

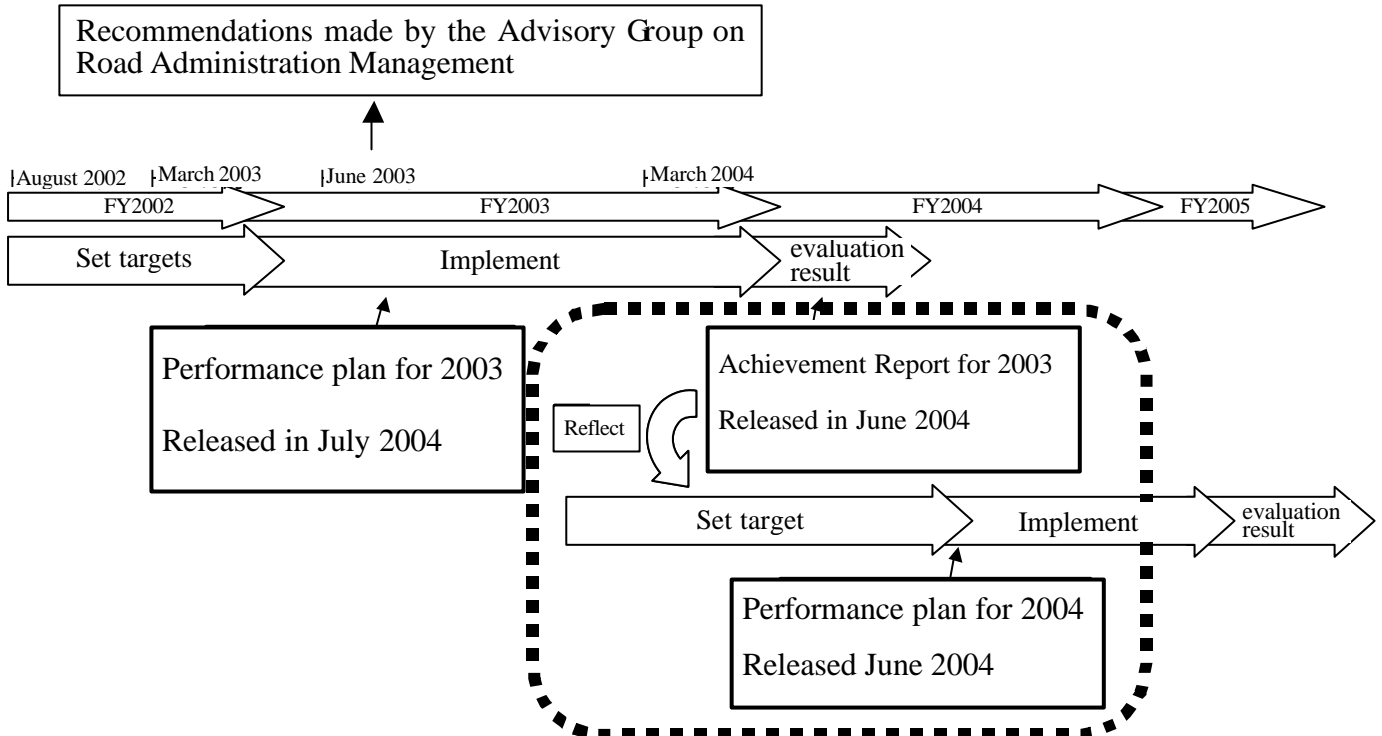
**FY2003 Achievement Report for Road Administration and FY2004 Performance Plan for Road Administration**

- Evaluating Degree of Achievement after a year and Reflecting It in the Subsequent Administration : Toward the First Management Cycle -

**(1) Making FY2003 Achievement Report for Road Administration and FY2004 Performance Plan for Road Administration**

Prior to other areas of administration and public works projects, road administration promotes outcome-based management of road administration. The latter was launched last July when “the FY2004 Performance Report for Road Administration,” which indicates the numerical targets to be achieved in a year’s time, was released.

The “Achievement Report for 2003 and Performance Plan for 2004,” confirms the “degree of achievement” of the numerical targets that were announced in the previous year, and summarizes the results and reflections in the subsequent year’s “Performance Plan.”



**(2) Analyzing individual objectives such as reducing road congestion, connecting**

**regions, and reducing traffic accidents**

Individual efforts to improve road administration are measured and analyzed by using different indicators. For example, the administrative goal of “reducing congestion” is evaluated by determining to what extent the time loss due to road congestion has been reduced and the time spent on road construction has been cut down, as well as by ascertaining the degree to which the use of ETC, a device that alleviates traffic snarl at highway tollbooths, has been increased.

## Targets and Level of Achievement for Each Indicator

Reducing traffic congestion and streamlining road traffic		Standard performance ( 2002 )	Target for 2003	Current ( 2003 ) performance	Target for next year ( 2004 )	Plan target ( 2007 )
		Costs of traffic improvement projects (2004: ¥739.1 billion)				
<b>Time loss due to traffic congestion (congestion monitoring zone)</b>		610 million man hr/yr	Approx. 590 million man hr/yr ( Approx. 3% reduction )	Approx. 590 million man hr/yr ( Approx. 3% reduction )	Approx. 570 million man hr/yr ( Further 3% reduction )	( Approx. 10% reduction )
<b>Hours of roadwork</b>		201 hr/km - yr	193 hr/km - yr ( Approx. 4% reduction )	186 hr/km - yr ( Approx. 7% reduction )	185 hr/km - yr ( Approx. 8% reduction )	( Approx. 20% reduction )
<b>Ratio of ETC usage</b>	<b>National</b>	5%	Approx. 15%	16%	30%	Approx. 70%
	<b>Metropolitan expressway</b>	6%	Approx. 20%	19%	40%	Approx. 85%
	<b>Hanshin expressway</b>	3%	Approx. 15%	11%	35%	Approx. 85%
Connecting regions		Costs of projects to promote regional linkage (2004: ¥2,084.3 billion)				
<b>Ratio of high standard road usage (Targeted traffic that will be newly switched over to expressways)</b>		13%	13% ( 2.1 million vehicle km )	13% ( -200,000 vehicle km )	13% ( 2.9 million vehicle km )	15%
<b>Ratio of roads with access to hub airports and ports</b>		59%	61%	61% ( New access to Aomori Port )	61% ( Scheduled access to Central Japan International Airport )	68%
<b>Ratio of main cities in neighboring regions that are connected to each other by an upgraded national road</b>		72%	73%	73%	74%	Approx. 77%
<b>Percentage of people who are able to have a safe and pleasant drive into the city (the center of daily living) in under 30 minutes</b>		63%	Approx. 64% (Approx. 800,000 person increase)	Approx. 64% (Approx. 600,000 person increase)	65%	Approx. 68%
Road protection and maintenance		Maintenance and improvement costs (2004: ¥262.5 billion)				
<b>Road structure maintenance ratio</b>	<b>Bridge</b>	86%	Approx. 87%	87%	89%	Approx. 93%
	<b>Pavement</b>	91%	Holding current level	93%	91%	91%
<b>Percentage of cities that have rescue routes covering a wide area in the event of a disaster</b>		66%	68%	68%	70%	Approx. 76%
Improving and conserving the environment		Costs of roadside environmental improvement projects ( 2004: ¥126.3 billion )				
<b>Percentage of NO<sub>2</sub> environmental goal achievement</b>		64%	Approx. 67%	67% ( New indicator: 53% )	- (New indicator: 77%)	- ( New indicator: approx. 90% )
<b>Percentage of SPM environmental goal achievement</b>		-	Approx. 10%	9% ( New indicator: 78% )	- ( New indicator: holding current level )	- ( New indicator: holding current level )
<b>Achievement rate of required limits on nighttime noise</b>		61%	Approx. 63%	64%	65%	Approx. 72%
<b>Reduction of CO<sub>2</sub> emission</b>		Reduction of CO <sub>2</sub> emissions in the transport sector to approx. 250 million t-CO <sub>2</sub> by FY2010				
Reducing traffic accidents and creating safe roads		*Indicator is provided as two sets of figures due to a change in the definition of the measurement method Cost of projects to build road safety facilities (2004: ¥450.7 billion)				
<b>Ratio of death and injury due to road accidents</b>		118.4 incidents/100 million km	Approx. 116 incidents/100 million km	119.9 incidents/100 million km	Approx. 114 incidents/100 million km	Approx. 108 incidents/100 million km
<b>Percentage of barrier-free main roads in the vicinity of passenger facilities with an average daily user volume of more than 5,000</b>		Approx. 17%	Approx. 21%	Approx. 25%	Approx. 30%	Approx. 50%
Eliminating telephone poles and lines; beautification of landscapes		Costs of projects to build C-C-Boxes (2004: ¥228.7 billion)				
<b>Percentage of trunk roads in urban areas without telephone poles</b>		Approx. 7%	Approx. 8%	Approx. 9%	Approx. 10%	Approx. 15%
Reforming road policy						
<b>Level of road user satisfaction</b>		2.6 points	Approx. 2.7 points	2.6 points	Approx. 2.8 points	3.0 points
<b>Number of website hits</b>		15.46 million hits/yr	Approx. 26 million hits/yr	Approx. 23.5 million hits/yr	Approx. 43 million hits/yr	Approx. 100 million hits/yr
Establishment of new indicators						
<b>New indicator 1: Percentage of intersections having recognizable route numbers</b>						
<b>New indicator 2: Time loss due to closed railroad crossings</b>						
<b>New indicator 3: Percentage of "urban areas having disaster-prevention issues"</b>						

### **(3) Practice of Outcome-based management of road administration**

This fiscal year marks the first year in which “the annual cycle of management” is completed whereby numerical targets are indicated beforehand, the degree of achievement for each numerical target is measured and evaluated a year later, and the evaluation result is reflected in the subsequent administration. The following three points are the key features of “Achievement Report for 2003 and Performance Plan for 2004”:

**Degree of achievement, along with data on achievement status by prefecture is disclosed.**

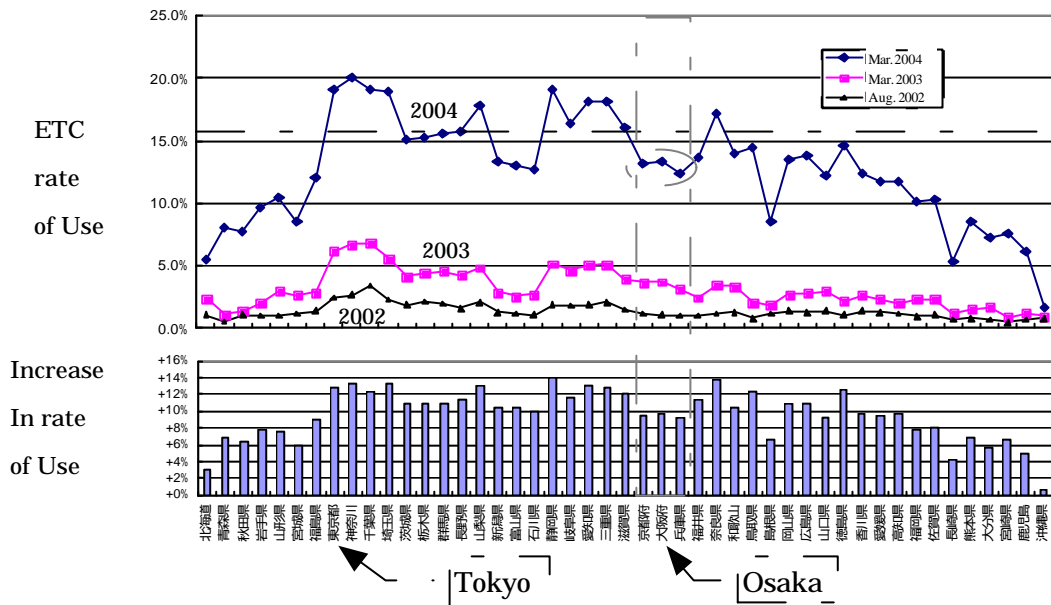
Whether the goal of the numerical target that was indicated a year ago was actually achieved or not is disclosed along with the actual performance of the indicator that shows the result concerned.

Until now, for some measures, the degree of achievement was disclosed only for the country as a whole. From this fiscal year, the degree of achievement even for these measures is analyzed by comparing regions where they are implemented with regions where they are not and the result of the comparison are disclosed, and the data indicating the ranking of the indices by prefecture and national road office are also made public.

By disclosing the degree of achievement of each entity, the entities responsible for the measures and projects undertaken are identified, thus enabling individual citizens to keep a watch on them.

**Among large metropolitan areas, Osaka is low in the use of ETC**  
**[ETC rate of use]**

The ETC rate of use is increasing nationwide and is now 16 percent, or 1 percent more than the set target. But the ETC rate of use for Hanshin Expressway Public Corporation is 4 points short of the target of 15 percent. Even by prefecture, the ETC rate of use in the areas surrounding Osaka is also lower than the national average.



The ETC rate of use by prefecture (upper half) and the growth in rate of use (lower half)

The target and actual performance of the indicator

	ETC rate of use in FY 2003	
	Target	Actual performance
Japan Highway Public Corporation	—	About 16%
Metropolitan Express Public Corporation	About 20%	About 19%
Hanshin Expressway Public Corporation	About 15%	About 11%
Nationwide	About 15%	About 16%

## Focus on analyzing the effects of measures and projects implemented

The underlying principle of outcome-based management entails analyzing the numerical targets that have been set and then reflecting them in managing matters related to the subsequent administration such as the next measures or budget. Focus is placed on, not only why a numerical target “was achieved” or “was not achieved,” but also on analyzing the effects of the measures and projects that have been implemented in terms of why they succeeded or failed to achieve their targets, which methods were effective, and what points should be reflected upon.

After that, reform measures are considered, and the result is reflected in the approach adopted to achieve the numerical targets set for FY2004.

## Reduction in the amount of roadwork done at both the end of the year and the end of the business year [Hours of roadwork ]

A comparison of hours of roadwork per month done in Tokyo’s 23 wards in FY2003 with those done in the previous year shows that the hours were reduced by about 7 percent in both December and March. This was the result of the year-end “battle to reduce roadwork” that, except for emergency work, effectively stopped roadwork normally done at both the end of the year and the end of the business year.

However, when the entire year was compared, repair work on roads administered by the Tokyo government tended to increase from the beginning of the year to the end of the business year with the result that hours of roadwork increased over the previous year by 1.11 in January and by 1.17 in February.

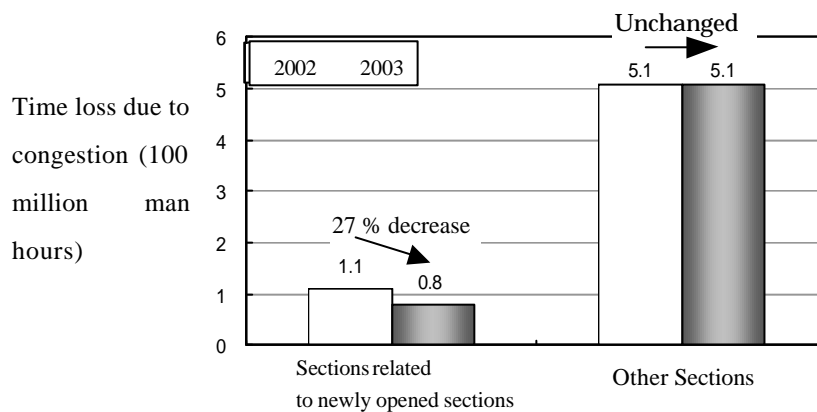
Hours of Roadwork per month in Tokyo’s 23 Wards

	April	May	June	July	August	September	October	November	December	January	February	March	Total
2002 (hours)	69,021	72,207	76,122	86,220	80,568	88,947	108,729	117,441	75,663	92,187	100,395	86,238	1,053,738
2003 (hours)	64,332	66,915	74,601	78,228	71,019	82,719	92,484	101,196	70,317	102,672	117,252	80,433	1,002,168
Rate of increase (2002/2003)	0.93	0.93	0.98	0.91	0.88	0.93	0.85	0.86	0.93	1.11	1.17	0.93	0.95

**Decreased significantly in sections such as where bypasses are open  
[Time loss due to road congestion]**

The time loss due to congestion is estimated at 30 hours per person, or a total of 3.81 billion man hours for the country as a whole. The goal of reducing the time loss due to congestion by about 3 percent was achieved at monitoring sections where the extent of road congestion was periodically measured.

The time loss was cut down by about 27 percent in sections with open bypasses or overhead crossings, but it did not change in other sections. Measures to reduce the time loss due to congestion are effective if they are concentrated on sections where traffic is heavily congested



Change in time loss due to congestion

## Introducing a scheme that leads from reflection to improvement

A scheme will be introduced to assist in making administrative judgments such as where measures should be adopted to obtain the aimed-at results.

“A priority disclosure method (tentative name): a congestion curve, and an accident ratio curb” will be introduced by which measures will be adopted on a preferential basis only for those sections beset with congestion and traffic safety issues. For example, in order to effectively deal with congestion, sections where the time loss due to road congestion is very high will be selected and given budgetary boost on a limited basis.

The principle of market mechanism will be introduced to such matters as daily administration of roads and disclosure of information to the public. A more spontaneous approach to managing road administration will be promoted so that people will become more aware of the need for self improvement and more resourceful by learning how other entities are grappling with the same issues and producing favorable results by adopting the “benchmarking technique” by which the degree of achievement at national road offices and the like is disclosed.

## Implement measures that are better focused by introducing “priority disclosure method (tentative name) and an accident ratio curve

Projects will be promoted with the view to implementing measures selectively for sections with a high ratio of death and injury due to road accidents. Sections for which measures should be selectively adopted will be identified by plotting their ratios of death and injury due to road accidents along an accident density curve.

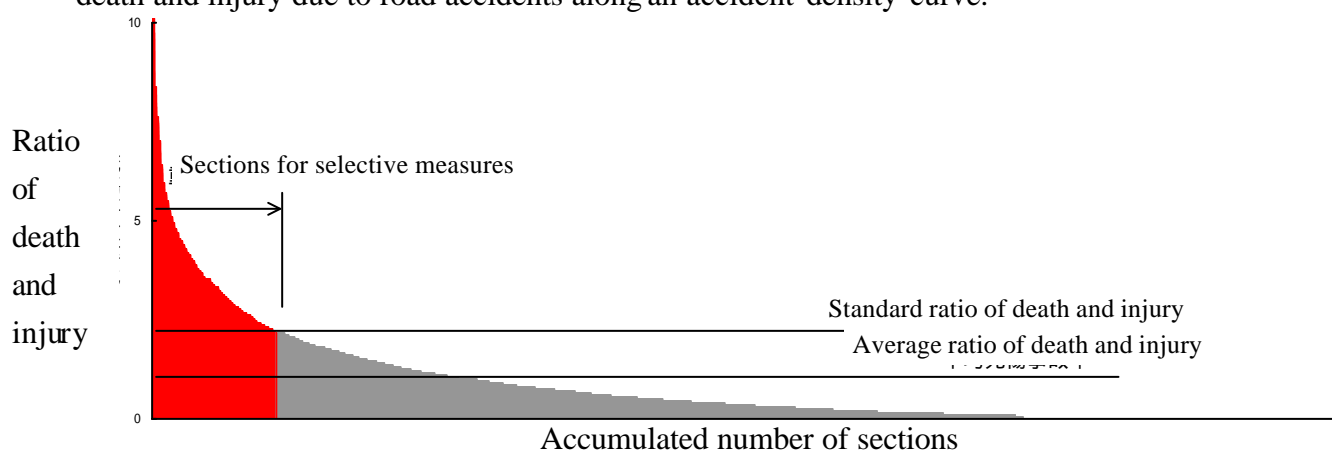


Image of the priority disclosure method (tentative name) and the accident ratio curve