

Functions of The Administrative Evaluation Bureau and the Administrative Counseling System of Japan



**Don't keep your
problems to
yourself,
Administrative
Counseling is there
to help you!**

A cartoon illustration of a man with glasses, wearing a blue suit and a blue tie, smiling.

Three Functions of the Administrative Evaluation Bureau

Administrative Counseling

The AEB receives complaints, opinions and requests from the public regarding government action and offers the mediation necessary for their resolution. It also promotes overall improvement in the administrative system or operational defects.

Administrative Inspection

The AEB, as a specialized body for evaluation and inspection, conducts nation-wide surveys of the policies and administrative procedures of the government in order to clarify specific issues and agendas, and to offer appropriate recommendations for their improvement.

The Administrative Evaluation Bureau (AEB) of the Ministry of Internal Affairs and Communications (MIC) has three functions for reviewing the activity of the national government of Japan and enabling the realization of reliable and high-quality governance, in its capacity as an impartial third party of an independent governmental organ.

Policy Evaluation

◇ Facilitating Policy Evaluation

The AEB oversees the policy evaluation tasks of all ministries, and ensures they are implemented.

◇ Policy Evaluation Reviews

The AEB reviews each ministry's policy evaluation reports to ensure their objective and rigorous implementation.

This function removed to other department in May 2014

~~Incorporated Administrative Agency (IAA) Evaluations~~

~~The Policy and IAA Evaluation Committee, supported by the AEB, offers comments on each ministry's IAA evaluation committee reports ensuring each IAA is assessed in an objective and rigorous manner.~~

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1 Administrative Counseling

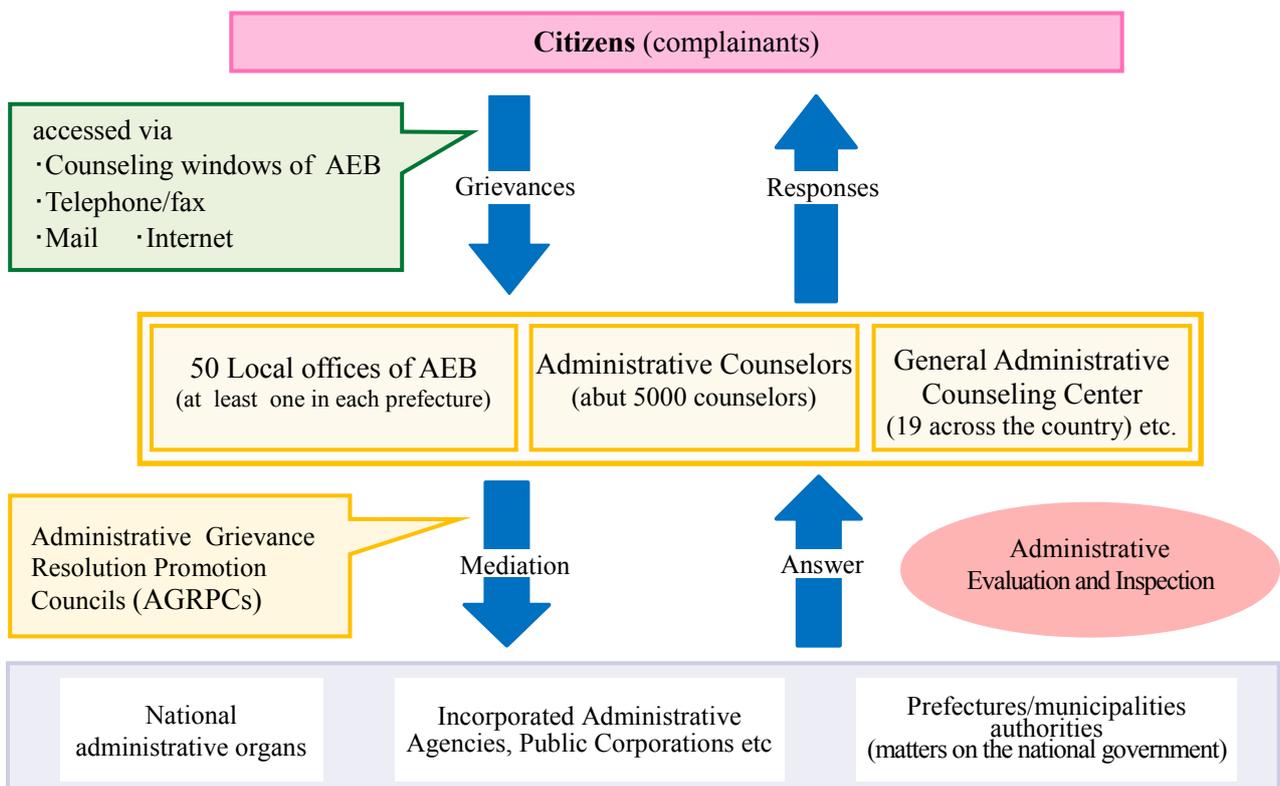
◇ How it works

The MIC's Administrative Counseling system receives complaints, opinions and requests from the public regarding government action. It serves as a fair and neutral mediator between complainants and the relevant government offices in order to facilitate resolution of these issues. The system also promotes overall improvement of the administrative system or its operational defects. In fiscal year 2012, the AEB received 168,000 complaints, opinions and requests.

○ **Responses to a wide range of Complaints**
 Administrative Counseling handles all complaints which are not relevant to a specific government department, as well as problems that overlap between more than one government department and require inter-branch liaison and coordination.

○ **A simple procedure for a quick solution**
 A complaint in any region can be received by a local AEB Office, which is tasked to process complaints through a simple procedure and facilitate their rapid resolution.

■ Outline of the Administrative Counseling System



○ **Improvements to the administrative system and its operation**

*The AEB seeks advice, if appropriate, from the Administrative Grievance Resolution Promotion Council (AGRPC) on peoples’ grievances related to the basic systems and operations of administration and that require high-level consideration. The AGRPC consists of well-known eminent experts from non-governmental circles.

*The AEB’s Administrative Inspection can be utilised to identify problems in the system and operation of administration as have given rise to complaints in order to prevent their future recurrence.

■ **Various ways of filing a complaint**



Don't Keep your problems to yourself, Administrative Counseling is there to help you !

A national network of 50 Local Offices of AEB

- Dial the Administrative Complaint Hotline ! **0570-090-110**
- Consult us through the AEB website!
- Personal visits, letters, and faxes are also welcome!

One-day Administrative Counseling Centers

Counselors are ready to help with all kinds of complaints
 During the annual October Administrative Counseling Week, the MIC opens ‘One-day’ Administrative Counseling Centers in department stores and other public facilities. These Centers are staffed by national and local government officers, as well as AEB Administrative Counselors. Each Center offers the opportunity to file various complaints at a single point of contact.

Counselors from various fields

- ◇ Central Government Officers from the Legal Affairs or Labor office, etc.
- ◇ Prefectural or Municipal Officers ◇ Administrative Counselors
- ◇ Local Welfare Commissioners or Civil Rights Commissioners
- ◇ Lawyers and Tax Accountants ◇ Local AEB Officers, etc.

Regular Counseling Services at Department Stores and other Public Facilities

Please drop by while shopping!

The MIC maintains 19 General Administrative Counseling Centers that are open daily or on some other regular basis, in department stores and other public facilities in the major cities. Some Stations are staffed by tax and law experts on certain days of the week, offering specialist advice on a wide range of problems.

Recent Cases resolved via AEB Administrative Counseling

Case 1

Public Employment Security Offices (Hello Work)

Grievance

Ms. A's application for unemployment benefit was rejected by the local Hello Work office because she was officially registered in another city. An official told her she must apply at the Hello Work office in the registered city, which was far away from her current residence. It is troublesome to have to travel a long way to apply for unemployment benefit.



Resolution

The AEB has clarified that there is a provision for accepting this type of application at all Hello Work offices, including those not located in the applicant's registered area of residence.

In line with the AEB's advice, the Ministry of Labor ordered Hello Work to adhere to the above provision and consequently, Hello Work's guidance booklet now mentions this more explicitly.

Case 2

Restricted Delivery Mail

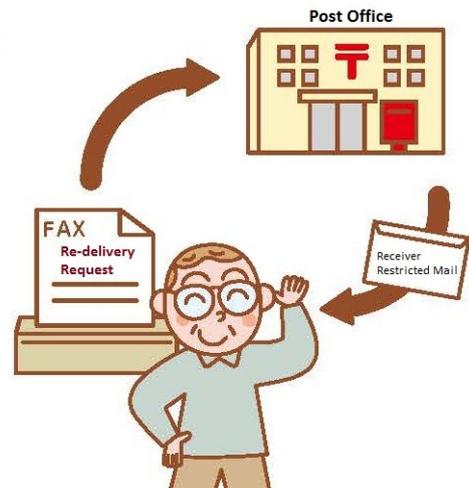
Grievance

Mr. B, who has a hearing disability, received a message from the local post office notifying him of the arrival of an item of restricted delivery mail, with instructions to specify the delivery date and time over the telephone. This was not possible due to Mr. B's disability. Alternative methods of responding should be offered.

Resolution

The AEB found that re-delivery requests for registered mail could be faxed, and advised Japan Post that this procedure should be extended to include restricted delivery mail as well.

Japan Post consequently revised its manuals, and has confirmed that requests for the delivery of restricted delivery mail may now be faxed.



Case 3

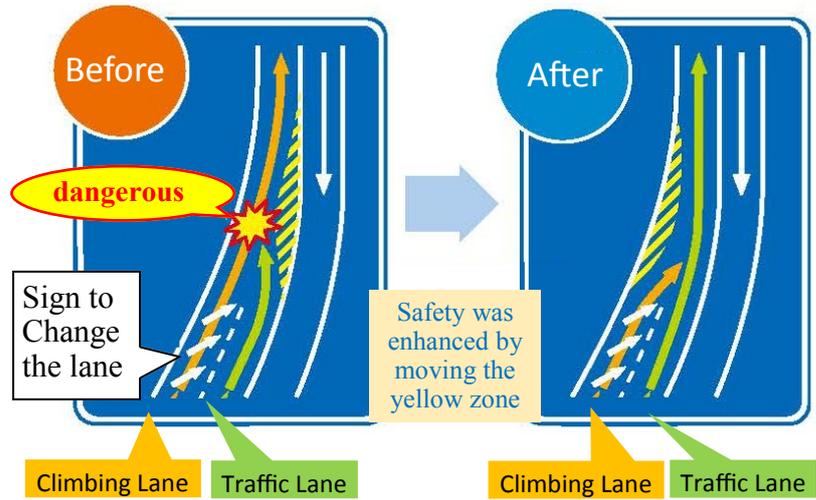
Road Sign

Grievance

At the endpoint of a climbing slip-road (left-hand) joining a national highway there is a road sign guiding drivers to switch from the slip-road to the main flow of traffic (the right-hand lane). The actual design of the highway at this point however encourages the main traffic lane to merge with the slip road rather than vice versa. Corrective steps should be taken before there is an accident.

Resolution

An on-site inspection by the AEB confirmed that drivers tended to be confused by the sign/road inconsistency, posing an accident risk. The local Highway Office was asked to correct the situation, and the road marking (yellow zebra zone in the picture) was moved enabling the slip-road to merge safely with the main traffic (right-hand) lane as indicated by the road sign.



According to the actual design of the road, the main traffic flow merges into the slip road in contradiction of the sign in the slip road giving instruction to change lane in order to merge into the main flow. So cars that followed the sign were at risk of hitting other cars.



Case 4

Mailboxes in temporary housing

Grievance

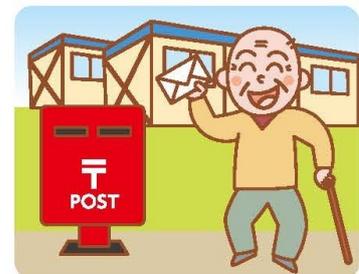
Mr. C lives in one of the temporary housing complexes built for survivors of the 2011 Great East Japan Earthquake. There are no mailboxes in or around the facility which is very inconvenient.



Resolution

This complaint was brought to a Special Administrative Counseling Center temporarily set up within the housing complex.

Considering the fact that there were many elderly residents in the complex, the AEB asked Japan Post to place a new mailbox within that facility, and JP has complied.



◇ Administrative Counselors

- Administrative Counselors are private citizens, commissioned by the Minister for the MIC to receive people's complaints, opinions and requests regarding the actions and provisions of government actions. They give out advice and convey the issues raised to the appropriate administrative agencies of the government. 5,000 Counselors nationwide (at least one for each municipality) received 94,000 complaints in fiscal year 2012.
- Administrative Counselors set up counseling booths at regular intervals in municipal offices and community meeting houses, or during local events. Counselors also travel in a circuit through large but sparsely populated districts and remote areas. Lectures are given at Elementary and Junior High schools, aimed at introducing the Administrative Counseling system to the wider public, and also to receive local complaints.



Counseling booth at a local shopping center



Traveling counseling sessions in the town



Lecture at Elementary school

Recent Cases resolved by Administrative Counselors

Case 1

Postal Life Insurance Notice

Grievance

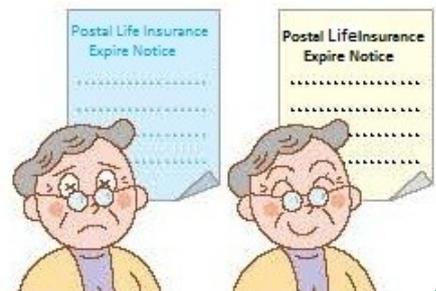
Mrs. D received an expiry notice for the Postal Life Insurance Service. It was printed in blue ink on blue paper, making it difficult to read especially for elderly and weak sighted people.



Resolution

The Administrative Counselor assigned to this case confirmed that the notice was not easy to read, and reported the matter to the AEB and the AEB asked Japan Post Insurance to improve the document.

Japan Post Insurance subsequently decided to print these notices in black print. The new form has been in use nationwide since January 2012.



Case 2

Workers' Accident Compensation application

Grievance

Mr. E used to work in a mine and was recently diagnosed with pneumoconiosis, a disease caused by dust accumulating in the lung cells due to being inhaled over an extended period of time.

Mr. E is now eligible for Workers' Accident Compensation but was told to provide evidence of having worked in dust-filled conditions. The mine and its operating company were closed many years prior to the diagnosis. Mr. E didn't know what he should do.



Resolution

The Counselor consulted with the Labor Standards Supervision Office responsible for this case, and clarified that the claimant's co-workers at the mine could provide evidence for the Compensation application.

This was explained to Mr. E, who subsequently got an ex-colleague to provide testimony and successfully applied for the Compensation.



Column

The Administrative Evaluation Bureau in an International Context

There are many systems for resolving complaints relating to administrative activity throughout the world. The ombudsman system is one of them.

The Administrative Evaluation Bureau of MIC promotes the resolution of citizens' complaints by implementing its four functions, working together with some 5,000 administrative counselors and an expert advisory body, the Administrative Grievance Resolution Promotion Council, comprised of knowledgeable non-governmental persons. The Administrative Counseling System is known as the 'Japanese ombudsman' at home and abroad and performs the same function as other countries' ombudsmen.

Ombudsmen in each country work to promote the institution of the ombudsman and encourage its development while engaging in exchange and cooperation through international exchange bodies such as the International Ombudsman Institute (IOI) and the Asian Ombudsman Association (AOA).

In 2013, the AEB signed a Memorandum of Cooperation with the Government Inspectorate of Vietnam to strengthen friendly and collaborative relations in the field of handling complaints and other duties pertaining to the tasks and purposes of each organization.

The 12th AOA Conference was hosted in Japan in December 2011 with 60 guests from 19 countries attending.



Administrative Counselors' Suggestions to the Minister for MIC

Administrative Counselors may submit their suggestions to the Minister for the MIC for possible improvements to administrative operations arising out of the course of their duties, as provided in Article 4 of the Administrative Counselors Act.

These suggestions can be sent from the MIC to other government ministries and help bring improvement to the operations and systems of administration.



The Administrative Counselors Act may be download from : <http://www.japaneselawtranslation.go.jp/law/detail/?id=54&vm=04&re=02>
Or search "Administrative Counselors Act"

Recent Cases of improvements resulting from Administrative Counselors' suggestions

Case 1 Labelling of Kampo (Chinese herbal medicine) packages

Suggestion

Some kampo medicines are packaged in opaque aluminum sheets, with only numbers printed on them and omitting the name of the medicine.

When patients have been prescribed more than one kampo medicine, they cannot always tell what prescription the package contains from these numbers. An Administrative Counselor made a suggestion to the Minister that the name of the medicine should also be printed on these aluminum packages.

Improvement

The MIC recognized that it is necessary to prevent patients taking the wrong medicine and passed the appropriate recommendation to the Ministry of Health, Labor and Welfare (MHLW) for its consideration. The MHLW subsequently requested that medical companies throughout the industry should print the names of medicines on their packages.

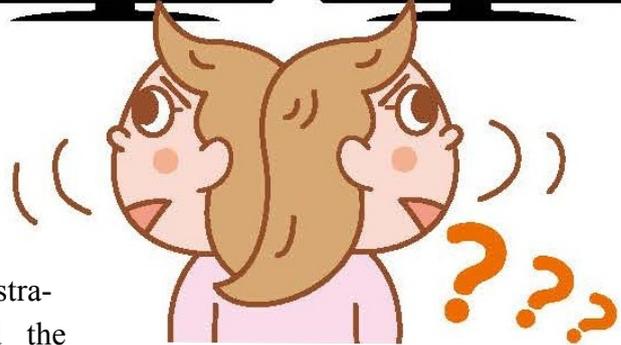
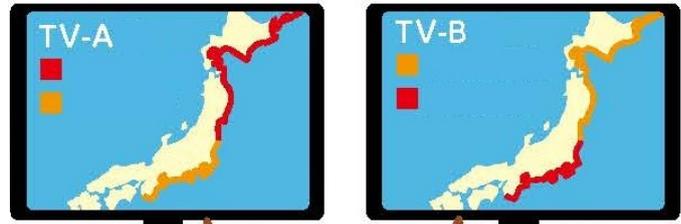
Out of the 75 companies producing kampo medicines in April 2012, nine were found to be showing only numbers on their products, but by March 2015 all will be required to switch to printing the names of the medicine on their packages.



Case 2 Tsunami Warning map colors

Suggestion

Different TV stations use different colors for the maps showing tsunami forecasts. This is confusing for TV viewers. The Meteorological Agency (JMA) should decide on a uniform set of colors to be used by all broadcasters.



Improvement

At the time that an Administrative Counselor submitted the suggestion, the JMA guidelines for tsunami forecast maps gave red as the color for major tsunami warnings, orange for less critical tsunami warnings, and yellow for tsunami advisories.

The AEB, examining and acting on the suggestion, advised the JMA that, in order to avoid confusion among TV viewers and delays to their evacuation, the JMA should request that TV stations adopt the same guidelines.

The JMA has recognized the importance of avoiding any confusion and has asked broadcasters to standardize the set of colors used in tsunami maps.

TV stations deliberated and introduced a new color guideline with purple for major tsunami warnings, red for tsunami warnings, and yellow for tsunami advisories. All TV stations and JMA now follow these color guidelines for all meteorological warnings including tsunami. .

New color guidelines for All TV stations and Japan Meteorological Agency(JMA)

Purple

Emergency Warning

Red

Warning

Yellow

Advisory



◇ Administrative Grievance Resolution Promotion Council (AGRPC)

Some complaints acknowledged by the AEB may require changes to existing rules or involve complex administrative issues straddling many governmental institutions.

The AEB understands the importance of seeking private expert knowledge when providing solutions for these difficult cases hence the setting up of Administrative Grievance Resolution Promotion Councils (AGRPC). Knowledgeable and experienced private experts in various fields are invited into these Councils to express their views, unrestrained by existing administrative practice and using purely their sound judgment. These views are then reflected in the mediation of solutions to citizens' grievances. 12 local AEB offices hold conferences similar in function to the Councils.



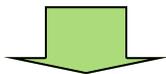
Recent Cases of improvements via the AGRPC

Case 1

Pension claim

Grievance

When claiming a senior citizens' pension, the claimant must have the bank holding his pension account put its stamp on the application form. This is troublesome for elderly people and it should be sufficient instead to submit a copy of their bankbook showing their account details.

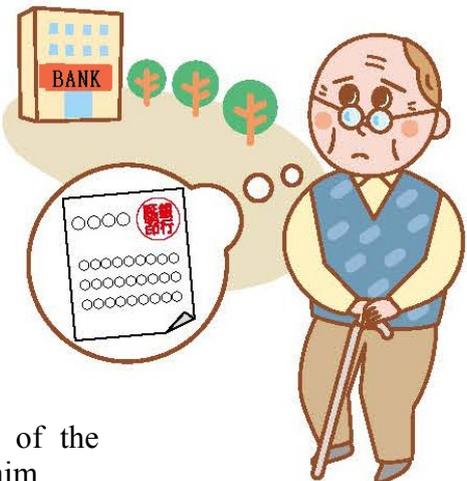


Improvement

The AEB confirmed that other types of pension could be claimed just by presenting the bank name and the relevant account number.

The AGRPC judged that the same method should be acceptable for claiming senior citizens' pensions and asked the Ministry of Health, Labor and Welfare to improve its procedures in this regard.

The bank stamp may now be replaced by a copy of the bankbook for the relevant account when making a pension claim.

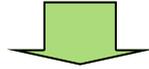


Case 2

Public Hospital Credit Card Payment

Grievance

A public hospital has refused to accept credit cards to pay medical bills. Since most private hospitals now accept credit cards this is unreasonable.



Improvement

Research by the AEB confirmed that most private hospitals accept credit cards for medical payments. As well as being convenient for patients, using these cards also lessens the likelihood of unpaid bills and shortens lines at hospital payment desks.

The AGRPC advised the MIC that, since credit cards offer a clear advantage, public hospitals should consider accepting them. This has led to more public hospitals accepting credit cards for the payment of medical bills.

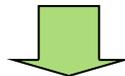


Case 3

Refunding a Senior Citizen Special Discount Bus Pass

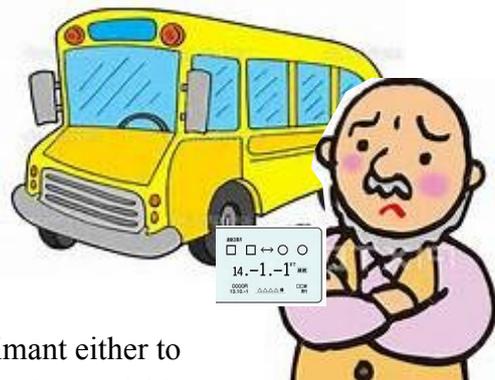
Grievance

Special discount bus passes are issued to senior citizens, which is advantageous for them but these passes must be bought in advance. The claimant bought a pass which then became unnecessary for personal reasons and asked for the pass to be refunded. Even though its valid period had not yet started, the bus operator refused to refund the pass, claiming that special passes like this have a higher discount rate than ordinary season passes and could not be cancelled. The claimant finds this unacceptable.



Improvement

The AEB was advised by the AGRPC that, by refusing to offer a refund for special passes even before their valid periods had begun, the bus operator made it impossible for the claimant either to receive a service or to have the money back. This is understandably unacceptable for bus users. The AEB, following this advice, contacted the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) which, in turn, has instructed its branch offices to ensure bus operators stop selling special passes that cannot be refunded.

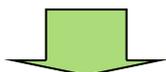


Case 4

National University Tuition Payment

Grievance

The claimant's daughter is enrolled at a national university in Kyushu, the southern part of Japan. The university accepts only direct debits via its local bank for tuition payments. People can transfer their money from any bank to this local bank but it costs extra to transfer. This practice should be changed, so that national banks can also be used for tuition debits.



Improvement

The Kyushu AEB Office was advised by the AGRPC that, since many students from other prefectures attend national universities in that region, forcing the students' sponsors to use the local bank's direct debit service added an unnecessary burden. The AEB followed this advice and requested that the three national universities in Kyushu, including the one targeted by the claimant, make improvements.

This has prompted all the national universities in Kyushu to accept direct debits from national banks, including the Japan Post Bank.



Column

PR Poster for Administrative Counseling for 2013

AEB promotes its administrative counseling system using various media. One such advertisement is a poster displayed at administrative agencies and distributed all over Japan. In the 2013 PR Poster Hello Kitty is telephoning the administrative counseling hotline. The watchword printed on the poster won first prize in the watchwords contest on the occasion of the 50th anniversary of the Administrative Counselors System in 2011.

Administrative counseling PR Character



Ai-chan



Dan-kun

2 AEB Administrative Inspection

The AEB conducts two types of inspections: ‘Policy Evaluations’ review policies that involve more than one ministry or agency, while ‘Administrative Inspections’ focus on policy implementation efforts within individual ministries. The two types of inspections are referred to as ‘AEB Administrative Inspection’.

As an independent specialized body for administrative evaluation within the government, the AEB has focused on “necessity, validity and efficiency” during these inspections which are...

- ✓ ...aimed at reviewing the actual status of multi-ministerial policies and also each ministry’s administrative efforts, in order to...
- ✓ ...develop a realistic understanding of administrative topics and problems on a national level, and use the AEB office network spread over all prefectures for the purpose of...
- ✓ ...presenting solutions and making recommendations for policy, system, and administrative reviews.

AEB Administrative Inspection Topics

◆ FY2013 administrative inspection plans

According to its policy of conducting dynamic and focused inspection for high-priority government agendas, in FY2013 AEB will cover the following topics:

① Public safety and security

- Food education policy
- Maintaining numbers of doctors & nurses
- Livelihood Protection benefits
- Traffic safety (bicycle safety)
- Creating a hospitable environment for foreign tourists
- Improving the accuracy of weather forecasts

② Eliminating administrative inefficiency and further streamlining government operations

- Promoting Private Finance Initiatives (PFI)
- Government-aided projects for the elimination of greenhouse gases

③ Other important agendas

- Simplification and rationalization of regulations



(Some other topics have been carried over from FY2012.)

Examples of Recent AEB Administrative Inspection

Case 1

Fact Finding on simplifying administrative procedures (related to the Great East Japan Earthquake)

(Recommendations were sent on March 1 2013 to six ministries responsible for accepting aid applications from Earthquake survivors.)

Background

Applying for public aid is the first step in rebuilding the lives of Earthquake survivors.

People already burdened with enormous anxiety have the additional workload of sending many applications to re-issue various licenses and certificates, as well as requesting public aid. Hence understandably administrative offices become overwhelmed by the exceptionally large amount of incoming documents, particularly when they also have employees and facilities affected by the disaster.

This circumstance has highlighted the importance of easier procedures for aid application. In order to enable the necessary aid to be offered quickly and correctly, the AEB promptly conducted a survey of the actual process on the ground of aiding disaster survivors.



AEB's Findings

- ① There is no statute or regulation standardizing the format for a Disaster Victim Certificate or stating what kind of damage this document may cover. Municipalities are issuing different paperwork, resulting in large discrepancies as to how quickly a disaster survivor is given support.
- ② There is currently no legal provision for creating a Victims' Register, making it difficult for some municipalities to utilize information systems and causing delays in victim support activities.
- ③ In some cases, survivors are asked to re-submit documents such as their resident registration, income certificate, and other information that should already be in the hands of the relevant authorities.

Recommendations

- ① Disaster Victim Certificates should be issued as quickly as possible and their format should be legally defined. Local authorities should prepare procedural manuals for issuing these certificates.
- ② In order to ensure that all survivors are given support, a Victims' Registry should be defined within a legal framework to facilitate victim data being incorporated into information systems. Relevant authorities are encouraged to actively utilize these systems.
- ③ Requirement to attach residence registrations, income certificates or any other official document to various applications should be omitted whenever possible. This will help to alleviate survivors' workload.

Case 2

Administrative Inspection for preservation and utilization of agricultural land

(recommendations sent to the Ministry of Agriculture, Forestry and Fisheries (MAFF) on April 12 2013)

Background

Recently Japan has come to rely heavily on imported food but it is important to maintain and utilize prime agricultural land to enhance domestic food production capacity. The size of Japan's agricultural landscape is nevertheless declining, partly due to widescale abandonment of cultivation. This has made it necessary to facilitate the re-consolidation of usable farmland.

The MAFF has reviewed the national agricultural land management scheme following revision of the Agricultural Land Act and other codes of law in June 2009 (taking effect in December 2009).

To enhance the effectiveness of the new management scheme, as of October 2011 the AEB conducted a survey of start-up projects to assess how relevant administrative tasks were being implemented at that point.



AEB's Findings

- ① Some of the agricultural land consolidation projects designed to revitalize the selling or renting of farmland are not meeting their targets.
- ② Under the revised law, each District Agriculture Committee is authorized to give instructions, notifications, or recommendations for all unused farmland within their District, for the purpose of facilitating its use for agriculture. Some Committees nevertheless did not know how the land within their district was actually being used, or failed to give any guidance at all.
- ③ Penalties for instances of illegal conversion of agricultural land were insufficient and poorly enforced.

Recommendations

- ① The MAFF should define and analyze the reasons behind underperformance in agricultural land consolidation projects, and duly plan for the project's better implementation.
- ② Proper land usage surveys must be thoroughly carried out in accordance with the Agricultural Land Act. More thorough guidance should be given to owners of unused farming plots.
- ③ Any illegal conversion of agricultural land should be sufficiently and strictly punished.



Recent Improvements via AEB Recommendations

Case 1 Administrative Inspection on Product Safety

(Recommendations sent on February 1 2011 to the Consumer Affairs Agency (CAA), the Ministry of Economy, Trade and Industry (METI), and the Fire and Disaster Management Agency (FDMA))

Background

The purpose of this inspection on the actual enforcement of product safety measures in government organizations was to enhance consumer protection against risk of harm to life or health caused by consumer products (excluding food or cars).



Recommendations

① In some serious product accidents the relevant product maker only recognized the cause of these accidents long after the first fire case was reported. The CAA should seek the FDMA's cooperation in instructing municipal fire services to alert product makers more promptly to reported alleged product defects.



② There was great variation in information regarding recalled consumer products on different government agency websites. The CAA should assume responsibility for gathering all recalled product information, categorize hazards by their seriousness and make this known to all consumers.



Implementation

① Consequent on request for cooperation from the CAA to the FDMA in February 2011 communication between fire services and makers or distributors of faulty products improved. In 2011, there were 546 cases of products catching fire, out of which 406 incidents resulted in notifications from these authorities to the relevant companies (the rest involving exceptional circumstances, including business closures which made further action impossible).

② In April 2012, the CAA added new Product Recall Information pages to their Agency website, which included data on all recalled products. These new pages are designed to draw attention to cases that may lead to serious accidents and those that could affect old people or children.

Case 2

Policy Evaluation of Efforts to Extend Membership of the Legal Community and Reorganize the Legal Training System

(Recommendations sent on April 20, 2012 to the Ministry of Justice (MOJ) and the Ministry of Education, Culture, Sports, Science and Technology (MEXT))

Background

The purpose of this Policy Evaluation to extend membership of the legal community and reorganize the legal training system, was to establish an overall evaluation of the general effectiveness of each ministry's effort towards this policy goal.

Major Findings:

- ① The annual target of having 3,000 candidates pass the National Bar Examination has not been achieved, but this has not given serious inconvenience to the people.
- ② The desired pass rate of 70% to 80% stated by the policy has not been met.
- ③ Some law schools have recruited less than 10 new students, or their enrollment rates were under 20% of their capacity. These schools also had a lower pass rate in the National Bar Examination.
- ④ Japanese law schools have a three year standard program for beginners and a two year shortened program for advanced students. The students in the standard program had a lower pass rate compared to shortened program students, indicating that there are issues with the beginner training system.



Recommendations

- ① To the MOJ: Targets for the number of candidates passing the National Bar Examination should be promptly reviewed.
- ② To the MEXT: The quality of law school courses should be greatly improved. Institutions that fail to raise their enrollment rates should be asked to lower their student recruitment targets.



Implementation

- ① A Ministerial Council on the legal training system and a MOJ Legal Training System Review Council have been considering these recommendations. The target number was formally withdrawn on July 16 2013.
- ② An improvement plan for law school courses has been developed and announced, prompting effort to further improve the quality of legal training.
 - i) Starting from FY2012, the annual improvement survey report now includes results of inquiries into law schools having enrollment rates of under 50%.
 - ii) Enrollment rates have been added to the set of criteria for public funding. This will encourage law schools to undertake independent and autonomous reform initiatives, with a view to lowering their recruitment targets.

3 Promotion of Policy Evaluation

How Policy Evaluation works

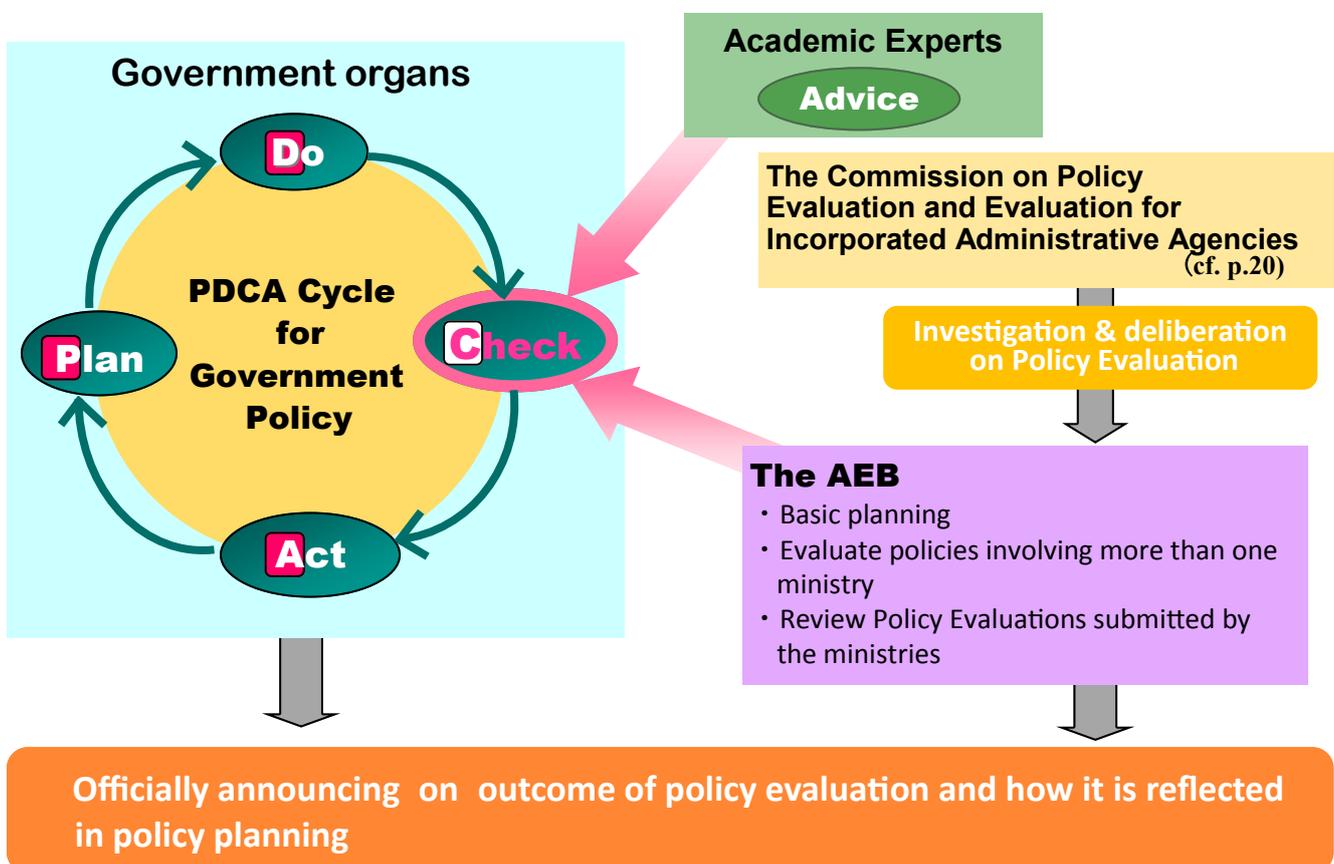
Government Policy Evaluations Act (Act No. 86 of 2001)

The principle of Policy Evaluation is to have each ministry evaluate its own policy in terms of its necessity, efficiency and effectiveness, or any other criteria. Such Evaluations are securely connected to policy reviews and improvements. (There were 2,700 government Policy Evaluations in FY2011).

The AEB establishes common rules for performing Policy Evaluations and compiles all Policy Evaluation reports across the government ministries and agencies, fulfilling its task as the planner of the Policy Evaluation platform. The AEB also holds the position of reviewing all government actions free of restrictions imposed by each ministerial jurisdiction, making it a suitable agent for evaluating multi-ministerial policies and reviewing the ministries' own evaluation reports. This is a process known as 'objectivity assurance evaluation'.

Target

Encourage effective and efficient administration assuring governmental accountability



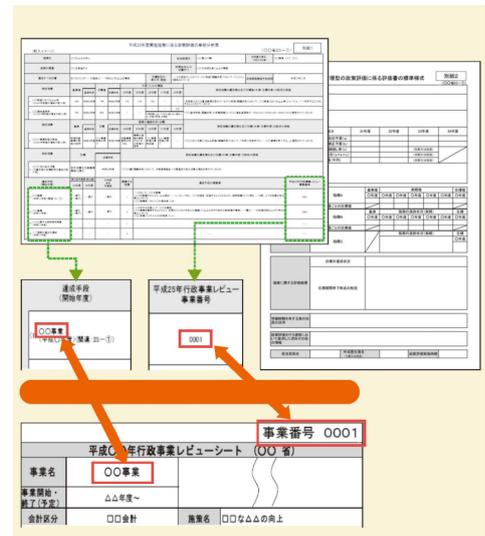
Approach to promotion of Policy Evaluation

■ Ex-ante analysis chart and standard evaluation format

Major ministerial policies, broken down into about 500 tasks, are subjected to regular review within each ministry.

As of FY2012, an ex-ante analysis chart has been adopted, together with a standard evaluation document format focusing on the most important information (including the total policy budget, the amount actually executed, achievements and evaluations), to be used across the government. The ex-ante chart, to be prepared and announced before policies are implemented, should state the policy targets and criteria and also lists 5,000 projects to realize the policy (in accordance with Administrative Reviews).

From FY2013, in order to link each Policy Review firmly with its corresponding Administrative Project Review, the ex-ante chart and Administrative Project Review forms will share the same administrative project names and numbers.



■ Policy Evaluation Web Portals

Each ministry publishes its Policy Evaluation information on the ministry website. In November 2011 the AEB introduced a web portal providing a single point of access for all of these resources.

This Policy Evaluation Web Portal provides links to data about ministerial policy structures, major policy targets, evaluation criteria, budget forecasts and other information related to Policy Evaluation, all of which can be seen via this new portal, providing an easy interface for citizens to access general government Policy Review documents.



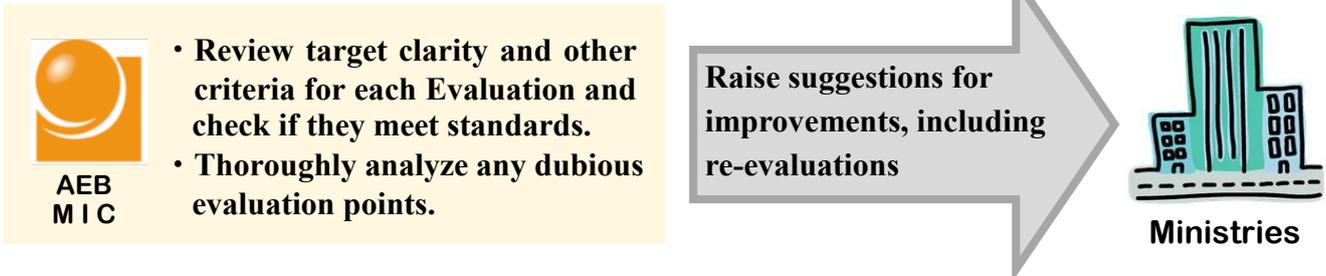
※http://www.soumu.go.jp/main_sosiki/hyouka/seisaku_n/portal/index.html

政策評価ポータルサイト 検索

◇ Checking Ministries' Policy Evaluations

(Objectivity Ensuring Evaluation)

The AEB takes the following actions against ministries' Policy Evaluations in order to improve their quality and to have relevant policies reviewed and updated.



■ Examples of Checking Ministries' Policy Evaluations of Public Works Projects

In FY2012, 94 Evaluation reports for 11 public works' projects were reviewed, with 13 reports for 4 projects found to contain issues.

The Ministry of Agriculture, Forestry and Fisheries (MAFF)

Fishery infrastructure development project in Nagasaki Prefecture (FY2012)

A Point at Issue

● A project to build a new bypass road will add overall benefit only if it successfully shortens the traveling distance for cars using the new road and reduces the cost of movement/transportation and vehicle maintenance.

● The new bypass road (③ in the map below) was built for the convenience of the local fishing industry along with that of B fishery port, however the traveling distance between C town to A city using new bypass (②+③) is longer than the existing route①. In MAFF's Policy Evaluation for this project, traffic volume for the existing route① was included in the cost-benefit analysis, possibly exaggerating the stated benefits.

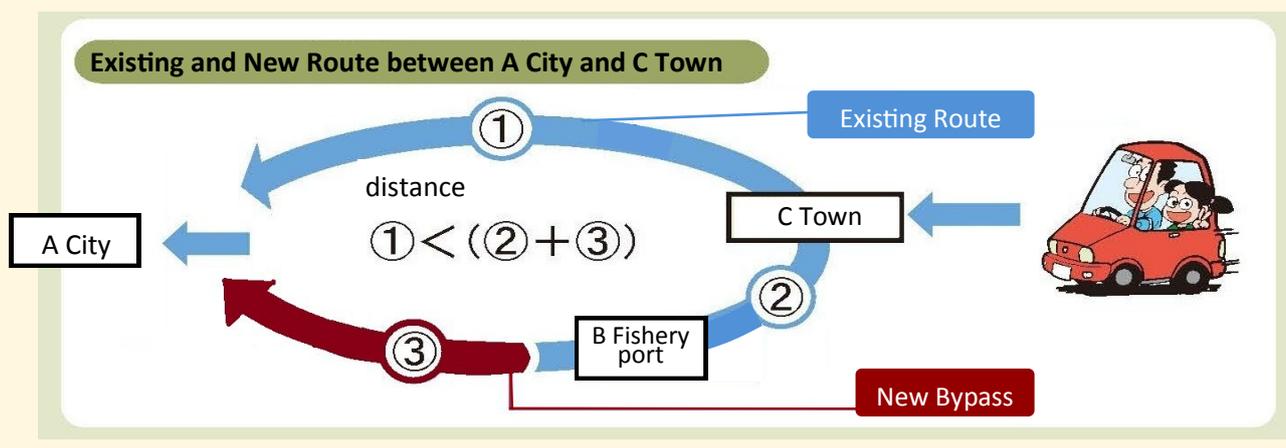
AEBs' Findings

• This project did not shorten the distance between A City and C Town. The traffic volume along existing route① should not be part of a cost-benefit analysis.



MAFFs' Reaction

• The Evaluation report will be adjusted, taking out all references to the traffic volume along the existing route① as it has not been shortened.



(This function has removed to the other department in May 2014)

4 Evaluation of Incorporated Administrative Agencies (IAAs)

◇ How IAAs are Evaluated

□□ What are IAAs? □□

The Incorporated Administrative Agency (IAA) system was established in January 2001 as part of central government reform policies. IAAs are responsible for fulfilling indispensable public missions that may not be implemented by the private sector but do not need direct execution by government ministries. As of April 2013, there are 101 IAAs in operation.

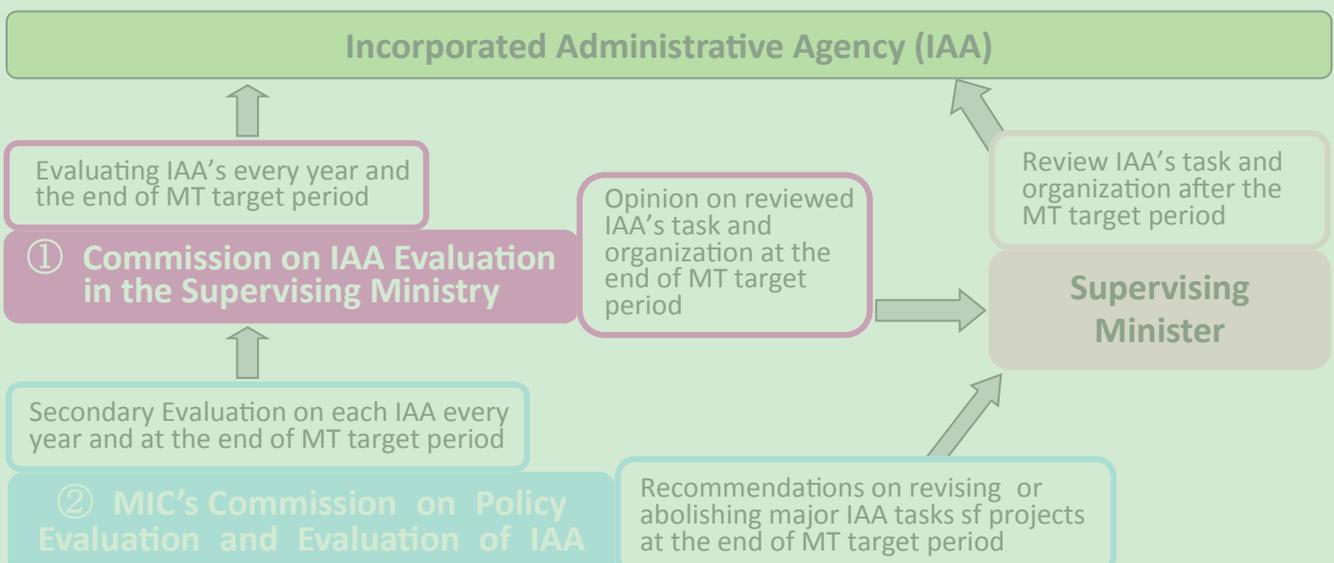
■ IAA operational flow (MT=medium-term)



■ IAA Evaluations

Each IAA is evaluated by the independent ①Commission on IAA Evaluation established within the supervising ministry and also by MIC's Commission on Policy Evaluation and Evaluation of IAAs.

MIC's Commission is responsible for (1) making recommendations on revising or abolishing major IAA tasks at the end of MT target period, and (2) performing secondary evaluations on each Commission on IAA Evaluation in the supervising ministry annually and also at the end of the MT target period.



5 Function of local offices of the AEB

There are 50 local AEB offices all over Japan, each carrying out the following duties.

◇ AEB Administrative Inspection

○Nation-wide inspection using the AEB network

Local AEB offices are instrumental in the AEB's administrative inspections, providing research sites for collecting specific and physical evidence and data and coordinating a Survey to analyze the status of the evaluated policy's effectiveness, actual administration and new issues in the assigned area.

○Locally planned inspection

Local AEB offices also conduct their own inspection for the purpose of investigating regional issues and offering ideas for their solution.

■ Recent Examples of local AEB inspection

Administrative Inspection Case 1

On the safety and convenience of streetcars

(The recommendations from Kyushu Regional AEB were sent to Kyushu District Transportation Bureau in March 2013)

Inspection findings and recommendations

- Some areas where streetcar tracks pass through crosswalks had cracks or bumps. The same situation was also observed at some streetcar stops and platforms. Streetcar operators should be instructed to conduct regular on-site inspections to check for road-surface damage and conduct repairs.
- Some streetcar platforms were narrower than stated in the regulations. The operators should be requested to widen such platforms and also to make these facilities more accessible for handicapped users.
- There were also platforms lacking tactile pavement tiles and safety fences. The operators should be instructed to install these in all facilities.
- Some platforms lacked signs marking the place where wheelchair users can get on and off streetcars. The operator should be encouraged to add these signs.



Regulations state that streetcar platforms must be at least 1.5m wide, but this structure's width was only 0.76m, making it dangerous for the passengers.

Administrative Inspection Case 2

For national park protection and utilization

(These recommendations from the Tohoku Regional AEB were sent to the Ministry of the Environment Tohoku Regional Environmental Office in January 2013)

Inspection findings and recommendations

- Broken down and abandoned shop structures were found within the national park. A system for instructing the owners of these derelict facilities should be introduced, to make them observe the Natural Park Laws and avoid leaving their properties in a state of disrepair.
- Some signs had fallen to the ground or were badly faded. A park facility survey should be conducted, to carry out repairs as soon as possible.
- Visitor centers are also designated as evacuation sites during disasters, but some of these lacked an emergency power supply. Appropriate action should be taken to install an emergency power supply where lacking.



Fallen signs
indicating a
lack of proper
Maintenance.

Administrative Inspection Case 3

On the installation, maintenance and usage of Automated External Defibrillators (AEDs)

(The recommendations from Gunma, Yamanashi and Nagano AEB Offices were sent to the management authority of each government building in July and August 2012.)

Inspection findings and recommendations

- Some government office buildings equipped with AEDs lacked signs at the building entrance. These signs should be placed so as to be visible.
- Some AED electrode pads were found to have expired or changed after the expiration dates. Stickers showing the correct replacement cycle should be applied in order to properly maintain the equipment.
- In some cases daily equipment checks were either not performed or not recorded. Daily inspections should be enforced and recorded.
- In some cases staff training for using an AED had not been conducted for a long time. Training sessions should be regularly scheduled.



The July 2004 MLHW instruction has enabled non-medical personnel to operate AEDs in certain circumstances, leading to widespread acceptance and installation of this device in Japan.

* Subsequently, on the AGRPC's advice, MIC sent recommendations to the Ministry of Labor, Health and Welfare and the Fire and Disaster Management Agency in March 2013 including to equip more public buildings with AEDs, to ensure proper maintenance of the existing AEDs and to conduct staff training in AED usage.

◇ Administrative Counseling

Local AEB Offices offer various occasions for local citizens to file complaints, opinions and requests related to governmental actions and provisions. Each office can conduct an on-site survey where necessary, as well as mediating between the relevant authorities for the resolution of problematic issues.

In times of natural disasters such as earthquakes, heavy rain, and typhoons, the AEB may set up Special General Administrative Counseling Centers in the affected areas in cooperation with various government branches, governmental financial institutions, prefectural and municipal agencies and Administrative Counselors.

Access Points of the Administrative Counseling service



Regular Administrative Counseling Centers in Department Stores

Regular Administrative Counseling Centers operate inside department stores and other public buildings on a daily or other regular basis. Citizens can voice their complaints in a relaxed environment away from MIC offices.



'One-day' Administrative Counseling Centers

Representatives of various government departments, as well as prefectural and municipal staff are present at these one-day Centers and, together with the Administrative Counselors, offer a unified point of contact for addressing raising a wide range of complaints.



Counseling Centers in disaster-hit areas

Counseling Centers in and around the many areas affected by disasters such as the 2011 Great East Japan Earthquake and others provide support to survivors.



Discussions with local representatives

Local AEB Officers often meet with representatives of residents' committees and women's groups to discuss local matters.

6 Organizational Chart of AEB



Ministry of Internal Affairs and Communications (MIC)

Number of staff as of March 2015

5015 Staff in the Ministry

- Minister's Secretariat
- Administrative Management Bureau
- **Administrative Evaluation Bureau**
- Local Administration Bureau
- Local Public Finance Bureau
- Local Tax Bureau
- Global ICT Strategy Bureau
- Information and Communications Bureau
- Telecommunications Bureau
- Statistics Bureau & Director-General for Policy Planning
- Environment Dispute Coordination Commission
- Fire and Disaster Management Agency

294 Staff in the main office

- General Affairs Division
- Planning Division
- **Administrative Counseling Division** (22 Staff)
- Policy Evaluation Section
- Evaluation and Inspection Sections
 - * Incorporated Administrative Agencies 1
 - * Incorporated Administrative Agencies 2
 - * Cabinet Office, Regulatory Reform
 - * Ministry of Law, Ministry of Foreign Affairs, Ministry of Education and Culture, etc.
 - * Ministry of Finance, Ministry of Economy, Trade and Industry, etc.
 - * Ministry of Agriculture, Forestry and fisheries, Ministry of Environment, Ministry of Defense, etc.
 - * Ministry of Health, Labor and Welfare, etc.
 - * Reconstruction Agency, Ministry of Internal Affairs and Communications, Ministry of Land Infrastructure and Transport, etc.
 - * Review for each Ministry's policy evaluation, Objectivity-Ensuring Evaluation Activity

- **Local Offices of the Administrative Evaluation Bureau (50)**
 - * Administrative Counseling Division
 - * Evaluation and Inspection Division

943 Staff nationwide



The Symbol of the Administrative Counseling System uses two smiling faces expressing affinity for the system to the people and pleasure in resolving the problem.

Functions of The Administrative Evaluation Bureau and the Administrative Counseling System of Japan

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