usage fee from interview results: $4,167 \text{ yen/month} \times 12 \text{ months} = 50,004 \text{ yen}$

For after-school care facilities, the increase in childcare hours at after-school facilities for elementary school students:

Usage fee: $7,000 \text{ yen/month} \times 12 \text{ months} = 84,000 \text{ yen}$

The social value created in the first year is summarized in Figure 5.

Figure 5. Projected First-Year Impact per Participant

Stakeholder categories	Stakeholders	Changes	First-year impact per program participant in financial value (yen)
Primary stakeholders	Program participants	Increase in Disposable Income	960,000
		Increase in Employment Motivation	55,067
	Program participants' families	Increase in Family Help with Household Chores	481,116
		Enhanced Family Communication	120,000
Secondary stakeholders	Start-up companies	Reduction in Administrative Staff Workload	1,050,000
		Revenue Increase	150,000
		Hiring Costs	-75,000
		Increase in Benefits Expenses	-80,000
Tertiary stakeholders	Government	Increase in Income Tax Revenue	0
		Increase in Resident Tax Revenue	0
		Increase in Corporate Tax Revenue	33,000
	Commercial facilities	Increase in Commercial Spending	84,000
	Childcare services (nurseries/kindergartens)	Increased in Use of Childcare	50,004
	Childcare services (after-school daycare)	Increased in Use of Childcare	84,000
Total			2,912,187

7. Investment Capital

NPO Mama Work Institute implemented the school program with a budget of 1.3 million yen using Ministry of Economy, Trade and Industry subsidies. (Figure 6)

Figure 6. Invested Capital

Personnel Costs	Total Working Hours (Hrs)	Rate (Yen/hr)	Subtotal (Yen)
Administrative Staff	240	1,000	240,000
Research Staff	150	2,000	300,000
Direct Project Costs	Quantity	Rate (Yen/unit)	Subtotal (Yen)
Lecturer Fees	14	20,000	280,000
Daycare Facility Fee	1	115,000	115,000
Flyer Production and Distribution Cost	1	155,000	155,000
Total Investment Cost for Mama Work Research Institute			1,090,000

8. SROI of the Pilot Program

8-1. Initial SROI Estimation

After completing the pilot program in Fukuoka but before conducting participant interviews, NPO Mama Work Institute conducted preliminary SROI calculations based on the projected participation of 15 women. This initial estimation predicted:

- Total first-year social value: 31,766,220 yen (2,117,748 yen per participant)
- Initial investment: 1,307,576 yen
- Resulting SROI ratio: 24.3

8-2. Refined SROI Analysis

After implementing the program, NPO Mama Work Institute conducted detailed interviews with program participants and startup companies to refine our SROI calculations. This post-implementation analysis revealed:

- First-year social value per participant: 2,912,187 yen, generated through:
 - Increased disposable income from re-employment
 - Enhanced family relationships
 - Reduction in administrative workload for start-ups

- New business initiatives enabled by improved administrative efficiency for start-ups
- Increased use of childcare services
- Broader economic benefits through increased consumer spending
- Tax revenue increase for the government
- Actual initial investment: 1.09 million yen

9. Value of scaling the program geographically

While the FY2015 pilot program targeted Fukuoka City, which has many startup companies, both potential working women and startups exist throughout Kyushu. Therefore, with an eye toward further expansion of this program, NPO Mama Work Institute also calculated the SROI for implementing this pilot program across the entire Kyushu region.

9-1. Survey Process

To calculate the SROI for all of Kyushu, we used the previously calculated SROI results from the Fukuoka pilot program as a baseline. To reflect the status of women's employment support and startup support in each prefecture in Kyushu, we conducted additional surveys and interviews to collect and incorporate realistic data (Figure 7).

Figure 7: Survey Content for Regional Expansion Analysis

Target	Question Items
1. Interviews with Re-employed Women	
Three women who found employment after career development	<ul style="list-style-type: none"> - Actual working arrangements - Compensation amounts - Childcare and other service usage fees - Impact on family - Uses of increased disposable income
2. Interviews with Hiring Companies	
Executives and HR personnel from three companies that hired program graduates	<ul style="list-style-type: none"> - Job responsibilities and compensation - New operational capabilities enabled by hiring - Changes in business performance from hiring to present - Changes in workplace environment and culture after hiring - Key considerations for integrating employees with various work constraints (time, location, or role limitations)
3. Startup Support Survey and Select Interviews (7 Kyushu Prefectures)	
Startup support representatives from each prefecture	<ul style="list-style-type: none"> - Content of startup support measures - Business startup rates - Understanding of human resource challenges and needs of entrepreneurs - Assessment of potential working women's contribution to business expansion
4. Women's Employment Support Survey and Interviews (7 Kyushu Prefectures)	
Labor policy and gender equality department representatives from each prefecture	<ul style="list-style-type: none"> - Content of women's employment support measures - Employment support outcomes and trends - Understanding of potential working women's employment needs (numbers, needs overview, challenges) - Assessment of potential working women's contribution to business expansion

9-2. Estimating the Number of Potential Program Participants

The number of potential program participants across Kyushu was calculated based on the proportion of women who could access re-employment support programs in each prefecture. We calculated this by dividing the annual number of participants in women's re-employment support programs run by local governments (B) by the number of unemployed women aged 25-44 in each prefecture (C) to determine the program reachout ratio (D). This ratio was then multiplied by the number of women who were not working due to childcare responsibilities (A). (Figure 8)

As a result of these calculations, we estimated 3,586 potential participants. Assuming 30 participants per school session, this would require 119 school sessions across Kyushu.

Figure 8. Estimation of Potential Program Participants by Prefecture in Kyushu

Prefecture ->	Fukuoka	Saga	Naga-saki	Kuma-moto	Oita	Miya-zaki	Kago-shima	Total
A. Number of women not working due to childcare	43,300	5,500	8,100	10,700	8,700	6,000	12,000	94,300
B. Number of participants in women's re-employment support programs	10,066	480	2,821	76	100	1,263	36	14,842
C. Target population estimate (ages 25-44) *1	176,453.6	19,221.5	35,880.2	44,337.6	31,651.4	26,525.7	44,273.6	378,343.6
D. Program reach ratio (B/C)	5.7%	2.5%	7.9%	0.2%	0.3%	4.8%	0.1%	3.9%
Estimated number of potential participants (A×D)	2,470	137	637	18	27	286	10	3,586
Required number of courses *2	82	4	21	1	1	9	1	119

Notes:

*1 Population estimates for potential child-raising women (ages 25-44) calculated using: (Prefecture's age-specific non-working population) × (Ratio of female to total non-working population)

*2 Course capacity: 30 participants

Source: Created by NPO Mama Work Institute, using Statistics Bureau of Japan "Employment Status Survey 2012"

9-3. Investment Capital

The program costs were calculated based on actual expenses from the FY2015 pilot program. With NPO Mama Work Institute as the implementing organization and each prefecture providing recruitment support, the cost per session would be 1.09 million yen for the implementing organization and 27,992 yen for each prefecture. The total cost for all 119 sessions would be 133.04 million yen. (Figure 9)

Figure 9. Projected Investment Capital for Regional Expansion

1. NPO Mama Work Institute				
Personnel Costs	Total Working Hours (Hrs)	Rate (Yen/hr)	Times/Year	Total (Yen)
Administrative Staff	240	1,000	119	28,560,000
Research Staff	150	2,000	119	35,700,000
Direct Project Costs	Quantity	Rate (Yen/unit)		
Lecturer Fees	14	20,000	119	33,320,000
Daycare Facility Fee	1	115,000	119	13,685,000
Flyer production and distribution cost	1	155,000	119	18,445,000
Subtotal				129,710,000
2. Each prefecture				
	Total Working Hours (Hrs)	Rate (Yen/hr)	Times/Year	Total (Yen)
Personnel Costs *1				
Flyer distribution	3	2,356	119	841,092
Newsletter promotion	1	2,356	119	280,364
Venue coordination	0.5	2,356	119	140,182
Direct Project Costs				
Venue	1	17,390	119	2,069,410
Subtotal				3,331,048
Total Investment				133,041,048

*1: Hourly rate for local government staff calculated using average salary across all job types in all local public organizations for fiscal year 2015
Source: NPO Mamawork Research Institute materials

9-4. Estimating the Number of Companies That Would Hire Program Graduates

To estimate the number of potential hiring companies, we used the ratio of companies that showed interest in the pilot program (29% = 4 companies out of 14) and applied it to the number of new businesses across Kyushu (11,245 companies, based on new employment insurance registrations).

The estimated number of companies that would hire program graduates was calculated as:
 11,245 companies × 29% = 3,213 companies.

9-5. SROI for Program Expansion Across the Kyushu Region

Using these expanded estimates for the entire Kyushu region, we calculated the SROI for implementing the same school program across the region.

For this calculation, we assumed that all program participants would find employment in startup companies.

The beneficiaries of the program's effects include: program participants and their families who gain increased income, startup companies expecting business expansion, national and local governments anticipating increased tax revenue from higher household incomes, major commercial facilities in prefectures experiencing increased consumer activity, and childcare facilities (nursery schools, kindergartens, and after-school care) seeing increased enrollment.

Appendix A summarizes the specific changes for each beneficiary, the rationale for calculation, and the social value created each year.

Based on these calculations, over four years, an investment of 133.041 million yen would generate a social value of 41.68 billion yen. In other words, every 1 yen invested in women's employment support would generate a value equivalent to 76.1 yen in the first year and 313.3 yen over four years. (Figure 10)

Figure 10. Total Program Impact (Years 1-4)

	Year 1	Year 2	Year 3	Year 4
Annual Value (yen)	10,129,563,672	10,306,399,151	10,560,035,388	10,680,510,336
Cumulative Value (yen)	10,129,563,672	20,435,962,823	30,995,998,211	41,676,508,547
Investment Capital (yen)	133,041,048	-	-	-
SROI Ratio	76.1	153.6	233.0	313.3

10. Implications of Results

While skilled and motivated personnel are increasingly in demand as the labor force decreases, highly educated women tend to be less likely to return to work after taking time off. There is a growing need to develop and produce individuals who can learn, maintain high motivation, and demonstrate their professional capabilities even during their child-rearing years.

Thanks to supportive government policies, the startup ecosystem is expanding beyond Fukuoka City - already known for Japan's highest startup rate - to encompass the entire Kyushu region. As startup entrepreneurs and companies employ strategic administrative personnel with flexible work arrangements, they can establish a foundation for stable management while creating conditions for business expansion.

When women rediscover meaningful career opportunities after stepping back from work due to childcare responsibilities, the impact extends far beyond individual employment. Their return to the workforce energizes labor markets, increases household spending power, and stimulates regional economies. Perhaps most importantly, these women become role models, showing their children - particularly daughters - that career breaks need not be permanent. Looking ahead, we expect to see more of these women advancing into executive positions at venture companies, demonstrating that taking time off for family can be a pause in one's career journey rather than its end.

NPO Mama Work Institute's 2016 program demonstrates the high caliber of talent available - 70% of participants hold four-year university degrees and were initially hired as full-time employees by major companies. These women represent a valuable pool of skilled professionals whose potential remains largely untapped. To leverage this talent effectively, both public and private sectors must create pathways that enable these highly qualified and motivated women to thrive in local businesses and startups.

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English Translation:

Original report in Japanese by NPO Mama Work Institute

Translated by Mio Yamamoto, World in You

Translation completed on December 16th, 2024

Appendix

Appendix A: Monetary Value Calculation of Projected Program Impact (Years 1-4)

① Projected Outcome per Program Participant (Assuming child enters elementary school in Year 3)

	Value of Change (yen)	Discount Rate (%)	Annual Growth/Reduction Rate	Year 1	Year 2	Year 3	Year 4
Increase in Disposable Income (Salary)	960,000	0%	1.3%	960,000	972,001	984,152	996,455
Increase in Work Motivation (compared to pre-program)	59,000	93%	0%	55,067	0	0	0
Total Per Participant				1,015,067	972,001	984,152	996,455
Total for 3,586 Potential Participants				3,640,029,067	3,485,595,931	3,529,169,860	3,573,288,514

② Projected Outcome per Program Participant's Household

	Value of Change (yen)	Discount Rate (%)	Annual Growth/Reduction Rate	Year 1	Year 2	Year 3	Year 4
Increase in Family Help with Household Chores	<u>481,116</u>	0%	0%	481,116	481,116	481,116	481,116
Enhanced Family Communication	<u>120,000</u>	0%	0%	120,000	120,000	120,000	120,000
Total Per Participant				601,116	601,116	601,116	601,116
Total for 3,586 Potential Participants				2,155,601,976	2,155,601,976	2,155,601,976	2,155,601,976

③ Projected Outcome per Startup

	Value of Change (yen)	Discount Rate (%)	Annual Growth/Reduction Rate	Year 1	Year 2	Year 3	Year 4
Reduction in Administrative Staff Workload	1,500,000	70%	0%	1,050,000	1,050,000	1,050,000	1,050,000
Revenue Increase	1,000,000	15%	0.5%	150,000	157,500	165,375	173,644
Hiring Costs	-75,000	0%	0%	-75,000	0	0	0
Increase in Benefits Expenses	-80,000	0%	0%	-80,000	-80,000	-80,000	-80,000
Total Per Participant				1,045,000	1,127,500	1,135,375	1,143,644
Total for 3,586 Potential Participants				3,747,370,000	4,043,215,000	4,071,454,750	4,101,106,488

④ Projected Outcome for Government and Local Municipalities

	Value of Change (yen)	Discount Rate (%)	Annual Growth/Reduction Rate	Year 1	Year 2	Year 3	Year 4
Increase in Income Tax Revenue	See right	0%	0%	0	0	0	0
Increase in Resident Tax Revenue	See right	0%	0%	0	0	5,915	7,146
Total Per Participant				0	0	5,915	7,146
Total for 3,586 Potential Participants				0	0	21,211,986	25,623,851

⑤ Projected Outcome for Government and Local Municipalities

	Value of Change (yen)	Discount Rate (%)	Annual Growth/Reduction Rate	Year 1	Year 2	Year 3	Year 4
Increase in Corporate Tax Revenue per Startup	220,000	15%	0.5%	33,000	34,650	36,383	38,202
Total for 3,213 Startups				106,024,286	111,325,500	116,891,775	122,736,364

⑥ Projected Outcome for Commercial Facilities and Childcare Services

	Value of Change (yen)	Discount Rate (%)	Annual Growth/Reduction Rate	Year 1	Year 2	Year 3	Year 4
Increase in Consumer Spending	120,000	70%	10%	84,000	92,400	101,640	111,804
Increased Use of Childcare Services (nursery schools and kindergartens)	50,004	0%	0%	50,004	50,004	0	0
Increased Use of Childcare Services (after-school facilities)	84,000	0%	0%	0	0	84,000	84,000
Total Per Participant				134,004	142,404	185,640	195,804
Total for 3,586 Potential Participants				480,538,344	510,660,744	665,705,040	702,153,144