

Building a Multitiered Diplomatic Foundation

Overview

In order to respond actively and swiftly to the various problems faced by the international community and to pursue Japan's national interests, it is necessary to reinforce the institutional framework for implementation of foreign policy by the Ministry of Foreign Affairs (MOFA) and, where possible, to actively promote cooperation with the private sector so as to conduct foreign policy on the basis of a multitiered diplomatic foundation. It is also important that Japan's foreign policy gains the understanding and support of the Japanese people.

With this recognition, MOFA has been undertaking internal reforms. In 2004 a sweeping reorganization

took place covering not only "consciousness and systemic reforms," such as reforms in the personnel system and the improvement and reinforcement of consular services, but also "organizational and structural reforms," including the strengthening of such functions as policy planning and coordination, consular services and crisis management, and information gathering and analysis. Cooperation was deepened with experts from various fields as well as domestic and international think tanks, and diverse views were heard through the hosting of symposia and other fora. Effort has also been made to gain understanding and support from the Japanese people by conducting public diplomacy through various media.

A Reform of the Ministry of Foreign Affairs

(a) Overview

With a view to building a proactive and strategic institutional framework for implementation of foreign policy, MOFA has been promoting reform since August 2002 with a dual focus on "consciousness and systemic reform" and "organizational and structural reform." These efforts culminated in the large-scale reorganization of the ministry in August 2004, which marked an important juncture in the reform of the ministry.

(b) Consciousness and Systemic Reform

A broad range of measures has been implemented to undertake "consciousness and systemic reform" based on the Action Plan for the Reform of the Foreign Ministry drafted by MOFA in August 2002. The following are some specific examples of the achievements.

The first is reform of the personnel system, including an introduction of "360 degree feedback," which enables most of the ministry headquarters staff to evaluate their respective superiors, and the ongoing implementation of the "in-house job posting" system. MOFA also actively exploits external human resources as senior officials both at its headquarters and overseas diplomatic missions. Another tool of making best use of human resources is the selective promotion of MOFA staff members, regardless of the categories of entrance examination for the ministry.

The second is the development of open diplomacy to listen to the people's voices. The Office for Comment and Opinion was established to strengthen the system for listening to a wide range of voices from the public,

and MOFA Town Meetings have been held constantly for direct dialogue on foreign policy between the foreign minister and the public.

The third is the improvement and strengthening of consular services. The consular receptions of overseas diplomatic missions have, since December 2003, been staffed by "Advisors on Consular Affairs" selected from senior volunteers who have applied for the post, and their activities are well underway. Also, efforts are being made to improve consular services by using information technologies, such as introducing a system to accept overseas residential registration forms through the Internet.

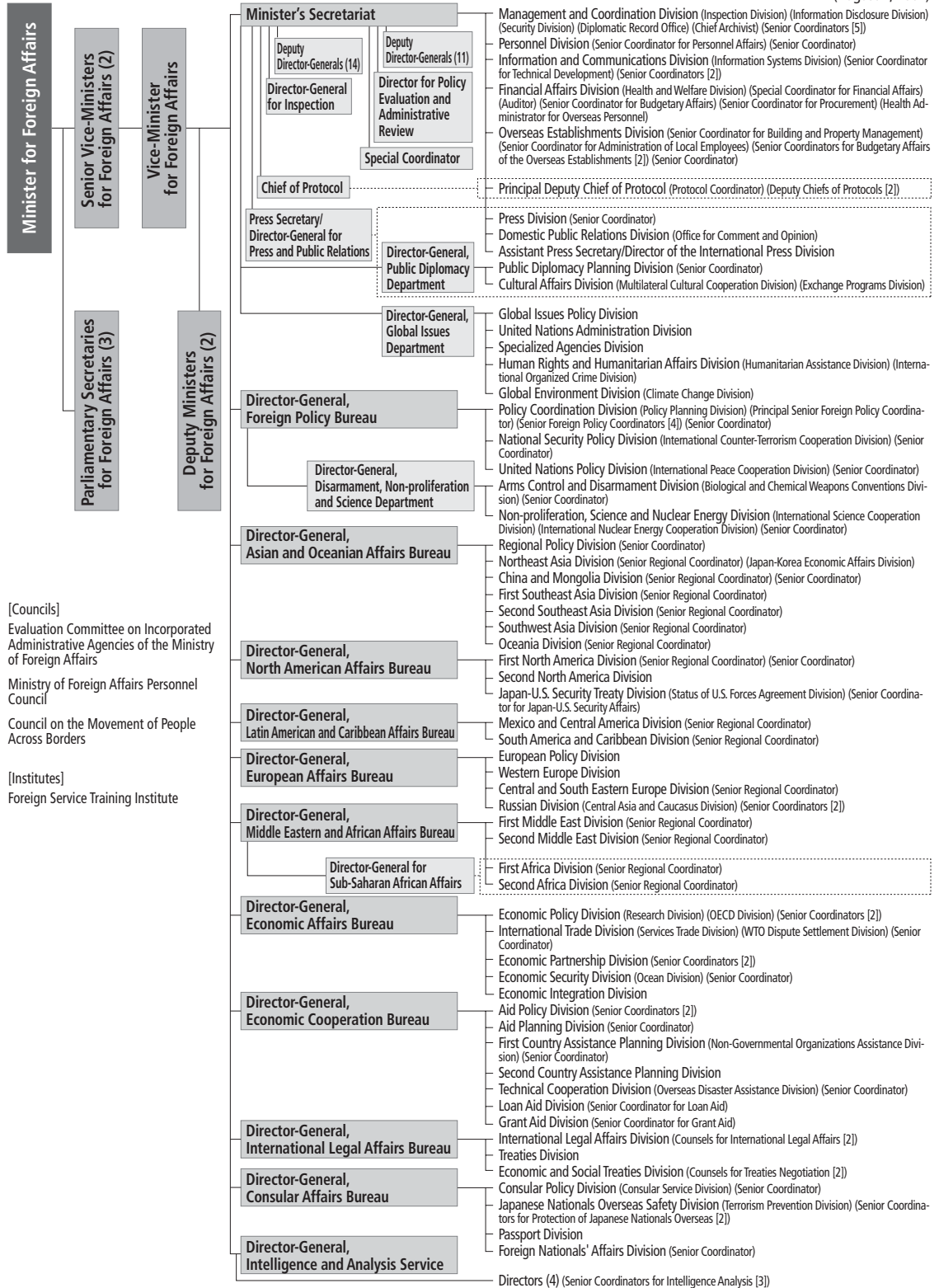
(c) Organizational and Structural Reform

MOFA made a transition to a new organization and structure in August 2004, based on the Final Report on Structural Reform of the Foreign Ministry issued in March 2003. The main points of the structural reforms are as follows.

The first is the strengthening of diplomatic strategy formulation functions. Making clear the position of the Foreign Policy Bureau as the "Top Bureau" and assigning several "senior foreign policy coordinators," the policy planning and coordination functions of the Foreign Policy Bureau have been strengthened. Furthermore, from the perspective of implementing Official Development Assistance (ODA) more strategically and effectively and of strengthening the country-based approach, the number of Country Assistance Planning Divisions within the Economic Cooperation Bureau has been ex-

Reorganization of the Ministry of Foreign Affairs

(August 1, 2004)



panded to two. Moreover, to strengthen the efforts for the non-proliferation of weapons of mass destruction (WMD) and their means of delivery, the Disarmament, Non-proliferation, and Science Department has been newly established in place of the former organization under the Director-General for Arms Control and Scientific Affairs.

The second is the strengthening of the consular functions and crisis management. Aiming at improving consular services and enhancing safety measures for Japanese nationals overseas, the Consular and Migration Affairs Department has been upgraded to the Consular Affairs Bureau. Also the Consular Services Headquarters, which consist of all the divisions in the Consular Affairs Bureau and other related divisions within the Ministry, have been established to improve and strengthen consular services from a ministry-wide perspective. The structure for responding swiftly and effectively to emergencies has been strengthened by the appointment of a new Deputy Assistant Vice-Minister in charge of crisis management and enhancing the crisis management structure during ordinary times.

The third is the strengthening of information gathering and analysis capabilities. Recognizing that accurate

analysis based on swift and broad-ranging information gathering on the international situation is essential, the former three-divisional Intelligence and Analysis Bureau has been expanded into a cross-functional structure composed of four director-level officials under the Director-General of Intelligence and Analysis Service to enhance specialization, flexibility, and mobility levels.

The fourth is the expansion of the Global Issues Department from three divisions to five to strengthen the efforts toward building new international frameworks. As for economic issues, the Economic Affairs Bureau was reorganized to enable more mobile and effective responses to each priority issue. In addition, the structure for further active and mobile participation in the construction of the international legal order was strengthened by turning the Treaties Bureau into the International Legal Affairs Bureau and reorganizing the divisions according to field of treaty.

And the fifth is the establishment of the Public Diplomacy Department to raise Japan's international image and maximize the diplomatic use of the attractiveness of Japanese culture as "soft power." It is also undertaking public diplomacy by coordinating international public relations and cultural exchanges.

B Developing Public Understanding and Support for Foreign Policy

(a) Overview

In order to conduct diplomacy aligned with national interests, the government of Japan must provide the public with and disseminate information concerning its foreign policy so that the public can easily follow it and engage in wide-ranging exchanges of opinions. These efforts will lead to the full understanding and support of the public.

Accordingly, it is extremely important that the Ministry of Foreign Affairs (MOFA) imparts the details of and background factors behind its policies to the public in an easy-to-understand and timely manner.

Particularly in the light of the growing interaction in the international community in recent years, changes in the international situation and diplomatic issues have been exerting a direct effect on people's lives, and their interest in Japan's foreign policy has been growing further. Therefore, it is necessary for MOFA to properly respond to this heightened interest and fulfill its accountability to the public. The government also needs to present new, far-sighted approaches aimed at maximizing Japan's national interests and building a better international order in a rapidly changing world. From these viewpoints, it is significant to seek people's understanding through active public relations activities, making full use of a variety of mediums.

(b) Domestic Public Relations Activities

MOFA is undertaking various activities to disseminate information to the public, including "visible public relations," public relations through information and communications technology (ICT), and public relations through the media. MOFA has been making efforts to improve and strengthen these activities.

"Visible Public Relations"

At MOFA, the foreign minister and other officials have been striving to promote "visible public relations," that is, direct dialogue with the people. In April 2002 MOFA Town Meetings were launched to conduct direct dia-

logue between the public and the foreign minister. A total of 10 meetings have been held so far,¹ during which the foreign minister endeavored to deepen the public's understanding of diplomacy by giving easily understandable explanations using screen images and sign language interpreters and candidly responding to the questions and opinions regarding Japan's foreign policy and the international situation.

In regard to Official Development Assistance (ODA), ODA Town Meetings, whose purpose includes explaining developments in ODA reform to the public, have been regularly held in many parts of Japan. Seven such meetings were held in 2004.²

MOFA has also been offering opportunities for direct contact between its staff and the public by jointly organizing symposiums nationwide with local governments, international exchange groups, and the media—such as the "Town Meeting: Gateway to Foreign Affairs" and "Town Meeting: Seminar on Foreign Affairs"—and lectures and discussion programs. To foster greater understanding of international affairs among the younger generation, MOFA has also been dispatching officials to lecture at universities ("Diplomatic Talks") and high schools ("Talks for High Schools"), and these have been highly praised by the participants. In addition, "Town Meetings: Dialogue with Students" (held three or four times a year in Tokyo, Kyoto, and elsewhere), where university students exchange opinions with junior staff of the Foreign Ministry, have gained great popularity among the participating students as an opportunity to directly debate the questions and opinions they harbor. These events not only contribute to disseminating information to the public but also offer the MOFA staff opportunities to come into direct contact with the views of the public, and they serve as valuable experiences in putting diplomacy into practice. Through "visible public relations," MOFA intends to continue its efforts to promote the public's understanding of Japan's foreign policy and obtain a wide range of views and draw on them in policymaking.

1. The meetings in 2004 were held in Yokohama (in March, under the theme of "Japan-US Relations") and Kyoto (in September, "Northeast Asia and Japan").

2. The meetings in 2004 were held in Kumamoto (in February, under the theme of "The Current Status of ODA Reform"), Nara (in March, "The Current Status of ODA Reform"), Mie (in June, "From the Regions: My International Cooperation in My Way"), Tokyo (in October, "International Cooperation, Looking at the Future," and in November, "The View of Japanese ODA in Recipient Countries"), Hyogo (in October, "Promoting Citizen Participation in International Cooperation"), and Toyama (in November, "Potential for Citizen Participation Cooperation in the Regions").

Public Relations through ICT

The Internet is a very important means of conveying information on foreign policy to the public accurately, promptly, and directly. The MOFA website provides up-to-date information on Japan's foreign policy and the international situation, and MOFA intends to further expand its contents in the future. The website also contains practical and useful information, such as travel advisories and the situation in various countries and regions, and access to the website by the public has been increasing each year.³ In 2004 the website began making videos available for downloading on Economic Partnership Agreements (EPA) and Free Trade Agreements (FTA), as well as on travel advisories. Features pages on fields of public interest, such as Iraq and North Korea, were also expanded, and improvements were made in the web design so as to facilitate access to needed information. By taking advantage of the interactivity of the Internet, MOFA receives questions and opinions on the "Foreign Policy Q&A" page, and uploads its views on the website in response to major questions and opinions.

Public Relations through the Media

Conveying accurate information through newspapers and television, with which people come into contact on a daily basis, is vital to nurturing people's trust and deepening understanding of Japan's foreign policy. Therefore, MOFA actively conveys messages to the public and to public opinion through such official occasions as regular press conferences by the foreign minister, senior vice-ministers, vice-minister, and the press secretary/director-general for press and public relations, as well as through the issuance of statements, announcements, and press material.

MOFA has been making efforts to provide easily understandable and highly detailed information, including background information, on foreign policy issues in which the public has particularly strong interest. Efforts toward easy-to-understand public relations include coverage cooperation for television and radio broadcasters, editorial cooperation for periodicals, and issuance of pamphlets. In particular, pamphlets⁴ describing often abstract diplomatic incidents using tables and figures have been in high demand from members of

the public and have been widely distributed at town meetings and other such opportunities.

(c) Coordination with Opinion Leaders of Various Sectors

MOFA makes efforts to create opportunities for discussions with experts and opinion leaders from various sectors, including academia, business, the media, and non-governmental organizations (NGOs). The aim of such discussions is to draw upon the knowledge and experience of these experts, especially in their own fields, in policymaking and to deepen the public's understanding of individual policies. MOFA thus makes use of symposia, Track II meetings,⁵ and other events in which experts from Japan and abroad participate. There were over 60 such events in 2004.

As one of the efforts focused on strengthening policymaking vision, the Meeting on Diplomacy was established (in November) under Minister for Foreign Affairs Machimura Nobutaka to conduct general discussions on a broad range of diplomatic issues among experts. And the Eminent Persons' Group on United Nations (UN) Reform (chaired by Professor Yokota Yozo, Special Advisor to the Rector of the United Nations University) was established in 2003 as an advisory panel to then Minister for Foreign Affairs Kawaguchi Yoriko and submitted its proposals on measures that Japan should take toward UN reform (in June) after a half year of deliberations.

Furthermore, Japan has been making active efforts toward UN reform. For example, MOFA co-organized a public symposium called "Emerging New Threats: Challenges for the United Nations" (in March) with the UN University to discuss the changing international order and Japan's efforts to deal with the issues faced by the international community; the symposium served as a forum for the broad exchange of views on Japan's bid to become a permanent member of the UN Security Council. And as part of Japan's contributions to the High-Level Panel on Threats, Challenges and Change, established by Secretary-General Kofi Annan to strengthen UN functions, a related meeting of the panel was hosted in Kyoto (in July). As part of its efforts in the Asian region, Japan participated in the 2nd East Asia Forum (in December) to discuss the formation of an East

3. Over the past three years, access has increased from 72.3 million hits in 2002 to 96.4 million in 2003 and 119.4 million in 2004.

4. Pamphlets issued in 2004 include the revised edition of "Japan's Assistance for the Reconstruction of Iraq," the revised edition of "Japan and Africa," "Japan's Northern Territories 2004," "Japan's International Counter-Terrorism Cooperation," and "Dynamic Eurasian Countries."

5. Inter-governmental dialogue is generally referred to as Track I, while dialogue between NGOs or other private groups and that involving both private and public entities are called Track II.

Major Symposia and Track II Meetings Involving the Foreign Ministry

Meetings aimed at strengthening policy conception

- Meeting on Diplomacy
- Meeting of the Eminent Persons' Group on UN Reform
- The Council on the Promotion of Cultural Diplomacy

Symposia and seminars

Major conferences hosted and co-sponsored by the government of Japan and related activities

- TICAD Asia-Africa Trade and Investment Conference (AATIC) (November)
- Seminar "Foreign Direct Investment and Capacity Building in East Asia: Lessons for Africa" (October)

Priority areas of Japan's foreign policy

- The 50th Anniversary of Japan's International Cooperation Seminar on "Partnership between Japan and the World Bank" (November)
- Symposium on "The View of Japanese ODA in Recipient Countries" (November)
- International Symposium "Prospects and Issues Facing Japanese ODA: In Search of New Approaches" (November)
- ODA Evaluation Seminar "Japan's Contribution to World Pandemic of Infectious and Parasitic Diseases: Mid-term Evaluation Study of the Okinawa Infectious Diseases Initiative and Japan's Future Efforts" (March)
- International Symposium "Emerging New Threats: Challenges for the United Nations" (March)
- Symposium on "The Role of NGOs in Peacebuilding Assistance" (November)
- Seminar on Human Resource Development in International Peace Cooperation (December)
- Symposium "Trade Remedies under the WTO and Japan's Reaction" (March)
- Symposium "Cross-Border Movement of Natural Persons: EPA and Acceptance of Foreign Workers" (July)
- International Symposium on Human Security "Human Security and National Security" (July)
- 15th International AIDS Conference, Satellite Meeting "Human Security and HIV/AIDS" (July)
- Town Meeting "Seminar on Foreign Affairs" (in Fukuoka, November)
- Town Meeting "Gateway to Foreign Affairs" (in Kyoto, November)

Bilateral relations and regional issues

- Town Meeting "Gateway to Foreign Affairs" (in Sendai, November)
- China-EU-Japan IP Seminar "Design Protection and Unfair Commercial Practices" (November)
- Seminar "Achieving the Consolidation of Peace in Africa" (November)
- Seminar on the Economic Partnership Agreement between Japan and Mexico (November)
- Japan-ASEAN Workshop and Symposium (January)
- Symposium on Issues Related to Brazilian Residents in Japan (March)

Issues in other areas

- Seminar "Work and Future of the International Criminal Court" (December)
- 4th Meeting for the Promotion of Asia Forest Partnership (AFP) (December)
- Seminar "East Asia and Latin America: Discovery of Business Opportunities" 2004 FEALAC Young Business Leaders' Encounter in Tokyo (March)
- Tokyo Seminar on Landmines (March)
- Regional Meeting on Small Arms and Light Weapons in Central Asia (March)
- Symposium on "Challenges of Health Interventions in Issues in

- Humanitarian Emergency Assistance" (March)
- 1st Japan Education Forum (March)
- Symposium on the Convention on the Rights of the Child: In Commemoration of the 10th Anniversary of Japan's Ratification (March)
- Crisis Management Seminar (March)
- ASEM PPP (Public Private Partnership) Seminar (May)
- International Symposium/Workshop "Environment and Sustainable Development: Coral Reef as a Case Study" (July)
- 2nd United Nations Conference on Disarmament Issues in Sapporo (July)
- Symposium in Commemoration of Japan's 40th Anniversary in the OECD (July)
- Crisis Management Seminar (July)
- Regional Seminar on Small Arms and Light Weapons for the South Pacific (August)
- APEC High Level Conference on Structural Reform (September)
- Global Youth Exchange Program 2004 Public Symposium "Discovering True Cultural Wealth: Future of Culture in the 21st Century" (December)

Track II meetings

Those looking into the transformation of the international order and challenges facing Japan and the international community

- Japan-US Track II Meeting on Arms Control, Disarmament, Non-Proliferation and Verification (November)
- 2nd East Asia Forum (December)
- OSCE-Japan Conference (March)
- Mediators' Meeting on Conflicts in Asia (March)
- 3rd Japan-ASEAN Dialogue (July)
- Kyoto Meeting on Threats, Challenges and Change (July)
- 2nd Annual Conference of the Network of East Asian Think-tanks (NEAT) (August)

Bilateral relations and regional issues

- Japan-ASEAN Security Symposium (October)
- Asia Africa—Public Private Joint Forum (AAPPJF) (May)
- 4th Japanese-Russian Forum (October)
- 13th Japanese-German Forum (October)
- Joint Research on Japan-China Mutual Understanding and the Role of the Media (November)
- 10th Asia-Pacific Journalists Meeting (November)
- Joint Research on Measures to Improve Japan-China Relations (From the Perspective of Northeast Asian Security) (December)
- 7th Japan-Spain Symposium (February)
- UK-Japan 21st Century Group, 20th Conference (February)
- 22nd Japan-Russia Symposium (March)
- Central Asian Symposium "The Current Situation and Future of Regional Cooperation in Central Asia" (March)
- Japan-US Security Seminar (March)
- Japan-Australia 1.5 Security Dialogue (April)
- 1st Meeting of the Japan-Russia Eminent Persons' Council
- 7th Japan-France Dialogue Forum
- 2nd Conference for Confidence-Building between the Israelis and the Palestinians (July)
- New 21st Century Committee for Japan-China Friendship (September)
- 2nd Japan—Middle East Cultural Exchanges and Dialogue Mission (September)
- 7th Sakhalin Forum (September)
- Japanese-Austrian Committee for the 21st Century 8th Meeting (September)
- 2nd Japan-Canada Forum and Symposium (September)
- Joint Research on Economic Cooperation among Japan-China-ROK Economic Relations (several times a year)

Asian community and has been cooperating with the forum in other ways as well.

With regard to ODA, which is an important pillar of Japanese diplomacy, various seminars and symposia, including "Prospects and Issues Facing Japanese ODA: In Search of New Approaches" (in November), were held to commemorate the 50th anniversary of the start of Japan's international cooperation. To promote "human security," discussions were held on measures that should be implemented by Japan and the international community under the title of "Human Security and National Security" (in July). Debate on Japan's international contributions over a broad range of fields for peace building was deepened, moreover, at the symposium on "The Role of NGOs in Peacebuilding Assistance" (in November).

In connection with major conferences organized by the Japanese government, MOFA hosted a follow-up

meeting to the Third Tokyo International Conference on African Development (TICAD III) called the "TICAD Asia-Africa Trade and Investment Conference (AATIC)" (in November). A public seminar titled "Foreign Direct Investment and Capacity Building in East Asia: Lessons for Africa" was also held.

As frameworks for national security dialogue, discussions involving experts were held at such fora as the "Japan-US Security Seminar" (in March) and the Japan-US Track II Meeting on Arms Control, Disarmament, Non-Proliferation and Verification (in November).

As for bilateral and regional issues, in accordance with Prime Minister Koizumi Junichiro's announcement during his visit to the Middle East in 2003 that Japan would strengthen its dialogue with Arab and Islamic countries, the 2nd Japan-Middle East Cultural Exchanges and Dialogue Mission (in September) and the

MOFA Website

English site <http://www.mofa.go.jp/>

Japanese site <http://www.mofa.go.jp/mofaj/>

2nd Conference for Confidence-Building between the Israelis and the Palestinians were held within the Track II framework.

The above-mentioned symposia, Track II meetings, and other fora specifically provide opportunities for candid exchanges of views with Japanese and overseas experts and thus complement inter-governmental dialogue and international conferences. These fora make invaluable contributions to promoting creative diplomatic policy on the basis of a wide range of opinions.

(d) Steps to Gather Public Comments

MOFA seeks to integrate its structure for the dissemination and gathering of information, and it established

the Office for Comment and Opinion in January 2003 (officially launched in April 2003) to gather a broad range of opinions from the public, sincerely respond to them, and draw on them in the planning, formulation, and execution of foreign policy. This office collects comments and opinions through a variety of means, including the feedback posted on the websites of the Foreign Ministry and Prime Minister's Office, telephone calls, facsimiles, and letters. The office provides the opinions it has collected to top officials and policymaking divisions. It also conducts public opinion surveys on designated diplomatic themes. The survey results and the gathered opinions of great public interest are uploaded on the MOFA website.

C Japan's Diplomatic Structure

(a) Overview

In response to today's increasing need to meet more actively and promptly the diplomatic challenges that the international community faces, the Ministry of Foreign Affairs (MOFA) has been improving and strengthening its diplomatic structure.

In particular, given the growing threat of terrorist attacks against Japanese nationals abroad and Japan's national interests, MOFA has been maximizing its efforts to strengthen the structure for ensuring the safety of Japanese nationals abroad, gathering and analyzing information, enhancing crisis management, and improving security in overseas establishments. It is also attaching great importance to providing information from the viewpoint of ensuring accountability to the public.

(b) Efforts regarding Budgeting, Diplomatic Organizations, and Staffing

In the light of the need to ensure Japan's security and prosperity as well as to contribute to the peace and development of the world amidst the further advance of globalization in the international community, MOFA secured a budget of ¥721.2 billion in fiscal 2004 (2% down from the previous year) with the following three pillars: (1) active and strategic implementation of priority diplomatic policies, (2) continuous reform of Japan's Official Development Assistance (ODA), and (3) intensification of the diplomatic structure.

Also, a supplementary budget of ¥93.9 billion for fiscal 2004 was allocated to tackle issues requiring emergency disbursements, including (1) expenses to support the Middle East Peace Process, (2) subscriptions to the Global Fund to Fight AIDS, Tuberculosis, and Malaria, (3) subscriptions to the trust fund for United Nations Assistance to the Khmer Rouge Trials (UNAKRT), and (4) assessments for UN Peacekeeping Operations (PKO).

With regard to MOFA's structure, with a view to undertaking active and strategic diplomacy in accordance with the Final Report on Structural Reform of the Foreign Ministry announced in March 2003, the Foreign Policy Bureau in August 2004 was strengthened with the newly established Disarmament, Non-proliferation and Science Department; the Consular Affairs Bureau and the Intelligence and Analysis Service were created; and

divisions in such bureaus as the Economic Affairs Bureau and the Economic Cooperation Bureau were reorganized. With respect to the structure of overseas establishments, in January 2005, MOFA newly established an embassy in Angola and consulates-general in Chongqing and Calgary to respond to new diplomatic and consular needs. The total number of Japan's overseas diplomatic and consular establishments as of the end of fiscal 2004 was 189, consisting of 116 embassies, 66 consulates-general, and 7 permanent missions or delegations.

In terms of expanding the number of personnel, in addition to maintaining its focus on strengthening crisis-management and security systems as urgent government matters, there has been a heightened perception of the need to further strengthen the security and public safety measures at overseas establishments and protection of Japanese nationals abroad following the November 2003 attack on Ambassador Oku Katsuhiko and First Secretary Inoue Masamori in Iraq. As a result, in spite of the severe constraints in the budgetary and employment situation, MOFA in fiscal 2004 increased the number of personnel at its headquarters by 9 and at overseas establishments by 15, for an overall increase of 24 and a total of 5,414 staff members (2,143 at its headquarters and 3,271 at overseas establishments). Despite this increase, the total number of employees is still inadequate in comparison with that of other developed countries, and there is a lingering shortage of personnel. While MOFA is looking to increase its staffing, it is also working to utilize the existing staff more effectively and to rationalize administrative and clerical work.

(c) Strengthening Information Gathering and Analysis

Due to the constantly changing international situation of recent years, marked by international terrorism and issues relating to Iraq and North Korea, insightful analysis based on swift and broad-ranging information gathering has become more crucial to enable Japan to carry out dynamic and strategic diplomacy and to secure its national interests.

MOFA has been consistently utilizing its various networks of overseas establishments to gather information in a broad range of fields and to engage in comprehensive analysis of international affairs. Responding to the requirements above, it has reorganized the three-divisional system under the director-general of the Intel-

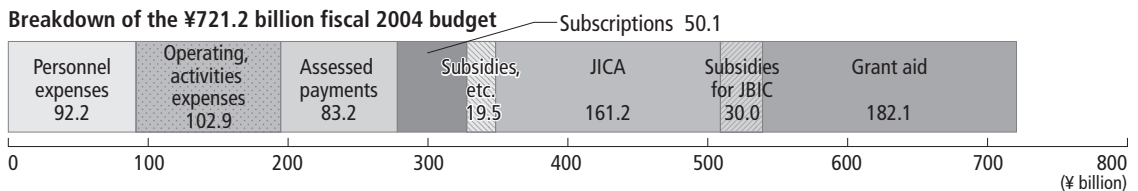
Priority Items in the Fiscal 2004 MOFA Budget

	(¥ million)
Active and Strategic Implementation of Priority Diplomatic Policies	217,517
1. Ensuring the security of the state and the people	25,977
Improving Japan's security environment	1,289
Ensuring the safety of Japanese abroad and strengthening crisis-management capabilities and the overseas establishment structure	24,688
2. Japanese diplomatic initiatives for international peace and security	76,583
Promotion of peace building and consolidation	69,038
Efforts toward Middle East peace and stability	137
Efforts toward the non-proliferation and threat reduction of weapons of mass destruction (WMD)	6,262
Strengthening of the functions of the UN and other multilateral institutions and active participation in the decision-making process	1,147
3. Diplomacy for a prosperous world and Japan	96,147
Building of multitiered trade and economic ties	1,190
Efforts to tackle international development issues	67,917
Promotion of "human security"	26,556
Efforts to promote tourism	484
4. Cultural diplomacy for solidarity and sympathy	18,809
Continued Efforts to Reform Japan's ODA	5,514
1. Strengthening the formulation and implementation of ODA policy (collaboration with NGOs etc.)	3,538
2. Increasing public participation (developing human resources for development assistance, ODA public relations)	1,588
3. Items for the effective implementation of ODA (“spot audits” of grant aid by external experts, enhancement of ODA evaluation system)	388
Strengthening of the Diplomatic Structure	29,441
Improvement of the working environment at overseas establishments	29,441

(Includes implementation of organizational and structural reform and increase in number of personnel)
 Note: Items do not always add up to the total due to rounding.

Fiscal 2004 MOFA Budget

Breakdown of the ¥721.2 billion fiscal 2004 budget



ligence and Analysis Bureau into a structure composed of four director-level officials under the director-general of the Intelligence and Analysis Service. Through such reorganization, which places emphasis on expertise, MOFA pursues enhanced maneuverability and flexibility of its organization and the further strengthening of its capacity for information gathering and analysis.

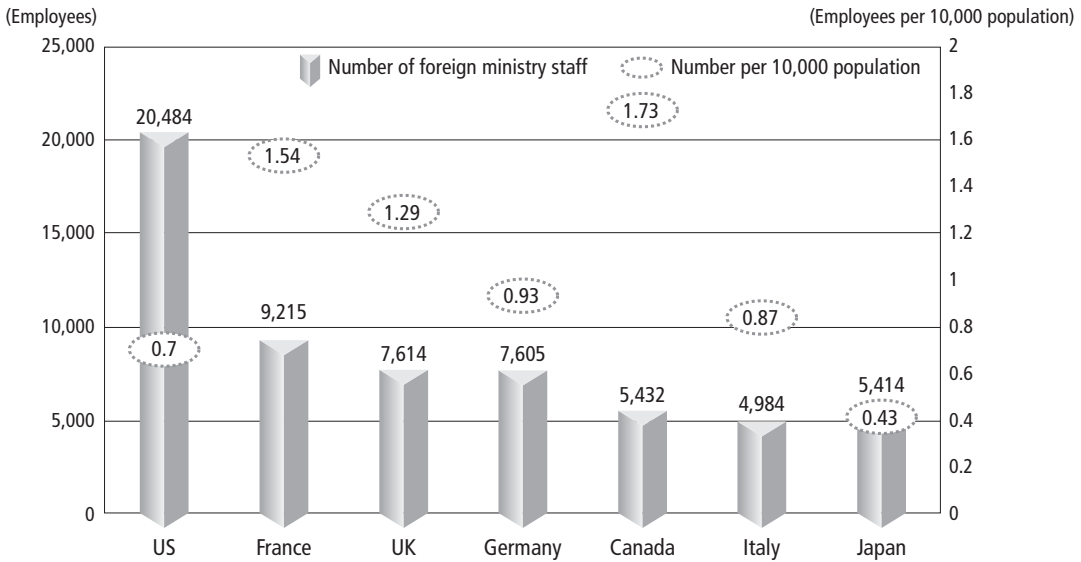
In addition to carrying out organizational reform, MOFA has been utilizing the knowledge and know-how of the international and regional situation accumulated in the ministry as a whole, such as by making use of the officials who have regional expertise. MOFA has also

been further strengthening human resources, such as by utilizing the knowledge of external experts by increasing the recruitment of private-sector specialists. Moreover, since 2004, it has been utilizing the Information Gathering Satellite system introduced by the Japanese government as part of an effort to diversify its information-gathering tools.

(d) Strengthening the Crisis-Management System

Given the diversifying threats to the international community, MOFA has identified the strengthening of the

Number of Staff in the Foreign Ministries of Major Countries



Notes: 1. This graph shows the number of employees for Japan as of the end of fiscal 2004, while for other countries the figures are derived from surveys in fiscal 2003. However, as the structures and mandates of foreign ministries in each country vary, it is not necessarily appropriate to make simple comparisons of employee numbers in each foreign ministry. In this table, therefore, employees in agencies that in other countries assume responsibility for fields within the domain of Japan's MOFA (such as the US Agency for International Development and the German Federal Ministry for Economic Cooperation and Development) are included in the figures.
 2. Population figures are from *The State of World Population 2003*, UN Population Fund (mid-2003 estimates).

crisis-management system as a priority issue and has been making efforts to meet a range of foreseeable emergencies in coordination with its overseas establishments. As part of such efforts, in August 2004 a new deputy assistant vice-minister in charge of crisis management was appointed to act as a central figure in working with related bureaus and divisions to enhance the crisis-management structure during ordinary times. Efforts are also being made to respond swiftly and appropriately in times of emergency.

(e) Advancing the Adoption of ICT

With regard to advancing the adoption of Information and Communications Technology (ICT), MOFA established a local area network (LAN)¹ in fiscal 1995 that mutually connects its headquarters with overseas establishments as a means of developing its ICT infrastructure. The ministry has been expanding this network system, especially in overseas establishments, while ensuring information security, and it plans to build a network connecting all overseas establishments.

As part of the government's drive to realize electronic government, MOFA has created a system that al-

lows members of the public to submit applications and notifications electronically. In concrete terms, an electronic bidding system has been introduced enabling bids to be submitted and opened by using the Internet, and the range of applications, notifications, and other documents that can be submitted online has been expanded. In some regions, passport applications may now be submitted online. The optimization of operations and systems is also being promoted so as to reform operations using ICT.

MOFA has been promoting the comprehensive and systematic adoption of ICT in these and other services that it administers. It has also been making efforts to strengthen its information-processing capacity, streamline office procedures, and improve administrative services for the public.

(f) Promotion of Information Disclosure

Since the Law Concerning Access to Information Held by Administrative Organs (Information Disclosure Law) entered into force in April 2001, MOFA has received 5,392 requests for information disclosure, and decisions have been made on 4,320 cases as of the end of 2004.

1. Also known as an in-house information and communications network, LAN connects computers in limited areas, be it an office or building, to facilitate the exchange of data. The system enables various functions like e-mail and file sharing.

(Among these decisions, 581 cases [13.4%] were those in which information could not be disclosed at all, and 682 cases [15.8%] were those in which relevant documents did not exist). In order to fulfill its accountability to the public, MOFA sincerely deals with information disclosure requests while paying due attention to matters to be protected for reasons of national security, exemptions to maintain trust with other countries, interests affecting diplomatic negotiations, and the need for individual privacy. Among the documents disclosed under the law, those deemed to have historical value are exhibited at the Diplomatic Record Office.

Furthermore, in addition to document disclosure under the law, since 1976 MOFA has been voluntarily releasing to the public postwar diplomatic records that are more than 30 years old. These are available for public viewing at the Diplomatic Record Office. MOFA in-

tends to further expand this system of voluntarily releasing documents en masse by category. Some 11,500 documents have been released under this system as of the end of 2004.

(g) Implementation of Policy Evaluation

In order to ensure the public accountability of MOFA's activities, policy evaluations have been undertaken in accordance with the Government Policy Evaluation Act (GPEA). The implementation of policy evaluation is useful in enhancing future policy formulation and in the execution of diplomacy that more effectively enhances Japan's national interests. Efforts are being made to improve evaluation methods and deepen awareness among MOFA personnel, while taking the distinctive nature of MOFA's activities into consideration.

