

Updating Performance Management of Road Administration in Japan

January 2005

Performance Management Office
Road Bureau, Ministry of Land, Infrastructure and Transport

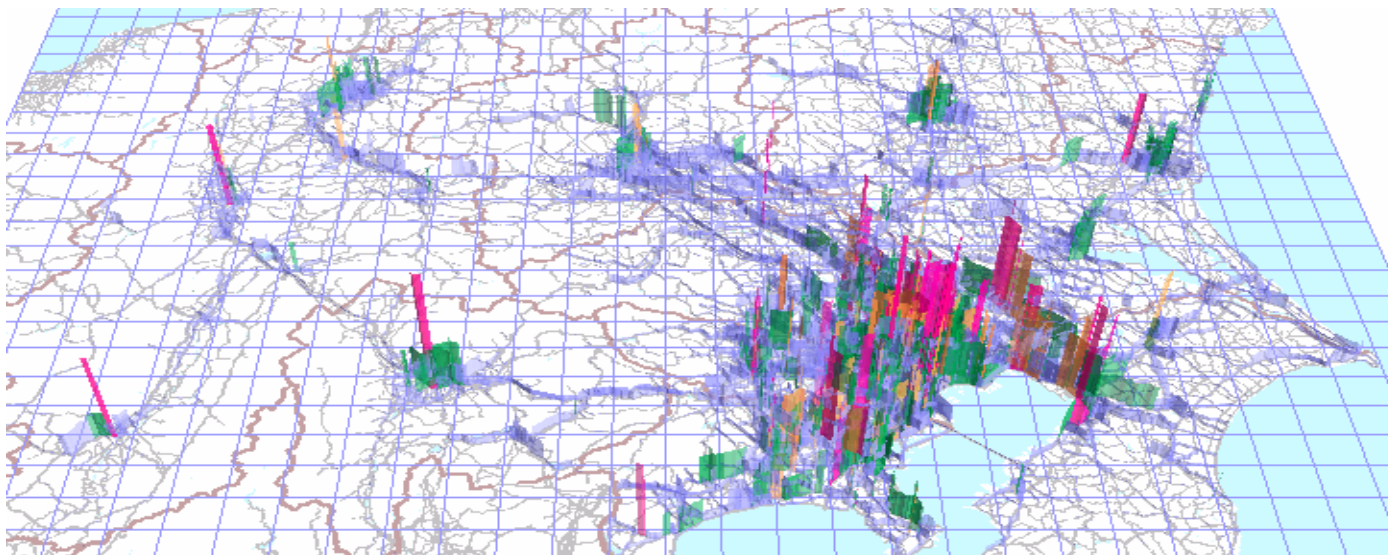
Approaches to Road Administration Management

Building a cycle of management in fiscal year 2003 marked the start

- Mar 03 Establishment of Advisory Committee for Public Management of Road Administration
- Apr 03 Establishment of Performance Management Office in the Road Bureau, MLIT
- June 03 Recommendation of “Shift to Outcome-based Road Administration Management - From Theory to Practice -”
- July 03 Released the 2003 Performance Plan for Road Administration.
- July 03 Performance Plans at the regional levels of each prefecture.
- Oct 03 Cabinet approved the long-term plan for the main development of social infrastructure.

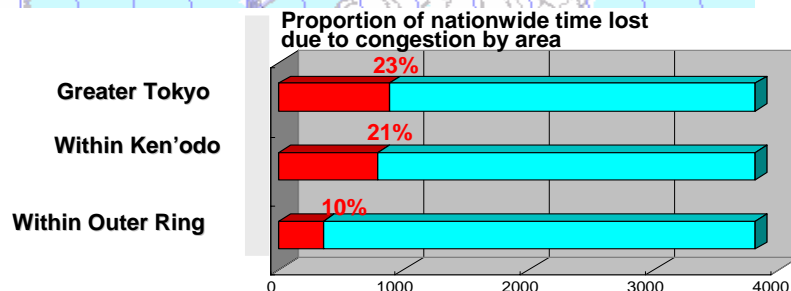
Example of finding trouble spots by means of congestion loss data (Kanto area)

- Time lost due to congestion by area (Nationwide 3.81 billion person-hours, Kanto 1.239 billion person-hours)



● Time lost due to congestion (million person-hours)

Greater Tokyo (Metropolis + 3 Prefectures)	881
Within Ken'odo Road	793
Within Outer Ring Road	355



Building a cycle of management in fiscal year 2003 marked the start



Putting cycle of management into practice in fy 2004

April 04 Linking budget to outcome
(introduction of performance based budget)

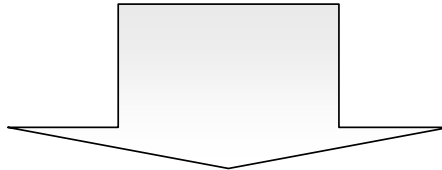
June 04 Releasing “ the 2003 Achievement Report and the 2004
Performance Plan”

Nov 04 Guideline to Management of Road Administration

Administration and Work Oriented to Result

[Administrative level]

- Setting 17 targets
- Announcement of Results Plans and Achievement Reports
- Reflection in systems and budget requests, etc.



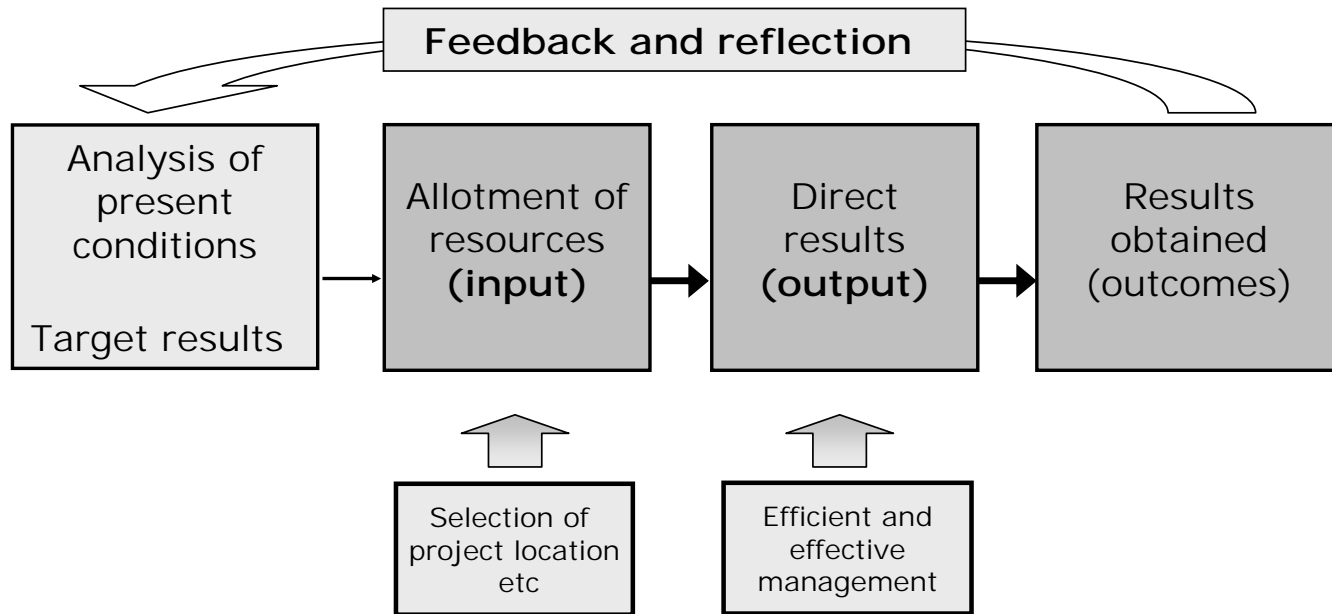
[Field level]

- Consciousness of outcomes that bring improvements
- Selection of specific implementation locations

Guideline to Management of Road Administration

- The goal of this Guideline is to present administrative judgement methods, in other words, **to link outcomes with project implementation.**
- In order to achieve outcomes by implementing a project, **clarify the standardized process to select project locations without any errors in prioritization.**

Management Cycle of Road Administration



Priority Indication Method

- To arrange objective data indicating the need for countermeasures
(fatal/personal injury accident rate, congestion loss time etc.)
- To clearly show locations that should be given the top priority for Countermeasures.
- Steps in the Priority Indication Method
 - Selection of project locations facing serious challenges in order to establish target results in the field of traffic safety and congestion by applying the Priority Indication Method (Step 1)
 - Need to select project locations by clarifying conditions in the region (Step 2)

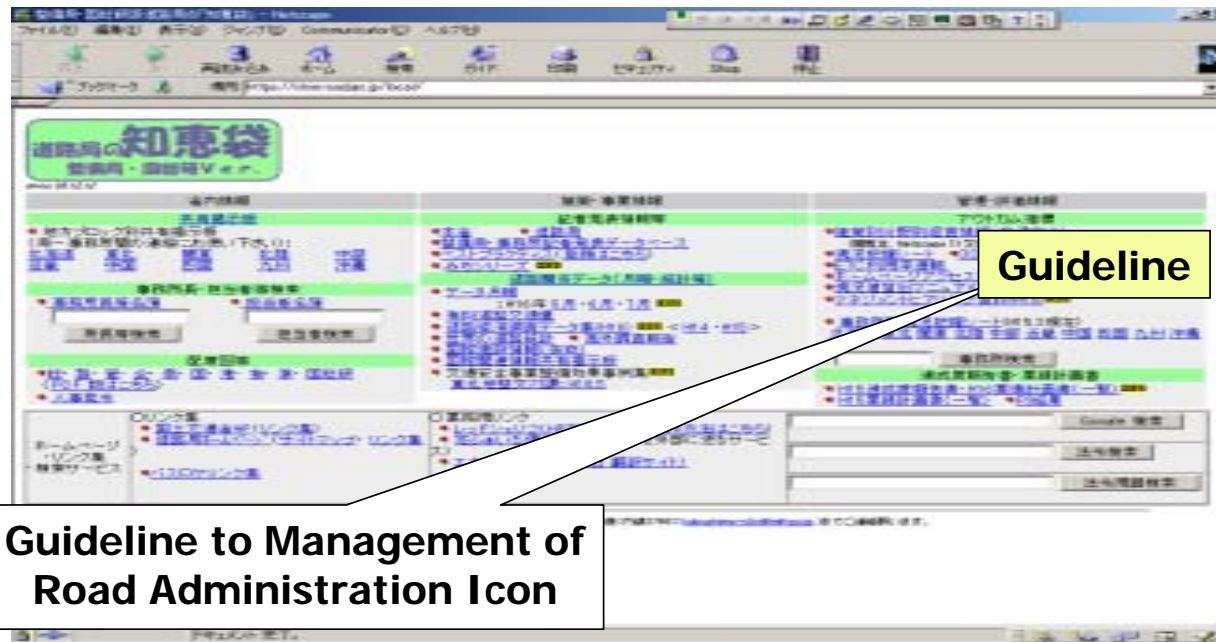
Bench Marking Method

- To introduce the principle of competition to day-to-day efforts: road management and releasing information to citizens
- To announce the degree of achievement at each National Road Office
- Steps in the Bench Marking Method
 - Confirming one's own position because absolute targets are not clarified in fields such as "on-street construction time" or "communication" by applying the Bench Marking Method (Step 1)
 - The need to study other good efforts to reflect them in one's own efforts (Step 2).

Methods of Sharing Information

Using the intranet to share the Guideline

- The Guideline can be viewed at any time.
- Staff in as many positions as possible can share good examples.
- Management can be revised at any time.



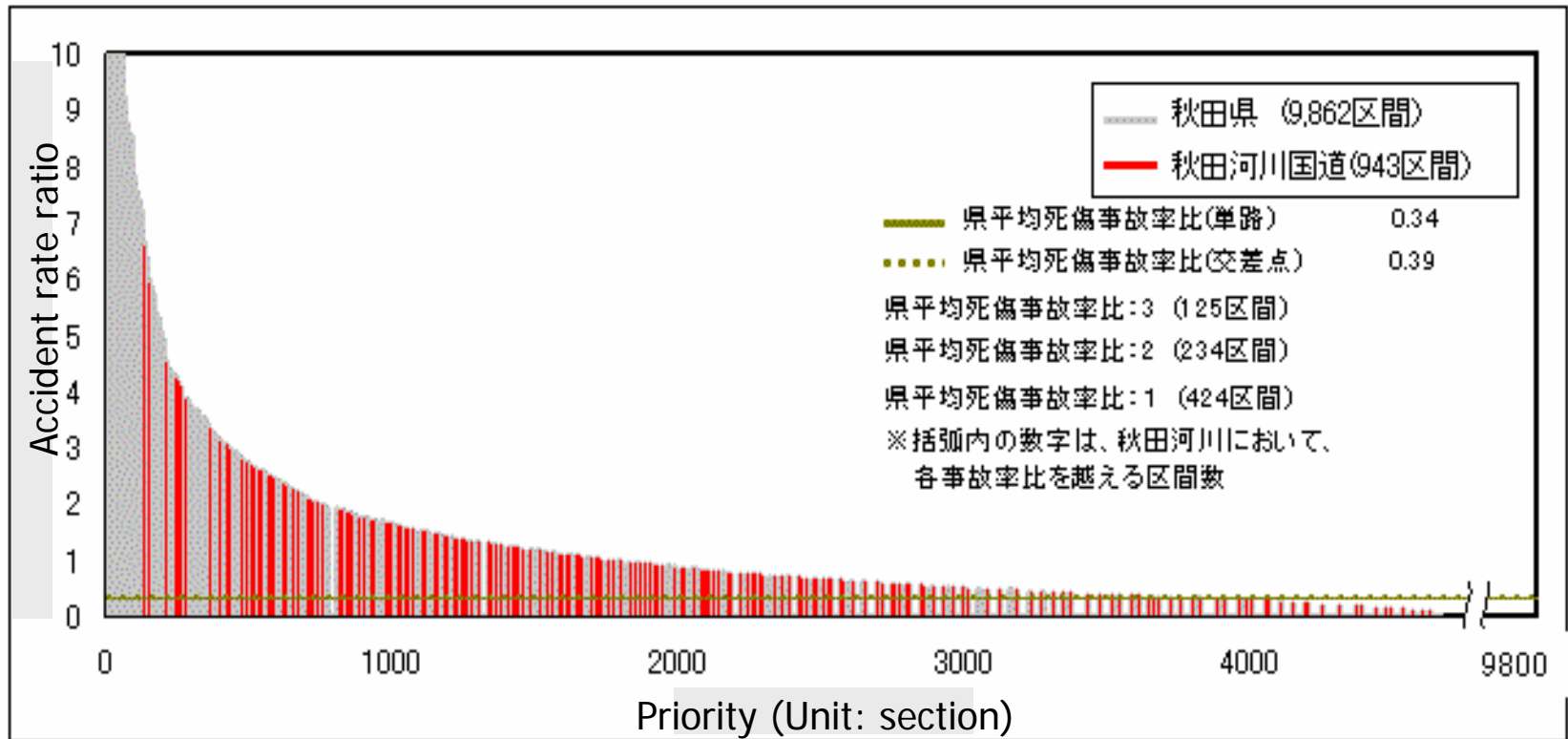
Five Themes for Priority Action

- (1) Traffic safety
- (2) Congestion
- (3) On-street construction
- (4) Management
- (5) Communication

Action to Improve Traffic Safety

- On arterial roads, more than half of all accidents occur on less than 10% of all road length.
- It is effective **to use a curve** arranging road sections beginning with sections with a high fatal/personal injury accident rate (**accident rate curve**) as priority basic data.

Example of an Accident Rate Curve (Akita)

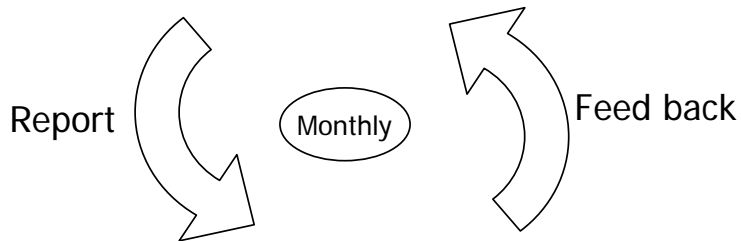


On-street Construction Action Process

Administrative management flow

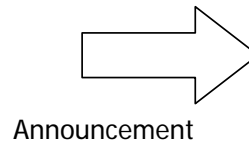
Regional Bureau

- Survey of the number of days traffic is restricted by on-street construction
- Reflection in project management



Ministry headquarters

- Conversion to on-street construction time per kilometer (hours/km) and tabulation

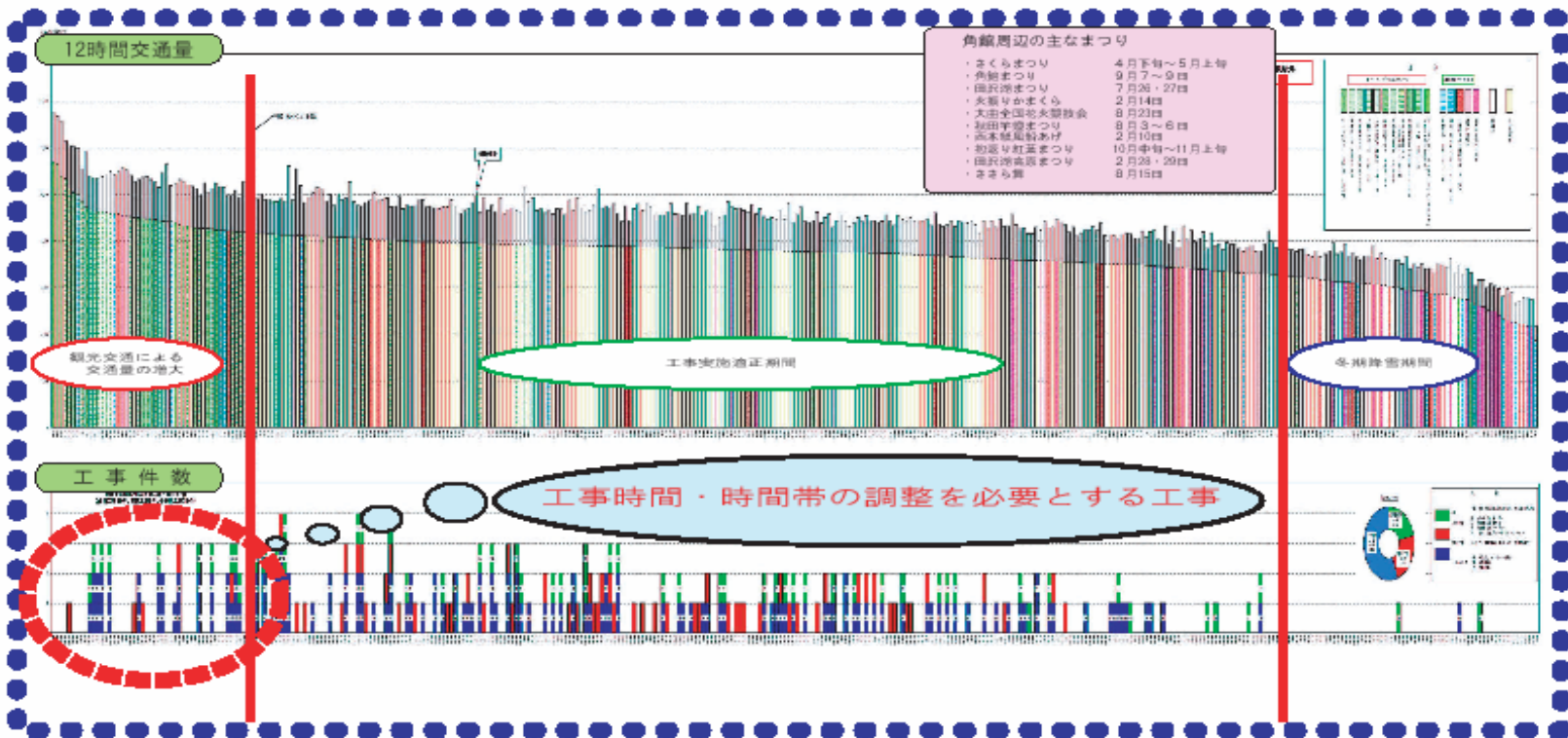


路上工事時間(時間/km/年)

整備局名	H14	H15目標 (H14*0.96)	H15	縮減率 (H15/H14)
北海道	116	111	104	0.90
東北	166	159	140	0.84
関東	431	414	433	1.00
北陸	191	183	178	0.93
中部	188	180	180	0.96
近畿	241	231	228	0.95
中国	215	206	207	0.96
四国	185	178	151	0.82
九州	199	191	173	0.87
沖縄	381	366	333	0.87
全国(直轄)	201	193	186	0.93

Studying Actual Regional Conditions and Examples from Other Offices to Select Improvement Points

Realigning 12-hour traffic volume beginning with the highest to clearly show the on-street construction whose construction time and time of day must be adjusted.

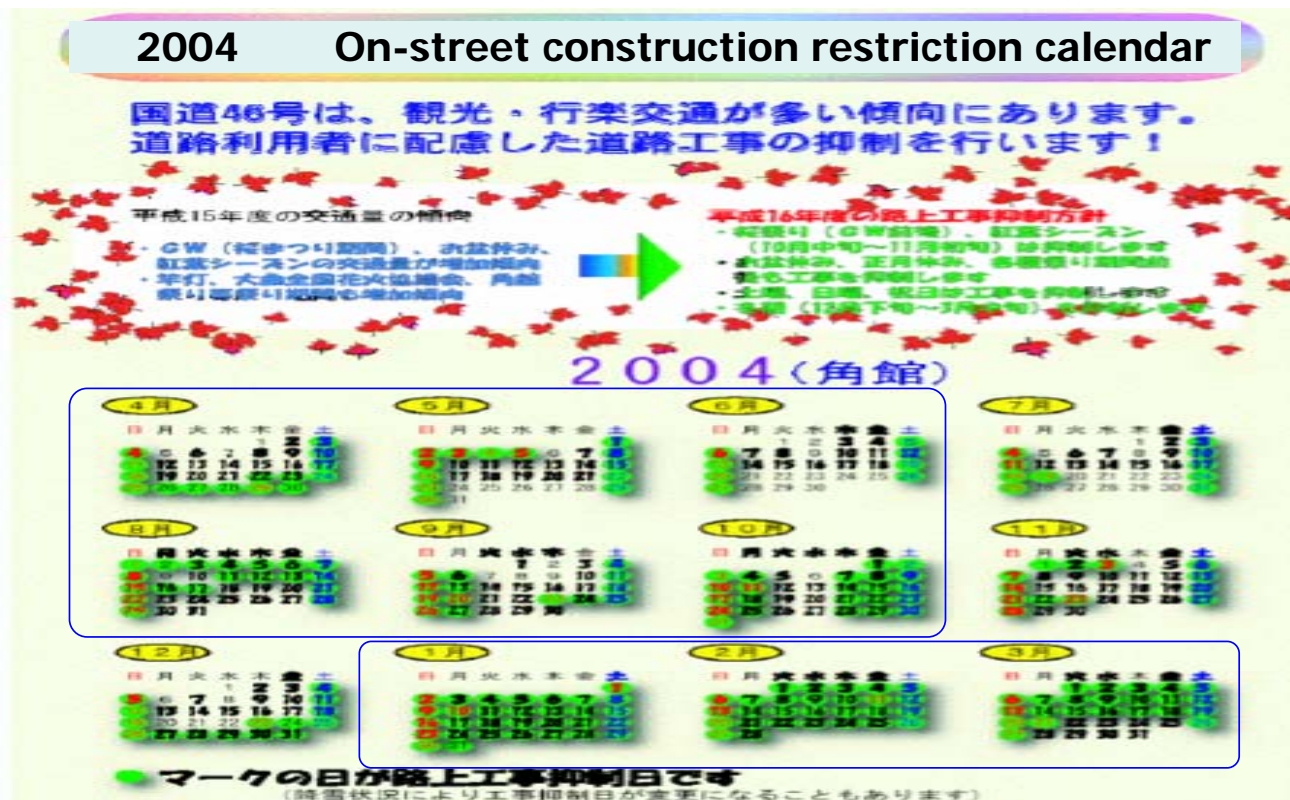


Calendar Method (Announcing days when construction time and time of day must be adjusted to road users – 2004 –)

[On-street construction restriction calendar considering road users]

Priority on using the calendar so it is easy to understand

Effective reduction of on-street construction time based on data



Web Site : Performance Management of Road Administration in Japan

URL : <http://www.mlit.go.jp/road/ir/ir-perform/ir-perform-e.html>



Performance Management of Road Administration in Japan

In Japan, a switchover to administration that prioritizes outcome over output has been underway, since the national government-wide policy evaluation systems were initiated in 2002.

The Road Bureau of the Ministry of Land, Infrastructure and Transport in Japan has also started to construct an outcome-based and user-oriented performance management system in the road administration since 2003. In this practice, a total of 17 kinds of performance indices were introduced to set numerical targets and evaluate the degree of these achievements. And the [Performance Plan and Achievement Report](#) were decided to release.

Access Section

< Approaches to Road Administration Management for Road Administration >

Building a cycle of management in fiscal year 2003 marked the start.

April 2002	Establishment of Road Administration Management Committee
April 2003	Establishment of Performance Management Office in the Road Bureau
June 2003	Recommendation of "Shift to Outcome-based Road Administration Management" from Theory to Practice"
July 2003	Formulated and released the Fiscal Year 2003 Performance Plan for Road Administration. ---- (1) (This marked the start of a new outcome-based road administration management.)
July 2003	Performance Plans were formulated at the regional levels of each prefecture.
August 2003	Budget request for fiscal year 2004 was made.
October 2003	Cabinet approved the long-term plan for the wide development of social infrastructure.

Putting cycle of management into practice in fiscal year 2004

April 2004	Linking budget to outcome: Introduction of type of budget based on purchase of outcome.
June 2004	Formulate and release Achievement Report for Fiscal Year 2003 and Performance Plan for Fiscal Year 2004 . ---- (2)
August 2004	Budget request for fiscal year 2004 was made.





Performance Plan



Achievement Report

Documents

June 2003
* [Shifting to "Outcome-Based" Public Management of Road Administration--from Theory to Practice](#)

July 2003
* [Fiscal Year 2003 Performance Plan for Road Administration \(Summary Version\)](#)

March 2004
(Forum on Road Performance Measurement/Management)
* [Performance Management of Road Administration in Japan](#)
* [Road Administration Management in Regional Level in Japan](#)
* [Performance Measurement Related to Traffic Congestion in Road Administration](#)
* [Clearing Process for Traffic Accident Data and Countermeasures in Japan](#)
* [Traffic Safety Measures in Japan](#)

June 2004
* [FY2003 Achievement Report for Road Administration and FY2004 Performance Plan for Road Administration](#)

August 2004
(Performance Measures to Improve Transportation Systems: Second National Conference)
* [Performance Management of Road Administration in Japan](#)

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