

Country Reforms Matrix - Japan

<u>Lab</u>	<u>Theme</u>	<u>Policy Name/Concept/Leading Institution</u>	<u>Policy description</u>
Lab 1 - Voice	Engaging citizens	Survey on government policy	Every year, a survey on government policy is conducted. 600 citizens respond and the results are posted to the internet. Starting last year, 20 citizens were selected for a candid discussion with officials.
		Posting comments on e-Gov platform	Since 2006, it has been mandatory to take public comments on draft cabinet and ministerial ordinances and publish them online to their e-Gov platform . This process was improved in 2015 to provide more public notification for consultations and when results are posted online as well as longer periods to submit comments.
		Disclosure of information	Beginning in 2016, Japan will allow the disclosure of information held by administrative offices.
	Establishing partnerships	Public-Private Partnerships	In order to improve quality and efficiency, Japan promotes public-private partnerships . To date, 347 government-owned projects have been tendered and resulted in 21.7bn JPY/year in savings.
	Integrating groups		
	Using ICTs	Social Media	The Government extensively uses social media to transmit information and access public opinion. The Prime Minister released his statement on economic policies on LinkedIn, posts every weekday to Facebook (to 1.34m followers), and encourages citizens to make videos and post to the LINE account of the PMO. Also, many line ministries have increased their social media use.
		Online service delivery	In addition, Japan has moved many services online citizens and business to use.
		Data.go.jp	They have improved access to open data online at data.go.jp .
		e-Gov Platform	On their e-Gov platform , there is a portal through which citizens can submit opinions, requests and suggestions.
	Involving citizens	My Number	Japan has launched the Social Security and Tax Number System, or ' My Number, ' which allows citizens to access government services related to social security, taxation and disaster response online.

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		e-Government Promoters	Japan has enlisted citizens and experts (such as judicial clerks or social insurance consultants) to be ‘ e-Government promoters ’. They gather public opinions and requests from citizens and users in order to improve delivery.
		Ministry of Land, Infrastructure, Transportation and Tourism	The Ministry of Land, Infrastructure, Transportation and Tourism have involved citizens and stakeholders in the early stages of 27 national route projects.
		City of Chiba	In the City of Chiba , residents are encouraged to report issues like damaged roads or playground equipment from their smartphones.
		Acknowledging value of diversity and unity	As part of the 2020 Olympic and Paralympic Games, Tokyo is working with the Olympic Organizing Committee to promote the Games as an opportunity for the world to acknowledge the value of diversity and unity , and develop and inclusive society.
		Administrative Counselling Service	5,000 counsellors staff the Administrative Counselling Service across the main office and 50 local offices. These counsellors are private citizens and work as unpaid volunteers, receiving an average of 170,000 complaints per year. They work to mediate the complaints between citizens and the civil service.
		Administrative Evaluation Bureau	Complaints that require a change of administrative rules are brought before a resolution council staffed by experts to discuss what the government can do in response. For complex problems, the Administrative Evaluation Bureau conducts a nationwide survey to seek information and build recommendations.
Lab 2 - Design	Utilizing a mix of policy instruments		
	Using joined-up government	Cybersecurity Strategic Headquarters	The Cybersecurity Basic Act has established the Cybersecurity Strategic Headquarters and will work in coordinated government approach to develop a national cybersecurity strategy, policy evaluation, and audit.
	Fostering a whole-of-government approach	Regulatory Impact Assessment	Regulatory impact assessments require the traditional cost-benefit analysis as well as a comparison of alternative options to provide policy alternatives and accountability to the public.
	Engaging with innovative practices	Developing Information and Communication Technologies	Japan has accelerated the development of information and communication technologies and business process engineering at both the national and local levels. This will help spur economic growth and improve the quality of public service delivery.

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		IT Strategic Headquarters	The IT Strategic Headquarters is developing the IT strategy. The Director-General is the Prime Minister and the program involves other ministries and working groups between the national and local governments. Concrete measures include:
		Roadmap for Renovating Government Information Systems	A Roadmap for Renovating Government Information Systems , which seeks to streamline information systems and reduce the number of systems in half by 2018. This will help ministries consolidate and share information as well as cut costs.
		Government Shared Platform	Japan's Government Shared Platform integrates and consolidates government information systems by utilizing cloud computing and reorganizing the network. 300 information systems will be migrated by 2021 and seek to reorganize about 15,000 networks.
		Official Information System Tool Management Database	The Official Information System Total Management Database (ODB) is used to share information on IT investment and strengthen IT governance. It is used by all ministries to consolidate information to keep citizens and businesses informed of ministry investments, consolidation of IT systems and reviewing the consolidation.
		Online Census	In 2015, Japan will conduct the Census online to all households for the first time. This will help to efficiently collect statistics, reduce burden for people and improve convenience. Japan will also develop a smartphone application. They expect that 10 million, or about 20%, of all households will respond online.
Lab 3 - Delivery	Strengthening the civil service	Strategic IT Headquarters	The Strategic IT Headquarters , which is led by the Prime Minister and other ministers, sets the IT strategy. They are working on making the public service more available and interactive using information and communication technologies, releasing information, and creating a system to assemble citizen's requests.
		Chief Innovation Officer	The Chief Innovation Officer has been created to strengthen leadership and coordination of information and communication technology policy. This includes working to eliminate silos, promoting cross-divisional measures, and promoting e-Government when dealing with the private sector.
	Building a diverse & inclusive civil service	My Number	In order to establish a more efficient and fair service delivery, everyone will receive an electronic Social Security and Tax Number. Dubbed 'My Number,' this allows governments to manage information, enhance public convenience and reduce the cost of administration. This would allow people to access their government information, such as resident records, after government hours. This will help in regards to social security, taxation and disaster response.
	Building trust in government	Building Trust in the Civil Service	They expect that the reforms mentioned in Q1 and Q2 will have a positive impact on trust.

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	Reaffirming the core values in the public service	Revitalization (Growth) Strategy	Japan's Revitalization Strategy (Growth Strategy) 2015 seeks to utilize information and communication technologies to make government more efficient, beneficial for citizens and increase trust.
	Establishing gender balance in the civil service	Promoting women's participation	To solve economic issues related to declining population, Japan is trying to emphasize more active participation of women in the workforce.
			The administrative reform and the adoption of information and communication technologies will also help women in the public administration and increase work-life balance.
			The Reform Office has been reviewing the working style of Japanese people from the bottom up. In order to boost women's participation, the Office has been encouraging teleworking and implementing free-address systems to make the public service more open to women.
			Over the last 2.5 years, the PM has advocated for ' Abenomics ' or ' Womenomics ' to engage more women in the workforce. Over this time, 1 million women have entered the workforce and female corporate board members have increased by 30 percent. This has meant addressing the culture of long work hours. Japan is focusing on a culture of efficiency within a limited number of work hours, allowing men to take childcare leave and couples to share responsibility for child rearing
			At the national level, in 2014 a Council for the Activities of Female Employees , chaired by Vice Ministers, was formed to promote the activities of female employees and work-life balance.
At the local level, the Ministry of Internal Affairs and Communications promotes the improvement of female public service employees by developing institutions (ex. childcare leave), requesting the improvement of the work environment, introducing advanced practices, and improving the managerial candidate promotions			
	Gender balance	In the public sector, the Principle of Equal Treatment dictates that national and local employees are appointed based on competency and performance, regardless of gender.	
Lab 4 - Accountability	Developing a coordinated government-wide evaluation system	Guidelines for Performance Evaluation	Each ministry conducts performance evaluation. In 2013, Japan formulated the ' Guidelines for Performance Evaluation ' in order to enhance the results and improve accountability to the public.
	Strengthening performance management	Guidelines for Performance Evaluation	Under the 2014 Guidelines for Performance Evaluation , each ministry shows its policy progress according to a five-level government-wide measurement, which enables comparison. Also, each ministry publishes a detailed analysis, such as the reason it could not meet certain goals.

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	Strengthening performance management	Policy Evaluation Council	In 2015, the ' Policy Evaluation Council ' was established under the Ministry of Internal Affairs and Communications (MIC), which strengthen the former structure. This is aimed at improving the quality of policy evaluation. The Council has begun discussing methods of setting goals and arranging logic models.
	Identifying what works	Administrative Evaluation Bureau	The Administrative Evaluation Bureau (AEB) in the MIC reviews policy evaluations carried out, indicates necessary improvements and publicizes these recommendations. The AEB also conducts policy evaluations when the program is difficult for one ministry to evaluate, like when the program involves more than one ministry.
		Ministry of Internal Affairs and Communications	The Ministry of Internal Affairs and Communications prepares and submits an annual report on the status of policy evaluations carried out by ministries and how those results can be used for future policy planning. This is also published online.
	Utilising policy and programme experimentation/piloting		