

Section
2

Reform of the Ministry of Defense

1 Background of the Reform

The purpose of the reform of the Ministry of Defense (MOD reform) is to secure the public trust and shape the MOD as an organization that is capable of adequately performing the missions assigned to it. The MOD has made every effort to implement the MOD reform including the reorganization of the central organization, from the standpoints of preventing scandals, and ensuring that the SDF operates more actively and efficiently through the effective use of human resources.

As a reaction to the numerous scandals which damaged public trust in the MOD/SDF in recent years, the Council for MOD Reform took place in the Prime Minister's Office several times in 2007, and a report was submitted in 2008. The report offered the opinion concerning measures to prevent scandals, and suggested that an organization reform is necessary to make MOD/SDF operate as an effective organization in the current security environment.

In accordance with the basic directions stipulated in this report, the MOD made various efforts aimed at MOD reform, including thorough adherence to rules and regulations, and the establishment of operational management that prioritizes the execution of duties, with the aim of total optimization, as well as the establishment in law of the Defense Council, the Special Advisor to the Minister of Defense and the abolition of the post of the Director of Defense, in order to strengthen civilian control. The DPJ (the Democratic Party of Japan) administration established in September 2009 examined the MOD reform under the LDP (Liberal Democratic Party) and New Komeito administration, referring to the dialogues with experts, and pro-

mulgated the “Direction by the Minister of Defense on MOD Reform (Pillars of Deliberation),” which presented the new direction of the MOD reform under the DPJ administration.

In the “Pillars of Deliberation” the DPJ administration decided to reconsider the MOD reform from its own perspective, while the MOD reform had achieved success to some extent so far, and should be made continuously after this. In the reform of the central organization, in particular, it was considered adequate 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. From this perspective, it was decided to conduct new deliberations 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. At the same time, as for both the operational division and the defense planning division, it was decided to conduct deliberations at rectifying defects stemming from the two-dimensional organizational structure, in the form of the internal bureaus and staff offices.

In August 2010, the “Council for the Promotion of the MOD Reform” was established, and it organized the specific measures based on the “Pillars of Deliberation.” These measures were implemented in close coordination with the “Committee for Promotion of Structural Reform of Defense Capability” to reflect 2010 NDPGs and 2011 MTDP.

See ▶ Reference 90



Parliamentary Senior Vice-Minister of Defense Eto hosting the 1st meeting by the “Committee for the Deliberations on the MOD Reform”

2 Acceleration of the MOD Reform by the New Administration

To accelerate the deliberations on MOD reform based on past outcomes, the new LDP and New Komeito administration changed in December 2012 promulgated the “Direction by the Minister of Defense on the MOD Reform” and set up the “Committee for the Deliberations on the MOD Reform,” whose chairperson was the Senior Vice-Minister of Defense in February 2013. The Committee is examining the measures in cooperation with the review of approaches to the defense capability, from the perspectives not only of preventing scandals but of making SDF operate more actively and efficiently through the use of human resources, and accomplishing the civilian control

over the SDF under the severe security environment. With regard to the business operation and structure of the central organization, the Committee is giving necessary consideration, taking into account the lessons learned from handling recent incidents such as the Great East Japan Earthquake and the launch of missiles by North Korea, and in tandem with the discussion to strengthen the commanding function of the Prime Minister’s Office concerning national security such as the establishment of Japanese National Security Council.

See▶ Reference 91

Fig. III-4-2-1 Deliberation Framework on Reform of the Ministry of Defense

