

Evaluation of FY2014 Operating Results for Japan Atomic Energy Agency (JAEA)

September 2015

Minister of Education, Culture, Sports, Science and Technology,
Minister of Economy, Trade and Industry, Nuclear Regulation Authority

1. Items related to the evaluation		
Agency	Japan Atomic Energy Agency (JAEA)	
FY for evaluation	FY evaluation	FY2014 (2nd term)
	Medium to long-term objectives period	FY2010 to FY2014

2. Items related to the assessor				
The Competent Minister		Ministry of Education, Culture, Sports, Science and Technology (MEXT)		
	Incorporated jurisdiction dept.	Research and Development Bureau	Dept. and person in charge	Atomic Energy Division, Naoko Okamura
	Evaluation and Inspection dept.	Science and Technology Policy Bureau	Dept. and person in charge	Planning and Evaluation Division, Takahisa Murakami
The Competent Minister		Ministry of Economy, Trade and Industry (METI)		
	Incorporated jurisdiction dept.	Electricity and Gas Industry Department, Agency for Natural Resources and Energy	Dept. and person in charge	Nuclear Energy Policy Planning Division, Kenichiro Uragami
	Evaluation and Inspection dept.	Minister's Secretariat	Dept. and person in charge	Policy Evaluation and Public Relations Division, Osamu Sudo
The Competent Minister		Nuclear Regulation Authority		
	Incorporated jurisdiction dept.	Secretary-General's Secretariat, Regulatory Standard and Research Department, Secretariat of Nuclear Regulation Authority	Dept. and person in charge	Regulatory Standard and Research Division, Takaaki Kurasaki
	Evaluation and Inspection dept.	Secretary-General's Secretariat, Secretariat of Nuclear Regulation Authority	Dept. and person in charge	Policy Planning and Coordination Division, Katsumi Matsuura

3. Items regarding implementation of evaluation	
(1) Listening to opinions and hearings from the National Research and Development Agency Council (hereinafter called "Council"). According to the following procedures, in the Council of the Ministry of Education, Culture, Sports, Science and Technology (MEXT), Ministry of Economy, Trade and Industry, and Nuclear Regulation Authority, a hearing about the evaluation documents related to FY2014 operating results of Japan Atomic Energy Agency (hereinafter called the "Agency") was conducted.	
On June 16, 2015	In the Agency Meeting of the Council (hereinafter called the "Sub-Committee") of the Ministry of Education, Culture, Sports, Science and Technology and the Ministry of Economy, Trade and Industry, hearings for item No. 2 "Research and development related to dealing with the Fukushima Daiichi nuclear power plant accident", item No. 9, “Establishment, etc. of efficient and effective management system", and item No. 7 "Technical assistance, etc. for the nuclear safety regulatory administration through safety research and the use of the results" were conducted. In addition, a hearing from the chairperson of the Agency was conducted.
On July 7, 2015	At the Sub-Committee of the Ministry of Education, Culture, Sports, Science and Technology, hearing for item No. 5 "Research and development of technology systems to extract the energy from nuclear fusion" and item No. 6 "Nuclear basic foundation research and development of human resources" were conducted.
On July 16, 2015	At the Sub-Committee of the Ministry of Education Culture, Sports, Science and Technology and the Ministry of Economy, Trade and Industry, hearings for item No. 3 "Research and development of fast breeder reactors/fast reactor cycle technology", item No. 4 “reprocessing of nuclear fuel materials and research and development on the treatment and disposal of the radioactive waste", item No. 1 “Matters related to securing safety and ensuring appropriate management of nuclear materials etc.", item No. 8 “Enhancement of industry/academia/government cooperation and activities to respond to requests from society”, and item No. 10 “Business rationalization and efficiency etc.” were conducted.
On July 23, 2015	At the Sub-Committee of the Ministry of Education, Culture, Sports, Science and Technology, and the Ministry of Economy, Trade and Industry, a hearing for item No. 11 “Budget (including an

On July 28, 2015	estimate of personnel expenses), revenue and expenditure plan and funding plan” was conducted. In addition, a hearing from the Auditor was conducted. At the Sub-Committee of the Nuclear Regulatory Commission, a hearing for the operating results and self-evaluation from the Agency about item No.7 “Technical assistance for nuclear safety regulatory administration through safety research and use of its results” was conducted. In addition, a hearing from the Agency director was conducted.
On August 7, 2015	At the Sub-Committee of the Nuclear Regulatory Commission, a hearing for the operating results and self-evaluation from the Agency about item No.7 “Technical assistance for nuclear safety regulatory administration through safety research and use of its results” was conducted.
On July 27, 2015	At the Council of the Ministry of Economy, Trade and Industry, a hearing relating to the evaluation report on the items of the jurisdiction the Ministry of Economy, Trade and Industry was conducted.
On August 21, 2015	At the 2nd meeting of National Research and Development Agency Council, Ministry of Education, Culture, Sports, Science and Technology-Japan (MEXT), we received the advice in line with scientific knowledge from the committee, regarding the implementation of evaluation conducted by the competent minister.
(2) Site survey	
On July 1, 2015, field surveys in the Nuclear Science Research Institute of the Agency, the Nuclear Fuel Cycle Engineering Laboratory and Oarai Research & Development Center were implemented.	
On July 8 and 10, 2015, field surveys in the Agency’s Tsuruga Head Office, Fast Breeder Reactor Research & Development Center were implemented.	

4. Important items and others relating to the evaluation
○ Change of the aims and plans based on additional writing of research and development (decontamination, decommissioning) according to the deal of the TEPCO Fukushima Daiichi nuclear power plant accident and damage to repairing facilities due to the Great East Japan Earthquake disaster that occurred on March 2011. ○ The Act on Japan Atomic Energy Agency (Act No. 155 of 2004) was amended on April 25. Change of the aims and plans due to the fact that the Nuclear Regulation Authority has become a competent minister. ○ In Strategic Energy Plan established in April 2014, change of the aims and plans based on items such as promotion of the nuclear fuel cycle policy and acceleration of efforts for regeneration and reconstruction of Fukushima, and strengthening of approaches for the solution of the problems of spent fuel were positioned.

5. List of committee members of the Subcommittee of Japan Atomic Energy Agency, National Research and Development Agency Council
Committee members of the Sub-Committee of Japan Atomic Energy Agency, National Research and Development Agency Council, Ministry of Education, Culture, Sports, Science and Technology Chairperson of the Sub-Committee: Committee member Shinobu Miyauchi, Deputy chairperson of the Sub-Committee: Committee member Akira Yamaguchi Committee member Iris Wieczorek, Committee member Masayuki Ono, Committee member Masaki Tsuyama (overlapping with the Ministry of Economy, Trade and Industry), Committee member Wako Toujima, Committee member Reiko Fujita, Committee member Koji Yamada, Committee member Akio Yamamoto (overlapping with the Nuclear Regulation Authority), Committee member Eri Yokota Committee members of the Subcommittee of Japan Atomic Energy Agency, National Research and Development Agency Council, Ministry of Economy, Trade and Industry Committee members of the Sub-Committee of Japan Atomic Energy Agency, National Research and Development Agency Council, Ministry of Economy, Trade and Industry Chairperson of the Sub-Committee: Committee member Yoji Uchiyama Committee member Kanna Koudzu, Committee member Junko Takeuchi, Committee member Masaki Tsuyama (overlapping with the Ministry of Education, Culture, Sports, Science and Technology), Committee member Haruo Yamazaki Committee members of the Sub-Committee of Japan Atomic Energy Agency, National Research and Development Agency Council, Nuclear Regulation Authority Chairperson of the Sub-Committee: Committee member Seiichi Koshizuka Committee members: Akio Yamamoto (overlapping with the Ministry of Education, Culture, Sports, Science and Technology), Yuko Yoneoka

1. Overall evaluation							
Rating*1 (S, A, B, C, D)	B: Based on the National Research and Development Agency’s aims, business, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency’s business achievement, efforts and so on through its activities, a certain degree of expectation for the creation of achievement and creation of achievement in the future toward “maximizing the achievements of research and development” were recognized, and steady business operations have been also recognized.	(Reference) previous period's overall evaluation situation in the medium to long-term objective period *2					
			FY2010	FY2011	FY2012	FY2013	FY2014
		Quality improvement business	A	A	B	B	B
		Efficiency of business operations	A	A	C	B	
		Improvement of financial conditions	A	A	A	A	
Reasons for rating	Maximization of research and development results in many areas was implemented steadily on the basis of the goal for FY2014. Especially in the basic and fundamental fields, discoveries of new principles and systems different from previous established theories, along with advancing many particularly significant research and development results that should be evaluated worldwide, at the same time, the response to the Fukushima Daiichi nuclear power plant accident and nuclear fusion research, safety research field, also the efforts relating to cooperation with industry, academia and government, gave a remarkable achievement exceeding the goal through the creation of excellent research and development outcomes and social contribution, etc. For appropriate, effective and efficient business operations, since accidents and problems occurred multiple times during FY2014 and the administrative order for "Monju" was not cancelled by the Nuclear Regulatory Agency, even though it tried to review to the organization giving the highest priority to safety in the institutional reform, it has not achieved the results of reforms on the items relating to securing safety, management and “Monju.” In taking account of these in a comprehensive manner, although it shall be ranked Grade B through the excellent creation of research and development results and social contribution, creating a lot of remarkable achievements, completion of thoroughly making systems for the organizational structure and business operations should be the highest priority to safety through the reforming Agencies. For the items relating to security, management and "Monju” business operations, addressing business operations with the highest priority on safety and lifting the "Monju" administrative order should be continued by the whole organization.						
2. Evaluation of the whole agency							
Evaluation of the entire agency	○ As the only comprehensive research and development institution for nuclear power in Japan, for the maximization of research and development results, goals were carried out steadily in many areas. Especially, in the basic and generic fields, many remarkable achievements to be evaluated worldwide were created, such as discoveries of new principles and systems different from previous established theories, including verifying the first experiment in the world that there is a possibility of the 103rd element lawrencium as a last actinide. Furthermore, with respect to dealing with the Fukushima Daiichi nuclear power plant accident, a lot of significant achievements were created that contributed to decommissioning of the power plant and environmental recovery advanced by the state, local governments and operators, and significantly contributed to the ITER plan, specific equipment development and production in BA activities, and maintenance, etc. of the guidelines and standards of administrative organizations such as the Nuclear Regulatory Authority for nuclear fusion research. In addition, remarkable achievements have been made regarding the goal of strengthening cooperation between industry, academia and government through increasing access numbers to the database and strengthening international cooperation. ○ In addition, for the appropriate, effective and efficient business operations, through the system reforms implemented over 2013 to 2014, enhancing governance such as by introducing a department system and strengthening of management supporting functions to support the top management by the director, furthermore by enhancing the risk management function, creating mechanisms towards the organizational structure and business operations to the highest priority on safety can be evaluated to have completed generally. On the other hand, even in intensive reform period of Nuclear Agency reforms, accidents and problems occurred multiple times, and this meant that the administrative order for "Monju" by the Nuclear Regulatory Commission was not lifted, and the fixing of results of reforms has not been achieved in the category relating to the security, management, research and development of fast breeder reactors.						

	○ Comprehensively taking into account maximization of research and development efforts of the entire agency; the appropriate, effective and efficient business operations as an agency; the creation of many noteworthy achievements for research and development, and completing mechanisms towards organizational structure and business operations with the highest priority on safety generally, the Grade B rank is given. However, for the items relating to security, management and "Monju", business operations should be continued addressing business operations with highest priority on safety and lifting the "Monju" administrative order by the whole organization. ○ In the future, while continuing to create excellent research and development achievements, as well as permeating a thorough securing safety down to each member of staff at the sites, it is necessary to habitually try to construct business operations with the highest priority on safety and improve policies.
Particular items to be considered for conducting overall evaluation	○ In response to the accident at TEPCO Fukushima Daiichi Nuclear Power Station that occurred in March 2011, with respect to nuclear facilities including research reactors, for its re-operation, it is required to be subject to conformity evaluation to the new regulatory standards by the Nuclear Regulation Authority. ○ For the prototype fast breeder reactor "Monju," due to receiving deficiencies on the maintenance management, from the Nuclear Regulation Authority in May 2013, it has been under the instruction of the measures including no activity for advancing pre-use inspection, etc. during the period to completion of rebuilding, etc. for maintenance management systems and quality assurance systems.

3. Issues to be solved and /or improved for each subject	
Challenges and improvement items pointed out in the item by item evaluation	○ For part of the nuclear fusion research and quantum beam applied research, from the viewpoint of transfer and integration of business into the new corporation, smooth business transfer is necessary to continue conducting steady research and development. ○ For securing safety and business operations, toward fixing the results of structural reform, with thorough securing of safety for each member of staff in the field, it is necessary to always improve the business management system giving the highest priority to safety as a mechanism. ○ For "Monju", aiming to fix the results of "Monju" reform, addressing business operations giving the highest priority to safety, it is necessary to cause to function maintenance management systems and quality assurance systems fully for early release of the instruction of measures. ○ For experimental reactors, etc. stopping after the earthquake, taking into account the evaluation of the Nuclear Regulation Authority, it is necessary to prepare for early resumption of operations.
Other improvement items	No comments
Items to be considered to review the instruction by the competent minister	No comments

4. Other items	
Main opinions from National Research and Development Agency Council	○ For the yearly plan, it is estimated that the goal shall almost be achieved ○ As for the fast breeder reactor cycle technology, embarking on a framework of international cooperation and leading establishment of the international safety standards are appreciated. For research and development, basic and fundamental research, Fukushima nuclear power plant accident response, nuclear fusion, re-processing, nuclear non-proliferation and nuclear security, research and development achievements are recognized to be excellent. ○ On the other hand, accidents and problems, etc. have happen continuously, it is hard to say that the results of mechanism reform has been established. There is a need for efforts dating back to the basic cause. Also, it is regrettable that efforts aimed at resuming operations of "Monju," a major pillar of business, eventually failed. ○ Embarking on a number of reforms toward strengthening governance such a as reorganizing to divisionalization and clarifying responsibilities, making efforts to improve safety awareness and preparing conditions for establishing the appropriate management system in terms of personnel evaluation are appreciated. ○ Toward maximization of the research and development outcomes as a mechanism, not only efforts of each department, it is necessary to make efforts to achieve overall optimization.

Auditor’s special comments	○ As for the reform for "Monju", the lift order has not been achieved for operational safety, and in order to optimize conservation planning and implement a quality management system in the future, it should be necessary to continue the approach in the future. ○ Activities for fostering safety culture and safety management activities, under the headquarters, have been implemented at each site, etc. and will be expected to continue to be addressed in the future. It was confirmed to take necessary measures with respect to security violations of JMTR. ○ As for business improvement, it is necessary to consider efficient implementation. ○ For J-PARC reforms, structural measures have been completed and activities for safety awareness have also been implemented, we expect ongoing implementation in the future. ○ The internal control system has been largely improved, however, matters to be improved remain. While management resources are reduced, for the aging facilities and equipment, consideration of the allocation of management resources should be implemented. ○ The contract method is open competitive bidding in principle, in a separate contract, it should be necessary to determine the contract method in consideration of such point of view of reliable business implementation and nuclear security.
Other special notes	No comments

*1 S: Based on the National Research and Development Agency's aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency's business achievements, efforts and so on through its activities, especially the creation of considerable achievements, anticipated creation of special achievements in the future and so on toward "maximization of research and development" under the conditions of appropriate, effective and efficient business management are recognized.
A: Based on the National Research and Development Agency's aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency's business achievements, efforts and so on through its activities, the creation of considerable achievements, anticipated creation of achievements in the future and so on toward "maximization of research and development" under the conditions of appropriate, effective and efficient business management are recognized.
B: Based on the National Research and Development Agency's aims, business, medium to long-term objectives and so on, as a result of taking account of comprehensive consideration based on some circumstances regarding the agency's business achievement, efforts and so on through its activities, ,a certain degree of expectation for the creation of achievement and creation of achievement in the future toward "maximizing the achievements of research and development" were recognized, and steady business operations have been also recognized.
C: Based on the National Research and Development Agency's aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency's business achievements, efforts and so on through its activities, the creation of achievements, further drastic efforts and improvements toward "maximization of research and development" or "the appropriate, effective and efficient administration of the operations" are anticipated.
D: Based on the National Research and Development Agency's aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency's business achievements, efforts and so on through its activities, special efforts and improvements including a fundamental drastic review, toward "maximization of research and development" or "the appropriate, effective and efficient administration of the operations" are required.

*2. The contract method is open competitive bidding in principle, in a separate contract, it should be necessary to determine the contract method in consideration of such point of view of reliable business implementation and nuclear security.

Medium to long-term objectives (Medium to long-term plan)		FY Ratings*					No. of document each item	Remarks
		FY2010	FY2011	FY2012	FY2013	FY2014		
I. Measures to be taken for achieving the objectives concerning the improvement of the service to the nation and the quality of the operations								
1	〔1. Items relating to securing safety and thorough appropriate management of nuclear materials, etc.〕							
	1. Building a business management system giving the highest priority to safety (1) Items relating to securing safety and thorough appropriate management of nuclear materials, etc.	A	A	C	C	C	No.1	
	6. Activities to contribute to the policy relating to securing safety and nuclear non-proliferation in the research, development and use of nuclear technology (3) Support activities relating to the nuclear non-proliferation policy	A	A	A	A			
2	〔2. Research and development related to dealing with the accident at TEPCO Fukushima Daiichi Nuclear Power Station〕							
	2. Research and development related to dealing with the accident at TEPCO Fukushima Daiichi Nuclear Power Station		A	A	A	A	No.2	New establishment from FY2011
3	〔3. Research and development relating to the fast breeder reactor/fast reactor cycle technology〕							
	3. Research and development of the large-scale project for nuclear power system that aims to contribute to stable supply of energy and global warming countermeasures (1) Research and development relating to the fast breeder reactor/fast reactor cycle technology 1) Research and development on the fast breeder prototype reactor “Monju”	B	-	C	C	C	No.3	
	2) Research and development of the fast breeder reactor/fast reactor cycle technology	A	-	A	A			
	3) Enhancement of project management	-	-	-	-			Implementation of evaluations of the left in the following items 3.(1)1) Research and development on the fast breeder prototype reactor “Monju” 3.(1)2) Research and development of the fast breeder reactor/fast reactor cycle technology
4	〔4. Research and development relating to reprocessing of nuclear fuel material and treatment and disposal of radioactive waste〕							
	3. Research and development of the large-scale project for nuclear power	A	A	A	A	B	No.4	

	system that aims to contribute to stable supply of energy and global warming countermeasures (2) Research and development, etc. relating to disposal technology of high-level radioactive waste							
	5. Advancement of technology related to energy use and formation of science and technology infrastructure (1) Technological development relating to reprocessing of nuclear fuel material	A	A	A	S			
	7. Technological development related to decommissioning of its own nuclear facilities and treatment and disposal of radioactive waste	A	A	A	A			
	8. Underground disposal of radioactive waste	A	A	A	B			
	9. Activities to enhance industry-academia-government collaboration and to respond to social requests (2) Support to the nuclear fuel cycle business of private operators	-	-	-	-			Implementation of evaluations of the left in the following items 5.(1) Technological development relating to reprocessing of nuclear fuel material
	VII. Other items relating to the administration of the operations 2. Plan relating to treatment and disposal of radioactive waste as well as decommissioning of nuclear facilities	S	B	A	A			

5	〔5. Research and development of technology systems to retrieve nuclear fusion energy〕							
	3. Research and development of the large-scale project for nuclear power system that aims to contribute to stable supply of energy and global warming countermeasures (3) Research and development of technology systems to retrieve nuclear fusion energy	A	S	A	S	A	No.5	
	VII. Other items relating to the administration of the operations 3. Items relating to sincere implementation of international agreements	-	-	-	-			Implementation of evaluations of the left in the following items 3.(3) Research and development of technology systems to retrieve nuclear fusion energy
6	〔6. Basic research based on nuclear power and human resource development〕							
	4. Research and development that contributes to improving the competitiveness of science and technology by quantum beam and industrial use	A	S	S	A	S	No.6	
	5. Advancement of technology related to energy use and formation of science and technology infrastructure (2) High-temperature gas-cooled reactors and research and development of hydrogen production technology due to this	A	A	A	A			
	(3) Research on nuclear science and engineering	A	A	S	S			
	(4) Research on advanced nuclear science	S	S	S	A			

	9. Activities to enhance industry-academia-government collaboration and to respond to social requests	A	B	B	B			
	(3) Promotion of offer for use of the facilities and equipment							
	(4) Promotion of offer for use of specific advanced large-scale research facilities	A	A	A	B			
	(5) Human resource development in the nuclear field	A	A	A	A			
7	[7. Technical assistance, etc. for administration of nuclear safety regulations by safety research and the use of the results]							
	6. Activities to contribute to the policy relating to securing safety and nuclear non-proliferation in the research, development and use of nuclear technology	A	A	A	A	A	No.7	
	(1) Technical assistance for administration of nuclear safety regulations by safety research and the use of the results							
	(2) Technical support for nuclear power disaster prevention, etc.	A	A	A	A			
	(4) Ensuring effectiveness, neutrality and transparency of technical support operations for nuclear safety regulations, etc.							New establishment from FY2014
8	[8. Activities to enhance industry-academia-government collaboration and to respond to social requests]							
	9. Activities to enhance industry-academia-government collaboration and to respond to social requests	A	A	A	A	A	No.8	
	(1) Spread of results of research and development and promotion of utilization							
	(6) Collection, analysis and provision of information relating to nuclear power	A	A	A	A			
	(7) Promotion of research and development by industry-academia-government collaboration	A	A	A	A			
	(8) Promotion of international cooperation	A	A	A	A			
	(9) Technical cooperation with the industrial world, etc. in location regions	-	-	-	-			Implementation of evaluations of the left in the following items 9.(7) Promotion of research and development by industry-academia-government collaboration
	(10) Efforts aimed to ensure reliability of society and located regions	A	A	A	A			

Medium to long-term objectives (Medium to long-term plan)		FY Ratings					No. of document each item	Remarks
		FY2010	FY2011	FY2012	FY2013	FY2014		
II. Measures to be taken for achieving the objectives concerning the efficiency of the administration of the operations								
9	〔9. Establishment of efficient and effective management systems, etc.〕							
	I. Measures to be taken for achieving the objectives concerning the improvement of the service to the nation and the quality of the operations 1. Building a business management system giving the highest priority to safety (2) Enhancement of internal controls and governance					C	No.9	New establishment from FY2014
	1. Establishment of efficient and effective management systems, etc.	A	A	C	B			
	3. Promotion of operational efficiency	A	A	A	A			
	VII. Other items relating to the administration of the operations 4. Plans for personnel	A	A	B	A			
	10	〔10. Streamlining and efficiency of business, etc.〕						
2. Streamlining and efficiency of operations		A	A	A	A	B	No.10	
VII. Other items relating to the administration of the operations 1. Plans for equipment and facilities		-	-	-	-			Implementation of evaluations of the left in the following items 2. Streamlining and efficiency of operations
III. Budget (Including personnel expenses)/ income and expenditure plan, and funding plan								
11	〔11.Budget (Including personnel expenses)/ income and expenditure plan, and funding plan〕	A	A	A	A	B	No.11	
	IV. Limit amount of short-term borrowing	-	-	-	-			No pertinent item for evaluation (-)
	V. If the agency intends to transfer or provide as collateral any important property, a plan therefor;	-	-	A	A			No pertinent item for evaluation (-)
	VI. Purpose of using accumulated profit	-	-	-	-			No pertinent item for evaluation (-)
	VII. Other items relating to the administration of the operations 5. Debt burden over the medium-term objective period	-	-	-	-			Implementation of evaluations of the left in the following items

* For items that are set to "high" level of importance, a “circle” shall be marked next to each comment.

For items that are set to "high" level of difficulty, each comment shall be underlined.

* Evaluations up to FY 2013 were made based on “the basic guideline regarding business results evaluation for Incorporated Administrative Agency under MEXT’s jurisdiction” (The evaluation committee for incorporated administrative agency under MEXT’s jurisdiction on March 22, 2002).

Also, the evaluations after FY2014 are made based on “criteria relating to the evaluation for Incorporative Administrative Agency under MEXT’s jurisdiction” (decided by the Minister of MEXT in June, 2015). The details are as follows.

Ratings up to FY2013	Ratings after FY2014
A: Achievements are in line with the plan for medium-term, or beyond, or are steadily being implemented toward a medium-term objective, or beyond (achievement rate for the medium-term objective should be over 100% in a given FY).	<u>〔Administrative and projects related to research and development (I)〕</u>
B: In some ways the plan is not being implemented in line with medium-term-objectives, however, the plan may be achieved by means of ideas and efforts (achievement rate	S: Based on the National Research and Development Agency’s aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency’s business achievements, efforts and so on through its activities, especially the creation of considerable achievements, anticipated creation of special achievements in the future and so

for the medium-term objective should be 70% to 100%). C: The implementation of the plan is behind the medium-term objective, therefore, improvement of business is necessary in order to realize the achievement of the medium-term objective (achievement rate for the medium-term objective in a given FY is less than 70%). F: The Evaluation Committee needs to warn an agency concerning the improvement of its business management and others (Without providing an objective standard in advance, F is rated as a result of judgement that a warning concerning business improvement is necessary.)	on toward “maximization of research and development” under the conditions of appropriate, effective and efficient business management are recognized. A: Based on the National Research and Development Agency’s aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency’s business achievements, efforts and so on through its activities, the creation of considerable achievements, anticipated creation of achievements in the future and so on toward “maximization of research and development” under the conditions of appropriate, effective and efficient business management are recognized. B: Based on the National Research and Development Agency’s aims, business, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency’s business achievement, efforts and so on through its activities, „a certain degree of expectation for the creation of achievement and creation of achievement in the future toward “maximizing the achievements of research and development” were recognized, and steady business operations have been also recognized. C: Based on the National Research and Development Agency’s aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency’s business achievements, efforts and so on through its activities, the creation of achievements, further drastic efforts and improvements toward “maximization of research and development” or “the appropriate, effective and efficient administration of the operations” are anticipated. D: Based on the National Research and Development Agency's aims, businesses, medium to long-term objectives and so on, as a result of comprehensive consideration based on some circumstances regarding the agency's business achievements, efforts and so on through its activities, special efforts and improvements including a fundamental drastic review, toward "maximization of research and development" or “the appropriate, effective and efficient administration of the operations” are required. □Other than administrative work and projects regarding research and development (After II)□ S: Through the activities of the Agency Managed under Medium-term Objectives, considerable achievements more than the original medium-term objective from a quantitative and qualitative point of view have been recognized (in terms of quantitative index, the achievement rate against the medium-term objective is over 120% and significant achievement has been recognized from a qualitative point of view). A: Through the activities of the Agency Managed under Medium-term Objectives, more achievement than the original medium-term objective has been recognized (in terms of quantitative index, achievement rate against the medium-term objective is over 120%). B: The original medium-term objective has been achieved (in terms of quantitative index, the achievement rate against the medium-term objective is between over 100% and less than 120%). C: Operating performance has been less than the original medium-term objective. As a result, improvement is needed (in terms of quantitative index, the achievement rate is between over 80% and below 100%). D: Operating performance has been below the original medium-term objective. As a result, drastic improvement including abolition of projects is required (in terms of quantitative index, the achievement rate against the medium-term objective is below 80%, or improvement of business management and other necessary measures ordered by the competent ministry are recognized).
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