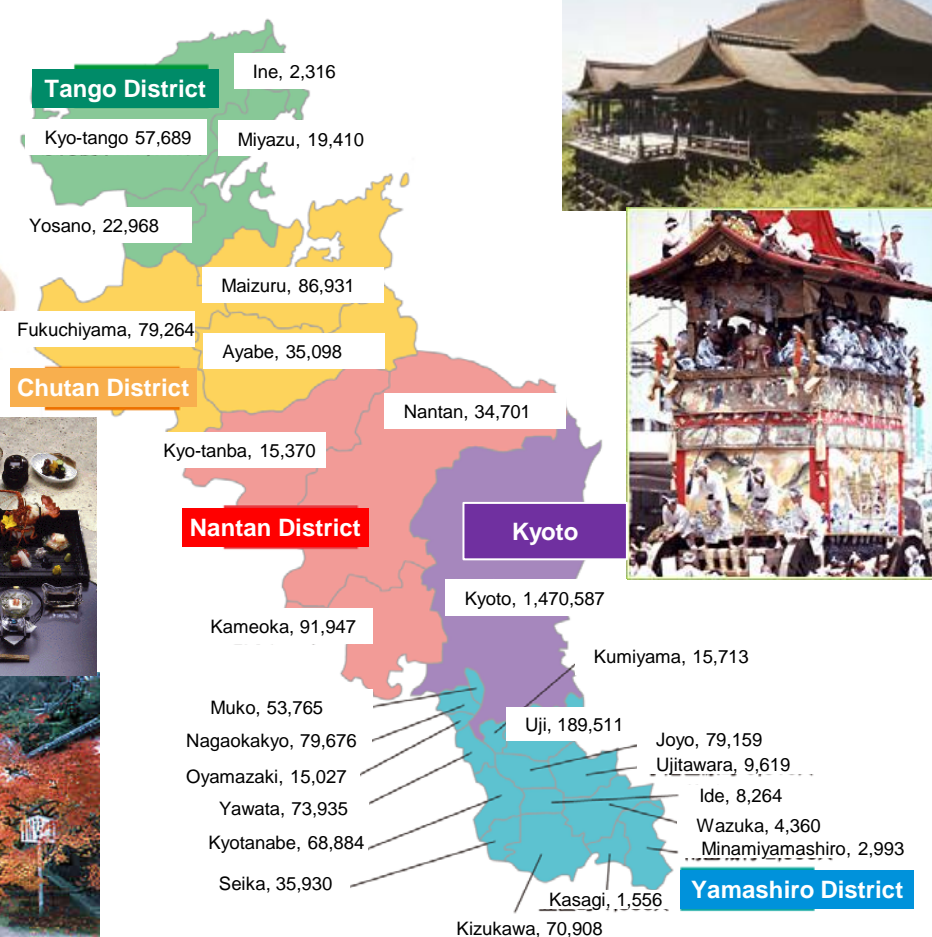
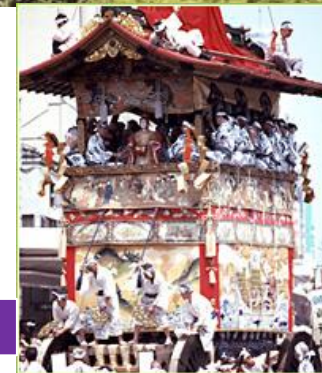
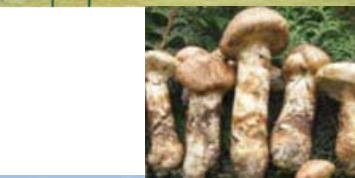


# Administrative Management Reform Measures in Kyoto Prefecture

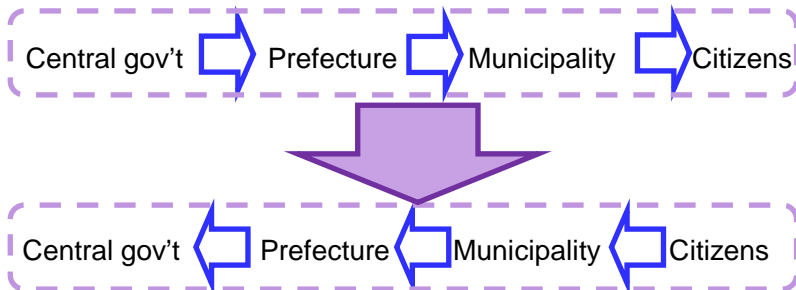


# Challenges facing local governments when having launched reforms

- Conventional administration system cannot handle subsidy reforms, transfer of tax sources, etc.
- Citizens' needs are becoming increasingly diverse
- Financial situation is serious at both national and local levels

Need drastic change and restructuring of administration system

Switch the vector of administrative management



Introduce management for lean administration

- Eliminate redundant operations
- Ensure each employee is responsible and aware
- Mechanism to support managerial judgments in selection and integration

## **Administrative management that Kyoto Prefecture aims for**

**1 A people-centered administration that values the bond among citizens**

**2 A citizen-based, citizen participation, citizen collaboration administration**

**3 An administration that aims to create citizen value**

# Features of computerized prefectural office supporting reform

## (1) Data-centric design

Eliminates data overlapping, accessed by people who need the same data

## (2) Introduction of web-based system

Officials' computers only need a browser

## (3) Use of packages jointly developed with municipalities



- (1) Enables information sharing (citizens, municipalities, officials)
- (2) Flexible system (can handle reform of organization/operations)
- (3) Substantial reduction in installation and running costs

# Systems supporting reform

## Reform via partnerships with municipalities

- Document management system
- Integrated GIS
- Computerized joint counter service (facility reservations, electronic applications)
- Municipal basic administration support system ... and others

## Reform via partnerships with private sector (outsourcing)

- Payroll system
- Integrated finance system
- General affairs system
- Document management system (electronic approval) ... and others

## Reform via online admin procedures with one gate for citizens

- Public facility information/booking system
- Electronic application system
- Prefecture and municipality joint portal site ... and others

## Reform by promoting information sharing with citizens

- Policy promotion support system
- FAQ system, call center system
- Statistical information system
- Budget planning support system ... and others

## Reform by renewing electronic processing system

- Integrated finance system
- Tax calculation system ... and others

# Reform by partnerships with municipalities

## Stage 1

**Building foundation for implementing collaboration between Kyoto Prefecture and municipalities**

**Construction and operation of Kyoto Digital Canal**      **FY2003 →**

## Stage 2

**Constructing and operating Kyoto Prefecture and municipality collaboration system**

**System collaboration between Kyoto Prefecture and municipalities**

**FY2004 →**

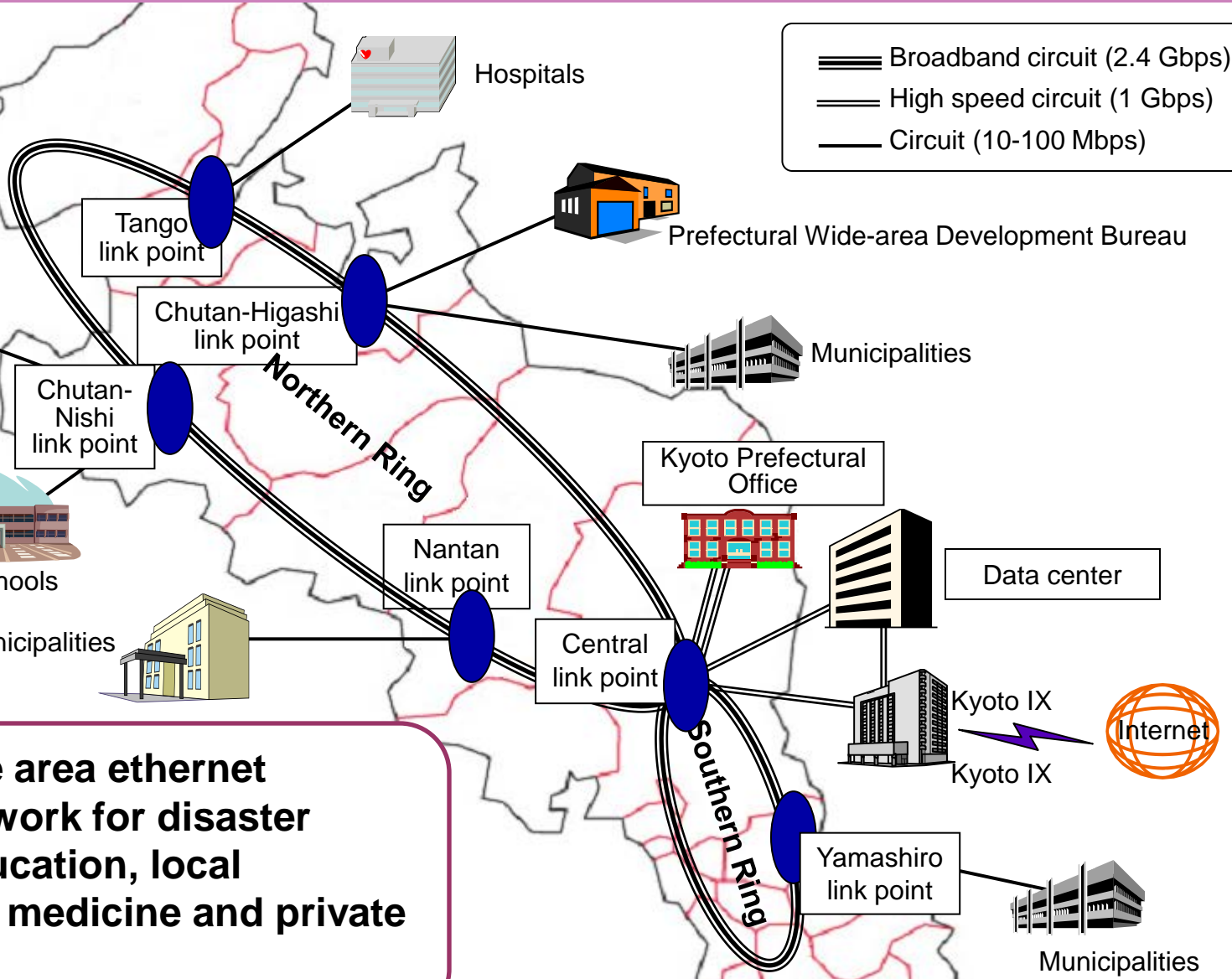
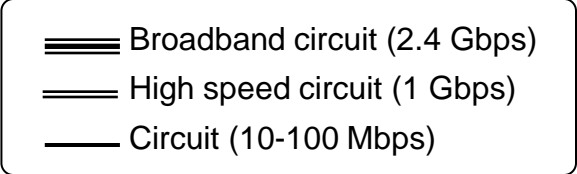
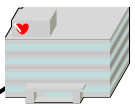
## Stage 3

**Kyoto prefecture and municipality operational collaboration**

**Administrative collaboration between Kyoto Prefecture and municipalities**

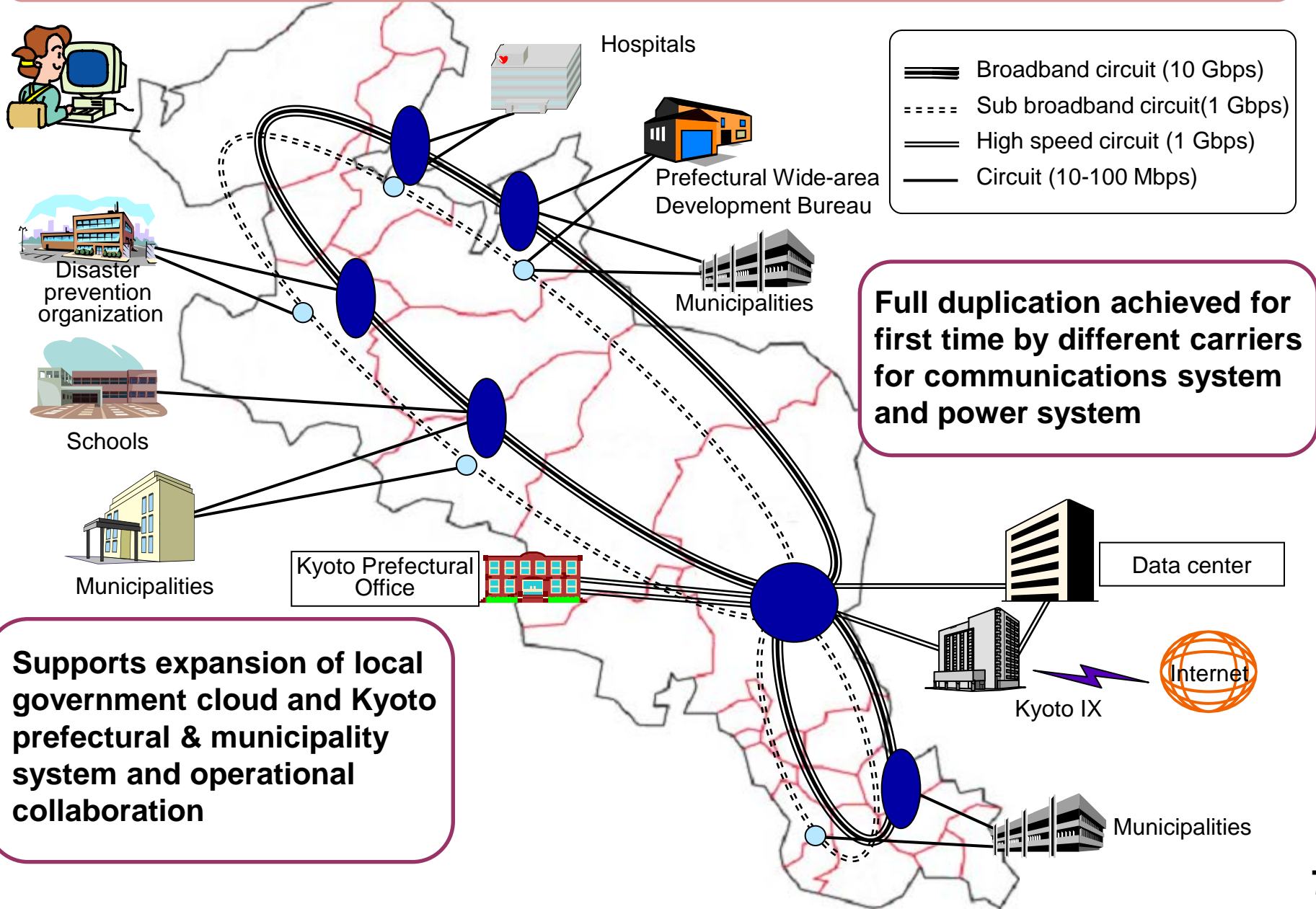
**FY2007 →**

# Stage 1: Digital Canal Network



- Uses wide area ethernet
- VLAN network for disaster services, education, local government, medicine and private sector

# Digital Canal Network (2)





# Stage 2 Kyoto Prefecture & municipality system collaboration

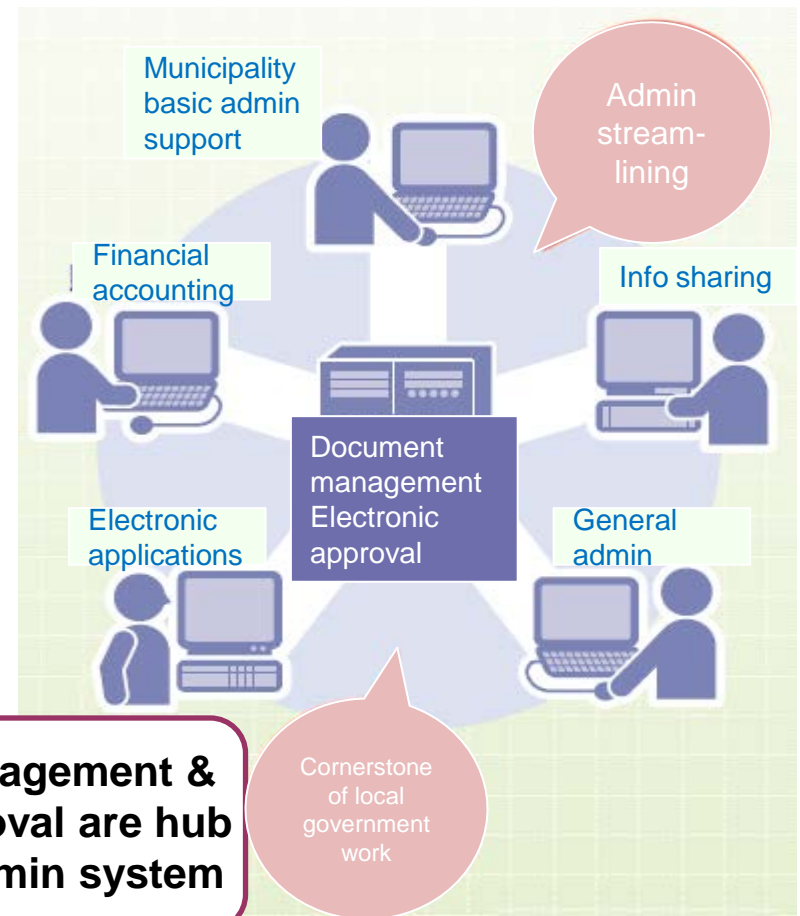
System category		Outline		Launch date	Notes
<b>Document management system</b>		<ul style="list-style-type: none"> <li>Manages whole lifecycle of documents from receipt through to drafting, approval, etc. and up until storage or disposal.</li> <li>For paper or electronic approval, or any combination of both</li> </ul>		Apr 2007	Japan's first joint operation of document management system
<b>Integrated GIS</b>	Officials' system	<ul style="list-style-type: none"> <li>Map accuracy approved by Geospacial Info Authority of Japan</li> <li>Disaster prevention, land use, &amp; statistics info shared by prefecture/municipalities</li> <li>Collaboration on aerial photos, shared use of residential maps</li> </ul>		Apr 2007	Japan's first joint operation of an integrated GIS comprising that for officials, disclosure, and mobile phones
	Disclosure system	<ul style="list-style-type: none"> <li>Automatic linkage of (some) info registered on system for officials</li> <li>Info on safety &amp; security, etc. disclosed online</li> <li>Info provided in easy-to-understand way using maps</li> </ul>		Feb 2008	
	Mobile GIS	<ul style="list-style-type: none"> <li>Send photos on the spot with GPS mobile phone with camera</li> <li>Shoot sites of disasters, fly-tipping, road subsidence, etc. and register them on integrated GIS map</li> </ul>			
<b>Computerized joint counter service</b>	Portal system	<ul style="list-style-type: none"> <li>Joint portal site for prefecture and municipalities</li> <li>Gateway to various systems, also provides services such as application form downloads, event applications, etc.</li> </ul>		Feb 2008	Kyoto City taking part too
	Public facility info & booking system	<ul style="list-style-type: none"> <li>Enables online search, availability check, booking/selection application, etc. of prefectural/municipal sports and cultural facilities</li> <li>Can also be used from mobile phones</li> </ul>			
	Electronic application system	<ul style="list-style-type: none"> <li>Enables online admin procedures such as applications and notifications that are governed by prefecture</li> <li>Used to exchange salary files, etc. with municipal elementary and junior high schools</li> </ul>			
<b>Basic admin support system</b>	Resident registration Tax admin	<ul style="list-style-type: none"> <li>Processes basic admin of municipalities</li> <li>Enables shared systems between municipalities, valuable for system revisions, etc. at a low cost</li> </ul>	Basic resident register National health insurance Resident tax, etc.	Apr 2008	
	Welfare	<ul style="list-style-type: none"> <li>Arranges different admin flow for each municipality</li> </ul>	Nursing care insurance Over 75s medical insurance Child allowance, etc.	Apr 2010	

○ Collaboration also implemented for **general affairs system, integrated finance system, etc.**

# Document management & electronic approval

- Platform for general local government work
- Streamlining of document administration
- Paperless operations (environmental conservation, cost and space saving)
- Chance to reform ideas (speed up decision-making)

**Launched Japan's first joint document management system in April 2007**



**Document management & electronic approval are hub linking each admin system**

# Integrated GIS (system for officials)

The screenshot shows a web browser window displaying a GIS application. The browser address bar shows the URL: <https://giscloud.pasco.asp.lewan.jp/webservices/publicservice/map.aspx>. The application interface includes a menu bar with options like 'メニュー', '戻る', '進む', '移動', 'ヘルプ', 'バージョン情報', and 'ログオフ'. The zoom level is set to 1,000. The main area is split into two panes: '新規マップ' (New Map) on the left and '航空写真マップ' (Aerial Photo Map) on the right. The '新規マップ' pane shows a residential map with buildings, roads, and a pond. Labels include '平等院鳳凰堂' (Hōryū-ji Phoenix Hall), '浄土院' (Jōdo-in), and '蓮華' (Renge). The '航空写真マップ' pane shows a high-resolution aerial photograph of the same area. A yellow callout box points to a small inset image in the top right corner, which is a zoomed-in view of a path in the aerial photo. Another yellow callout box points to the residential map, and a third points to the aerial photo map.

Can display high definition aerial photos

Can also display layers

Can also display residential maps

# Integrated GIS (system for disclosure)

The screenshot displays the Kyoto GIS system interface. At the top, the browser address bar shows the URL: <http://g-kyoto.gis.pref.kyoto.lg.jp/g-kyoto/map/map.asp?dtp=605&mpx=135.7765163420301&mpy=34.857005965641285&mps=10000&mt=2&msz=0&npg=%2Fmap.asp&dtpold=609&bsw=1276&bsh=735&mrd=0>. The main header includes the text "京都府・市町村共同 統合型地理情報システム(GIS)" and navigation buttons for search, route search, measurement, zoom, link, image save, print, and refresh. Below the header, there is a search bar with the input "京都市京都市上京区" and a dropdown menu for "表示マップ: 避難所マップ". The left sidebar contains a "マップ切替" (Map Switch) section with a "防災" (Disaster) dropdown and a list of map types: "避難所マップ", "地震被害想定調査マップ(ゆれやすさ)", "地震被害想定調査マップ(花折断層帯)", "地震被害想定調査マップ(桃山-鹿ヶ谷断層)", and "地震被害想定調査マップ(黄巣断層)". Below this is a "表示切替" (Display Switch) section with "全て表示" (Show All) and "全て非表示" (Hide All) options. The main map area shows a satellite view of a city with various overlays, including red circles with "避" (Evacuation) and a red square with "火" (Fire). A "詳細情報" (Detailed Information) window is open, displaying information for a selected facility: "市町村: 八幡市", "名称: 志水公民館", "所在地: 八幡市八幡岸本35-4". The bottom of the interface shows a scale bar with markers at 16000, 8000, 4000, 2000, and 10000, and the text "京都府自治体情報化推進協議会".

京都府・市町村共同  
統合型地理情報システム(GIS)

検索 入力例: 京都市京都市上京区

表示マップ: 避難所マップ

マップ切替 防災

避難所マップ

地震被害想定調査マップ(ゆれやすさ)

地震被害想定調査マップ(花折断層帯)

地震被害想定調査マップ(桃山-鹿ヶ谷断層)

地震被害想定調査マップ(黄巣断層)

表示切替 全て表示 全て非表示

避難所

避難所

避難所

市町村  
八幡市

名称  
志水公民館

所在地  
八幡市八幡岸本35-4

移動

この場所を中心表示

表示する

ここに行く

16000 8000 4000 2000 10000

京都府自治体情報化推進協議会

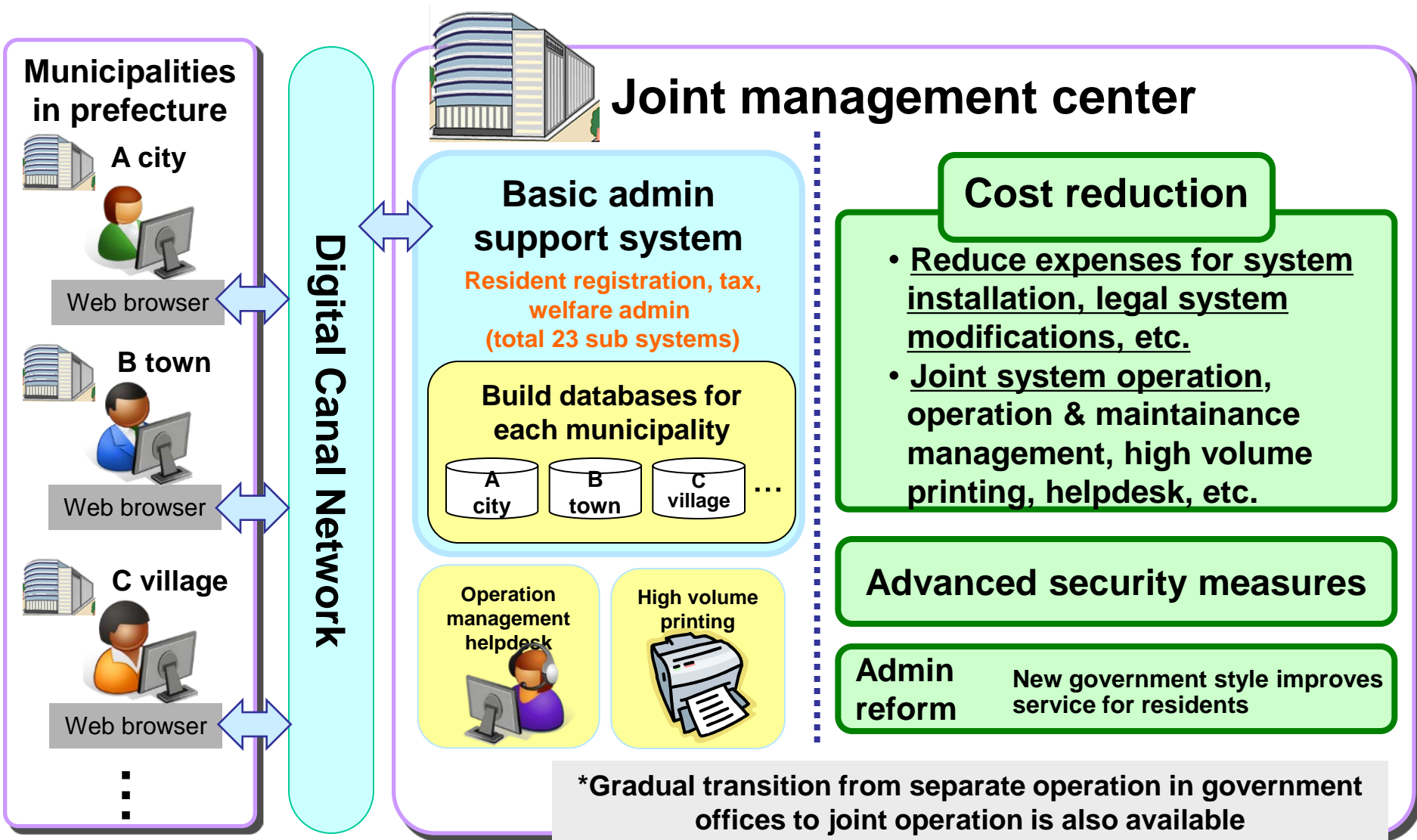
javascript:ToolButtonClick('link'); インターネット | 保護モード: 無効 100%

One-touch switching of background maps

Can show various info such as evacuation areas, emergency hospitals, etc., with contour maps or satellite photos in a superimposed manner

Displays detailed info on selected facilities, etc.

# Municipality basic admin support system (1)



# Municipality basic admin support system (2)

- System groups deeply involved in residents' lives, centering around resident registration, tax and welfare information
- System groups connected based on address management system

## Resident info type

Basic resident register system

Seal certification system

Unregistered resident system

Address management system

General counter system

Election system

National health service system

National pension system

## Tax info type

Property tax system (real estate, depreciable assets)

Personal resident tax system

Corporate resident tax system

Light motor vehicle tax system

Non-payment management system

## Welfare info type

Nursing care insurance system

Over 75s health insurance system

Child allowance system

Infant medical care system

Maternal and child medical care system

Elderly medical care system

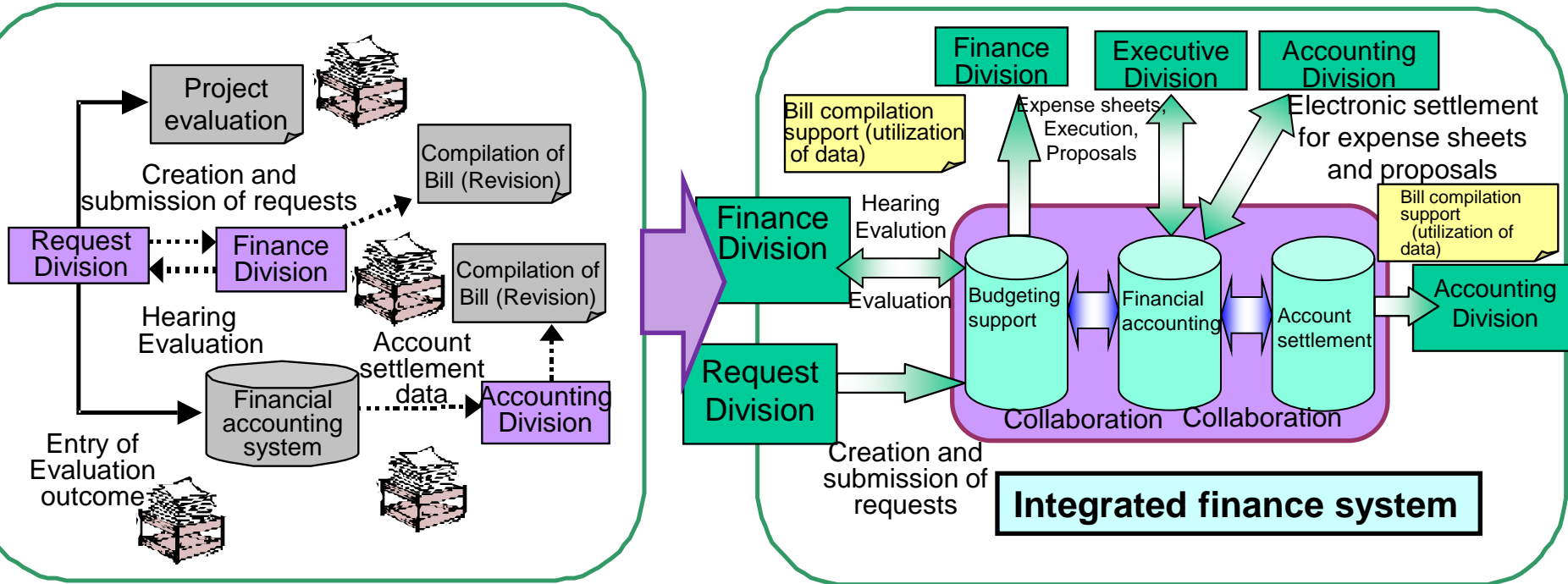
Disabled medical care system

Childcare allowance system

Children and childrearing system

Address management system

# Integrated finance system



**Budgeting → Execution → Account settlement → Evaluation**  
**Financial accounting shared between prefectures and municipalities**

**In the financial accounting system, Koto Prefecture utilizes a package for municipalities**

## **Stage 3 Kyoto Prefecture and municipality administrative collaboration**

### **Tax collaboration points**

- **Greater convenience for taxpayers**
  - Integration of tax declaration/payment counter, more payment channels, etc.
- **Fair tax administration**
  - Greater tax object capture rate, improved collection rate, etc.
- **Establishment of effective, efficient execution system**
  - Reduced tax collection cost, reduced system management expense, etc.

### **Organization for tax collaboration**

- Responsible execution system with the awareness of importance of regional tax administration
- Organization management should be democratic
- Need to manage personal data properly

**Establishment of collaborative “Kyoto Regional Tax Organization” wide area union (special local public body) (August 2009)**



# Tax administration collaboration (1)

## Collection

### Power of collection was transferred to Kyoto Regional Tax Organization

- Non-payment processing, etc. handled by wide area union
- Tax collected by organization is transferred from the organization's designated financial institution to each affiliated body

### Non-payment processing utilizing electronic calculation system

- Name-based aggregation, receivables management
- Admin support, including simplification of statement drafting such as accumulation & disposal of non-payer data, etc.

### Efficient non-payment processing

- Install demand center in **head office**  
Reduce number of non-payment cases by intensive implementation of phone and letter demands
- Install **special mobile personnel** in **head office**  
Centralized processing of large sums (5 million yen or more)

### Accumulation of non-payment processing knowhow

- Strict punishment for persistent non-payers
- Thorough asset investigation, searches, convenience store payment, internet tax sales

# Tax administration collaboration (2)

## Taxation

**Collaboration on tax administration assumes power of taxation in prefecture and municipalities**

### **Create shared admin procedure through prefecture and municipalities**

**(Streamlining by sharing most administration common to prefecture and municipalities)**

- Collecting tax documents, understanding tax objects - Reception, related organization/site surveys
- Calculating tax base – Tax declaration review, fixed asset valuation calculation  
(Deciding tax amount – Assessment treatment, disposition such as levy, decision/settlement resolution)
- Drafting tax notices – Issue, advice service

### **Develop taxation system and process it jointly**

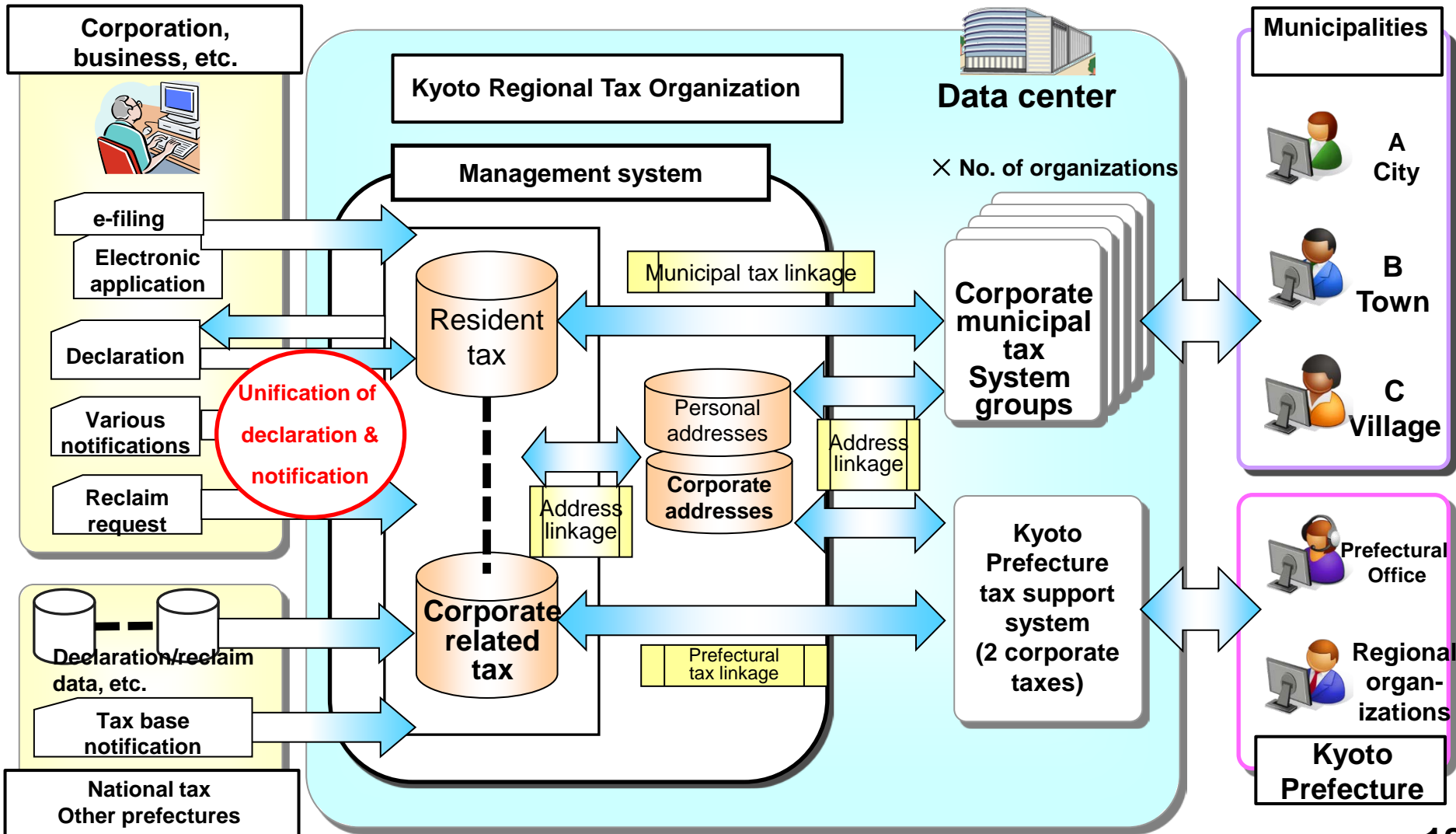
- Share admin processing, from tax document collection to tax notice issue
- Large reduction in expenses needed for system changes accompanying tax revisions

### **Increase tax object capture rate by joint investigation of cases of non-declaration**

- Declaration guidance for non-declaration, unregistered corporations, depreciation asset owners
- Survey of current condition of home (fixed assets)

# Tax administration collaboration (3)

○ System groups linked by enterprise ID number (For now, Kyoto Pref. enterprise ID number)



# Tax administration collaboration (4)

## Effects of tax collaboration

### Greater convenience for taxpayers

<Collection collaboration stage>

- All tax items payable at convenience stores (Only the portion transferred to Organization)

<Overall collaboration stage>

- Increased tax payment counters (Payable at all prefectural, municipal and Organization's branch offices)
- Increased payment channels (convenience stores, credit card, online banking, etc.)
- Integration of tax declaration counter (unified submission point for tax declaration & salary statement)

### Greater collection power

- About 8B yen more collected due to higher collection rate of municipal tax (19 93.4% → 98.0% (target))
- About 0.5B yen more collected (in prefecture) due to higher collection rate of personal prefectural tax

### Greater tax investigative power

- Increased tax collection effect due to improved tax object capture rate  
Declaration guidance for non-declared corporations, investigation of unregistered corporations, investigation into depreciation asset ownership, efficiently obtaining tax object information (obtaining transfer information concerning fix assets)

### Reduced tax collection cost

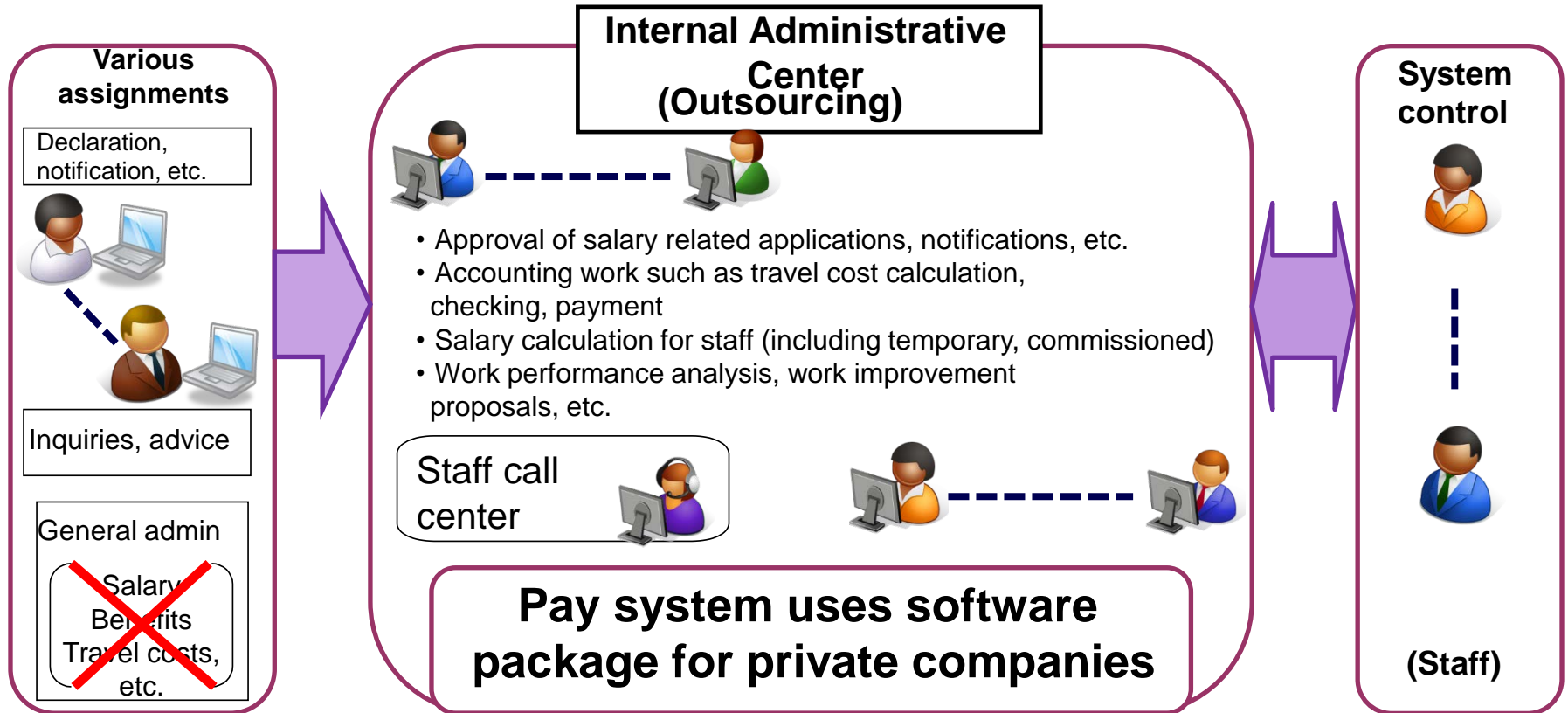
- Cut in personnel expenses of about 80% of tax collection costs

### Reduced system expenses

<Overall collaboration stage>

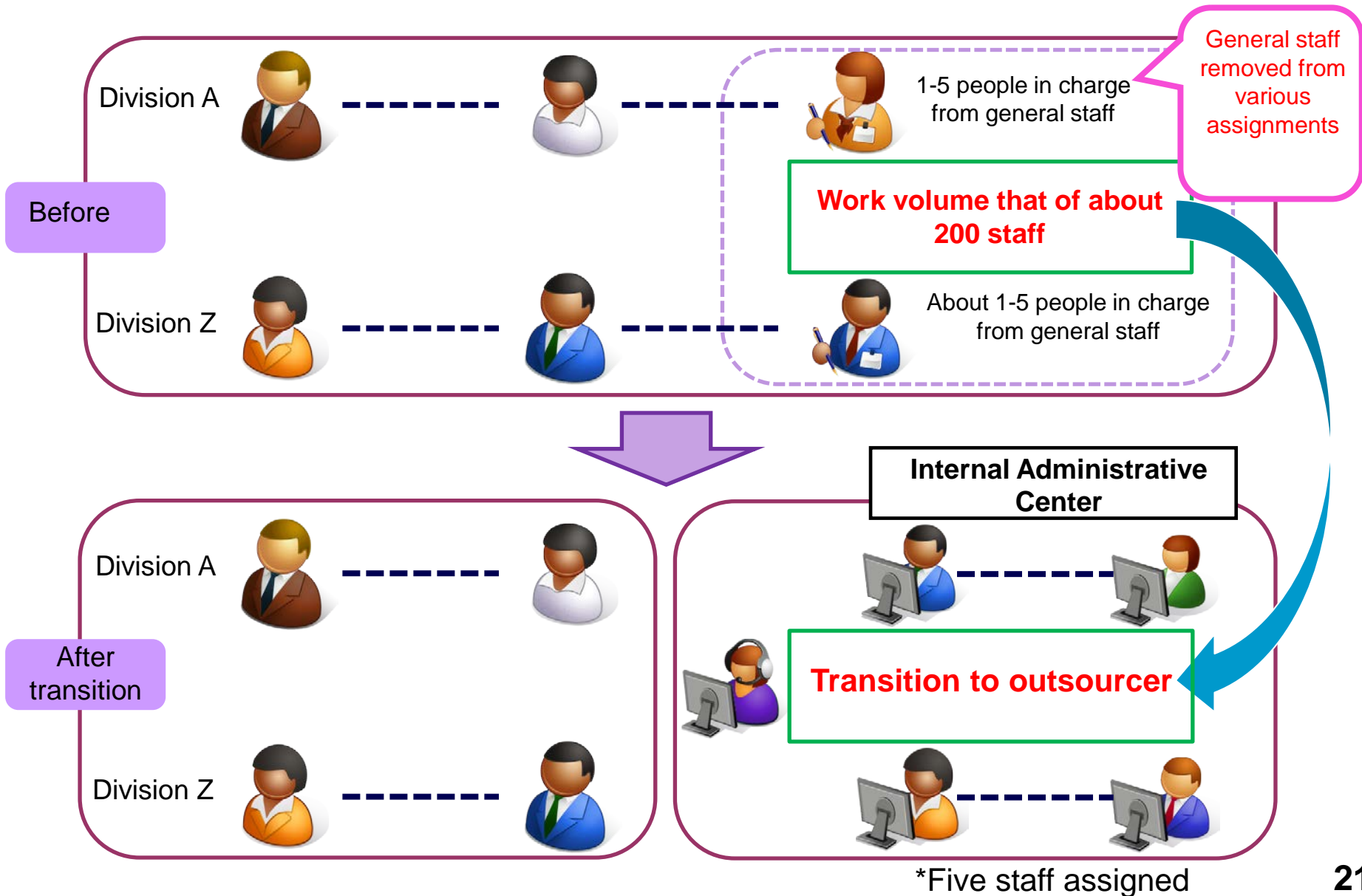
- Development of tax collection support system leads to large reduction in expenses needed for system changes accompanying yearly tax revisions

# Reform via partnerships with private sector (outsourcing)



- Procedures for paid holidays, allowances, travel expenses, etc. done by staff from their PCs
- Complex travel expenses/commuting allowance administration greatly simplified
- Auto-calculation and rapid payment achieved with travel expense calculation software and GIS
- **Complete outsourcing achieved** by centralized admin for salary, travel expenses, temp staff management, etc.

# Effects of outsourcing



# Effects of administrative management reforms

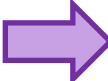
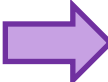
## 1 Administrative and financial reform effects

- Tax admin collaboration                      Work reform effect    300 people
- Outsourcing                                      Work reform effect    200 people
- Computerized joint counter service      Initial several billion yen → 150M yen
- Integrated GIS                                  Initial several billion yen → 260M yen
- Municipal basic administration support system      About 300M yen/year

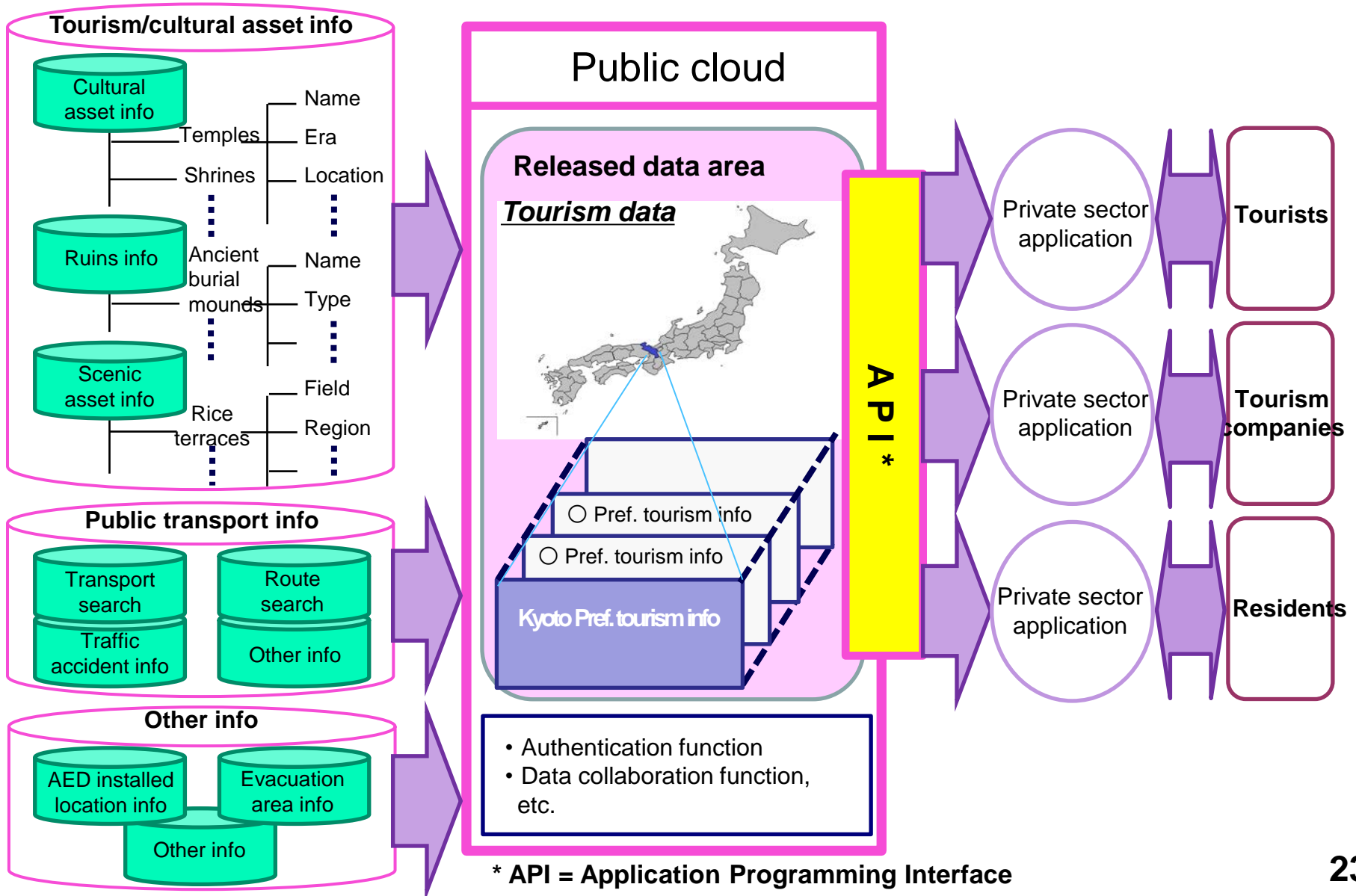
## 2 Improvement effect on services for residents

- Computerized joint counter service (Public facility information/booking system, etc.)  
Doing procedures from home, etc. without visiting facility or office is easier for residents
- Integrated GIS  
Can get easy-to-understand information from high-definition, high-precision aerial photos and maps

## 3 Internal administrative reform effects

- Document administration support system  Speed up decision-making (halve no. of days)
- Integrated finance system  PDCA cycle, budget document automation

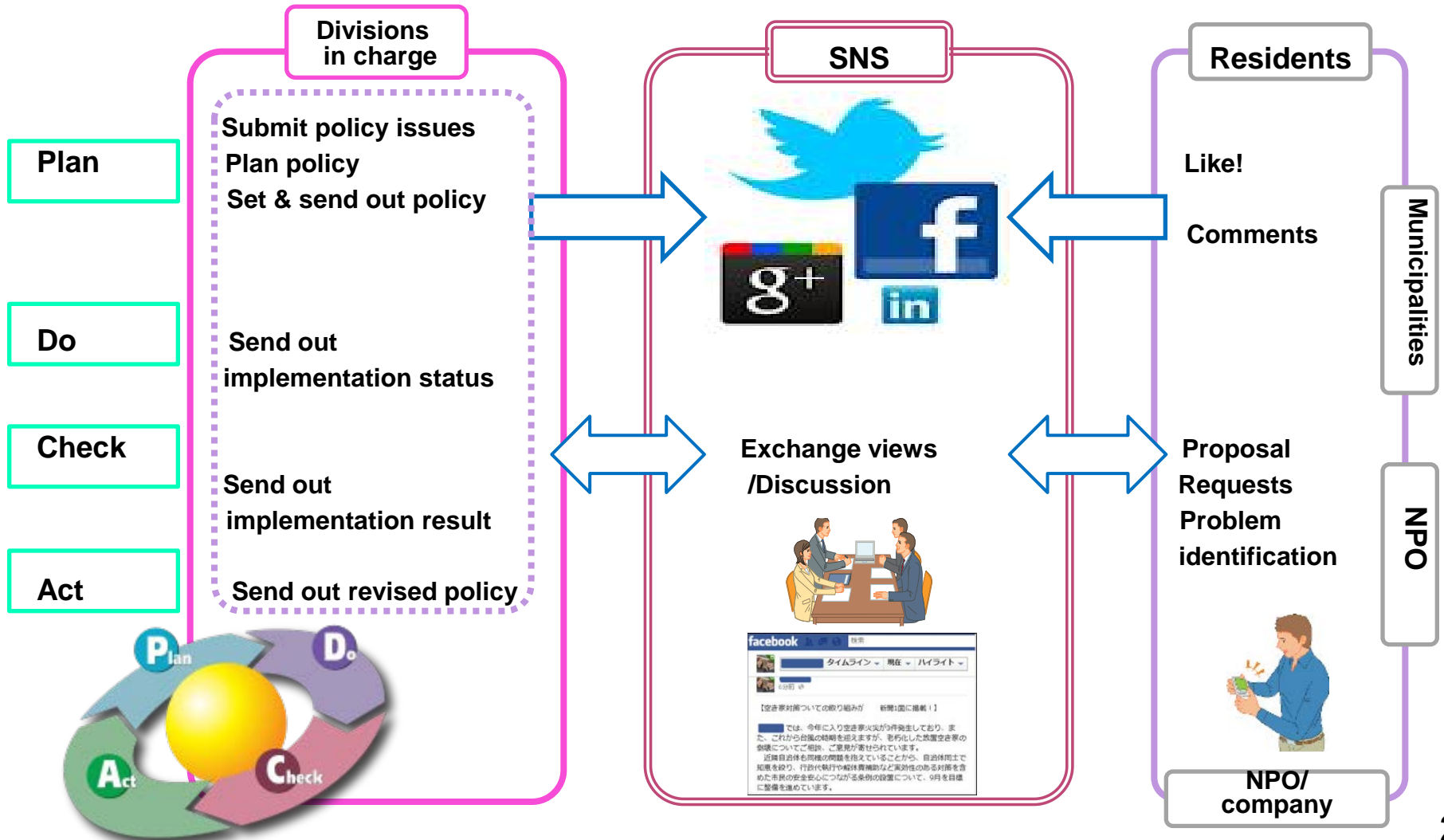
# More reforms by collaboration with private sector (public cloud)



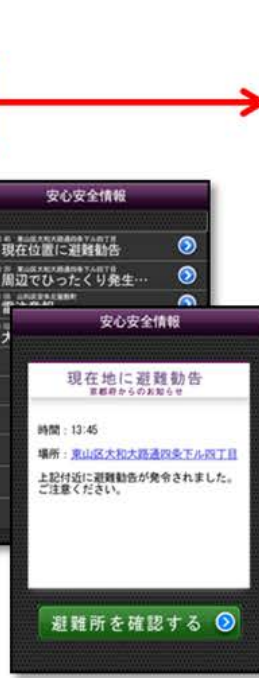


# Kyoto Prefecture Open Government Project

Form and implement policy in cooperation with citizens using SNS at each stage from Plan to Act



# Participation in prefectural government using a smartphone



Get automatic push notifications of earthquake newflashes

- Check relative position to epicenter immediately on map
- Get overhead view of region where tsunami advisories or warnings are issued

- Search for evacuation areas near current location or set location, and view on map in real time
- Check standard routes
- Receive any evacuation orders in vicinity as pop-ups

- View details of evacuation areas (set-up status, safety, capacity, infrastructure, etc.)
- Record safety information



\*Computer generated images for illustration purposes

Region setting screen



Post current status of roads, etc. (photos, text, location)



Post current status of evacuation areas (photos, text, location)