

## **Section 2. Current Status of Deliberations**

### **1. Commitment to Ministry of Defense Reform under the New Government**

Reform of the Ministry of Defense is fundamentally aimed at securing the trust of the people and creating a Ministry of Defense and SDF that are capable of adequately performing missions expected of them.

In line with the change of government in September 2009, reform of the Ministry of Defense was a priority on the agenda in light of the new government. In this regard, at the fifth session of the Meeting of the Ministry of Defense Reform Head Office<sup>8</sup> in October 2009, a decision was made to scrap the plans of organizational reform at the Ministry of Defense scheduled to be implemented in FY2010 and also to discontinue the Reform Head Office (discontinued on October 22, 2009). The Council for Reforming the Ministry of Defense within the Prime Minister's Office was also discontinued on November 17, 2009<sup>9</sup>.

The new administration is inspecting the proposals in the Council's report and continuously working on necessary measures. The legal establishment of the Defense Council, abolishment of the advisory structure by civilian Defense Councilors, and creation of the post of Special Advisor to the Minister of Defense are all playing critical roles in strengthening the structures to support the Minister of Defense and thoroughly ensuring civilian control. Measures such as the thorough adherence to rules and regulations and protection of classified information, as discussed in the previous section, are still being continued as beneficial commitments to preventing a recurrence of misconduct.

On the other hand, as mentioned previously, organizational reform of the Ministry of Defense is being reviewed continuously to ensure civilian control, from the view point of building a structure that allows the Minister of Defense to adequately supervise and direct all functions of the Ministry of Defense and the SDF.

## **2. Recent Status of Deliberations**

### **1. Sessions with Experts on Defense Ministry Reform**

The Ministry of Defense held sessions with experts to discuss the Ministry's reform as the Ministry's top three officials were able to benefit from hearing the opinions of experts as the Ministry promoted its new reform under the new government<sup>10</sup>. Major opinions expressed by the participating experts include the following:

- 1) Even though the SDF has established the spirit of adhering to civilian control, a number of recent cases have cast doubt on this position. Taking this situation into consideration, it is necessary to review the previously planned organizational reform.
- 2) The Ministry's internal bureaus and the Staff Offices must keep balance among themselves and cooperate with one another, as they support the Minister.
- 3) To address contingencies that develop rapidly and involve complex situations occurring in a wide range of areas, it is necessary to thoroughly prepare in advance, by means such as the employment of simulations, in order for the Ministry and the SDF to fulfill their missions while ensuring civilian control.
- 4) As for the Ministry's internal system to support the Minister, prudent discussions are necessary concerning the discontinuation of the Bureau of Operational Policy and integration of civilian and SDF personnel, taking into consideration the viewpoints of the internal bureaus and the Staff Offices and also the importance of civilian control.
- 5) Reform of procurement requires further discussion as part of the reform of the Ministry of Defense.



Defense Minister Kitazawa addressing the first session with experts



Discussions at the second session with experts

## 2. Creation of Guidelines for Reform under the New Government

Based on the discussions in sessions with experts, etc, the Ministry created the Directions by the Ministry of Defense (“the centerpiece of deliberation”) to illustrate the policies of reform of the Ministry of Defense, to be addressed by the new government.

The outline of the centerpiece of deliberation is set forth below:

In promoting the reform of the Ministry of Defense, the new government must, of course, not only work from the perspective of preventing any recurrence of misconducts, but also further advance reform from the viewpoint of effectively and efficiently promoting defense administration in response to the environment surrounding the Ministry of Defense, while ensuring the effectiveness of civilian control.

### (1) Reform of the Central Organizations

Civilian control is the foundation of the defense policy, and to secure this, support system is required in which the Minister of Defense, the principal of civilian control and a policy-maker, is supported by civil and SDF personnel, each of whom fully exploits their expertise for this mission. It is considered adequate in this light to employ a structure in which internal bureaus collect opinions of the Ministry, while the Minister listens to the opinions from the civilian and SDF personnel which reflect their expertise. Based on these grounds, new deliberations should be made concerning the unification of the internal bureaus and the Staff Offices, as well as the integration of civilian and SDF personnel, in the areas of operational and defense planning divisions.

Another focus for deliberation is the correction of defects derived from the double structure of the internal bureaus and the Staff Offices. In Operational divisions, the modalities of operations should be discussed with simulations for each circumstance, in order to avoid duplications of operations between the internal bureaus and the Joint Staff Office, and ensure a swift decision-making process under due cooperation between civilian and SDF personnel. In the defense planning division, the modalities of operations will be discussed to create truly effective defense capacity, while avoiding the inflexibility of budget allotments and seeking efficiency for defense development.

### (2) Reform of Procurement

Comprehensive discussions should be held to ensure fair contracts and transparency of transactions, and moreover to duly consider the procurement and maintenance of equipment, and securing of infrastructure for the defense industry and technology base.

### (3) Securing and Fostering of Human Resources

Deliberations should be focused on measures to secure high quality personnel and foster them to be equipped with an ethical mind, a broad viewpoint, and high levels of discipline.

**(4) Handling of Measures Implemented in the Past to Prevent Recurrence of Misconduct**

The measures to prevent a recurrence of misconduct implemented in the past should continue to be carried out. In addition, deliberations should also be made concerning the necessity of further measures based on recent cases of misconduct at the Ministry of Defense and the SDF.

(See Reference 89)

**Notes:**

- 1) Regarding the meetings of the Panel of Experts for Reforming the Ministry of Defense, see <<http://www.kantei.go.jp/jp/singi/bouei/index.html>>.
- 2) See <<http://www.kantei.go.jp/jp/singi/bouei/dai11/11gijisidai.html>>.
- 3) See <<http://www.mod.go.jp/j/approach/others/kaikaku/20080827a.html>>.
- 4) See <<http://www.mod.go.jp/j/approach/others/kaikaku/20080827c.html>>.
- 5) See <<http://www.mod.go.jp/j/approach/others/kaikaku/20090624a.html>> and <<http://www.mod.go.jp/j/approach/others/kaikaku/20090831b.html>>.
- 6) To restrain information leaks and other related damage caused by espionage activities by foreign intelligence organizations against the Ministry of Defense and the SDF.
- 7) To adhere to laws and regulations.
- 8) See <[http://www.kantei.go.jp/jp/tyoukanpress/rireki/2009/11/17am\\_siryou.pdf](http://www.kantei.go.jp/jp/tyoukanpress/rireki/2009/11/17am_siryou.pdf)>.
- 9) See <<http://www.mod.go.jp/j/press/news/2010/03/12a.html>> and <<http://www.mod.go.jp/j/press/news/2010/03/30d.html>>.
- 10) See <<http://www.mod.go.jp/j/approach/others/kaikaku/gijiyoushi05.html>>.