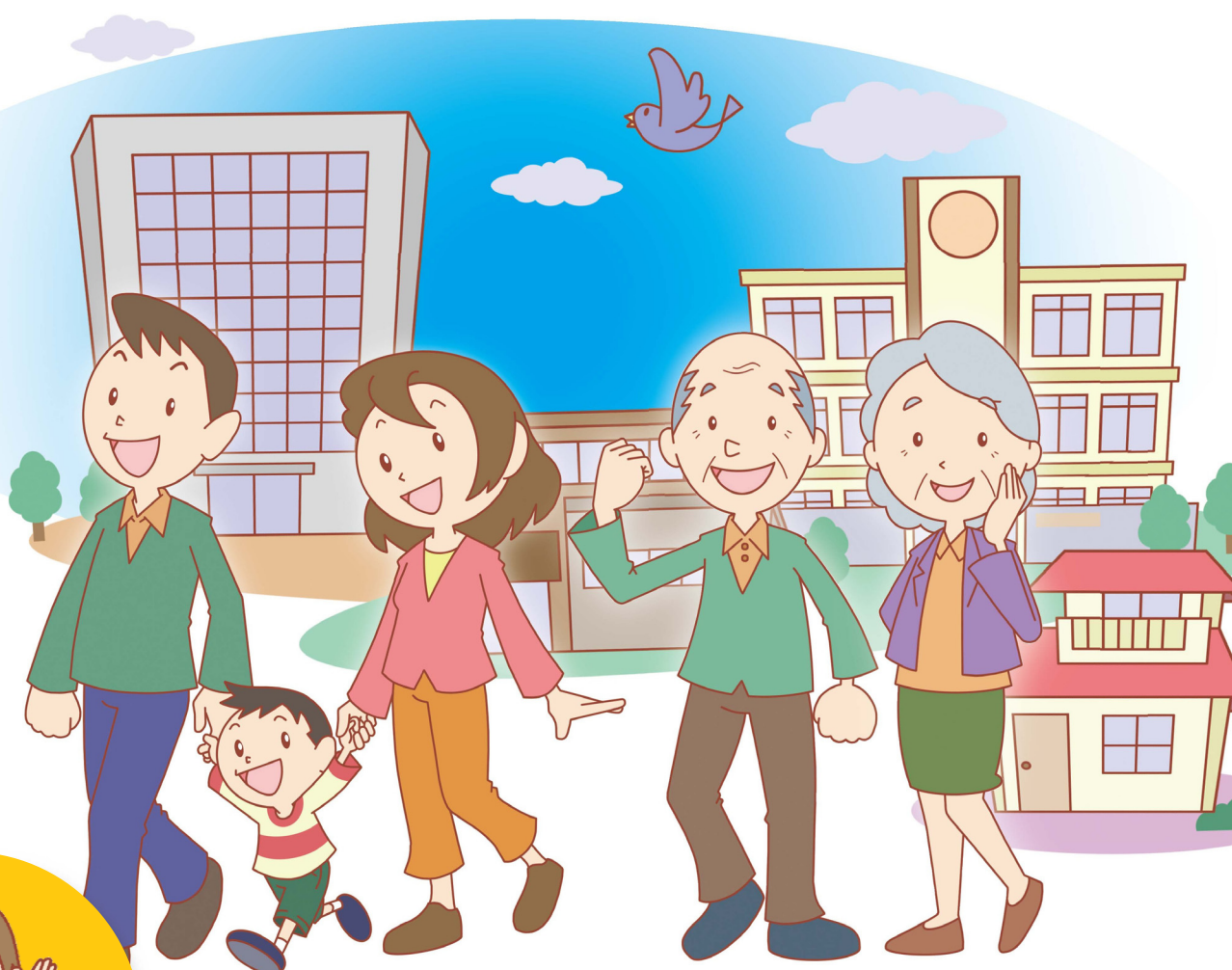




**Administrative Evaluation Bureau
Ministry of Internal Affairs and Communications
Government of Japan**

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!**

Three Functions of the Administrative Evaluation Bureau

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.

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.

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.

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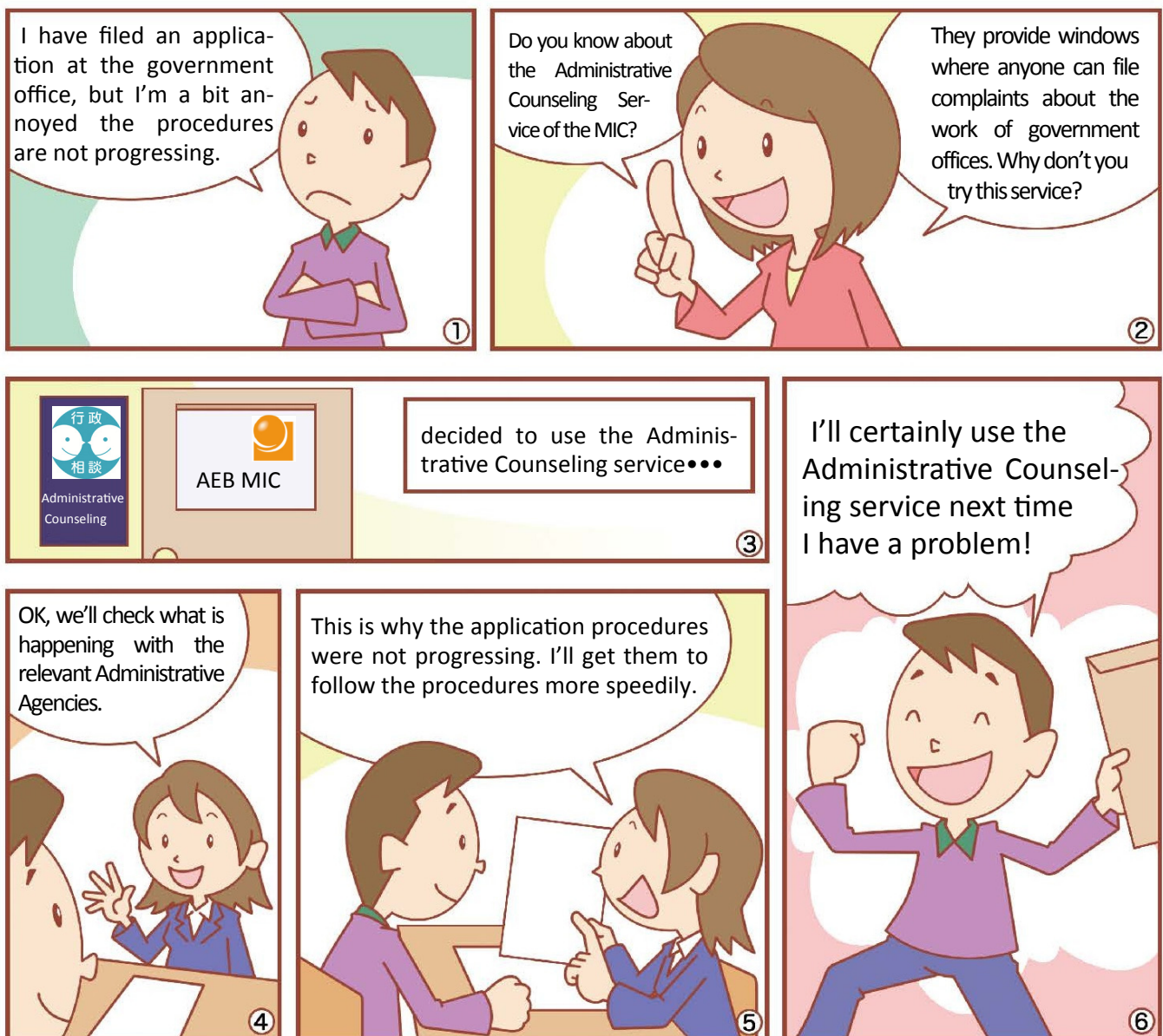
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1 Administrative Counseling

◇ What is Administrative Counseling?

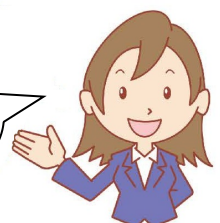
The MIC's Administrative Counseling system receives complaints, opinions and requests from the public regarding government action. It serves as a fair and neutral mediator between complainants and the relevant government offices in order to facilitate resolution of these issues. The system also promotes overall improvement of the administrative system or its operational defects. In fiscal year 2013, the AEB received 168,000 complaints, opinions and requests.



Whenever you have the following types of problems:

- ◇ "I don't know who to turn to for help."
- ◇ "I've filed an application at the government office, but nothing's happening."
- ◇ "There is a public facility which is damaged and in a dangerous state."
- ◇ "I'm not sure about visiting the counseling window."

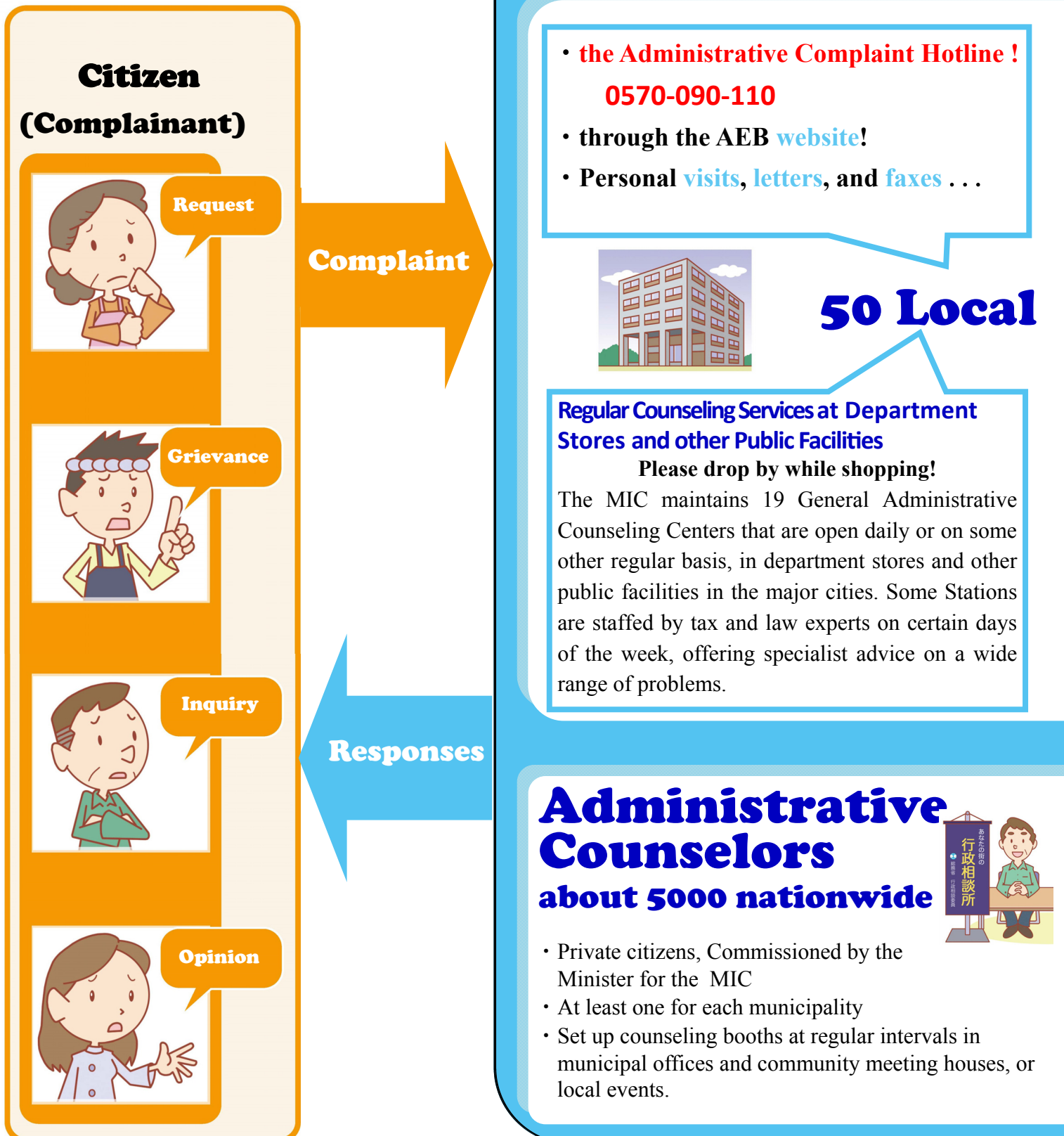
MIC's Administrative Counseling is available to help resolve your problems

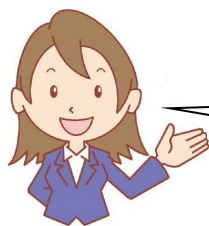


System of the Administrative Counseling

◇ How Administrative Counseling Works?

The MIC's 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.





**Administrative Counseling
is free of Charge and no
preparation is needed.**

filing a complaint

Counseling Centers in Disaster-hit Areas

Provide special care for survivors from and victims by natural disaster

Counseling centers are opened in and around the areas affected by natural disasters and other extraordinary accidents.

offices of AEB

(at least one in each prefecture)

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.

Mediation

Answer

Government Organ

**National
administrative
organs**

**Incorporated
Administrative
Agencies,
Public
Corporations etc.**

**special administra-
tive corporation**

**Local authorities
Prefectures
Municipalities
(matters on the
national government)**



Recent Cases resolved via AEB Administrative Counseling

Case 1

Radio Broadcast Reception in Tunnels

Complaint I cannot receive **radio wave** in the **tunnel**!

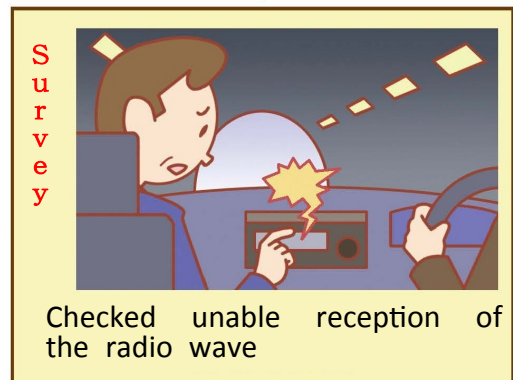
Mr. A was driving on an expressway, listening to an NHK radio program when his car entered a tunnel at the border between prefectures and the radio reception suddenly ceased.

Uninterrupted radio reception should be provided to ensure that drivers have instant access to emergency information even while driving through tunnels.



Improvement Radio broadcast receivers were **installed in six tunnels**

The AEB investigated and found that there were tunnels including that mentioned by Mr A where NHK radio could not be received. Thus the AEB made a recommendation for improvement to WNEC (West Nippon Expressway Company). WNEC investigated and installed radio receivers in six tunnels where NHK radio reception was not available.



Resolution

NHK's radio broadcasts become available inside tunnels along the express way!

Case 2

Legibility of Timetables and Destination Boards at Bus Stops

Complaint Problems reading the **timetable** and **destination** of a bus!

Mrs B found the timetable and destination displays at the bus stop near to her house had partially come off and were illegible and she found others in the same state. She advised the bus operating company to improve their sign boards, but there was no response. Many users as well as Mrs B had had a hard time trying to read bus-schedules and destinations. The display of bus schedules needed immediate improvement by the bus service operator.



Before



Bus timetable peeled off

action: the Transport Bureau requested by AEB to notify the bus service operator of the problem

Improvement

Improvements were made about a week following referral of the case to the Transport Bureau!

When Mrs B reported to the AEB, she showed a photo of the bus-stop where the timetable and destination boards had partially come off and were illegible. AEB sent the evidence to the Transport Bureau and requested the Bureau to advise the bus service operator to post proper bus schedules. As a result, the bus service operator posted new bus schedules at the bus stops about a week later.

After



Users can now easily check timetables and destinations at the bus stop

Resolution

Bus schedule displays are easy to read!

◆ 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.

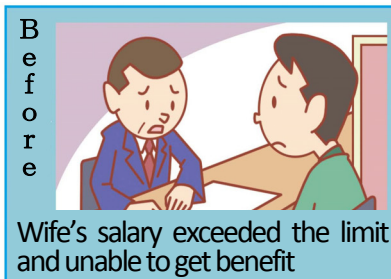
The AEB understands the importance of seeking private expert knowledge when providing solutions for these difficult cases hence the setting up of Administrative Grievance Resolution Promotion Councils (AGRPC). Knowledgeable and experienced private experts in various fields are invited into these Councils 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.

Case
3

Commuting Allowance Counted as part of Household Income

Complaint **Commuting Allowance** should be excluded from the household income when applying for **vocational training benefit**

Mr C is job-seeker who is in a vocational training program. Under unemployment relief system, people can apply for vocational training benefit subject to household income being below a certain level. Mr C visited the Public Employment Security Office (Hello Work) to apply for the benefit. However, he was told that he was not eligible to receive the benefit because the salary his spouse had received that month exceeded the limit due to the inclusion of six months' commuting allowance paid in as a lump sum. Transportation costs are essential expenses, therefore they should be excluded from household income in assessing eligibility for benefits.



Considering by the AGRPC, expert from various field



**Improve-
ment**

Commuting allowance should **not** be counted as part of **household income**

Following consideration of the problem by the Administrative Grievance Resolution Promotion Council, AEB requested the Ministry of Health, Labor and Welfare (MHLW) to review the calculation method to exclude commuting allowance from income calculation. As a result, the MHLW excluded the commuting allowance from the income.

**Resolu-
tion**

The income calculation method for the job-seeker support program was improved!



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 92,000 complaints in fiscal year 2013.



Counseling booth at town hall, community meeting houses, or during local events.



Host a meetings with representative of residents' committees or women's groups discuss about local matters



Give a lectures at a schools, aimed at introducing the Administrative Counseling system.



Cases Resolved by Administrative Counselors

Case
1

Wheelchair Access to a Bridge

Complaint People in wheelchairs cannot access the bridge

A bridge was built over a River D, but there were only stairs to access the bridge, meaning those in wheelchairs could not use it. A slope needed to be created to enable those in wheelchairs to access the bridge.



Improvement

A slope was built

An Administrative Counselor put in a request to the municipality to create a slope to access the bridge. It was found that the municipality had received similar complaints from others in the riverside area.

Resolution

People in wheelchairs may now pass over the bridge safely

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Safe access has been built

Case 2

Width of the Slot of Post Boxes

Complaint Do-not-bend documents **cannot be posted** into a post box

It is inconvenient that Letter Packs and do-not-bend documents cannot be posted into the post box in my neighborhood. The mailing slot of post boxes should be made wider.



Improvement

Make **slots** of post boxes **wide enough** to receive **A4-size** mail



**Resolu-
tion**

Mail up to A4 size may now be posted in post boxes

PR Activities by Administrative Counselors

Administrative counselors, together with AEB, promote administrative counseling system using various media including Community FM radio. Sometime they have a PR event on the street or shopping male where near to the people.



Above: PR Event in the shopping male
Left: PR via Community FM radio

Case 3

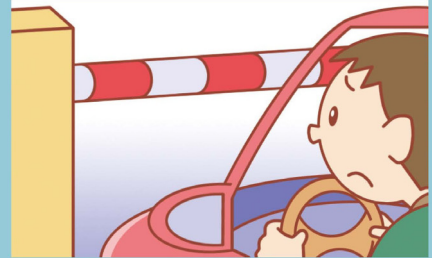
Making Parking Fees at National Hospital Free

Complaint

Parking fees are a financial burden for the family who looking after inpatient

I visit a National Hospital many times a week to look after a family member who is in the hospital, and I have to pay parking fees each time, unlike the case of an outpatient. Parking fees are a financial burden for people like me, and they should be made free of charge for people who attend to inpatients the same as is true for outpatients.

B
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Hospital Parking fee is a financial burden..

Improvement

Parking were free for people visiting National Hospitals for the purpose of visiting or looking after inpatients

An Administrative Counselor investigated the situation, to find similar complaints, and visited National Hospital to notify the request and detail of the complaints. As a result, the National Hospital waived parking fees for people coming to the hospital to visit or looking after inpatients.



Requested to consider remedy

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Free parking for hospital visitor

Resolution

Parking fees were waived for people visiting National Hospitals to visit or looking after inpatients, the same as for outpatients

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



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.

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.



Case 4

Exclusion of Name Seals from the list of Identification Items on Non-delivery Notices as Items Necessary to Receive Undelivered Mail at the Post Office Window

Complaint

A **misleading instruction** on the **Non-delivery Notice** to receive registered mail should be corrected

When receiving undelivered registered mail at the post office, it requires to show the Non-delivery-Notices, ID which clarify name and address and a name seal OR signature.

However, instruction on the Non-delivery-Notices list the notice which misleading that name seal is necessarily in addition to the Non-delivery-Notice and ID.

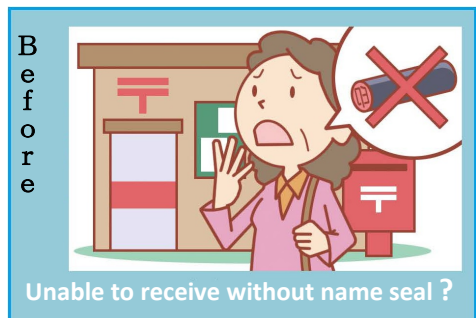
I hear that there are people who forgot to bring their name seals, and went back home to get them. Non-delivery Notices should say that name seals can be replaced with signature.

Improvement

Notifications on Non-delivery Notices were **changed**

In response to the opinion from the Administrative Counselor, the AEB requested JAPAN POST Co., Ltd. to add a note on Non-delivery Notices that recipients of undelivered mail items can receive them by providing a signature in place of name seal.

As a result, the company changed the list of necessary items on Non-delivery Notices to the notice, "name seal (or signature)" and an ID which clarify name and address.



Resolution

Convenience improved as a result of the change in instructions on Non-delivery Notices.

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.

Nationwide Inspection Process

Administrative Inspection Programs

Determining the basic policy for medium-term administrative efforts and inspection themes for the next three years.

Implementation of inspection

Conducting surveys and compiling the results through the offices of AEB, and local AEB offices

Recommendations and Release of Results

At a Cabinet Meeting, the MIC makes requests to relevant ministers for taking appropriate measures for improvement and discloses the results of inspections and recommendations

Follow-up on the Status of Improvement Measures

The status of improvement measures is followed up twice in the first 6 months, then again at 18 months following the request being made. If there is insufficient improvement, the recommendation is repeated. If further improvement is necessary, the option is offered of the implementation of the prime minister’s right of command and overall supervision to the relevant ministers.

- In addition to the above-mentioned inspections carried out nationally, 50 local AEB offices carry out their own inspections, in order to make concrete improvements to administrative issues in the region. And AEB conducts **Constant Monitoring Activities** in relation to governmental policy initiatives and assorted activity and actions of relevant government agencies, occurrences of social issues and works towards operational improvements by applying inspection functions flexibly, on an as-needed basis gathering, compiling and analyzing information to grasp administrative tasks

AEB Administrative Inspection Topics

◆ Planned topics for FY2014

According to Cabinet Office policy of conducting inspections on priority issues flexibly and intensively, the AEB will carry out inspections on a total of 10 themes:

FY2014 administrative inspection plans

- Management policy relating to government credit
- The contribution of education to the cultivation of global human resources, with especial focus on expatriate Japanese students and returnees
- Effective implementation of occupational skills development
- Control of animal infectious diseases
- Maintenance and renewal of infrastructures (measures for maintenance of railroad facilities)
- Preservation and management of world cultural heritage
- Promotion of the use of renewable energy
- Safety measures for facilities in underground spaces including underground cities
- Measures to prevent accidents involving vehicles pertaining to business operators
- Securing effectiveness, efficiency and improvement of waste disposal and treatment facilities

(Some other topics have been carried over from FY2013)



PR Poster for Administrative Counseling for 2014 - 2015

AEB promotes its administrative counseling system using a poster displayed at administrative agencies and distributed all over Japan. In the 2014 PR Poster Hello Kitty is telephoning the administrative counseling hotline, “0570 -090110”. 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.

Examples of Recent AEB Administrative Inspections

Case 1

Administrative Inspection on Securing Real Competitiveness in Contracts — Public Service Contracts

Recommendation was issued to all Ministries and Agencies on January 28, 2014

Background

- Ministries and Agencies have implemented various measures for ensuring proper contracting in relation to the Government's public purchases, such as drawing up an annual Purchase Improvement Plan and conducting self-assessments.
- On the other hand, contracts may still be signed off by Ministries and Agencies in the absence of prerequisite competition, despite being based on ostensibly competitive contract methods, or it may be expedient to examine how contracts are implemented, in order to enhance efficiency. It is thus important that the whole process of contracting continues to be subject to regular review.
- The AEB carried out an inspection of the status of efforts for ensuring competitiveness, of implementation of joint purchasing and monitoring of contracts by third-party bodies, mainly in respect of service contracts of Ministries and Agencies.
- The AEB conducted inspection on the status of efforts for ensuring competitiveness, implementation of joint purchases and monitoring of contracts by a third-party body, mainly for service contracts of Ministries and Agencies.



AEB's Findings

- Real Competitiveness in Contracts**
 - In some cases, bidders were limited to those with a track-record of order placement by government;
 - The time-frame from bid-opening to implementation was not long enough.
- Efficiency and Effectiveness in Joint Purchasing**
 - Sufficient effort had not been expended on examining the effects of joint purchasing;
 - There was evidence of inefficiency of implementation in joint purchasing by Ministry and Agency field offices.
- Enhancement of Monitoring Functions in Contracts**
 - A system of contract monitoring by third-party organizations is yet to be established;
 - Insufficient attention has been given to ensuring the effectiveness of internal audits.



Recommendations

- To minimize restrictive bidding conditions, bidding processes should be reviewed, for example making it mandatory to provide a track-record of order placement from governmental or municipal offices;
- Sufficient time needs to be allocated to the process, from bid-opening to implementation.
- The effects of implementation of joint purchasing need to be analyzed and to be subject to ongoing review;
- There needs to be more proactive promotion of joint purchasing of items for which a joint purchase is considered practicable.
- A third-party monitoring system needs to be established in relation to contracts;
- The method of carrying out internal audits needs to be subject to review, to ensure and enhance their effectiveness.

Case 2

Administrative Inspection on Social Rehabilitation Support Measures for Ex-Prisoners

Recommendation was given to the Ministry of Justice (MoJ) and Ministry of Health, Labour and Welfare (MHLW) on March 25, 2014.

Background

- (1) The ratio of repeat offenders to the total number of prisoners has consistently been increasing (59% in 2012), hence repeated crime prevention is the top priority in criminal policy;
- (2) The main causes of repeated crime are unstable employment situations and inadequate living and housing conditions for ex-prisoners.
- (3) The AEB conducted an inspection of the implementation of social rehabilitation support measures such as employment support and securing accommodation for ex-prisoners.



AEB's Findings

- (1) Regarding employment support for ex-offenders, vocational counseling has not been offered due to lack of cooperation (coordination and communication) between Probation Offices and Public Employment Security Offices;
- (2) There is insufficient acceptance on the part of Relief and Rehabilitation facilities of ex-prisoners who do not have proper accommodation.
- (3) There is inadequate prison guidance given to prisoners pending their release at the end of their prison term.



Recommendations

- (1) Probation Offices and Public Employment Security Offices should take steps to collaborate more effectively by introducing appropriate protocols and eliminating lack of coordination and communication between their respective offices;
- (2) For Relief and Rehabilitation facilities which have not accepted a sufficient number of ex-prisoners, the causes of the low rate of acceptance should be understood and analyzed properly and efforts made to redress this deficiency;
- (3) Taking into account the potential hardships for prisoners about to be released at the end of their prison term, dispensing in-prison guidance to a proper standard and for a minimum duration should be implemented.



Recent Improvements resulting from AEB Recommendations

Case 1

Administrative Inspection for Preservation and utilization of agricultural land

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

Background

The AEB carried out a survey of the status of implementation of measures for agricultural land consolidation and the restitution of disused farming plots with a view to promoting the protection and effective use of agricultural land as an important resource in securing a steady supply of food.



Recommendations

- (1) The progress of efforts to meet Agricultural Land Consolidation Targets should be evaluated. In addition, the results of this evaluation should be reflected in subsequent further efforts;
- (2) The causes and reasons for certain prefectures not achieving significant results in the Agricultural Land-Use Consolidation Project, introduced to promote selling or renting of farmland, as well as the actual work done by each group, should be identified and subjected to further analysis and, according to the results, strategies for promoting future progress should be formulated.
- (3) MAFF should provide additional guidance and counseling to the Agricultural Committee on the following matters:
 - Surveys of the use of agricultural land to be conducted in accordance with the Agricultural Land Act, targeting all agricultural land within the area;
 - Guidance to be provided for promotion of the use of agricultural land. In the event of land-use still not being promoted after the said guidance has been provided, measures such as notification or the issuing of public notices in respect of unused agricultural land should be implemented.



Actual Implementation

- (1) MAFF conducted an evaluation of the progress of relevant measures already implemented, including the District Farming Master Plan (People & Farmland Plan), the Farmland Consolidation Subsidy, etc., and reflected the results in the Supplementary Budget for FY2013 and Budget for FY2014.
- (2) Following evaluation of the Agricultural Land Use Consolidation Project, Farmland Intermediary Management Organizations were established in each prefecture. Thanks to these organizations and the Consolidation project, there was an upturn in the selling or renting of farmland.
- (3) A request was issued to the Agricultural Committee to ensure further implementation of measures for utilizing unused agricultural land, in accordance with the Agricultural Land Act.
In addition, a new framework was established for preventing and eradicating the problem of unused agricultural land with the help of the Farmland Intermediary Management Organizations.



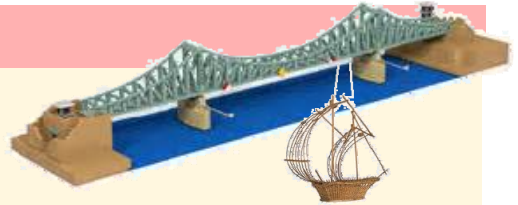
Case 2

Administrative Inspection on Maintenance and Renewal of the National Infrastructure

Recommendation issued to the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) and Ministry of Health, Labor and Welfare (MHLW) on February 3, 2012

Background

The AEB conducted infrastructural surveys focusing on the maintenance and renewal of facilities including Seaport, Airport, Water, Sewage and River Management from the viewpoint of securing the safety and security of citizens and promoting effective and efficient maintenance and management, in order to reduce life-cycle costs.



Recommendations

- (1) The AEB found some facilities had not undergone periodic checks or necessary repair work. It made recommendations to the jurisdictional arms of MLIT and MHLW to request and ensure that such periodic checks and necessary repair-work are carried out as appropriate.
- (2) The AEB found some facilities had not drawn up programs to extend the service life of their facility or review the effectiveness of preventive maintenance and management. It made recommendations to the MLIT and MHLW to ensure that river management facilities launch programs to extend the service life of their facility with immediate effect, and that port and airport facilities begin mapping out a plan for preventive maintenance and management.



Actual Implementation

- (1) The MLIT requested local governments to carry out an overhaul of infrastructural facilities including seaports and sewage and provide technological support for the maintenance and management, inspection and repair of facilities including seaports, water-supply and sewage by holding workshops and explanatory meetings;
- (2) The percentage of take-up of programs to extend the service life of state river management facilities increased from 0% in FY2010 to 30% in FY2012. For seaport facilities the MLIT developed a program to calculate easily the cost of maintenance and management of facilities, and put that into operation from FY2013. For airport facilities MLIT established a method of formulating a long-term renewal plan for each facility at the end of FY2012.

Column



The Administrative Evaluation Bureau and International Cooperation

As a member of the International Ombudsman Institution and the Asian Ombudsman Association, the AEB engages in international exchange activities with ombudsmen from all over the world.

Japan's network of administrative counselors is recognized as a unique system by the international ombudsmen community in that members of the private sector commissioned by MIC work on a voluntary basis to field complaints from the public, hence this system has attracted

an enormous amount of attention and interest on the part of ombudsmen from around the world. Some ombudsmen come to Japan in order to study the system, and Japan also receives requests for technical cooperation on operational aspects of the system.

The Government Inspectorate of Vietnam (GIV) is also a member of the Asian Ombudsman Association. As one of Vietnam's central government departments, it inspects government organizations, resolves complaints and indictments concerning government and prevents corruption. In April 2013 the AEB and the GIV signed a Memorandum of Cooperation (MOC) in the

3 Promotion of Policy Evaluation

Overview of the AEB Policy Evaluation System

(Act Concerning Policy Evaluation Implemented by Government Agencies

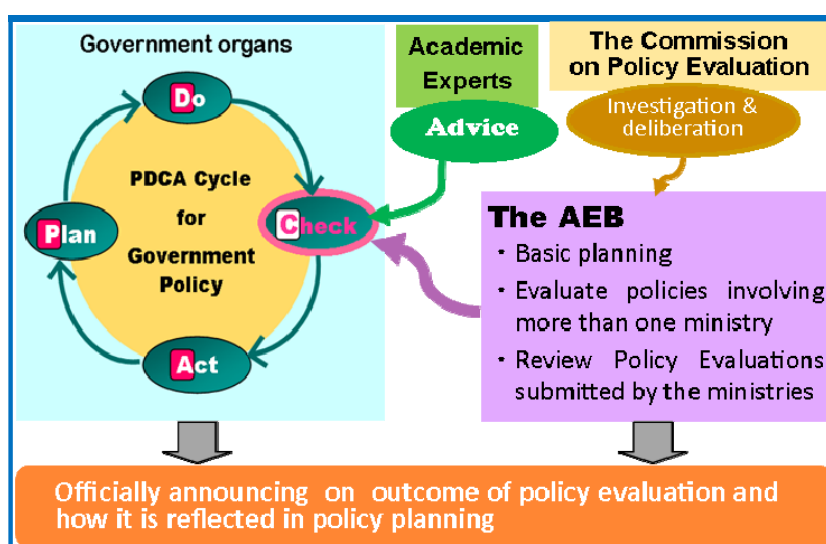
(enforced April. 2002)

There were opinions that Japan's administrative activity places more emphasis on planning of policy than evaluation function, such as to review policies after implementation, and tends to insufficient accountability in verification of effect and efficiency of the implementation of the policy. Under such circumstances, the policy evaluation system was introduced for the following two **objectives: 1) Making administrative activity more effective and efficient, and 2) Providing more information on administrative activities to citizens.** The Policy Evaluation System is based on self-evaluation of policies which are under the jurisdiction of Ministries and Agencies, and results of evaluation are put to use in reviewing and improving policies.

The Functions of the AEB in policy Evaluation

The AEB is managing Policy Evaluation, such as establishing guidelines and other common rules for performing Policy Evaluations, planning Policy Evaluation Platforms and compiling Policy Evaluation Reports.

In addition, the AEB performs evaluation of multi-ministerial policies, which Ministries and Agencies' self-evaluation cannot cover, and reviews the Ministries and Agencies' own evaluation reports from the viewpoint of ensuring the objectivity of Policy Evaluation.



field of handling administrative grievances. AEB's cooperation with the GIV on administrative management is forging ahead, with technical cooperation at working-level according to the tenets of the Memorandum as of fiscal 2014.

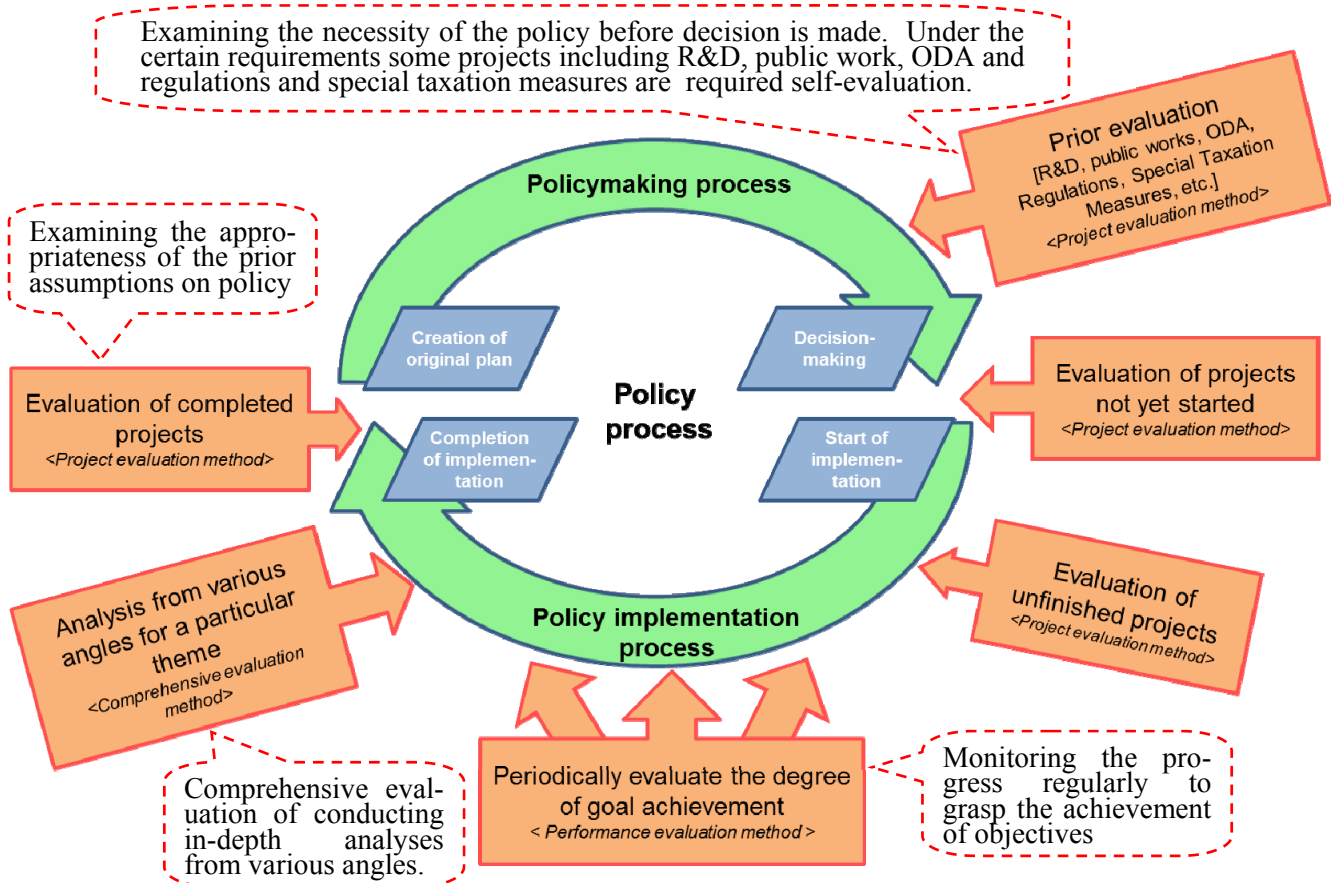
In April 2014, under the MOC between MIC/AEB and the GIV, the Inspector General of Vietnam paid a visit to the MIC. Ministers for MIC welcomed him warmly and meetings ensued to promote further cooperation between the two organizations.



(photo: MIC Ministers welcomed Inspector General Mr Huynh Phong Tranh and HE Ambassador Mr Doan Xuan Hung. (from the left Parliamentary Vice-Minister Mr Matsumoto (then) , HE Ambassador Mr Hung, IG Mr Tranh, Minister for MIC Mr Shindo (then) , State Minister Ms Kamikawa (then))

- There were no common format for Policy Evaluation, and each Ministry and Agency conducts it with various methods and purposes in accordance with characteristics of each policy (see diagram below). Results of evaluations are reflected on policies for different purposes, such as budget requests and requests for bills and tax system revision. Evaluation was performed on 2,559 government projects in FY2013, which resulted in a decrease in budget request for FY2014 of about 358.2 billion yen.

Various Policy Evaluation Methods



Major Recent Efforts of Policy Evaluation

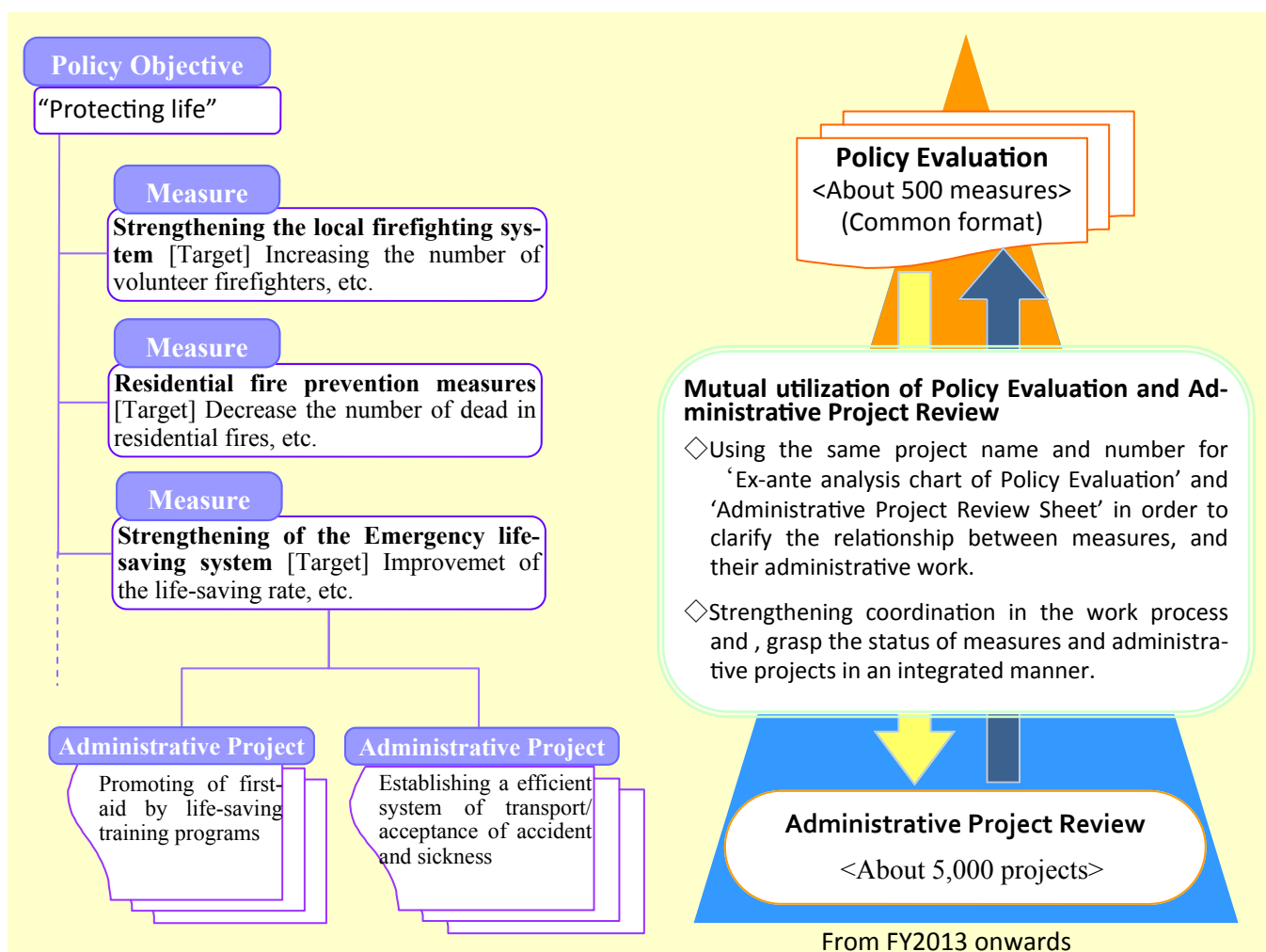
Policy Evaluation is a so-called 'policy infrastructure function' designed to improve the effectiveness and quality of policies. The AEB plans to enhance the effectiveness of Policy Evaluation and its function as a tool for providing information to citizens. The AEB has recently been involved in efforts to make Management by Objectives Type Policy Evaluation (post evaluation to assess the degree to which objectives that have been set in advance have been achieved, targeting major "Program" of each government agency) more usable as a means of reviewing policies and budgets, and easier for citizens to understand. It is starting to have following approaches;

- ✓ **Strengthening Links with Administrative Project Review**
- ✓ **Promoting accessible 'Policy Evaluation Web Portals'**
- ✓ **Standardization and prioritization of policy evaluation**

✓ Strengthening Links with Administrative Project Review

Management by Objectives Type Policy Evaluation is performed on about 500 governmental measures, and Administrative Project Review is conducted on about 5,000 projects, designed to achieve individual measures. In order to make these activities achieve the maximum results, the AEB has been working on strengthening links between above mentioned Evaluation and Review since FY2012.

From FY2013, the AEB has been making efforts for mutual utilization of Policy Evaluation and Administrative Project Review, by means such as clarifying the relationship between policy measures and administrative projects, and grasping their status in an integrated manner, with the aim of further advancing policy review and concentration and reducing and increasing budgetary efficiency (See diagram below).

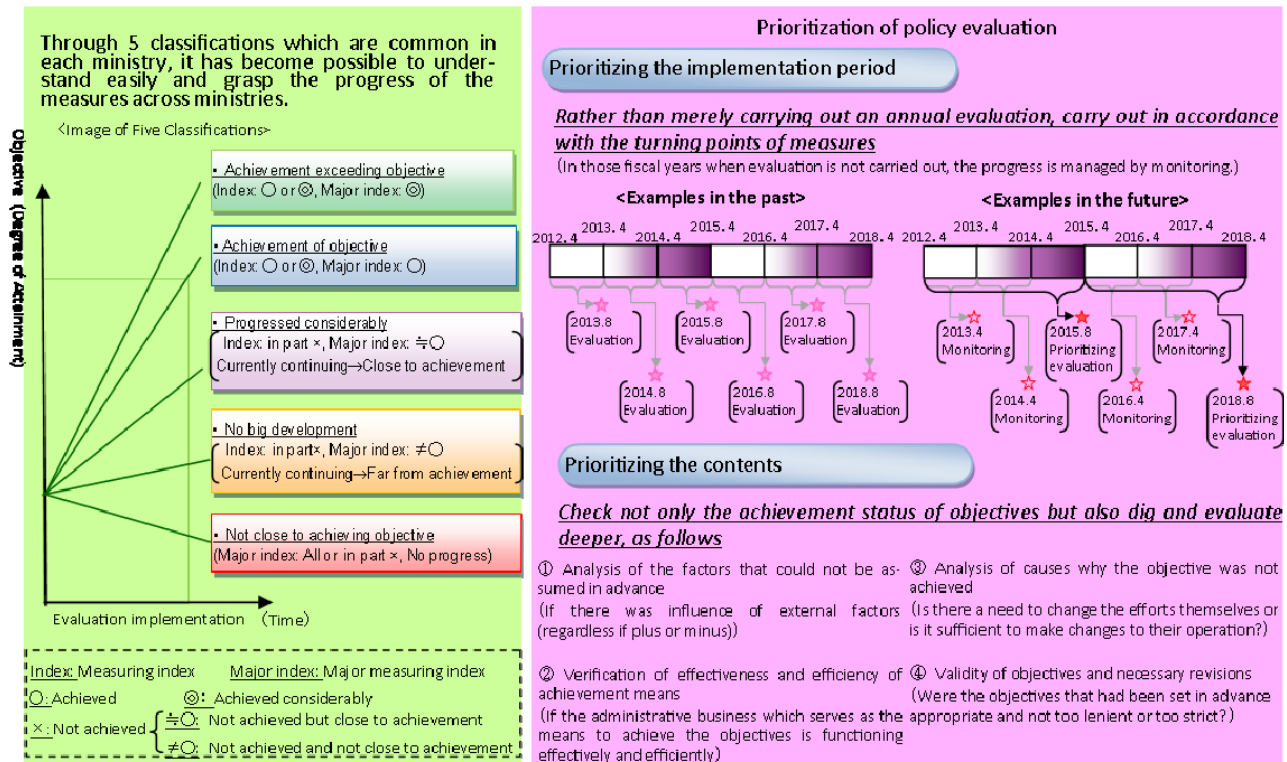


✓ Promoting Accessible Policy Evaluation Web Portals

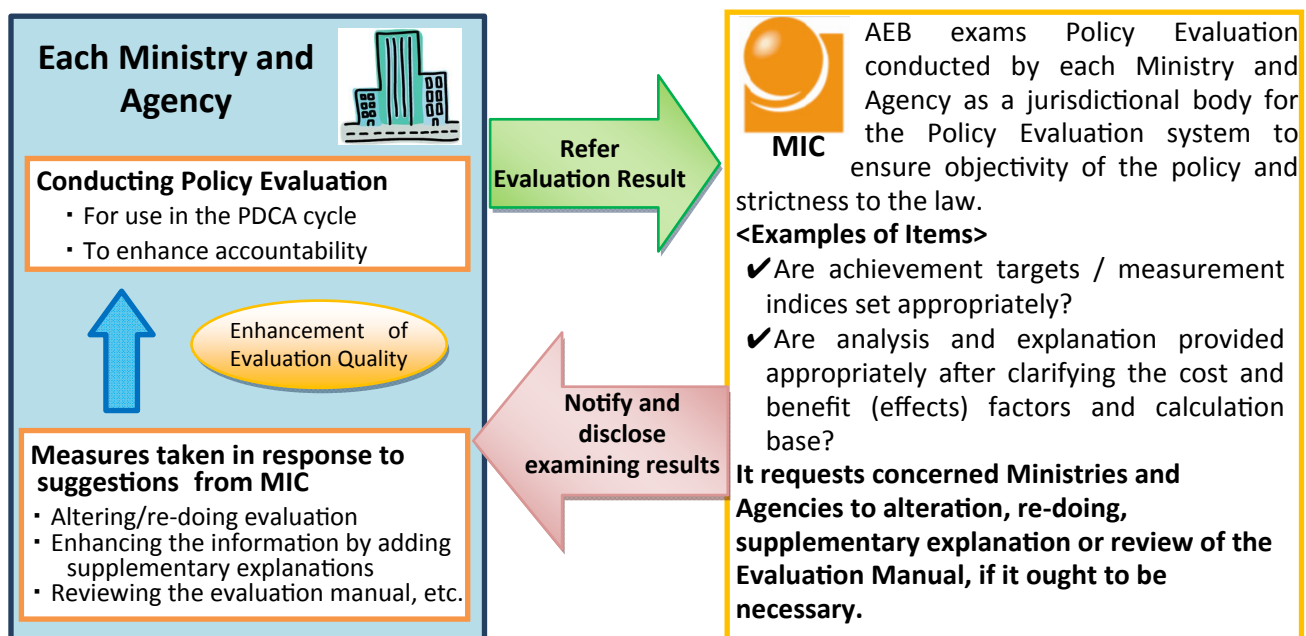
Each ministry publishes its Policy Evaluation information on the ministry web site. The AEB introduced a web portal providing a single point of access for all of these resources. This Policy Evaluation Web Portal provides links to data about ministry policy structures, major policy targets, evaluation criteria, budget forecasts, and other information related to Policy Evaluations, all of which can be seen in this new Portal site, providing an easy interface for citizens to access general government Policy Review documents.

✓ Standardization and prioritization of policy evaluation

- As for management by objectives type policy evaluation, the standardization and prioritization across ministries is promoted in order to make it easy to use for the review of policies and budgets and easy to understand for the people, based also on the coordination with the administrative project review.
- Through the study in WG that was set up after deliberations in the Commission on Policy Evaluation and Evaluations of Incorporated Administrative Agencies and its subcommittees, the “guidelines on the implementation of management by objectives type policy evaluation” was formulated and introduced in throughout the government from FY2014.



Examining Ministries' Policy Evaluations (Objectivity Ensuring Evaluation)



Reviewing Ministries' Policy Evaluations of Public Works Projects

In FY2012, The AEB reviewed 94 Evaluation reports for 11 public works' projects, with 13 reports for 4 projects found to contain issues. In FY 2013, 133 Evaluation reports for 13 public works' projects were reviewed.

Example of Reviewing Ministries' Policy Evaluations of Public Works Projects

Outline of the Project

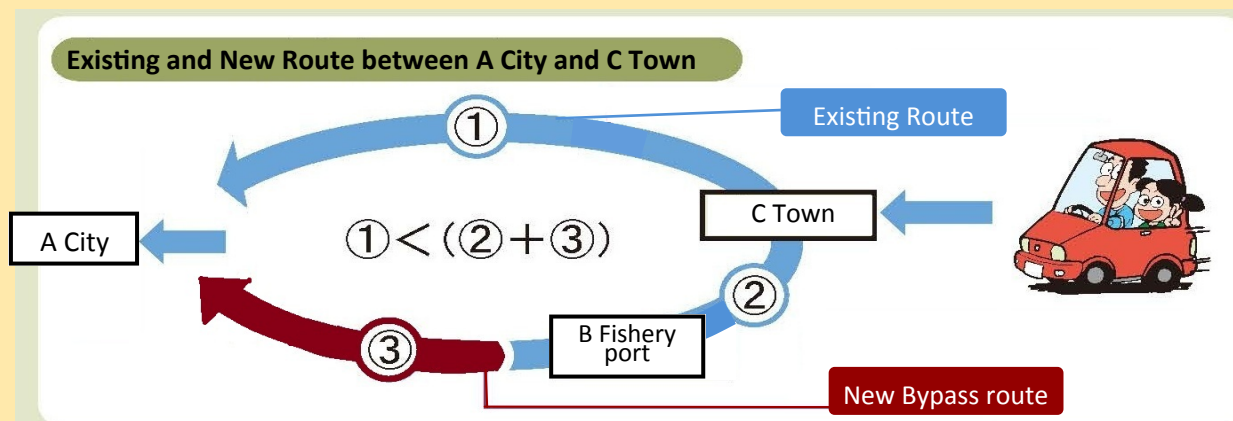
- Construct a new bypass road connecting B Fishery Port to A City to ensure safety traffic and benefit smooth transportation.

Effects of the Project

- The traffic between A City and C Town, used existing route①, will use the new bypass road ③+②. It will make an benefit of reducing the cost of movement/transportation and vehicle maintenance which will be more than constructing cost.

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.



Ministry's 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.
- Alternatively benefit of reduce of the number of traffic accidents will be included in the cost-benefit analysis.



Alteration in the Evaluation Report has been done as reflection of MIC's request.

4 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

Inspection for Securing Safety of LP (Liquefied Petroleum) Gas – To make LP Gas fully Disaster-proof – [Kinki Regional AEB, Fukui, Shiga, Wakayama Local AEB Offices]

(The recommendations were sent to the Chubu Kinki Regional Industrial Safety and Inspection Department of Ministry of Economy, Trade and Industry in March 2014)

Inspection findings and recommendations

- Insufficient safeguards were in place to prevent overturning and spillage of LP containers caused by natural disasters such as earthquakes and floods, due to vendors' lack of awareness of legal requirements, hence their failure to redress recognized defects in container design

⇒ To ensure an appropriate implementation of measures to prevent overturning and spillage of LP gas containers.

- There is a new type of high-pressure gas hose which automatically blocks gas emission when gas containers are swept away or their hoses broken or cut due to mudslides, tsunamis and flooding. The rate of shipment of these high-pressure hoses is 30.3% in the Kinki region, about half the national average of 55.8% (first half of FY2013).

Some LP gas vendors are concerned about the increased cost of the new hoses. However, there is no significant cost difference between high-pressure hoses and conventional ones, and vendors should be made aware of the overall cost-effectiveness of installing this new type of hose.

⇒ Promotion of the use of these new high-pressure, safety hoses.



New type high-pressure gas hoses that prevent massive release of LP gas in the event of containers overturning.

Administrative Inspection Case 2

Administrative Inspection for Ensuring Safety of Railway Crossings [Kinki Regional AEB]

(The recommendations from the Kinki Regional AEB were sent to the Kinki District Transportation Bureau and Kinki Regional Development Bureau of MLIT in October 2013)

Inspection findings and recommendations

- At railway level crossings there are emergency buttons for pedestrians to signal they are stuck or are in some other emergency situation. The AEB found some buttons had been installed too high up and beyond some people's reach.
 - ⇒ The AEB issued a recommendation to the operators to check the positioning of emergency push buttons and make the necessary improvements.
- At some railway crossings not enough time had been allocated from the start of the alarm signal to the closure of the barriers for the elderly and disabled to cross the railway track. This indicated that electric wheelchair users who were unaccompanied by helpers might not be able to cross the railway in time and would get stuck.
 - ⇒ Railway operators should be instructed to promote safety measures for the elderly and disabled, in cooperation with relevant organizations.



In order to ensure the safety of pedestrians crossing railway crossings, inspections were conducted of 239 railway crossings in the Kinki Region of Osaka.

◆ Administrative Counseling in Local AEB

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.



Upper Right: Regular Administrative Counseling Centers in Department Stores : Regular Administrative Counseling Centers operate in department stores and other public buildings on a daily or regular basis. Citizens can file their complaints in a relaxed environment.

Lower Left: '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.

Lower Middle: 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.

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

Administrative Inspection Case 3

Inspection on Containment and Eradication of Invasive Alien Species [Chugoku-Shikoku Regional AEB, Tottori, Yamaguchi, Shikoku Local AEB Offices]

(The recommendations were sent to Chugoku-Shikoku Environment Office of Ministry of Environment, Chugoku-Shikoku Regional Agricultural Administration Office of MAFF, Chugoku and Shikoku Regional Development Bureau of MLIT in February 2014)

Overview of the System

- The Government of Japan designates alien or foreign species (non-native species of overseas origin (see left page)) which cause damage to the ecosystem, human life and health and to the agriculture, forestry and fisheries industries as invasive foreign species and prohibits the breeding and transportation of these species, in principle, to prevent them from spreading.
- The Government implements measures to control and eradicate (capturing and removing) invasive foreign species to prevent damage caused by them and also promotes action by local governments.
- When local governments carry out control and eradication activities, they draw up a plan for the control and eradication of invasive foreign species which they then submit to the Government for approval. After approval of the proposed measures to be taken is obtained, farmers who are affected are allowed to capture invasive foreign species without hunting licenses, provided they have taken a relevant training course.

Inspection findings and recommendations

- There is a discrepancy between the information held by Regional Environment Offices and local governments regarding infestation of invasive foreign species. In addition, Regional Environment Offices do not provide guidance on control and eradication measures (as confirmed by their deployment in other prefectures, etc.) to local governments.
⇒ To promote regular information sharing and provision of expert knowledge, where needed.
- Damage to agricultural crops caused by raccoons and other invasive foreign species is decreasing for some local governments, due to their success in capturing such invasive foreign species according to approved methodologies for control and eradication. However in other local authorities there is scant knowledge of such approved methodologies, hence a low level of capture of invasive foreign species, due to information being inadequately disseminated.
⇒ Information regarding approved systems for control and eradication of invasive foreign species should be disseminated by reporting on the efforts of local governments which have been successful in dealing with the problem.

<Example of Alien Species>



【Raccoon】 Some of the raccoons which were brought into Japan as pets or for exhibition at zoo escaped, went wild and bred across the country. They cause concerns such as damage to agricultural crops, transmission of rabies and other infectious diseases, as well as disruption of the ecosystem

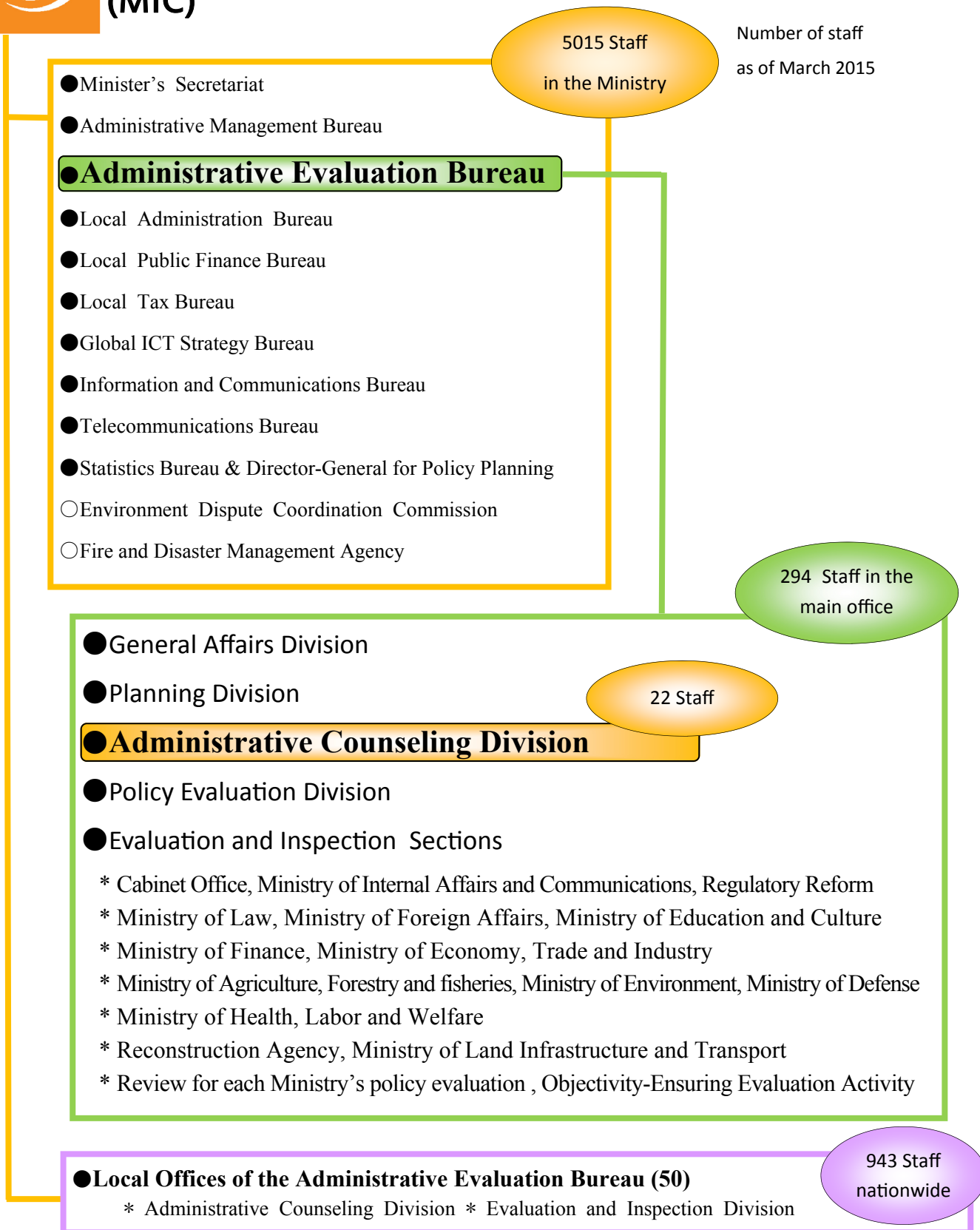
【Tickweed】 Tickweed, found commonly on riverbanks and dry river beds, propagates rapidly and invades native vegetation.



5 Organizational Chart of the AEB



Ministry of Internal Affairs and Communications (MIC)



Do you have any complaints about the work, procedures and services of government offices?

Administrative Counseling of the **Ministry of Internal Affairs and Communications (MIC)** is available to help resolve problems of people in a wide-range of administrative fields, such as Health Insurance/Pensions, Employment, Roads, Social Welfare and Public Transportation. Administrative Counseling promotes prompt settlement of problems free of cumbersome procedures.

Health Insurance/Pensions



Inquiry for information on eligibility requirements for National Pension plan and Employees' Pension Insurance and pension benefits

Employment



Need administrative guidance for companies to improve working conditions.

Roads



Request for prompt repair of potentially dangerous spots on the national roads.

Social Welfare



Request for necessary remedy on eligibility requirements for welfare benefits.

Public Transportation



Request for putting route maps up for bus stops.

Counseling Windows



Request for information on what procedures to follow and how to file applications.

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

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