# Road Map by Citizens for Recovery\*

- Upcoming Recovery Process from the Great East Japan Earthquake from Citizen Sector's point of view -

1<sup>st</sup> Draft, Issued on June 6, 2016

Road Map by Citizens for Recovery Formulation Committee

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### Preface

The recovery of each area hit by the Great East Japan Earthquake is still in the mid of progress.

As five years passed, the Concentrated Recovery Period set by the Central Government had ended. Efforts by citizens and societies in the affected areas are more important for the Recovery after the Period. On the other hand, it is true that viewing the target shape of the Recovery brought about by joining the hands and the ideal shape of recovery support is becoming difficult.

Considering those situations, we formulated this "Road Map by Citizens for Recovery" based on the intention to formulate the sketch of the Recovery after the five years period from our (citizens such as NPOs acting for the Recovery) point of view. We formulated this Road Map aiming to provide a Compass for forecasting the future in each affected area.

This Road Map is not the final edition.

We hope that this Road Map should be used as a starting point of the discussion for formulating your own Road Map for Recovery, and forecasting the future in your area. This is one of the tools for "Affected People Centered Recovery", we wish this Road Map is used by you as much as possible.

From the members of Road Map by Citizens for Recovery Formulation Committee

I. Framework of Road Map by Citizens for Recovery

# I. Framework of Road Map by Citizens for Recovery 1. Background

- ➤ Background 1: Termination of "Concentrated Recovery Period" under the condition with more confused emerging issues toward the Recovery.
  - "Concentrated Recovery Period" (5 years) set by the Central Government had ended in March 2016. On the other hand, the environment surrounding the affected people and the area is still confused, and issues against the realization of Recovery have become more various and complicated. Considering the situation, it is crucial to progress the Recovery based on the idea of Social Inclusiveness, i.e. "No one should be excepted".
- ➤ Background 2: Expectation toward Citizen sector and Question and Anxiety of Citizen sector itself.

During "Recovery and Creation Period" when the hard type Recovery progresses with construction of infrastructure and reconstruction of houses, "Soft type Recovery and Creation" is more important. Citizen sector including autonomous organizations, NPOs, Universities, social enterprises, is strongly expected to be the bearers. But the multiple bearers including the Citizen sector aimlessly have Question and Anxiety on where they are in the steps toward the goal of "Recovery and Creation", what role they should play, with facing the confused Recovery situation.

- I. Framework of Road Map by citizens for Recovery 2. Purpose
- ➤ Purpose: Formulating the Sketch of Recovery whereby Multiple bearers can confirm the Recovery Process and Expected Roles.

Aiming to provide "Sketch of Recovery from the Great East Japan Earthquake" to multiple bearers of the Recovery including Citizen sector for confirming the progress and each role corresponding to the phases of Recovery, and for initiating their action and correcting their course of action.

# I. Framework of Road Map by citizens for Recovery

# 3. Way of Description

- ➤ Way of Description
- ① Setting our vision (goal) for Recovery, and describe the current status to the goal.
- ② Specifying the middle target (step) between the current status and the goal.
- 3 Specifying assumed issues among the goal, each step, and the current status.
- 4 Specifying each main role of multiple bearers toward the solution of the assumed issues.
- ➤ Besides, we supposed that the speed of recovery differed among affected Prefectures and areas, and the goals and the processes of Recovery were common among them. For this reason, we formulated the common Road Map for 3 affected Prefectures (i.e. Iwate, Miyagi and Fukushima), and purposely not specified the schedule with the deadline.

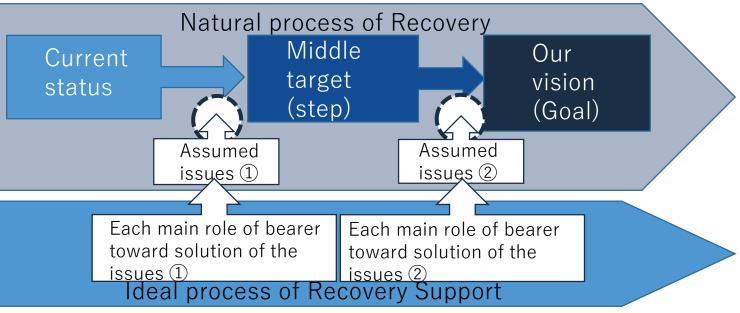


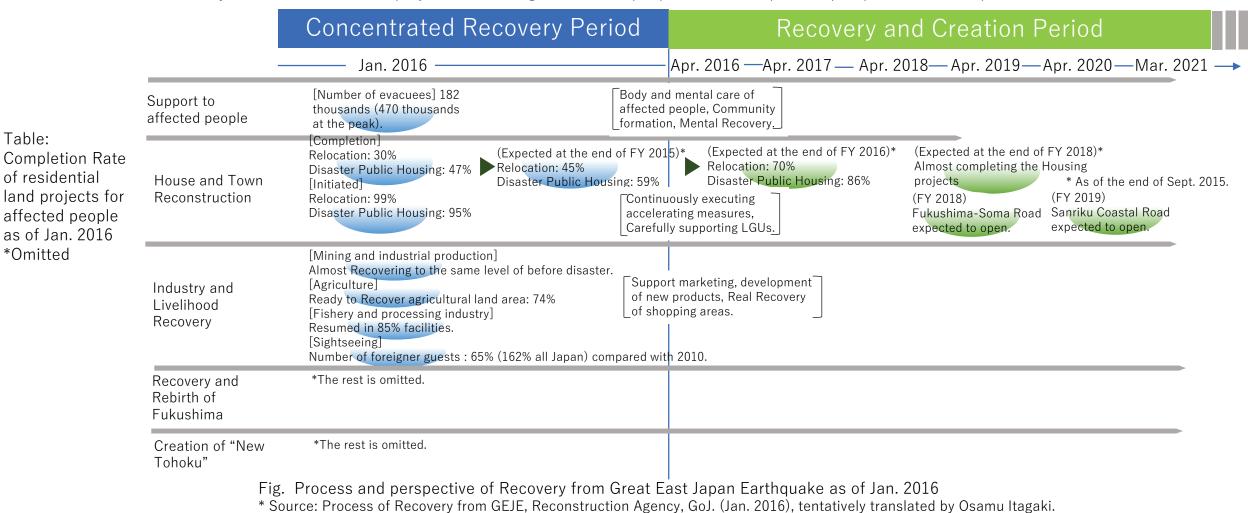
Fig. Way of Description of Road Map

II. Road Map by Citizens for Recovery

# 1. Recovery of Livelihoods of affected people

<Recognition of the current status>

- Reconstruction of permanent houses, which is to be foundation for the Recovery of livelihoods of affected people, has not finished yet. Inclusive support with ensuring the proper social living foundation is crucial for affected people until the completion of the Recovery of livelihoods of them.
  - As of the end of January 2016, 35.1% of residential land preparation projects for affected people have been completed. (25.2% for Iwate, 42.1% for Miyagi, 40.3% for Fukushima)
  - As of the end of January 2016, 99% of relocation projects to higher land have been started, and 30% have been completed. 95% of disaster public housing projects have been started and 47% have been completed.
  - At the end of fiscal year 2018, almost all of projects of housing for affected people will be completed. (prospective as of September 2015)



- 1. Recovery of Livelihoods of affected people
  - 1) Securing and Maintaining Livelihoods and social life of affected people

### <Basic concept>

- > Aiming to the situation where all of affected people have moved into permanent housing, and leading each self-reliant social life.
- > Inclusive support is crucial with capturing the total image of actual situation of affected people.
- New type of support for self-reliance is needed for securing each livelihood and social life by combining the standard system in normal period and newly developed system after the disaster with securing the basis of social life during the transitional period when the number of residents considerably changes.

### Current situation

Many of affected people are living in temporary housing, and a part of affected people have started to move into permanent housing.

### Middle target (step)

All of affected people have the prospect of moving into permanent housing and shifting to self-reliant social life.

### Our vision (Goal)

All of affected people have moved into permanent housing and started leading each self-reliant social life.

### Assumed issues (1)

- It is difficult for affected people to have prospect of recovery of housing and social life.
- It is difficult to execute effective measures because of lack of over all perspective of affected people's actual situation.

### Assumed issues 2

- Some of affected people cannot reconstruct the permanent housing and/or secure social life after shifting to it.
- Some of affected people cannot maintain self-reliant social life after shifting to the permanent housing.

### Main role of each bearer toward solution of the issues ①

- (Citizen sector, University, etc.) Capturing the actual situation of affected people, finding the issues, suggesting solutions and implementing the support measures depending on the issues.
- (Administrator, and so on) Maintaining the basis of social life during the temporary living. Capturing the actual situation and securing the budget for implementing the support depending on the actual situation.
- (In common) Visualization of actual situation of affected people and sharing the good practices.

- (Citizen sector, University, etc.) Providing support as social welfare when it is needed, and formulating its mechanism.
- (In common) Purposely establishing the public-private partnership/mechanism for shifting to new social welfare system in normal period including the support in the Recovery period from the disaster.

- 2. Formation of Organizations for supporting lives of affected people
  - <Assessment of current situation>
  - ➤ 67% of Area Development Committees toward the Recovery were established after the GEJE, and more than the half of them are still remaining without breaking up after the completion of the recovery projects. They are willing to bear the area development and autonomous activities on a long term basis.
    - Autonomous citizen's organization is essential body for arrangement and information sharing among citizens in the area for safe and secured daily life. In the temporary housing in the affected area, autonomous organizations have been formulated, but when the affected people began to shift to the permanent housing, not negligible number of them lost their function. After shifting to permanent housing, not only letting the residents join existing autonomous organization, but also formation of new autonomous organization is needed in some areas.
  - > 37.1% of NPO, NGO, etc. for Recovery support have been established after the GEJE.
    - They have been contributing to the solution of multiple issues being difficult to be solved by administrator, such as the rubble processing, providing material, evacuation camp operation, watching elder people in temporary housing, mental care of affected people. Such willingness to solve the issues among affected people and in affected area has been generated among the affected people themselves, and they formulated organizations with comrades having the similar wish, and multiple activities to solve the issues have been initiated. But some of the organizations are facing difficulties for maintaining their functions even though their roles are still needed.
    - \* The rest (tables and a graph) is omitted.

- 2. Formation of Organizations for supporting lives of affected people
- 1) Formation of territorial autonomous organization

<Basic concept>

- > Aiming to the situation where residents-centered autonomous organizations are formulated and activated in all of affected areas, and responsible activities for continuously leading fulfilling lives are conducted in each area.
- In this document, "Territorial autonomous organizations" stands for multiple types of residents -centered autonomous organizations based on the area where residents are leading their lives.

### Current situation

There are no residents-centered autonomous organizations in some areas where affected people are leading their lives.

### Middle target (step)

Residents-centered autonomous organizations are formulated in the area.

### Our vision (Goal)

Formulated residents-centered autonomous organizations have multiple functions as appropriate, proactively conducting activities, and promoting multiple autonomous activities in the area.

### Assumed issues ①

- Lack of bearers for autonomous activities.
- Lack of recognition of the needs and effectiveness of autonomous organizations.
- Relationship among the residents in the area before the disaster is getting weaker during the tentative lives.

### Assumed issues 2

- Degradation of administration and function of autonomous organizations because of the aging and decreasing residents.
- Lack of Know-how and/or collaboration among autonomous organizations for acting on their initiative.
- Reorganization of autonomous organizations.

### Main role of each bearer toward solution of the issues ①

- (In common) Creating learning and discussing occasions for the needs and effectiveness of residents-centered autonomous organizations with multiple bearers of them.
- (Citizen-sector, administrator, University, etc.) Supporting the bearers
  of residents-centered autonomy, the establishment of residentscentered autonomous organizations, and disseminating the good
  practices.

- (Citizen-sector) Supporting autonomous organizations for acting on their initiative and for collaborating with others.
- (Administrative body) Arranging the system and ensuring the budget for maintaining and developing the autonomous function.
- (In common) Introducing multiple potential entities for the collaboration, and sharing the proactive good practices.

- 2. Formation of Organizations for supporting lives of affected people
- 2) Formation of organizations for solving problems and creating new values in the area such as NPO

### <Basic concept>

- > Residents themselves in the affected area started independent activities toward creating new values and solving problems in the area.
- Aiming at the situation where individuals with such willpower join together, formulate NPO and so on based on their own initiatives, and continuously support lives of affected people by multiple activities, and the collaboration among the community and the organizations is maintained.

#### Current situation

There are individuals who are thinking of the future and issues in the area.

### Middle target (step 1)

Individuals who are thinking of the future and issues in the area have started grass-roots activities.

### | Middle target (s<u>tep 2)</u>

Individuals who are thinking of the future and issues in the area have joined together, and started working together for information sharing and activities.

### Our vision (Goal)

NPO and so on toward creating values and solving problems in the area has been formulated, and the cooperation between the community and the organization has been maintained.

### Assumed issues ①

- Lack of learning and knowhow for activities even though they have the willingness.
- There is atmosphere in some areas where new initiatives or failures are not accepted in general.

### Main role of each bearer toward solution of the

issues (1)

- (Citizen sector) Supporting the career education and responding in the consultation for thinking of the issues and the future in the area, supporting the new initiatives, and promoting mutual understanding.
- (In common) Supporting and participating in the activities, finding human resources in the area by organizing seminar and so on.

#### Assumed issues (2)

- Lack of connection among residents who want to start activities in the area.
- Lack of place for the activities and of the publicity of the activities by residents with willingness.

# Main role of each bearer toward solution of the issues (2)

- (Citizen sector) Providing the occasions for connecting the residents willing to start the activities, and introducing the good practices.
- (In common) Providing the chance, base and/or publicity for promoting grass-roots activities.

### Assumed issues (3)

- Strengthening the foundation of organization and securing the budget toward sustainable activities.
- Lack of knowledge and knowhow for creating values and solving problems in the area.

- (Citizen sector) Supporting the base formulation and strengthening toward the progress and maintain of the activities.
- (Administrator) Giving the subsidy to the activities for creating values and solving problems in the area.
- (University, Enterprise, etc.) Supporting to widen and add specialty to the activities.

### 3. Area Development for prosperous lives

#### <Assessment of current situation>

- After the Great East Japan Earthquake, the meaning of "prosperity" in each area has been questioned. There is movement for solving the problems in the area through independent activities and/or business-like method by residents oriented autonomous organizations and/or problems solving type organizations (e.g. NPO) as the expression of the willingness of the affected people to enrich the affected area.
  - "New Tohoku leading model project" being conducted by Reconstruction Agency has supported proactive initiatives conducted by wide range of bearers (e.g. Enterprise, University, NPO). The project has been conducted under the collaboration among Administrator, Enterprise, and multiple organizations with complimenting each organization's strong and weak points one another. The ideal form of the area administration and development has begun to peep out through the accumulation of the initiatives.

<sup>\*</sup> Two tables for the explanation of the projects are omitted.

### 3. Area Development for prosperous lives

### 1) Self-controlled Area Management by multiple bearers

### <Basic concept>

- > Establishing strategic and systematic administrative structure from the process of the recovery with the multiple bearers' participation.
- For the sake above, it is needed to connect the experiences in the recovery phase to the establishment of administrative structure in the peacetime by the participation and cooperation of appropriate human resources of the multiple bearers in right place, with having the view point that the recovery should be promoted by not only the administrator but also the multiple bearers.

#### Current situation

Independent activities by resident-centered autonomous organizations and problem solving type organizations (e.g. NPO) are conducted.

### Middle target (step)

Recovery has been executed by multiple bearers (e.g. Area Development Association, Administrator, NPO, inside and outside the area) sharing the goals of the area development and allotting the roles.

### Our vision (Goal)

Structure and function for the area management has been established, and the independent area management has been executed under the collaboration among multiple bearers based on the shared goals.

#### Assumed issues (1)

- Duplication and/or gap among the activities because of the lack of communication, coordination and/or consultation.
- Lack of ability and/or reliability of the new bearers (e.g. corporation) of the area management.
- Difficulty in consensus building among residents.

### Assumed issues 2

- Difficulty in the consultation and collaboration toward the establishment of the area administration structure with multiple traditional and new bearers.
- Dissolution and/or withdrawal of organizations which can be the bearers.
   Aging of bearers.

### Main role of each bearer toward solution of the issues (1)

- (Citizen sector) Supporting multiple bearers, and promoting the communication and coordination with multiple bearers. Supporting consensus building (e.g. sending expert).
- (Administrator, and so on) Establishing the structure and applying schemes for sustaining the support to, communication and coordination with multiple bearers.

- (Citizen sector) Supporting the structure creation for the area management. Supporting the system establishment.
- (Administrator, and so on) Designing the institution and securing the budget for the area management.
- (University, Enterprise, etc.) Sharing the good practices and participating in the area management.

### 3. Area Development for prosperous lives

### 2) Reconsideration and Building of Recycling and Symbiosis type local economy

### <Basic concept>

- > Aiming at the circumstances where the value on prosperous lives in the area and the ideal situation of the local economy based on the value is shared.
- Aiming at the situation where the multiple businesses such as pilot programs for prosperous lives in the area are executed, and the people, goods and funds of traditional and new industry are recycling symbiotically in the area under the collaboration among multiple bearers such as the administrator, enterprises, and territorial organizations.

#### Current situation

Some of bearers such as enterprises and NPOs are trying to create the values and solve the problems in the area, and towing the local economy.

### Middle target (step)

Activities by Resident-centered autonomous organizations and NPOs for the value creation and problem solution have been converted into the sustainable business by using the community business technique, and traditional industry, and the domestic demand has recovered in the area.

### Our vision (Goal)

Multiple bearers are symbiotically cooperating together, the area is earning their living from the outside based on the sound domestic demand, and the local economy for the prosperous lives is sustainably recycling.

### Assumed issues (1)

- The management is based on the grants and subsidies.
- Lack of information on profit models and good practices.
- Lack of sharing the value of prosperous lives and the ideal situation of local economy in the area.

### Assumed issues 2

- Lack of inter-sectoral connection among the multiple bearers such as the industry and the citizen toward the local economy recovery.
- Lack of inter-area mutual learning occasions.
- Reduction of the scale of the market and the suppliers.

#### Main role of each bearer toward solution of the issues ①

- (Citizen sector) Matching up among the bearers toward the recovery of the domestic demand.
- (Enterprise, and so on) Participating in the pilot programs and sharing the good practices toward the recovery of the local economy.
- (Administrator, and so on) Designing the institution and securing the budget for promoting the business establishment and its continuity.
- (Financial institution) Providing fund loans and grants for the domestic

- (Citizen sector and Administrator) Acquiring the fans and suppliers by the promotion based on the shared value.
- (Financial institution) Providing the fund loans and grants to the bearers for earning from the outer area.
- (In common) Acquiring the human resources and knowhow from the out of the local economy area.

### 4. Promotion of Public-Private Partnership

#### <Assessment of current situation>

- ➤ It is crucial to advance the recovery under the collaboration based on the philosophy of social inclusiveness "no one should be excluded", since the problems to the affected people are becoming more complicated and diversified. Problems to the organizations supporting the affected people are diverse, but "Difficulties in the collaboration with administrator" is the third problem following the management resources acquisition problems such as "Lack of the fund" and "Difficulties in the human resources acquisition". For solving the problems, the expectations to the formulation of the system of Public-Private Partnership and the middle-type support organizations which are in charge of the collaboration and coordination of the social resources are becoming stronger.
- Fund for supporting the activities of the support groups has continuously been unstable, because of the reasons such as "Reconstruction fund" which was established and used after a catastrophic disaster before has not been established yet. It is crucial to make the fund stable for securing the support activities expected to follow for the medium or long term.
- \* Two graphs on "Challenges faced by the support groups" and "Academic research result on the income ratio of the support groups" are omitted.

### 4. Promotion of Public-Private Partnership

### 1) Strengthening Middle Type Support Function

#### <Basic concept>

- Aiming at the circumstances where Middle Type Support Function with sustainability to some extent has been established, the aggregation and brokerage of the information and resources is attempted as planned, and the participation of the multiple bearers is promoted in affected LGUs.
- For the above mentioned sake, it is crucial to strengthen the base of Middle Type Support Function which has been cultivated through the recovery from the disaster.

#### Current situation

There is Middle Type Support Function which bears the aggregation and brokerage of the multiple bearers' information and resources toward the recovery in the affected LGUs after the disaster.

### Middle target (step)

There is Middle Type Support Function in the affected LGUs, and the aggregation and brokerage of the multiple bearers' information and resources toward the recovery is continuously attempted.

### Our vision (Goal)

Middle Type Support Function with sustainability to some extent has been established, the aggregation and brokerage of the information and resources has been attempted as planned, and the participation of the multiple bearers has been promoted in the affected LGUs.

### Assumed issues ①

- Information and resources sharing has been conducted in some LGUs, but they are not sustainable.
- The collaboration among the multiple bearers is not successful yet, and some conflicts are arising among them.

### Assumed issues 2

- Sustainable Middle Type Support Function is not established yet, and the information and resources sharing is not conducted as planned.
- Middle Type Support Function cultivated during the recovery phase is not used for the area development in the peacetime.

### Main role of each bearer toward solution of the issues ①

- (Citizen sector) Supporting the formulation of the Middle Type Support Function/Organization and the sustainable provision of the occasions for the aggregation and brokerage of the information and resources.
- (Administrator, Enterprise, etc.) Securing the budget and participating in the information and resources sharing for the recovery.

- (Citizen sector) Supporting strengthening the foundations of Middle Type Support Function and/or Organizations.
- (Administrator, Enterprise, etc.) Securing the budget and participating in strengthening the foundations of Middle Type Support Function and/or Organizations.

# 4. Promotion of Public-Private Partnership2) Creation of Partnership Mechanisms

### <Basic concept>

- Aiming at the situation where Public-Private Partnership is promoted under the issuance of the ordinances on Public-Private Partnership for the area development in the recovery phase and peacetime, the definition of the policy based on it, and the effective operation of them in affected LGUs' area.
- > For the above mentioned sake, it is crucial to promote the mutual understanding and common awareness on the Partnership and provide the occasions for the Public-Private discussions.

#### Current situation

Public-Private Partnership is advanced as needed in the field toward the recovery, and the knowhow leading to Public-Private Partnership has been accumulated in the affected LGUs' area.

### Middle target (step 1)

There are occasions for enhancing the understanding of Public-Private Partnership toward the recovery in the affected LGUs' area.

### Middle target (step 2)

There are occasions for discussing the rules and so on for Public-Private Partnership toward the recovery in the affected LGUs' area.

### Our vision (Goal)

Public-Private Partnership is promoted under the issuance of ordinances on Public-Private Partnership for the area development in recovery phase and peacetime, definition of the policy based on it, and the effective operation of them in affected LGUs' area.

#### Assumed issues (1)

 There are no occasions for promoting the mutual understanding and creating common awareness on Public-Private Partnership.

# Main role of each bearer toward solution of the issues (1)

- (Citizen sector) Supporting the launch of and participating in the occasions for the mutual understanding and enhancing the common awareness of Public-Private Partnership.
- (Administrator, and so on) Installing and operating the public standing committee for discussing Public-Private Partnership.

### Assumed issues ②

Partnership, and no occasions for discussing and considering the rules and so on by Public and Private.

# Main role of each bearer toward solution of the issues ②

- (Citizen sector) Supporting the launch of and participating in the public committee for discussing and formulating the rules on Public-Private Partnership.
- (Administrator, and so on) Installing and operating the public standing committee for discussing the rules on Public-Private Partnership.

#### Assumed issues (3)

 It is difficult to formulate and operate the ordinances and policies defining Public-Private Partnership toward realizing the area development with using the experiences during the recovery.

- (Citizen sector) Supporting, participating in, and providing the information for the formulation of the ordinances and the measures policies based on them.
- (Administrator, and so on) Developing the ordinances and measures policies for Public-Private Partnership.

### 4. Promotion of Public-Private Partnership

### 3) Funds for Fostering Human Resources and Organizations

### <Basic concept>

- Aiming at the situation where the funds usable for advancing the efforts and partnership toward the recovery are installed and operated by the multiple bearers such as administrator and NPO, the recovery is advanced under Public-Private Partnership, and the circumstances are secured for fostering the human resources and organizations for the recovery.
- For the above mentioned sake, it is crucial to formulate the common recognition on the effectiveness of the funds and have the occasions by Public and Private for discussing toward the establishment of the funds.

#### Current situation

Recognition of the importance of the funds is not widely spread, which are stably available in all of the affected areas, usable for advancing the efforts and partnership for the recovery, and operated by the multiple bearers, and the funds are not established yet.

### Middle target (step)

The importance of the funds is recognized, which are stably available in all of the affected areas, usable for advancing the efforts and partnership for the recovery, and based on the public expense as the basic property, and the occasions for the discussion toward the establishment of the funds have been installed.

### Our vision (Goal)

The funds usable for advancing the efforts and partnership toward the recovery are installed and operated by the multiple bearers such as administrator and NPO, the recovery is advanced under Public-Private Partnership, and the circumstances are secured for fostering the human resources and organizations for the recovery.

### Assumed issues ①

- It is difficult to install the occasions for discussing the establishment and operation of the funds by Public and Private.
- It is difficult to foster the human resources and organizations for the recovery and the area development after it because of the lack of the easy-to-use funds.

### Assumed issues 2

- It is difficult to establish the mechanism by Public and Private for installing and operating the funds.
- It is difficult to secure the financial resources for the recovery funds.

### Main role of each bearer toward solution of the issues ①

- (Citizen sector) Promoting the understanding of the funds by the multiple bearers such as financial organizations, supporting and participating in the discussion toward the establishment of the funds.
- (Administrator, Enterprise, etc.) Providing the occasions for the discussion toward the establishment of the funds by Public and Private.

- (Citizen sector) Supporting and participating in the establishment of the funds by Public and Private.
- (Administrator, Enterprise, etc.) Establishing the funds by Public and Private, and securing the budget.

### 4. Promotion of Public-Private Partnership

### 4) Promotion of Social Inclusiveness

### <Basic concept>

- Aiming at the situation where the specific efforts are advanced based on the philosophy of social inclusiveness, and the recovery and the area development policies on the main themes are formulated in collaboration among multiple bearers in the affected LGUs.
- > For the above mentioned sake, "Social Inclusiveness" must be positioned as one of the important philosophies in the area development policy with the specific measures for realizing it.

#### Current situation

Social Inclusiveness is not recognized as one of the important philosophies in the recovery and development policy in the affected LGUs.

### Middle target (step 1)

Social inclusiveness is positioned as one of the important philosophies in the recovery and administration plan for the affected area in the LGUs.

### Middle target (step 2)

Promotion of the collaboration among the multiple bearers is positioned as one of the specific measures to realize the philosophy of Social Inclusiveness in the affected LGUs.

### Our vision (Goal)

Specific efforts are advanced based on the philosophy of Social Inclusiveness, and the recovery and area development policies on the main themes are formulated in collaboration among multiple bearers in the affected LGUs.

### Assumed issues (1)

 There are no occasions for formulating the understanding and common awareness of Social Inclusiveness.

# Main role of each bearer toward solution of the issues $\widehat{(1)}$

- (Citizen sector) Preparing for positioning "Social Inclusiveness" as one of the important philosophies in the area development policy, and participating in the provision of the occasions.
- (Administrator, and so on) Positioning "Social Inclusiveness" as one of the important philosophies for the area recovery and development policy.

### Assumed issues 2

 Social Inclusiveness is not positioned as one of the specific measures in the area development policy.

# Main role of each bearer toward solution of the issues ②

- (Citizen sector) Supporting and participating in the preparation for positioning the promotion of the collaboration toward realizing "Social Inclusiveness".
- (Administrator, and so on) Positioning the promotion of the collaboration as one of the specific measures toward realizing "Social Inclusiveness".

### Assumed issues ③

 It is difficult to formulate the area development policies based on the philosophy of Social Inclusiveness in collaboration among the multiple bearers

- (Citizen sector) Supporting and participating in the policymaking on important matters in collaboration for realizing "Social Inclusiveness".
- (Administrator, and so on) Policymaking in collaboration on important matters for realizing "Social Inclusiveness".

• III. Material is omitted.

### Epilogue

It is not the true recovery if we leave behind the affected people who have difficulties in progressing the recovery.

Philosophy of "Social Inclusiveness" is crucial for realizing "recovery of each livelihood" for all of the affected people which we thought as important during the formulation process of this Road Map.

For preparing for the support to the people who may drop out through the gap in the system and social services, the role of Citizen sector such as NPO is important as the margin for them.

It is the role of Citizen sector to connect the multiple bearers and solve the problems in the gap in the society.

As representing the Committee
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Contact addresses are omitted.