

# Rebirth of Japan: A Comprehensive Strategy

Cabinet Decision - July 31, 2012

August 8, 2012  
National Policy Unit  
Cabinet Secretariat, Japan

## Table of Contents

- ◆ Rebirth of Japan – Executive Summary
- ◆ Overview
- ◆ Economic and Fiscal Management
- ◆ Key Policy Areas (Policy Packages for the Rebirth of Japan):
  1. **Green** (energy & the environment)
  2. **Life** (health & life sciences)
  3. **Agriculture, forestry and fisheries**
  4. **SMEs**
- ◆ Relevant Strategies of Key Policy Areas
- ◆ Other Strategies and Initiatives
- ◆ Appendix

## Rebirth of Japan – Executive Summary

- ◆ Japan currently faces a number of challenges: it is in the process of reconstructing areas affected by the earthquake, tsunami and nuclear accident, and is also addressing ongoing socio-demographic and economic challenges.
- ◆ Japan is seeking to meet these challenges head-on, to tackle them in an innovative and forward-thinking manner which will spur growth and allow the revitalization of the Japanese economy.
- ◆ Japan's immediate priority is reconstruction in the disaster-affected areas as well as a comprehensive review of its energy mix.
- ◆ Japan will prioritize four key policy areas in the coming three years: **'Green', 'Life', Agriculture, and SMEs.**
- ◆ In addition, Japan will implement **11 growth strategies** and **one initiative** to enhance its international relations, as well as **38 sets of priority policy actions** towards realizing a **"Country of Co-creation."** Japan will seek to leverage its position as a leader in innovation and technology to develop and share solutions with the world.

## Objectives

- ◆ To overcome the Great East Japan Earthquake and the nuclear power plant accident
- ◆ To Identify the direction that Japan should proceed as a “country facing frontiers of emerging challenges” (super-aging, severe energy constraints)

## Basic Outline

### ① Reconstruction of afflicted areas

*“Without the rebirth of Fukushima, there can be no rebirth for Japan.”*

### ② Priority Policy Packages:

- **GREEN** (energy & environment)
- **LIFE** (health)
- **Agriculture, Forestry and Fisheries**
- **SMEs**

### ③ Economic & fiscal management

- Nominal growth rate of 3 %
  - Real growth rate of 2 %
- Overcoming **deflation** and the **appreciation of Yen**

### ④ Policy-oriented, cross-cutting budget allocation

### ⑤ Result-oriented implementations

**Towards a “Country of Co-creation” by addressing emerging challenges**

### A “Country of Co-creation”

- ✓ Diverse actors mutually exploit their potentials and resources to the maximum, and create *new value* by creatively linking various strengths.
- ✓ Seek a “paradigm shift of economic growth” with emphasis on “quality” (‘New Growth’)
- ✓ Take the lead in building better world by actively engaging in a creation of new international order and rule-making process through international contribution and cooperation (‘Human Security’)

# Economic and Fiscal Management

## Overcoming deflation and medium- to long-term economic and fiscal management

- Nominal growth rate of 3 %
- Real growth rate of 2 %

### Overcoming deflation and revitalizing the economy

Mobilize “goods,” “people” and “money” through regulatory and system reforms, tax incentives...

- ◆ ‘Mobilizing goods’ -  
Revitalize real estate distribution market, promote next-generation R&D, deploy service industry abroad
- ◆ ‘Mobilizing people’ -  
Support HRD, promote entrepreneurship, improve business and living conditions for foreign investors
- ◆ ‘Mobilizing money’ -  
Revitalize the flow of money in the private sector

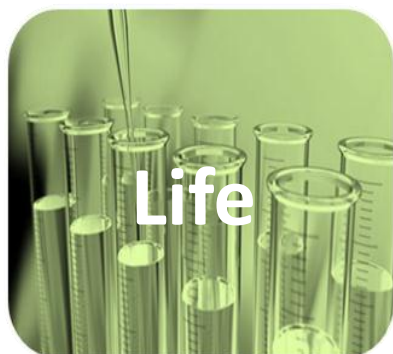
### Achieving economic growth and fiscal health

Pursue virtuous economic cycle:

- Taking advantage of globalization (promotion of high-level economic partnerships, increase in capital inflows from overseas)
- Fostering a dynamic domestic economy (via flexible market entry and exit, productivity improvement through innovation etc.)

Secure stable funding for social security and expand consumption and other economic activities through comprehensive reform of social security and taxation systems

# Key Policy Areas



## Basic philosophy of Policy Packages for the Rebirth of Japan

- ◆ Construct a resilient and adaptable socio-economy by addressing the challenges Japan faces such as severe energy constraints and an aging society, thus demonstrating model solutions to the world.
- ◆ Build local communities driven by individuals and entrepreneurs who can maximize their potential, supported by local agriculture to reap the benefits of a new kind of growth.

⇒ Designate the first three years as the concentrated action period.

### Green: Policy Package to realize innovative energy and environment society

<2020 Target: Create demand more than 50 trillion yen, employment of more than 1.4 million>

- ✓ Chain of technological innovation (automobile, transportation, housing, urban development, medical equipment, etc.).
- ✓ Smart community (distributed energy system, renewable energy, storage batteries, etc.).
- ✓ Review on regulations and systems, tax incentives.
- ✓ Share with the world green technology, energy systems and possible solutions for energy issues.

### Life: Policy Package to realize a world's leading health, medical care and welfare society

<2020 Target: Create demand of over 50 trillion yen and employment of more than 2.84 million>

- ✓ World leading innovative pharmaceuticals and medical equipment (robot technology, care-giving equipment, etc.).
- ✓ Most advanced medical services (regenerative medicine, individualized medicine, etc.).
- ✓ Provide overseas a package of new medical system and services, medical equipment, care-giving system, etc.

### Agriculture, forestry and fisheries: Policy Package to double the vitality of regions driven by agriculture, forestry and fisheries industries

<2020 Target: Create related market of 10 trillion yen>

- ✓ Export of Japanese agricultural, forestry products and marine products. Sharing Japanese food culture with the world.

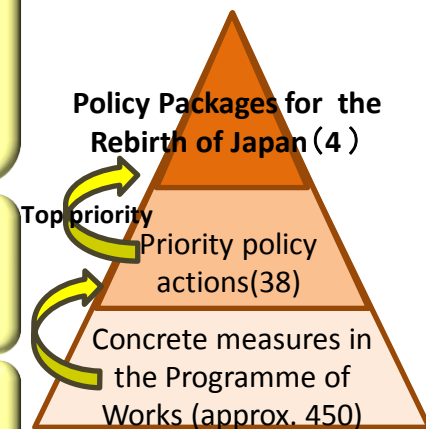
### SMEs: Policy Package to double the vitality of SMEs as region's core, focusing on small-sized enterprises

<2020 Target: Achieve SMEs overseas sales ratio of 4.5%, Equal business opening/closing ratio>

- ✓ Make Japan more attractive through the revitalization of SMEs, as well as regional and international exchange programs.

Policy tools:

- Promote regulatory reform, budget allocations and tax incentives.
- Utilize a system of comprehensive special zones and location subsidies.





# Relevant Strategies of Key Policy Areas

## 2020 goals

- ◆ Increase percentage of next-generation vehicles in the new car sales to 50%
- ◆ EVs: Installation of 2 million ordinary chargers and 5,000 rapid chargers
- ◆ Achieve 50% (10 trillion yen approx.) market share for Japanese companies in the global storage batteries market
- ◆ Standardization of net zero energy housing and development of net zero energy commercial buildings
- ◆ Renovation and upgrade of existing building stock
- ◆ 100% compliance rate with energy-saving standards for all new housing
- ◆ Total floor area of environmentally-friendly real estate: 10 million m<sup>2</sup>

## 'Green' parts and materials as driving force of Green growth

- ◆ Increase research and development for creating innovative 'Green' parts and materials
- ◆ Create synergies through joint technology development between parts / materials suppliers and assembling companies

## Development of next-generation vehicles

- ◆ Improve battery performance and install charging stations
- ◆ Utilize next-generation vehicles, creating "power supplies that can move"
- ◆ Create ultra-compact mobility vehicles mainly for aged citizens

## Widespread usage of storage batteries

- ◆ Accelerate innovation and cost reductions in order to expand various battery markets such as storage batteries in buildings and on cars
- ◆ Implement as emergency power sources during natural disasters or electricity stoppage

## Development and use of marine and offshore resources

- ◆ Develop floating wind turbines
- ◆ Develop and use marine and offshore resources such as natural gas and algae for bio ethanol

## Development of energy management systems (smart communities)

- ◆ Establish energy efficient cities / communities, utilizing energy supply-demand control technology and energy efficient buildings
- ◆ Export energy management systems

## 2020 goals

Market size: 50 trillion yen

Number of jobs created:  
2,840,000

◆ Development and application of innovative pharmaceuticals, medical equipment, regenerative medicine, individualized medicine, lifestyle support robots, and promotion of advanced medicine:

Economic spill-over effect: 1.7 trillion yen

Number of jobs created:  
30,000

◆ Health-related service industries

Market size: 25 trillion yen

Number of jobs created:  
800,000

◆ Acquisition of overseas healthcare-related markets by Japanese companies

Market size: approximately 20 trillion yen

◆ Innovative cancer treatments developed in Japan: about 10 types submitted to clinical trials (by 2017)

## Development of pharmaceuticals and medical equipment

- ◆ “Drug Creation Support Network” fostering state of the art research in priority areas such as cancer, etc.
- ◆ Development of tailored medical equipment and support through doctor-engineer partnerships
- ◆ Development of “Clinical Research Core Hospitals” that also function as ARO (Academic Research Organizations)
- ◆ Efficient and integrated budget appropriation and execution on R&D such as the NIH in US
- ◆ Strengthening of PMDA (Pharmaceuticals and Medical Devices Agency)

## Regulatory environment to advance medical equipment and regenerative medicine

- ◆ Regulatory reform considering the characteristics of medical equipment and regenerative medicine, such as a revision of Pharmaceutical Affairs Act, etc.
- ◆ Focused and long-term support for research projects such as iPS cells
- ◆ Promotion of advanced medicine (establishment of “special zones for specific institutions,” etc.)

## Next-generation medical care through the “biobank” initiative

- ◆ Construction of a 150,000-person-scale biobank based on a health survey in the disaster-affected regions
- ◆ Improved patient research

## Robotics technology in health and nursing care

- ◆ Certification of safety and overseas demonstrations of lifestyle support robots
- ◆ Stimulation of domestic demand in health and life sciences

## Creating sustainable and robust agriculture

### 2020 goal

- ◆ Food self-sufficiency ratio  
Calorie basis: 50%  
Production value basis: 70%

- ◆ Concentration of farmland use
- ◆ Encouragement of more efficient use of farmland by various management bodies
- ◆ Development of major irrigation infrastructure

## Transforming agriculture, forestry and fisheries

### 2020 goals

- ◆ Market size: 10 trillion yen
- ◆ Market size of food-related industries: 120 trillion yen
- ◆ Timber self-sufficiency ratio: over 50%
- ◆ Ratio for self-sufficiency of fish products (for human consumption): 70% (2022)

- ◆ Transforming agriculture, forestry and fisheries into value-added industries by vertically integrating processing and/or retailing functions (“Sixth Industrialization”)
- ◆ Early introduction of GIPS (Geographical Indications Protection Systems)
- ◆ Efforts for the registration of Japanese food products to be recognized as the Intangible Cultural Heritage Assets by UNESCO
- ◆ Introduction of renewable energy in tandem with the sustainable development of agriculture, forestry and fisheries

## Creating an enabling policy environment for growth of SMEs

### 2020 goals

- ◆ A business opening ratio constantly higher than the business closing ratio
- ◆ SMEs overseas sales ratio of 4.5%
- ◆ Number of new craftsmen fostered by manufacturing leaders and masters: tens of thousands

- ◆ Establishing more user-friendly business facilitation services and tailor-made support for start-ups with a focus on young and/or female entrepreneurs
- ◆ Practical support and public finance support for SME expansion overseas
- ◆ Strengthening manufacturing technologies through the establishment of “manufacturing masters systems”
- ◆ Support to secure and develop human resources

## SME Funding Support

### 2020 goals

- ◆ 50% increase in utilization of “loan with capital characteristics,” etc.
- ◆ 50% increase in IPO's

- ◆ Supporting underfunded SMEs which have proven resources / technologies through building new SMEs supporting systems (N.B. deadline of the SME Financing Act, March 2013)
- ◆ Encouraging change of practice from collateral / guarantee-based lending to business-based lending - reviewing the individual guarantee system, diversifying fund raising programs for SMEs

# Other Strategies and Initiatives

## Strengthening international competitiveness in Science, Technology and Innovation

### 2020 goals

- ◆ Construct more than 100 centers that are among the top 50 in the world in specified fields
- ◆ Full employment of people who have completed doctorate courses in the sciences
- ◆ Triple the number of outstanding foreign researchers accepted

- ◆ Increased number of Science, Technology and ICT graduate schools
- ◆ Creation of research centers of excellence renowned domestically and internationally
- ◆ Centers for concentrated global industry-university-government collaboration, such as Tsukuba Innovation Arena
- ◆ Tenure track system and science and mathematics education

## Fostering innovation - from research to application

### 2020 goal

- ◆ Prioritize commercial application of R&D

- ◆ Centralized policy planning and promotion of science and technology innovation
- ◆ Integrated research and development (R&D) across ministries and agencies with extensive collaboration between industry, academia and the government
- ◆ Review of regulations and systems, as well as increased government investment for R&D

## Establishment of strong ICT infrastructure

### 2020 goals

- ◆ Improve the daily life of citizens and reduce production costs through improved ICT infrastructure
- ◆ Market size: Approximately 10 trillion yen

- ◆ Promotion of 'open government'
- ◆ Improved data utilization and integration between different fields through ICT
- ◆ Promotion of remote-medicine and ITS
- ◆ Improving ICT network enhancing disaster resilience
- ◆ Regulatory and infrastructure reform, e.g. spectrum auctions

## Expansion of funds for growth

### 2020 goals

- ◆ Percentage of worksites which have introduced matching: 20%
- ◆ Japan-version ISA investments: 25 trillion yen
- ◆ 50% increase in J-REIT assets

- ◆ Development of a “Hometown Investment Platform”
- ◆ Utilization of dormant deposits as funds for growth
- ◆ Establishing schemes for transferring assets from senior generations to next generations
- ◆ Enhancing the defined-contribution pension scheme

## Policy finance and public-private partnerships

### 2020 goals

- ◆ Market size: 10 trillion yen
- ◆ Approximately 10 trillion yen or more in the PFI (Private Finance Initiative) business overall

- ◆ Business support using public-private partnership funds
- ◆ Effective utilization of public and quasi-public funds such as Government Pension Investment Fund
- ◆ Utilization of fiscal investment and loan, and special credit facilities for facilitating M&A and natural resource projects
- ◆ Strengthening of venture capital investments by the Innovation Network Corporation of Japan

## Enhanced presence of Japanese companies, financial institutions, and markets in Asia

### 2020 goals

- ◆ Double the size of the Asian bond market
- ◆ Top Asian exchange

- ◆ Foundation of an integrated exchange
- ◆ Development of an Asian bond market driven by Japan
- ◆ Strengthening of support for local currency finance and overseas based transactions



## Measures to attract more foreign visitors and to improve environment for overseas visitors

### 2020 goals

- ◆ Foreign visitors to Japan: 25 million
- ◆ Economic effect: approximately 10 trillion yen, Number of jobs created: 560,000 people

- ◆ **Creating expedited immigration procedures**
  - ✓ Automation of passport control for residents in Japan
  - ✓ Visa requirements review for visitors from emerging countries
- ◆ **Airport-related measures**
  - ✓ Further promotion of the Open Skies Agreement
  - ✓ Improve the convenience and accessibility of major airports (Haneda, Narita and Kansai/Itami)

## Measures to spur domestic tourism demand

### 2020 goals

- ◆ Market share of LCCs in domestic/international air travel expands to 20-30%, the same level as in Europe and North America
- ◆ Creation of domestic tourism demand through vacation/holiday reforms: approximately 1 trillion yen

- ◆ **Facilitate LCCs and business jets market entry**
  - ✓ review of technical regulations and safety assurance requirements
  - ✓ Management outsourcing of government-owned airports and establishment of flexible landing fee systems
- ◆ **Promotion of MICE (Meeting, Incentive, Convention, Exhibition/Event)**
  - ✓ government support for bidding for and organizing international sports events, including the 2020 Summer Olympic Games
- ◆ **Further reduction of travel costs**
- ◆ **Vacation/Holiday reforms**

## Economic partnership through the creation of a Free Trade Area in Asia-Pacific (FTAAP)

### 2020 goal

- ◆ 80% trade with EPA partners

- ◆ Negotiations with Australia, Canada, South Korea, China-South Korea trilateral and the East Asia Regional Comprehensive Economic Partnership (RCEP)
- ◆ TPP consultations with relevant countries toward participating in the negotiations

## Export of integrated infrastructure systems

### 2020 goal

- ◆ Market size: 19.7 trillion yen

- ◆ Active engagement in regional development, capacity building to find and formulate projects, enhanced public financing support
- ◆ Focus on additional priority areas such as disaster risk reduction, and expansion of target market

## Targeting emerging consumer markets

### 2020 goals

- ◆ Japanese/Non-Japanese HRD for emerging economies business: 36,000 persons
- ◆ Cool Japan-related market size: 17 trillion yen

- ◆ Developing human resource capabilities in Japan and overseas
- ◆ Provide support for Japanese corporations to explore opportunities for business and investment in emerging markets
- ◆ Steady implementation of international standardization strategies
- ◆ Strengthening Japan branding (e.g. Cool Japan) for increased global visibility

## Attract inward investment, facilitate trade and promote human capital exchange

### 2020 goals

- ◆ Doubling of inbound-FDI
- ◆ Overseas share of major distribution companies sales: 50%

- ◆ “Invest Japan” promotion, providing impetus for investment
- ◆ Smooth implementation of a “point system” for qualified foreign nationals
- ◆ Promotion of an improved distribution system for international trade, based on Japanese logistical models

## Promotion of Japanese foods and beverages to overseas markets

### 2020 goal

- ◆ Exports: 1 trillion yen

- ◆ Consultation on removing import restrictions on Japanese products
- ◆ Promotion of Japanese liquor e.g. “Kokushu” (Sake, Shochu, etc.)

## Facilitate employment opportunities for young people

### 2020 goals

- ◆ Fewer than 1,240,000 part-time/temp workers amongst 20 to 34 year olds
- ◆ Higher Employment rate of people among 20 to 34 year olds: 77%
- ◆ Employment rate of people over 15 years old: 57%

- ◆ Support for careers education / vocational training
- ◆ Eliminating obstacles to employment
  - ✓ Improved link between career support centers at schools and the matching functions of “Hello Work (Public Employment Security Office)”
- ◆ Career advancement support
  - ✓ Nationwide service of regional youth support stations

## Promotion of women’s active participation in the workforce

### 2020 goals

- ◆ Employment rate of women aged 25 to 44: 73%
- ◆ Rate of new mother returning to work: 55%
- ◆ Percentage of men taking paternity / childcare leave: 13%

- ◆ Funding and management support to encourage women-owned start-up businesses
- ◆ Encouraging women and mothers to return to the workforce via a system of internships
- ◆ Promotion of childcare leave by men, with central government officials leading by example

## Livelihood support

### 2020 goals

- ◆ Establishing a society that provides public assistance in case of unemployment, while offering opportunities to attain new vocational skills and techniques

- ◆ Early detection of people suffering from economic hardship
- ◆ Review of the Public Assistance Act

## Introduce flexible management of the school system

### 2020 goal

- ◆ Ranked as a top-level country in OECD Program for International Student Assessment (PISA)

- ◆ Introduction of combined elementary and lower secondary education (6 years of elementary, 3 years of lower secondary), and upper secondary school education reform program
- ◆ Support local initiatives of the reform
- ◆ Improvement of the quality of educators, and promotion of systems improvement including regional partnerships

## Reform of higher education

### 2020 goal

- ◆ More universities ranked among the world top universities

- ◆ Redesigning the national universities' priorities, and promotion of reorganization across universities and faculties

## Globally active human resources development and recurrent education

### 2020 goals

- ◆ Accommodating 300,000 excellent foreign students
- ◆ Overseas exchanges for 300,000 Japanese students
- Approximately 10% of this generation (mainly up until the mid-20s) have experience of studying or living abroad
- ◆ Increased exposure to international experience for top-level management / executives

- ◆ Encouragement of early admission to and early graduation from universities and graduate schools
- ◆ Introduction of autumn admissions to universities
  - ✓ flexible recruitment by central government, year-round selection cycle
- ◆ More opportunities for overseas exchange and international education programs

## Revitalization of local communities

### 2020 goals

- ◆ Comprehensive special zones for international strategy  
Economic effect: 21.3 trillion yen  
Job creation: 949,000
- ◆ Comprehensive special zones for regional revitalization  
Economic effect: 8.6 trillion yen  
Job creation: 438,000

- ◆ Preferential regulatory measures in the comprehensive special zones
- ◆ The “FutureCity” Initiative - realizing world-leading successful city planning
- ◆ Expansion of "new public commons" through tax system for donations
- ◆ Formation of PFI (Private Finance Initiative)/PPP (Public-Private Partnership) projects

## High quality housing stock and housing distribution system

### 2020 goals

- ◆ Double the size of the residential property and renovation markets (20 trillion yen)

- ◆ Improving regulation of building inspections and performance labeling systems
- ◆ Promotion of zero energy housing and energy-saving refurbishments
- ◆ Increased supply of housing for the elderly, house-moving support for households with small children
- ◆ Revitalization of the real estate distribution market

## Urban development

### 2020 goals

- ◆ Percentage of the population with access to public transportation: 69.8%

- ◆ Accelerate compact urban development by shifting to low-carbon cities, etc.
- ◆ Introduce certification systems for ultra-compact mobility vehicles
- ◆ “Small centers” - community centers which provide daily life service functions

## Disaster Resilience

### 2020 goals

- ◆ Private sector investment: 8 to 10 trillion yen
- ◆ Earthquake-proof housing ratio: 95%
- ◆ Hazard map coverage: 100%

- ◆ De-regulation to facilitate improved disaster management
- ◆ Financial support for city development by the private sector
- ◆ Large-scale disaster management, and improvement of local capacity for disaster prevention
- ◆ Development of back-up of the core functions of the capital

## International co-operation and ODA (Official Development Assistance)

### 2020 goals

- ◆ Contribution to the achievement of the UN development goals (post-MDGs)
- ◆ Mainstreaming of disaster risk reduction at all levels
- ◆ Commitment to building a global 'green' economy

- ◆ Contribution to global issues and development agenda (education, public health, food, etc.) as part of a broader strategy to enhance human security
- ◆ Support for disaster risk reduction in developing countries
- ◆ Contribution to the world's transition to a green economy
- ◆ Strategic and effective utilization of ODAs as a means of improving Japan's international standing

## Improved international communication

### 2020 goal

- ◆ Number of students learning Japanese overseas: 5 million

- ◆ Establishing priority areas for global communications, information dissemination, and capacity building
- ◆ Proactive communication, including crisis and risk communication
- ◆ Multilingual provision of communication content

# Appendix

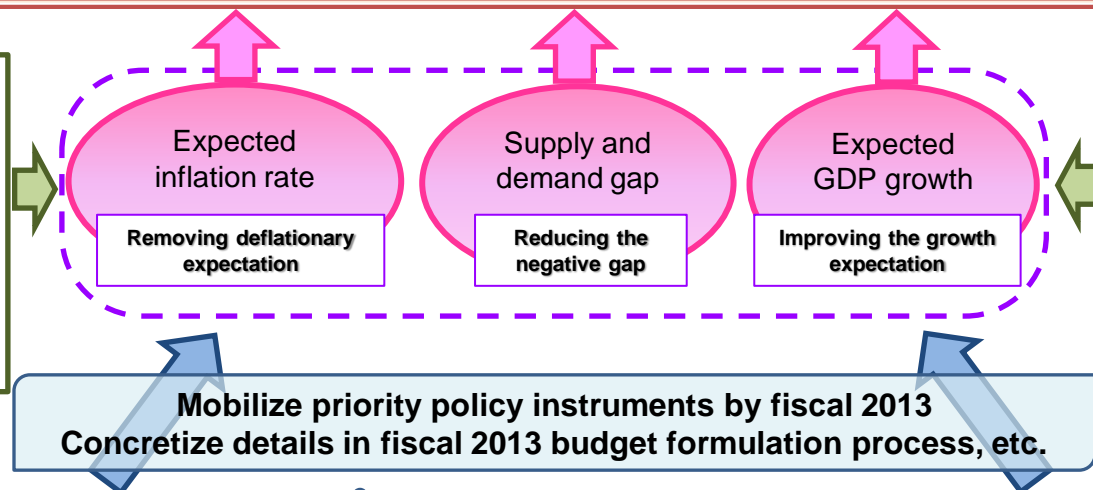
# Overcoming Deflation

It is estimated that the supply and demand gap will continue to decrease as fiscal 2013 approaches, and improvements leading to the overcoming of deflation will advance. The deflation and other economic situations will be examined twice a year in the Ministerial Council on Exiting Deflation.

## Monetary policy

Strong monetary easing measures are expected to continue until deflation is certainly overcome

**Aiming to achieve the goal of 1% CPI increase in a short term**



**Implementation of the Comprehensive Strategy for the Rebirth of Japan**

## Mobilizing goods

- **Housing and Real Estate:** Promoting spacious, quakeproof and eco-houses and enhancing the value of assets
  - Acceleration of seismic reinforcement and eco-friendly design of housing, etc.
  - Encouragement of house-moving
  - Fundamental reforms of the real estate distribution system
  - Promotion of checks and labels for earthquake-proofing of important buildings, and seismic refurbishment
- **Infrastructure:** promoting investment in infrastructure by using private finance
  - Strong promotion of PFIs, utilization of fiscal investment and loan programs
- **Service and Good I:** capturing the growing demand in Asian and other economies
  - Encouragement of overseas deployment and development of promotion systems in a wide range of service sector
- **Service and Good II:** realizing latent domestic demand
  - Encouragement of business development in fields such as medicine, care giving, etc.

## Mobilizing people

- **Increase in Income I:** support fostering human resources of the next generations
  - Measures to encourage human investment by companies and self-improvement efforts by working people
  - Support for the expansion of investments and donations for the development of next-generation human resources
- **Increase in Income II:** creating new employment and business opportunities
  - Support for business start-ups by young people and women, promotion of the sixth industrialization of agriculture, and encouragement of incorporation
  - Consideration of next stage measures responding to Lehman crisis
  - Final extension of the SME Financing Facilitation Act (March 2013) and support for the business management improvement of SMEs
  - Return to the normal application of the Employment Adjustment Subsidy while also seeking the opinions of the labor and management side
  - Public credit guarantees for SMEs (safety-net guarantee (No. 5))
- **Increase in Income III:** facilitating fair and rewarding working environment
  - Improvement of the effectiveness of equal and balanced treatment between regular and irregular employment

## Mobilizing money

- Revitalization of the real estate investment market through diversification of financing instruments for J-REIT (Japan Real Estate Investment Trust), etc.
- Encouragement of asset formation through a wide range of long-term and diversified investments both in Japan and overseas by households



With full coordination with overall efforts for administrative reform and government revitalization,

**On draft budget formulation,**

- **Allocate budget to priority policy measures**
  - ✓ **Policy-oriented**
  - ✓ **Cross-cutting**
  - ✓ **Flexible and adaptable to changes**

**On evaluation,**

- **Undertake result-oriented implementation through full-fledged PDCA**
- **Supervised by the Council on National Policy and Strategy**
- **Reflect the results of review to subsequent budget allocations**

**(Annual schedule)**

- Autumn:**      **conduct hearings on progress from each ministry/agency**
- May:**        **evaluate the results and progress towards targets**
- Mid-year:**   **formulate basic guidelines for further progress of the Strategy**