

# Japanese Ombudsman System

## Administrative Evaluation Bureau

### Function of the Administrative Evaluation Bureau and the Administrative Counseling System of Japan



くらしの中に

総務省

MIC Ministry of Internal Affairs  
and Communications



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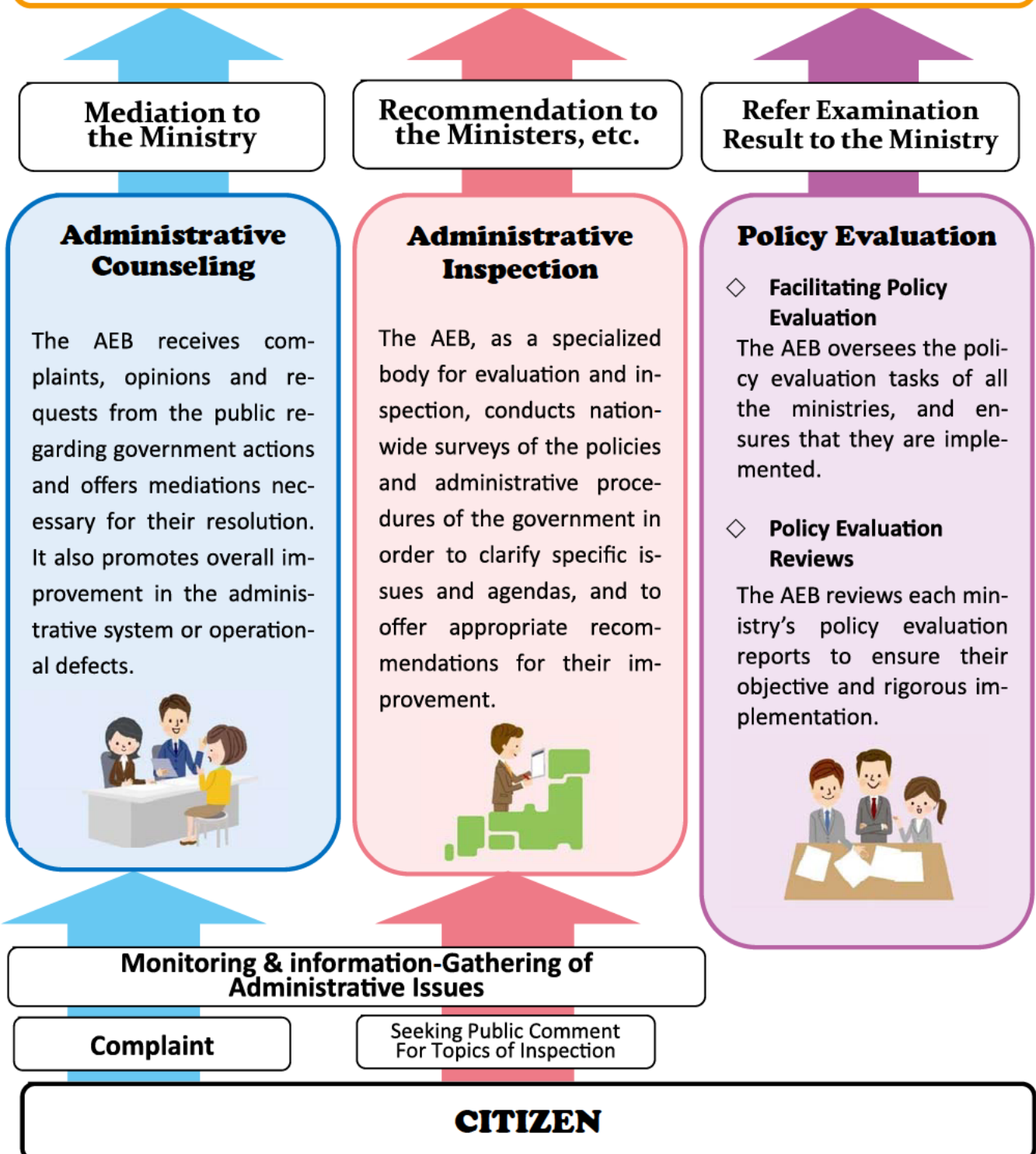
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# I Outline of Administrative Evaluation Bureau

## Function of AEB

The Administrative Evaluation Bureau (AEB) of the Ministry of Internal Affairs and Communications (MIC) reviews the activity of the central government of Japan and enables realization of a reliable and high-quality governance, in its capacity as an impartial third party of the independent governmental organ.

**Objective :**  
**Realization of a reliable and high-quality governance**

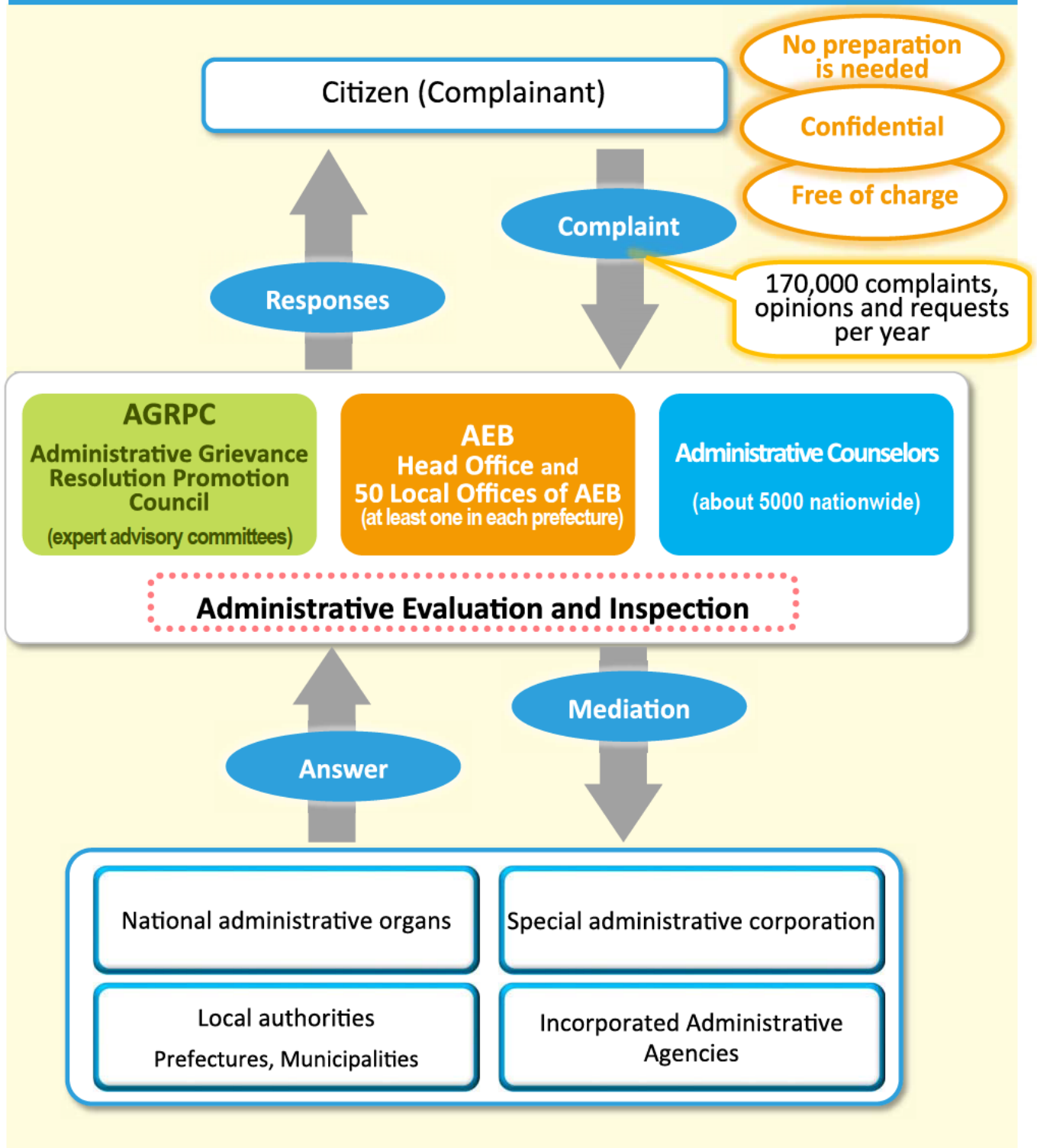


# 2 Administrative Counseling

## Overview

The MIC's Administrative Counseling receives complaints, opinions and requests from citizens regarding the central government administration. It gives mediations between complainants and the relevant government offices, facilitating resolution of the complaints, and to realize improvements of public administration.

## System of the Administrative Counseling



## Features of Administrative Counseling by AEB

### Responding to voices relating to a variety of administrative fields

Responses are given to complaints whose complainants do not know where to consult with, and issues requiring multi-ministerial communication and coordination

### Encouraging smooth resolutions without complicated procedures

Receiving complaints at local offices regardless of jurisdictions and encouraging smooth resolutions

### Systematic or operational improvement of administration

- ◇ Complaints related to systematic and operational issues of administration are referred to the Administrative Grievance Resolution Promotion Council consisting of private-sector experts in order to give advices from the citizen's perspective
- ◇ Issues arising out of a repetitive or similar nature may be taken up as source of Administrative Evaluation and Inspection, and its result may be subject of notification to the relevant ministries and agencies



## Various Channels of Receiving Complaints

### **Administrative Counseling is there to help you!**

**50 AEB Local Offices at least one in each prefecture**

- ◇ Administrative Complaint Hotline! **0570-090-110**
- ◇ Through the AEB website !
- ◇ Personal visits, letters, and faxes, etc.

### **Stop by on your way to/from shopping**

**One-day Administrative Counseling Center & General Administrative Counseling Center**

- ◇ During the Administrative Counseling Week in October, makeshift one-stop counseling centers open at department stores or public facilities in all over the country, attended by employees from various reception offices.
- ◇ Counseling booths (General administrative counseling centers) open at department stores and other facilities in the 19 cities from Sapporo to Naha on a daily/regular basis.

### **Supporting victims of natural disasters**

**Special Administrative Counseling Center**

- ◇ To support victims of natural disasters such as earthquake, heavy rains, typhoons, etc., Special Administrative Counseling Centers open to receive various types of consultations and inquiries, given supports of the central government offices, governmental financial institutions, prefectural governments, municipal governments, administrative counselors, etc.
- ◇ Meanwhile, at times of disaster, the AEB offers toll-free phone numbers and releases information of the government offices providing support measures in order to take tuned responses to consultations and inquiries from the victims.

## Activities of Administrative Counselors

### Administrative Counselors about 5,000 nationwide

#### ~ Bridging between the citizens and public administration ~

- ◇ Administrative Counselors are the private, unpaid volunteer citizens commissioned by the Minister for Internal Affairs and Communications. Approximately 5,000 counselors nationwide (at least one in every municipality) receive people's complaints concerning activities of administration and give advices to the people and/or requests to the relevant government offices.
- ◇ Administrative Counselors hold counseling sessions in municipal offices, community centers, or in private residences. And they give lectures at schools to advertise Administrative Counseling and actually receive complaints. In FY 2015, Administrative Counselors received 90,319 complaints/requests. (52.4% of the total number of cases)
- ◇ Administrative Counselors can submit their opinion regarding improvement of administrative systems and operations to the Minister of MIC. They take a proactive approach to identify the complaints in the community, through meetings with the representatives of various groups, including the local authority, women's association, and the commerce and industry association, etc.



Counseling Booth at city hall



On-site counseling



Giving lecture at schools

## Background of the Commission of Administrative Counselors

### The launch of the MIC's Administrative Counseling System (1955 -)

- ◇ Even after the launch of the Administrative Counseling System, administrative counseling service was only available at MIC offices.

### Inauguration of Administrative Counselors (1961 -)

- ◇ In 1961, a new system was established appointing Administrative Counselors (voluntary private citizens) to receive complaints and requests from the general public.

### Towards the legislation

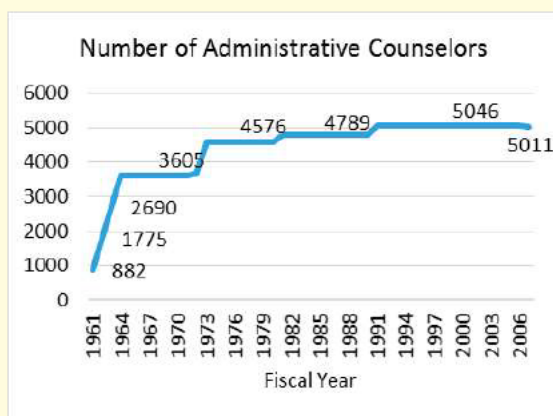
- ◇ There was a need to confer authority to the counselors under the law and to create a good balance with other similar systems, in order to increase their authority and social status to improve their work performance.

### The Administrative Counselors Act (1966)

- ◇ The Administrative Counselors Act was enacted in 1966.

## Who is Administrative Counselor?

- ◇ Each Administrative Counselor serves for a period of 2 years (reappointment is possible but maximum age is 80 years old)
- ◇ Average age: 67.5 years old
- ◇ Many are retired civil servants or teachers
- ◇ Some are qualified lawyers or tax accountants
- ◇ Proportion of female counselors: 35.2% (1,744 persons) (as of April 2016)



## Administrative Counselor's Suggestions to the Minister of MIC

Administrative Counselors may express to the Minister any opinions they may have developed while performing their duties that relate to improvement in administrative operation, as provided in Article 4 of the Administrative Counselors Act. The following are examples of cases in which improvement measures were taken based on Administrative Counselors' opinions.

### Case resolved via Administrative Counselor's suggestion

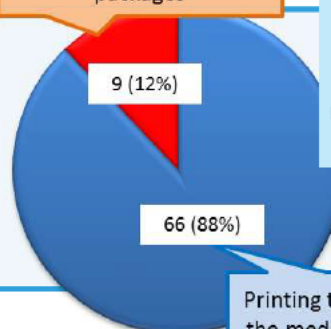
#### Labelling of Kampo (Chinese herbal medicine) Packages

Some kampo medicine is packaged in opaque aluminum pouches, with only number printed on it and omitting the name of the medicine. When patients are prescribed more than one kampo medicine, they cannot always tell what prescription the package contains from these numbers.

#### AEB's Findings

In 2000, the Ministry of Health, Labor and Welfare (MHLW) requested all medicine manufactures to indicate the name of the medicine on PTP packages of capsules or tablets in order to prevent medication dosing error. But the manufactures were not fully aware of the necessity of also labelling each package of kampo medicine.

Not printing the name of the medicine on the packages



Out of the 75 companies producing kampo medicines in April 2012, nine were found to be printing only numbers on their products packages.

Printing the name of the medicine on the packages

#### Improvement Status

The AEB recognized that it is necessary to prevent patients from taking the wrong medicine and made necessary recommendation to the Ministry of Health, Labor and Welfare (MHLW) for its consideration. The MHLW subsequently requested that medicine manufactures throughout the industry should print the names of medicines on their packages by March 2015.

## Administrative Grievance Resolution Promotion Council (AGRPC)

Among the complaints received by the AEB, those i) cannot be resolved without revisions of the existing legislations and ii) involving complex administrative issues such as requiring multi-ministerial coordination, are referred to the Administrative Grievance Resolution Promotion Council; a third-party advisory board to the Minister composed of private-sector experts. The AEB attempts to give mediation of solutions to people's grievances reflecting views of the Council from citizen's perspective. This approach is adopted in the 11 local AEB offices, as well.

### Case resolved via AGRPC

#### Commuting Allowance Counted as part of Household Income

I am a job-seeker and in a vocational training program. I visited the Public Employment Security Office to apply for vocational training benefit, but couldn't receive it. The reason was that our household income that month exceeded the upper limit. But this was due to the inclusion of half-yearly commuting allowance as part of my wife's salary\*. Essential expenses like transportation costs should be excluded from household income when assessing eligibility for benefits.

\*Commuting allowance for office workers is usually paid twice a year as a lump sum

#### AEB's Findings

##### Support System for Job Seekers :

Job seekers, who cannot receive unemployment benefits under the employment insurance system, can receive the vocational training benefit (100,000 yen per month) during job training if their household income is below a certain level.



##### My wife's salary

Mar	Salary
Apr	Salary
May	Salary
Jun	Salary



##### Standards:

- monthly income is less than 80,000 yen
- household income is less than 250,000 yen per month / 3,000,000 yen per year
- household assets are less than 3,000,000 yen

#### Improvement Status

AEB referred the issue to the Administrative Grievance Resolution Promotion Council for consideration, and then requested the Ministry of Health, Labor and Welfare to review the calculation method to exclude commuting allowance from the income calculation. As the result, the MHLW decided to exclude the commuting allowance from the income calculation.



## AEB and International Cooperation

### Appealing the Administrative Counseling System

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.

### International Forum and International Training Workshop for Asian Ombudsman

In March 2016, The International Forum and International Training Workshop for Asian Ombudsman was held in Japan, inviting both domestic and international participants including 84 ombudsman staffs from 23 countries mainly from Asia, administrative counselors, etc., who engaged in panel discussions and exchanged views through the training, helping them strengthen the mutual cooperative relationships as well as fulfilling their activities. The AEB appealed Japan's administrative counseling system.



### Bilateral Cooperation

In April 2013, the AEB and the Government Inspectorate of Vietnam, one of Vietnam's government departments inspecting the other government organizations, handling and resolving complaints and indictments and preventing corruption, signed a Memorandum of Cooperation (MOC) in the field of handling administrative grievances. There have been active exchanges at both high- and working-level since then. The AEB has signed the similar MOCs with Iran (General Inspection Organization) in November 2016 and with Uzbekistan (the Authorized Person of the Oliy Majlis) in November 2017.

The AEB will continue efforts to further promote such international cooperation activities.



(Left) Ms Noda, Minister of MIC welcomed Iranian Ombudsman in Mar. 2018 (Middle) Signing Ceremony between AEB and Ombudsman of Uzbekistan in Nov. 2017 (Right) Administrative Complaint Seminar in HCM Vietnam in Jun. 2017

## Cases Resolved via Administrative Counseling

### Case 1

### Reconsideration of communication method between Japan Post and handicapped person over the Restricted Delivery Mail

#### Complaint

I have a hearing disability. I received a written message from the local post office saying that there is an item of restricted delivery mail (RDM) which must be received by myself. The message also said I must call back the post office to designate the re-delivery date and time over the telephone. But this was not applicable to me because of my impairment. How can I communicate with the post office?

Japan Post: formerly a state-owned Corporation and that was privatized in 2007; yet, the government still holds 57% of its stocks (as of Sep 2017) and it is covered by AEB's Administrative Counseling Service.

But I cannot talk on the phone...

Restricted Delivery Mail  
Delivery notice

"As you were absent, **CALL** the Post Office to **tell** the pick up / re-delivery date"



#### AEB's Findings

RDM has to be received by the person him/herself with ID.

When the first delivery was failed to be received due to his/her absence ...

A) Receiver goes to the post office with prior appointment by telephone call

B) Designation of re-delivery by telephone call

**But** for the other types of registered mail, re-delivery request can be accepted through phone and FAX!

#### Improvement Status

The AEB found that re-delivery requests for other types of registered mails can be accepted through FAX transmissions, and advised Japan Post that same procedure should be applied to the restricted delivery mail as well.

Accordingly, Japan Post revised its manuals in 2012 and now accepts the requests via FAX.

Since then, further handicapped- and elderly-friendly measures were suggested by AEB and taken by Japan Post in 2014 and 2017.



## Case 2

# Unification of the Early Voting Date for House of Representative General Election and Public Review of Supreme Court Justices

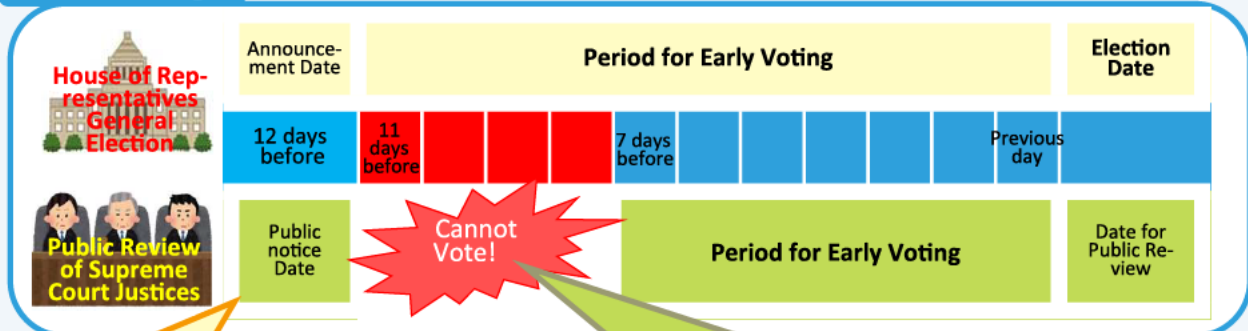
### Complaint

I went to the polling station for the early voting for the House of Representatives general election, but I could not cast my ballot in the public review of the Supreme Court justices. It would be a burden to go to the station again.

\* Relevant Laws and Regulations:

Article 48-2 of the Public Office Election Law; Article 79-2 of the Japanese Constitution; Articles 1, 5, 9, 14 and 26 of the Act on National Review for Judges of Supreme Court

### AEB's Findings



The date to decide names of justices to be reviewed and the order of the public notice

Preparation period to print ballot paper

- Candidates' names are not printed on the paper for the House of Representatives General Election.
- Names of the Supreme Court justices need to be printed on the paper.

Vote Date	Year	Num of voters for General Election (a)	Num of voters for Public Review (b)	(a-b)	(a-b)/a
Election Day	2009	57,354 K	56,765 K	588 K	1.0%
	2012	49,045 K	48,641 K	404 K	1.0%
Early Voting	2009	13,984 K	12,090 K	1,894 K	13.5%
	2012	12,038 K	10,506 K	1,532 K	12.7%

### Improvement Status

In order to unify the voting date for the House of Representatives general election and the public review of Supreme Court justices, the "Bill to amend part of the Public Office Election Law and Act on National Review for Judges of Supreme Court" was passed in the National Diet (Japanese legislature) and has been in effect since January 1, 2017.

### Case 3



## Setting up of an Examination Venue on an Remote Islands

### Complaint

Students living on Oki Islands who wishes to take the National Center Test for University Admissions had to take a ferry boat to the city in mainland, because there were no exam venues located on the Islands. The test is essential not only for entering National Universities but also for many private universities. Since the exam season is in winter when the weather is mostly bad in the area, the students risked being late for the exam.

Hence they were forced to take an earlier boat and stay in the bigger city for at least 5 or 6 days. This caused them a great burden economically, physically and psychologically.

Previous Time Table  
for Students in Oki

1 <sup>st</sup> day	Take a boat	
2 <sup>nd</sup> day	Stay at Matsue city	
3 <sup>rd</sup> day	Stay at Matsue city	
4 <sup>th</sup> day	Exam day1	
5 <sup>th</sup> day	Exam day2	
6 <sup>th</sup> day	Take a boat to home	

### Oki Islands

are located in the Sea of Japan roughly 50km north of Matsue City , capital of Shimane Prefecture in main island Honshu.



\* National Center Test is given to individuals who wish to enroll at a national, public or private university in Japan to assess the level of fundamental academic achievement attained by the applicant at the high school stage. About 850 universities use the test scores by applying their own criteria for their entrance examinations. In 2017 about 575 thousands students take the test at about 700 exam venues all over Japan.

### Improvement Status

The AEB found there were 59 applicants in the Islands in 2007. After a recommendation to the National Center for University Entrance Examination, the Center started to open an examination venue on the island in 2009. Students in Oki islands are now able to take the Test in the Islands.

### Case 4

## Encouragement of Braille onto envelopes posted by Postal Life Insurance

### Complaint

I have visual impairments. Although the document requesting me to submit a current medical condition report is delivered every year, I often throw it away mistaking it for junk mail because it has no braille on its envelope. Please include a braille label on the envelope so that I can tell it is an important document.



### AEB's Findings

There are already cases where envelopes are labeled with the sender's information in braille from Postal Savings and other institutions, and the same measures should be taken by Postal Life Insurance as well.

### Improvement Status

The Management Organization for Postal Savings and Postal Life Insurance has arranged that envelopes sent to people with visual impairments (containing documents demanding submission of reports, etc.) should include a label in braille saying 'important documents from Postal Service Insurance'.

## Case 5

### Review on Requirements for Children Who Are Subject to Act on Childcare Leave Law

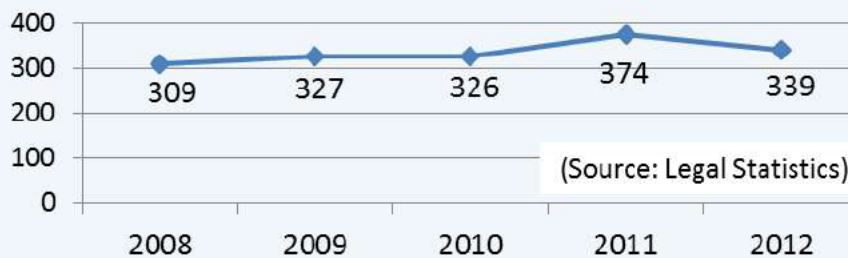
#### Complaint

I have a child in my custody to make special adoption arrangements, but I cannot take childcare leave for him. I would like the system to be revised.

#### Special Adoption System:

After candidates wanting to become adoptive parents take care of a child for more than 6 months, the family court makes a ruling of special adoption considering the circumstances of the custody given to the child. Since the legal parent-child relationship does not exist before the adoption ruling, the childcare leave cannot be applied.

Number of special adoption rulings



#### AEB's Findings

##### Views of major local governments and organizations

- If working adoptive parents can take childcare leaves for adopted children, they will be able to achieve balance with work and family by averting the situation in which they should give up their vocational lives in order to take care of the children.
- Applicants for the special adoption are not entitled to prenatal and postnatal leaves because they have not experienced childbirth.

##### Views of the Administrative Grievance Resolution Council

- Raising a child whose adoption is not yet finalized is not different from raising a legal child, in terms of the work and responsibilities involved. Therefore, would-be adoptive parents should be treated the same as legal parents.

#### Improvement Status

1. The Child Care and Family Care Leave Law was amended and adoptive parent candidates will be able to take child care leave. (The revised law has been in effect from January 2017.)
2. The Ministry of Health, Labor and Welfare announced widely that businesses are able to set up their own child care leave system beyond the legal requirements.



# 3 AEB Administrative Inspection

## Overview

As a specialized body for investigation within the government standing in a different position from other ministries and agencies, the AEB conducts practical investigation on each ministry and agency's policy implementation efforts to find and analyze factual issues and problems, and to offer appropriate recommendations for their improvement. 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 (3years) administrative efforts and inspection themes for the next three years.

### Implementation of inspection

Conducting inspections and compiling the results through the head 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 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 activities, 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 for 2018

	Topics in FY 2018	2019-2020
Formulation of Diverse and Inclusive Society	<ul style="list-style-type: none"> <li><span style="color: blue;">■</span> <b>Nursing Environment for Elderly with Dementia</b>                      &lt;Background&gt; Elderly people with dementia have difficulty accessing public nursing care services including taking up residency at nursing homes.                      &lt;Inspection target &gt; Provision of nursing care services; Municipal support</li> <li><span style="color: blue;">■</span> <b>Volunteers for Offenders Rehabilitation Service</b>                      &lt;Background&gt; Aging of volunteer probation officers; Not enough new volunteers joining                      &lt;Inspection target &gt; Support measures for ensuring sufficient numbers of volunteer probation officers; Creation of cooperative employers</li> <li><span style="color: blue;">■</span> <b>Support for employment of handicapped persons</b>                      &lt;Background&gt; While handicapped people's motivation to work has been steadily increasing, companies have been slow to respond.                      &lt;Inspection target &gt; Effects of existing support measures for employment of handicapped persons; efforts for long-term employment</li> </ul>	<p><b>Providing support and opportunities for improved self-sufficiency and social participation for persons facing difficulties</b></p> <p>(eg.)                      *Prevention of child abuse                      *Accommodation giving elderly more autonomy</p> 
Formulation of Life and Activity in Community	<ul style="list-style-type: none"> <li><span style="color: blue;">■</span> <b>Utilization of expert staff other than teachers in schools</b>                      &lt;Background&gt; Increasing working hours of teachers due to running extracurricular activities; Responding to guardians                      &lt;Inspection target &gt; Effective assistance by outside instructors for extracurricular activities and school counsellors</li> <li><span style="color: blue;">■</span> <b>Service for retrieval of belongings of deceased</b>                      &lt;Background&gt; Increasing need for more retrieval options based on nature of belongings and/or for more comprehensive disposal system                      &lt;Inspection target &gt; Measures taken by waste disposal administration; Protection of consumers using new retrieval options</li> </ul>	<p><b>Provision of sustainable local services for citizens</b></p> <p>(eg.)                      *Local public transportation                      *Longevity of infrastructure</p>
Building Financial Base and Environmental Arrangements for Growth	<ul style="list-style-type: none"> <li><span style="color: blue;">■</span> <b>Improving environment for inbound foreign travelers</b>                      &lt;Background&gt; Urgent challenge of making local areas attractive to foreigners in view of the government's target of accepting 40 million foreigners by 2020                      &lt;Inspection target &gt; Utilization of travelers' data by various sources including data collected by new Destination Management Organizations (DMO) which are expected to form core of tourism planning</li> </ul>	<p><b>Creation of service and providers of industries promoting economic growth</b></p> <p>(eg.)                      *Concentration and accumulation of farmlands                      *Improvement of labor environments                      * Geospatial information</p>
Ensuring Safety and Security	<ul style="list-style-type: none"> <li><span style="color: blue;">■</span> <b>Providing safe accommodation after disasters</b>                      &lt;Background&gt; Elderly victims struggle to rebuild their lives who are forced to remain in damaged homes                      &lt;Inspection target &gt; Identification and support measures for evacuees outside public shelters, as well as involvement of municipal governments outside affected areas</li> </ul>	<p><b>Minimization of damage and losses caused by disasters, accidents, environmental issues</b></p> <p>(eg.)                      *Disaster prevention for volcanoes countermeasures                      *Against land contamination</p>
Inspection function to realize Cabinet's priority objectives	<p><b>Conducting inspections of programs and measures of other ministries and agencies, along with relevant government organs such as the Cabinet Secretariat, with a focus on Cabinet's priority issues</b></p> <p>*agile inspections of other issues according to necessity</p>	

### Joint study on Evidence-Based Policy Making

In addition to above, the AEB carries out joint studies with other ministries and experts looking at methods for assessing and analyzing policy effects, and uses these to highlight key examples of EBPM with a view to establishing EBPM across the entire government.

## Examples of Recent Administrative Inspections

### Administrative Inspection of child-rearing support: focusing on baby-sitting facilities

(Recommendation made to Cabinet Office and Ministry of Health, Labor and Welfare on December 9, 2016)

#### Background

- ◇ Demand for baby-sitting facilities such as childcare centers has grown sharply due to an increase in the number of two-income households and a decrease in the number of three-generation houses.
- ◇ In 2013, the central government enhanced the support it offered to municipal governments by raising the subsidy rate for childcare center projects, based on its 'plan to accelerate measures for eliminating waiting lists'. In April 2015, the central government further enhanced its support by relaxing licensing of small-sized baby-sitting facilities in order to stimulate the development of such facilities, within the framework of a 'new support system for children and child-rearing.'
- ◇ The number of children on the waiting list for childcare centers has remained greater than 20,000 for 8 consecutive years, even though the capacity of such facilities has grown rapidly and has met the original targets.



#### AEB's findings

##### <Promotion of making local plans reflecting real state of the area>

Inadequate understanding of the demand for child-rearing support; municipal plans do not incorporate housing development information or regional data beyond the municipality.

##### <Promotion of building/enlargement of facilities>

Inadequate support by municipal governments for the provision of solidarity facilities which receive children who have outgrown baby-sitting facilities which are smaller in size and receive babies only up to 2 years old.

##### <Disclose accurate information>

The number of children on waiting lists differs between municipalities depending on whether they include children whose parents are on parental leave, therefore making it difficult to make a fair comparison.

#### Recommendations

##### <Promotion of making local plans reflecting real state of the area>

Plans should be drafted based on a more accurate understanding of current demand.

##### <Promotion of building/enlargement of facilities>

Enhancement of support for building/enlarging solidarity facilities with good potential.

##### <Disclose accurate information>

Clarification of the scope of the number of children on waiting lists and release of accurate numbers to the public.

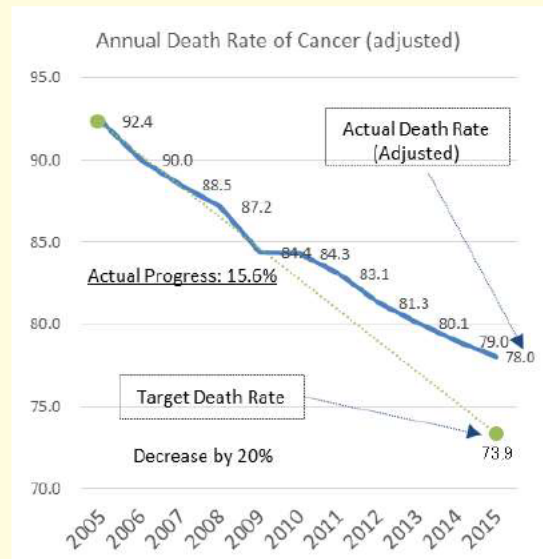


## Administrative Inspection of countermeasures against cancer: focusing on early-detection, treatment readiness and palliative care

(Recommendation made to Ministry of Health, Labor and Welfare on Sep 30, 2016)

### Background

- ◇ Cancer is a serious issue for the national public, as it is the No.1 cause of death in Japan; 3.7 million people die every year, and 1 in 2 people may be affected during their lifetimes.
- ◇ The government promotes various measures for treatment, prevention and early-detection of cancer by compiling the 'Basic Plan for Promotion of Countermeasures against Cancer' based on the Basic Act for Countermeasures against Cancer.
- ◇ Nonetheless, it is presumed unlikely to achieve the goal of decreasing the cancer rate among all causes of death by 20% of the population aged less than 75 years old\*. Also, the consultation rate of cancer checkups remains lower than many countries, palliative care\*\* is not prevalent enough, and there are demands for more consultation support for patients and their families.



\* This represents the death rate excluding the influence of population aging.

\*\* Treatment and nursing which aim to maintain/improve the quality of patients' lives by alleviating physical and mental pain.

### AEB's findings

#### <Efforts for early-detection of cancer >

- ◇ High consultation rates are observed in cities conducting individual calls to all citizens deemed likely to need cancer checkups. Nonetheless, the Basic Plan has no explicit provision on the scale of call/recall efforts expected of municipalities.
- ◇ Some prefectural governments have not conducted control surveys and project evaluations to verify the quality of cancer checkups, or have not disclosed their evaluation results.

#### <Palliative care >

- ◇ There are cases in which regional hub medical institutions have failed to provide even a minimum palliative care. Also, there are differences in organizational preparation and facilities in each hub medical institution.
- ◇ There is a scarcity of palliative care training courses and a low attendance rate for such courses in hub institutions, hospitals and clinics listed on the palliative care map\*\*\*

\*\*\* list of clinics providing palliative care or at-home care in secondary medical zones where the hub institution is located

### Recommendations

#### <Efforts for early-detection of cancer >

- ◇ Explicit provision of comprehensive targets for cancer checkup calls/recalls in the next Basic Plan and other plans.
- ◇ Instruct prefectural governments to conduct control surveys and project evaluations, including disclosure of survey results.

#### <Palliative care >

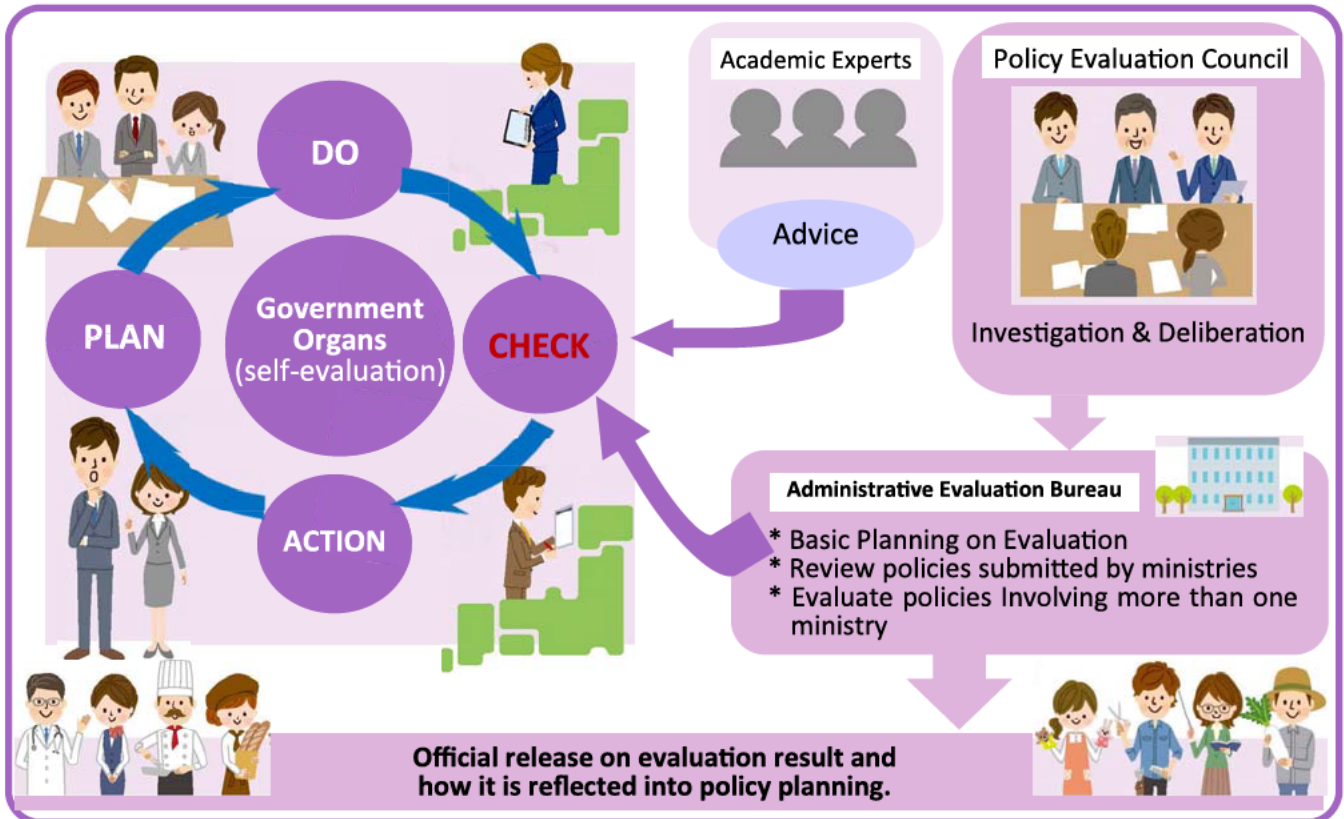
- ◇ Thorough provision of palliative care in hub medical institutions
- ◇ Instruct doctors of hub institutions to attend training, and encourage staff at hospitals and clinics in the area to attend training.

# 4 Promotion of Policy Evaluation

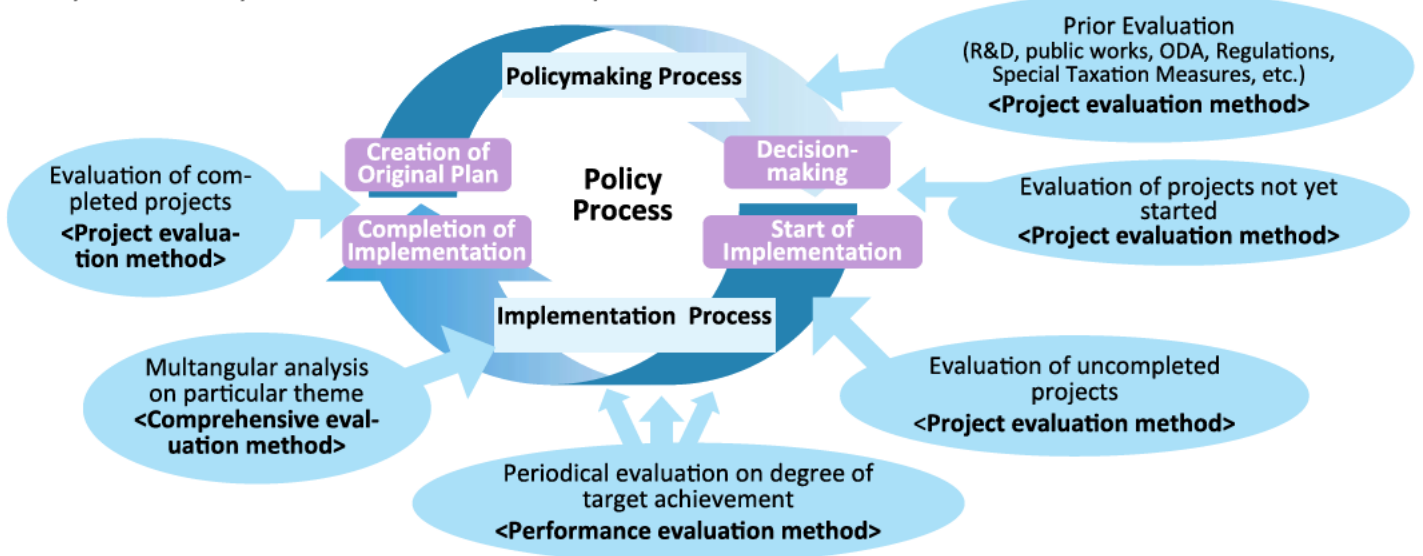
## Overview of Policy Evaluation

The principle of policy evaluation is to have each ministry assess and analyze the effects of its own policies and to check whether these policies are making contributions to people's lives. Results of evaluations are then incorporated into reviews of policies and/or planning and drafting of new policies.

- Objective**
- Promotion of effective and efficient administration.
  - Meet the mission of being accountable to the public on government activities.



Each ministry and agency conducts policy evaluations from time to time with various methods and objectives in accordance with the characteristics of each policy. Evaluation results are then incorporated into policy-making. In total, 2,100 evaluations were conducted in 2016. The evaluation reports by each ministry are available from the 'Policy Evaluation Portal Site.'



## Role of AEB in Policy Evaluation

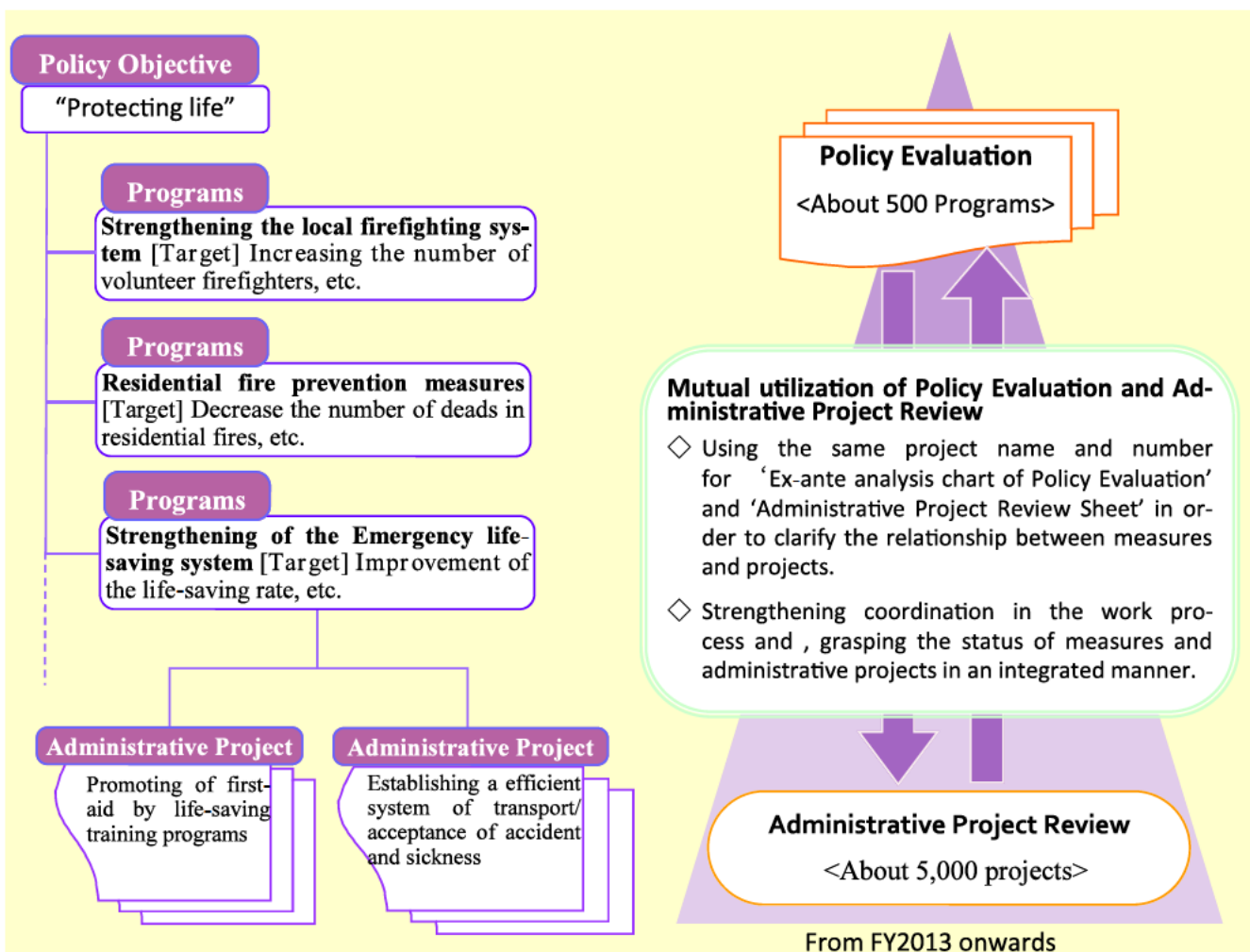
The AEB formulates a set of fundamental criteria for all policy evaluations carried out by each ministry and agency. Then those evaluations produced by each ministry and agency are checked by the AEB to ensure they are sufficiently self-critical.

At the same time, the AEB carries out its own evaluations of policies in order to ensure coherent and/or comprehensive implementation of policies adopted by multiple ministries.

### (1) Formulation of basic matters

#### Strengthening Links with Public Project Reviews

“Management-by-objective”-type policy evaluations (Ex-post evaluations in which each ministry assesses the degree of achievement compared to targets set in advance) are carried out by ministries and agencies on approximately 500 programs, while Administrative Project Reviews are conducted on the approximately 5,000 projects that contribute to each program. Since FY 2013, the AEB has made efforts to encourage the sharing of methodologies between policy evaluations and Administrative Project Reviews, through measures such as clarifying the relationship between policy programs and projects, and providing ways of understanding the status of each simultaneously. (Cf. charts below)

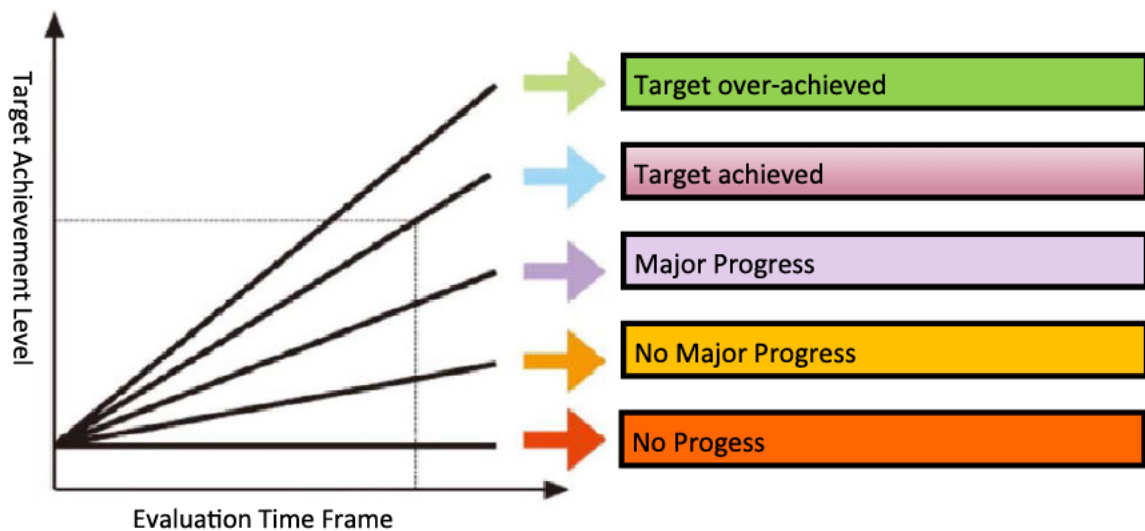


## (2) Standardization and Prioritization

With regard to “management-by-objective”-type policy evaluations, efforts for standardization and prioritization across ministries and agencies have been made since FY 2014 in order to make it easy to understand and analyse the degree of achievement of ongoing programs and their level of effectiveness in realising policy objectives.

### Standardization of Evaluation Results

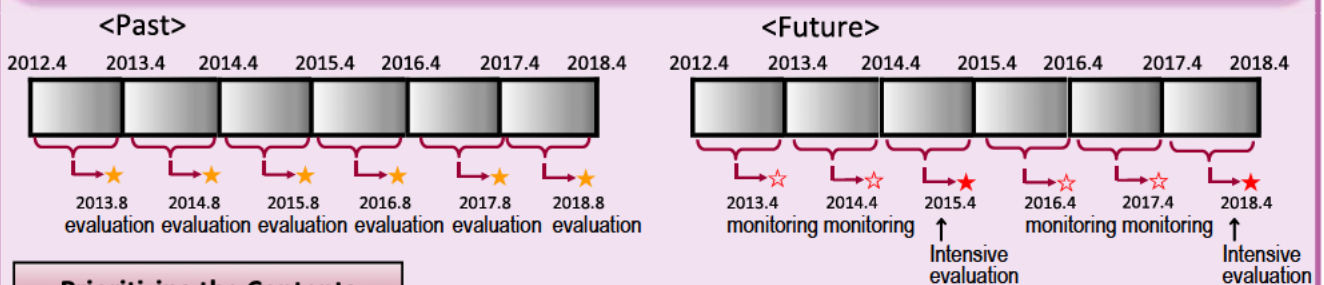
By establishing a government-standard five-point system, the progresses of projects are shown in a unified manner and made easier to understand.



### Prioritization of Policy Evaluation

#### Prioritizing Implementation Period

Switch to milestone-based timings evaluation instead of automatic annual evaluations  
(Gap years would be covered by monitoring process)



#### Prioritizing the Contents

Check achievement levels as well as more fundamental judgment analyzing following points

- 1) Unexpected events and their impacts
- 2) Verification of effectiveness and efficiency of measures taken
- 3) Causes for underachievement
- 4) Validity of objectives and necessary revisions

### (3) AEB's Reviewing of Ministries' Policy Evaluation

#### Examination on Evaluation on Public Works Projects

Each ministry and agency having jurisdictions over public works projects carries out evaluations of each individual public works projects using a set of pre-established procedures that provide methodologies for conducting cost-benefit analysis suited to each business segment.

MIC checks the contents of evaluations by the ministries and agencies and when there's a suspect on their reasonability, requests improvements or re-evaluation to them.

#### Fishery Infrastructure development project

(Hatake Fishery Port in Akita Prefecture)

##### Outline of the Project

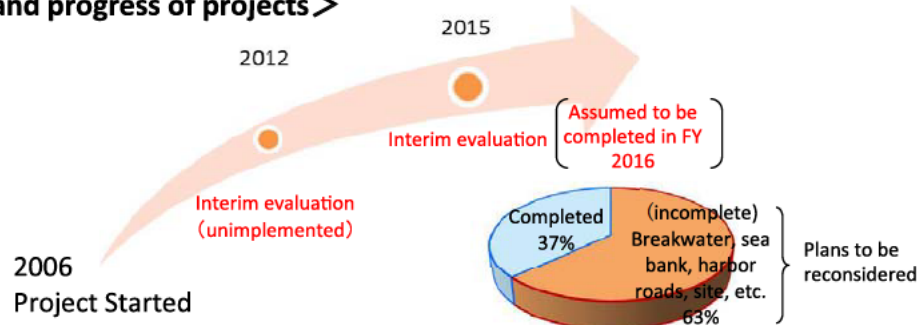
Construct sea banks/breakwaters in order to improve calmness and prevent overflow in the Hatake fishery Port (main port), and to reduce the need for evacuations to the main port during heavy weather and address the shortage of mooring facilities in the Nishi-Kurosawa port (attached port)

##### AEB's Findings

- The evaluation was done based on an assumption that the project would be completed in FY 2016 as planned. However, it is not likely to be completed on-schedule given the present state (progress) of the project
- An evaluation had not yet been conducted even though the project was still ongoing after 10 years had elapsed since it was initiated (FY 2012)\*

\* The Government Policy Evaluations Act makes it mandatory to conduct evaluations of any projects that have not been completed 10 years after being commissioned.

##### <Evaluation status and progress of projects>



##### AEB's View

The Ministry of Agriculture, Forestry and Fishery (MAFF) should take the following measures based on the Government Policy Evaluation Act:

1. Conduct an interim evaluation again based on an accurate understanding of the progress and present state of the project
2. Conduct further interim evaluations and disclose information in an appropriate manner going forward

**AEB's Follow-up evaluation are to be carried out of the measures taken by the MAFF**

# 5 Role of Local AEB Offices

## Overview

The AEB's local offices are located in all the prefectures to help restore a high-quality, fair, transparent, efficient and effective public administration that enjoys increasing public support, and to carry out Administrative Inspections, Administrative Counseling and information-gathering in order to assess and analyze local issues relating to the central government administration and to suggest improvement measures.

### Nationwide Inspection using the AEB network

Local AEB offices are instrumental in the AEB's administrative inspections, since they act as centers of research in collecting specific physical evidence and data and in conducting surveys to analyze a target policy's effectiveness, current status and any new issues in its designated area.

### Locally-planned inspection

Local AEB Offices also conduct their own inspections for the purposes of investigating regional issues and offering ideas for their solution.

### Administrative Counseling

The local AEB offices offer various opportunities for local citizens to submit complaints, opinions and requests relating to the activities of the central government administration. Each office is able to conduct an on-site survey when necessary, as well as to make mediation with the relevant government offices for resolution of any issues.

In times of natural disasters such as earthquakes, heavy rains and typhoons, the AEB may set up Special General Administrative Counseling Centers in the affected areas in cooperation with various government branches, prefectural and municipal offices and administrative counselors.

### Information Gathering

In each area, the local AEB offices engage in information-gathering activities to assess and analyze the current state and on-site challenges of the administration through communications with municipal governments, interest groups, universities, private companies and other stakeholders in the region.

## Recent Cases of Local AEB Inspection

### Administrative Evaluation/Monitoring of maintenance of national road

#### Background

- Roads, especially arterial national roads, play a key role in sustaining economic and industrial activity in Okinawa, where there are few railroads other than the monorail.
- Administrative Counseling has received many complaints with regard to proper maintenance of national roads.

➡ It is important to maintain roads and signs properly so that users may feel safe and free from stress.

#### Findings

##### Field study of roads undertaken by Okinawa AEB

- ◇ Sites needing safety and convenience measures on pedestrian roads, etc. (732 sites)
  - Guiding paving stones for vision-impaired persons (379 sites) (halts in the paving stones, incorrect guiding, etc.)
  - Footbridges (30 sites) (missing handrails, holes in footbridges, etc.)

⇒ Draw up a checklist of items representing the perspectives of users, especially elderly and hand-capped persons, and utilize them in periodic inspections.

- ◇ Sites needing improvement of signs (62 sites)
  - Guiding signs 44 sites, warning signs 18 sites (low visibility due to defacement, deterioration and overgrowth, incorrect distances, not-installed where necessary, etc.)

⇒ Collect reports related to visibility improvements and utilize them to improve effectiveness of inspection and maintenance.

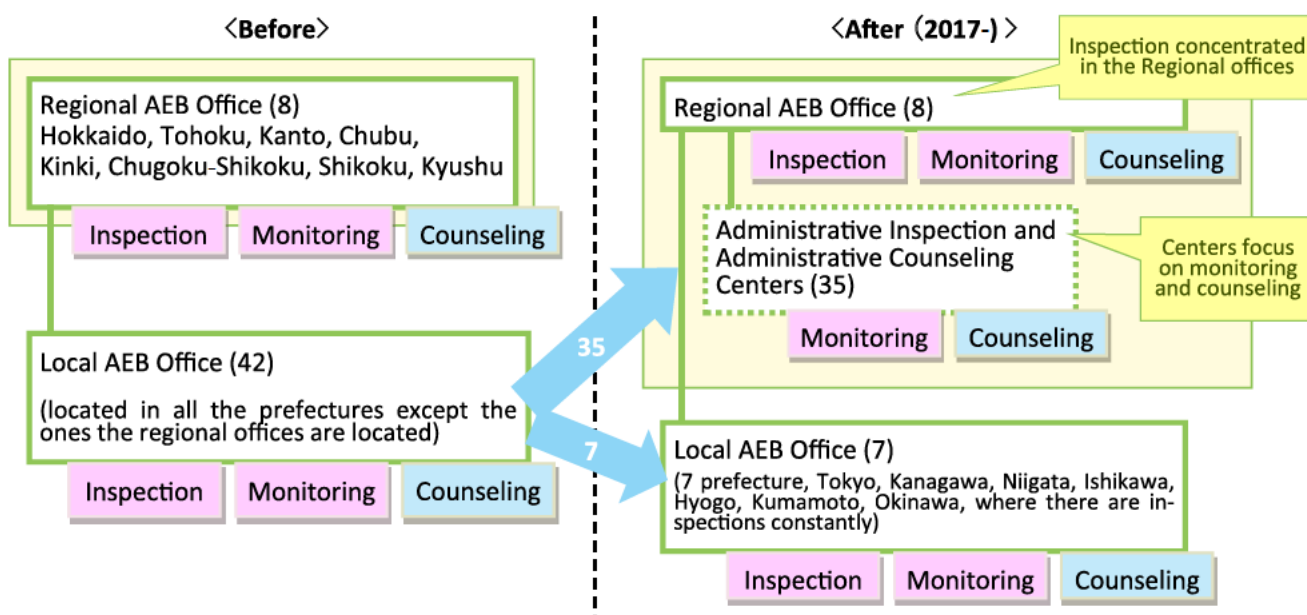
⇒ Consider proper ways of inspecting the contents of road signs.

⇒ Take measures in a planned manner relating to the cases found in this research.

## Organizational Reform of Local Office of AEB in 2017

The internal organizations of the AEB were reorganized in October 2017 in view of more efficient and effective administration.

Traditionally there have been 8 regional offices and 42 local offices of the AEB, with at least one in every prefecture, and all covering the three functions of the AEB, namely, inspection, monitoring and administrative counseling. However, in October 2017, inspection officers from the prefectural offices were concentrated into the regional offices of the AEB (8 offices) in order that the Bureau's inspection function could be mobilized more effectively at the regional level. And the other local offices, excluding those located in the major cities, were reorganized into 'centers' focusing on the remaining two functions of inspection and administrative counseling (See Figure below).



(Okinawa AEB office, provided recommendations to the Okinawa General Bureau, Cabinet Office in August 2016)

### Measures taken by Okinawa General Bureau

- ◇ Made use of user reports during periodic inspections and checked visibility from users' perspective, and recorded and shared the data.
- ◇ Drafted a checklist of inconsistent road sign contents and conducted inspections based on the list.
- ◇ Drafted a checklist from the perspectives of users, especially the elderly and handicapped, and conducted inspections based on the list.
- ◇ Carried out improvement measures one-by-one on the cases pointed out by AEB (779 out of 794 sites have been improved as of May 2017)

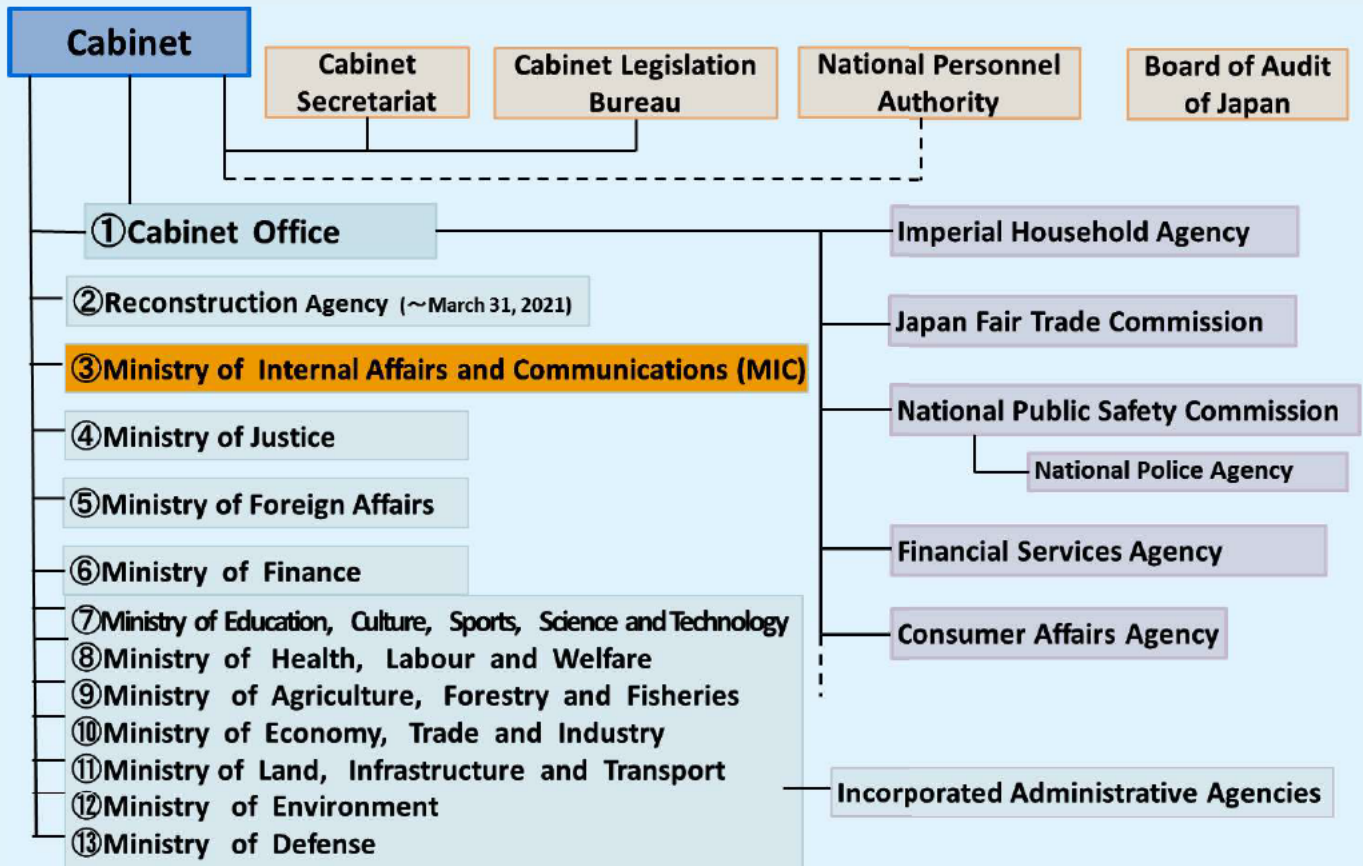


(Guiding paving stones are installed to reach the crosswalk)



(Redesigned directional signs that were difficult to see clearly)

# ORGANIZATION of the Government of Japan



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.

## Japanese Ombudsman System

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

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