Total-Quality-Management-Based Assessment of Everyday Life Recovery Assistance Programs for Victims of the 1995 Kobe Earthquake

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The Flow of a TQM-Based Assessment of Everyday Life Recovery

1. Explore the meanings of recovery of everyday life and classify them into categories and elements.
   → Grass-root workshops (Affinity Diagram)
   → Validation of life recovery elements priorities (Survey)

2. Identify causal relations among affinity elements
   → Draw cause-effect arrows (Relation Diagram)

3. Identify concrete means to attain goals
   → Prioritize actions (Tree Diagram)
1) Define the Meanings of Everyday Life Recovery: Grass-Root Workshop

Conceptually Clustering Opinions into Categories

- What does it mean to recover quality of life?
- What was lost and not yet recovered?
- What is still in shortage and causes inconvenience?
- What were the obstacles?
- What has been gained?
- What is the legacy to be left for the 21st century?

Obtain a wide array of opinions from government, NPO's, and local ward residents (N=269).

Identify Target Items for the Assessment

1623 Opinion Cards

Grass-Root Workshops
City Monitors in Each of 9 Wards (N=177)
A Victim Association (N=24)
Those who left Kobe (N=42)
Victim Support Volunteers & NPOs (N=26)

312 Sub-categories

7 Elements
Seven Elements for Everyday Life Recovery

- **Housing**
  - Housing Damage
  - Various Temporal Housings
  - No. 1 Priority

- **Preparedness**
  - Individual Preparedness
  - Community Preparedness
  - Many Lessons

- **Social Support Network**
  - I’ve been helped
  - Understanding & Empathy
  - New Relationships
  - Self-Governance & Com. Solidarity

- **Government Assistance Policy**
  - Rigid & Paternalistic Bureaucracy
  - Discrimination Against Those Who Left Town
  - Gratitude With Request

- **Land Use Planning**
  - Not Yet Finished
  - Built Environment Only
  - Urban Commons

- **Economic & Financial Situation**
  - Regional Economic Slump
  - Damage to Small Business
  - We Lost Affluence

- **Physical & Mental Health**
  - Physically Yes
  - Mentally No
  - Need for Stress Care Programs
  - Various Coping Resources
  - Struggle for Meaning
  - Various Coping Resources

Many Lessons

Individual Preparedness

Community Preparedness

Many Lessons

I've been helped

Understanding & Empathy

New Relationships

Self-Governance & Com. Solidarity

Rigid & Paternalistic Bureaucracy

Discrimination Against Those Who Left Town

Gratitude With Request

Not Yet Finished

Built Environment Only

Urban Commons

Regional Economic Slump

Damage to Small Business

We Lost Affluence

Physically Yes

Mentally No

Need for Stress Care Programs

Various Coping Resources

Struggle for Meaning

Individual

Community

Recovered

Not Yet Recovered
Validation of Priorities among Seven Elements

Age Distribution of Kobe Grass Roots Workshop Participants (N=269)

“Determinants of the Changes of Residence and Life Reconstruction” Survey Opinion Provider Age Distributions

Kobe-Hanshin Residents (N=350)

Out-Of-Prefecture Residents (N=201)

Use of “Determinants of the Changes of Residence and Life Reconstruction” Survey (Tatsuki & Hayashi, 1999, in press) free format opinion data

Coding free format opinions expressed in the questionnaire using the 312 life recovery categories and then classify them into one of seven life recovery elements
Percentage of Opinion Cards for Everyday Life Recovery Elements among Three Samples

- Kobe-Hanshin Residents
- Out-of-Prefecture Residents
- Kobe Grass Root Workshop Participants
Two Conflicting Valuations on Everyday Life Recovery

<<Valuation of Citizens>>

Social Support Network
Preparedness
Physical & Mental Health

Strong Economy
Small Business Assistance
Housing Development
Urban Planning

Social Infrastructure Recovery

<<Valuation of Local Governments>>

Social Support Network
Preparedness
Physical & Mental Health

Strong Economy
Small Business Assistance
Housing Development
Urban Planning

Social Infrastructure Recovery
2) Defining Goals & 3) Prioritizing Measures for Everyday Life Recovery

Assessment 2nd Stage

Consensus Building

Obtain Indices

Conclusion

- New Tasks
- Legacy for 21st Century
- New Solutions
Relation Diagram for Social Support Network (1)

- Earthquake Hazard
- Form New Relationships
- Maintain Existing Relationships
- Lose Existing Relationships
- Changes in Human Relationships
Relation Diagram (2): Human Relationship Changes after the Earthquake

- **Existing social network**
  - Neighbors
  - Kith & Kin
  - Friends
  - Company

- **Individual Post-EQ Activities**
  - Positive Aspects
    - Thanks
  - Importance of Friends
  - Relationships deteriorated
    - Negative Aspects
      - Difficulty

- **EQ Damage (Move)**
  - New relationships formed at temporal housing maintained
  - New relationships formed outside of the Prefecture
  - Temporarily lost social support network due to the move

- **No Social Support Net.**
  - Lack of Contact
  - Loneliness
  - Neglected Death

- **New Kobe**
  - Problems associated with being forced to move to a new place
    - Moving to an already established community
    - Forming a brand new community
    - Social support from neighbors

- **Socially Isolated**
  - Public Assistance

- **Earthquake Hazards**
  - Relationship changes over time

- **Relation Diagram (2): Human Relationship Changes after the Earthquake**
How to balance rights among individual, minority, majority, & organization?

Ethos of Civil Society

Self-Governance

Individual Initiatives

Started community activities
Started volunteer work

Citizen as Stakeholder in Community Development/Management

Awareness of the importance of grass-root community development/management
Grass-root community development/management activated

Started with Self-Help

Local Autonomy
Self-governance

Collaboration

Community Solidarity

Not everyone is strong

Compassion
Tolerance for those who are not active in community building

But, others' help is limited

Be thankful for helpers
Over dependence on others' help
Do not take others' help for granted
Take responsibility for one's self

Practice of Civic-Mindedness

Local Community Relationship Initiatives in Everyday Life

Neighborhood Association Activities

Management Know-how
Roles, Current Problems, & Future of Township Management Organizations
How to balance rights among individual, minority, majority, & organization?

Utilization of community plaza
Community activities form social support networks
Lack of communication among new residents

Issues associated with voluntary activity promotion

Improve Public Morals
Public morals deteriorated
Extreme self-centeredness cannot be tolerated
### Tree Diagram on Government Assistance Policy

**3) Government Assistance Policy**

<table>
<thead>
<tr>
<th>From Citizens' Viewpoints</th>
<th>Assessment Panel Evaluation (◎, ○, △, ?)</th>
<th>Programs (Examples of Current Programs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Term Goal</td>
<td>Mid-Range Goal</td>
<td>Means</td>
</tr>
<tr>
<td>Provide effective public services</td>
<td>Recognize citizen diversity</td>
<td>Respond to individual needs</td>
</tr>
<tr>
<td>(What citizens demand is very costly)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individualized and prompt response</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Local government alone cannot handle. Collaboration is needed with Resident Associations and NPO’s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fill the gap of policy programs</td>
<td>Close ties with different departments</td>
<td></td>
</tr>
<tr>
<td>(Collaboration Initiatives are necessary)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Think of all possible contingencies</td>
<td></td>
<td>△</td>
</tr>
<tr>
<td>(Utilize past lessons)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Use of volunteer workers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Need to coordinate different roles)</td>
<td></td>
<td></td>
</tr>
</tbody>
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