

# ***Challenges Facing the New DPJ Government***

Keynote Speech by  
Tokyo Foundation Chairman  
and the Secretary-General of Government  
Revitalization Unit of the Cabinet Office

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Chart 1. The Ideal: Seamless Policymaking Under Cabinet Primacy

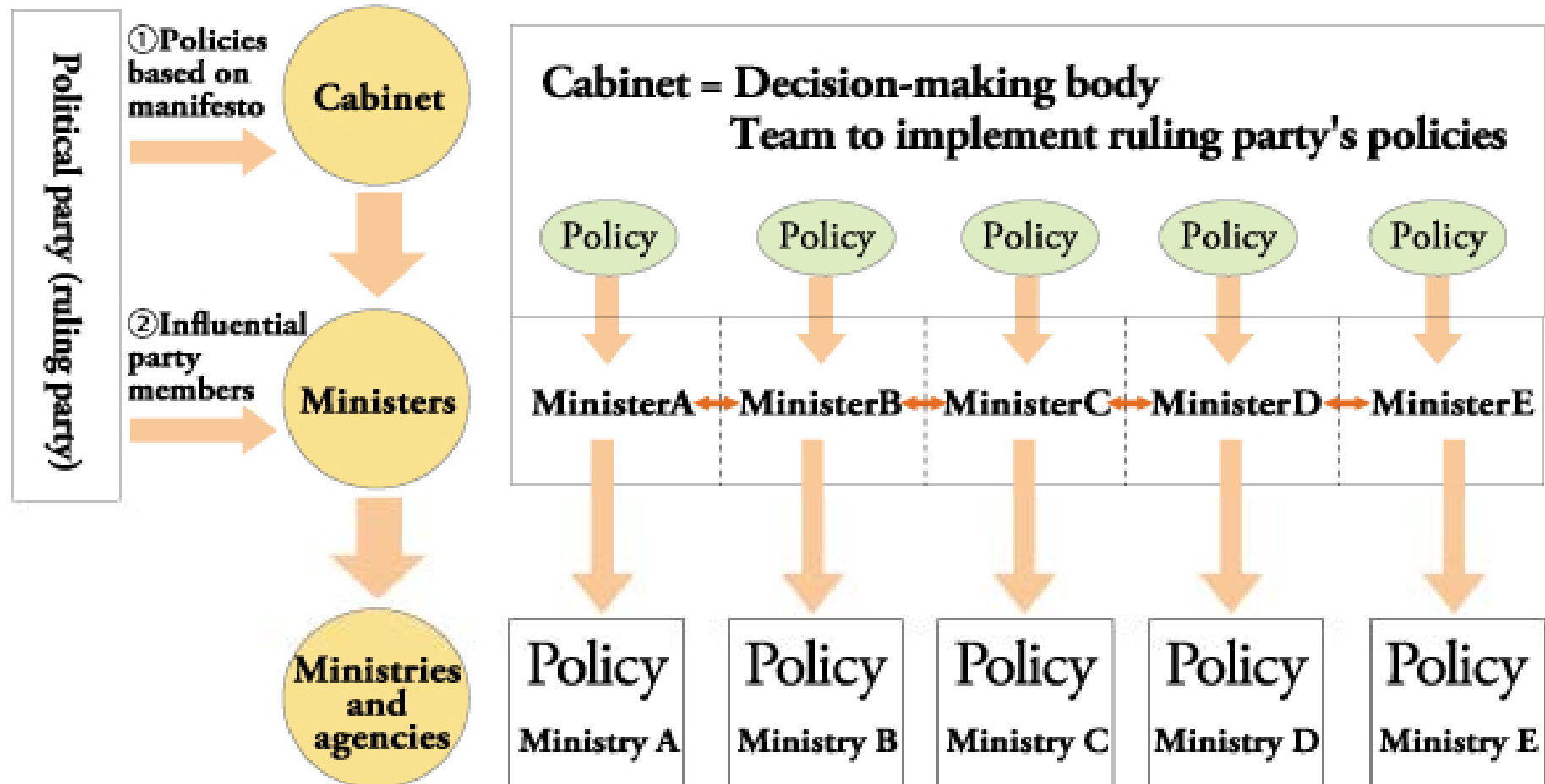
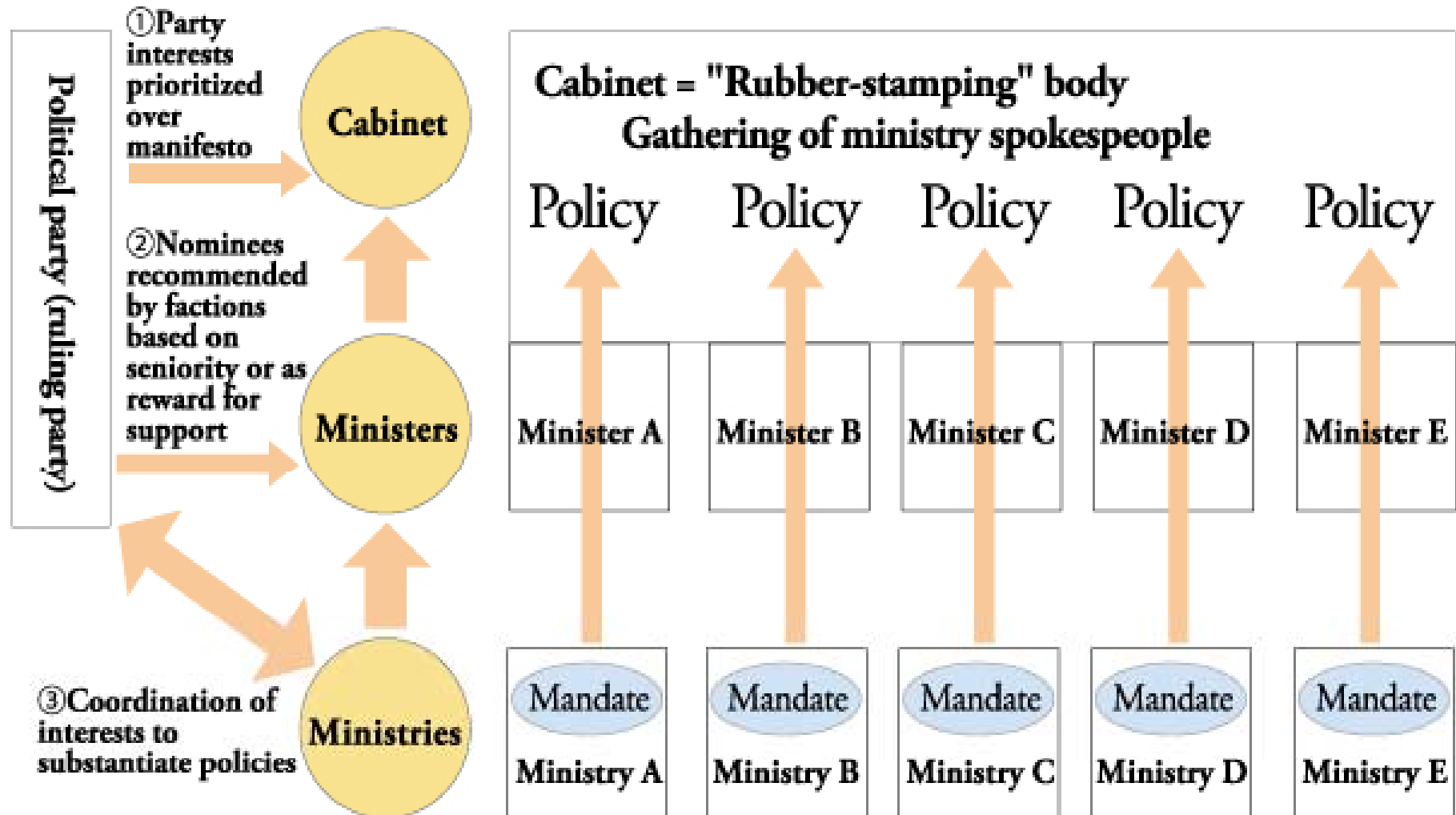


Chart 2. The Reality: Sectionalized Policymaking Led by Bureaucrats



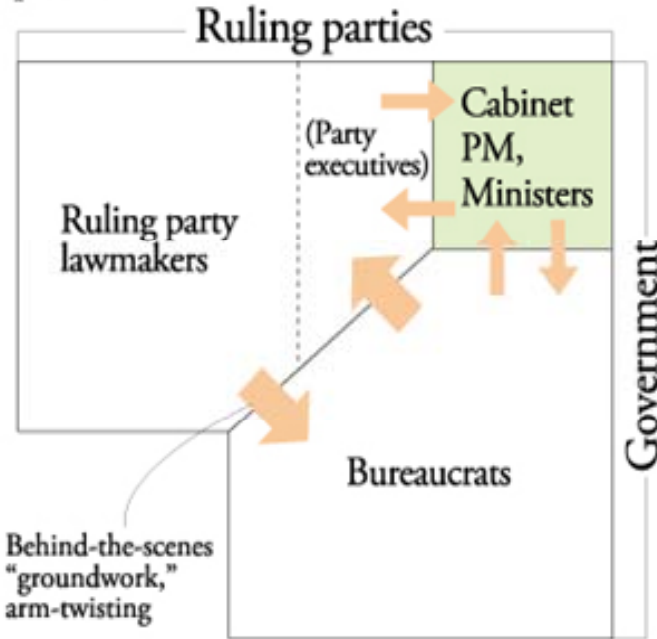
## **DPJ's Political Leadership over the Ministries**

- *Council of three political-level appointees*
  - Minister
  - Senior vice-minister
  - Parliamentary secretary
  
- *Banning of press conferences by administrative vice-ministers*

# Chart 3: Power Structure Between Party and Cabinet

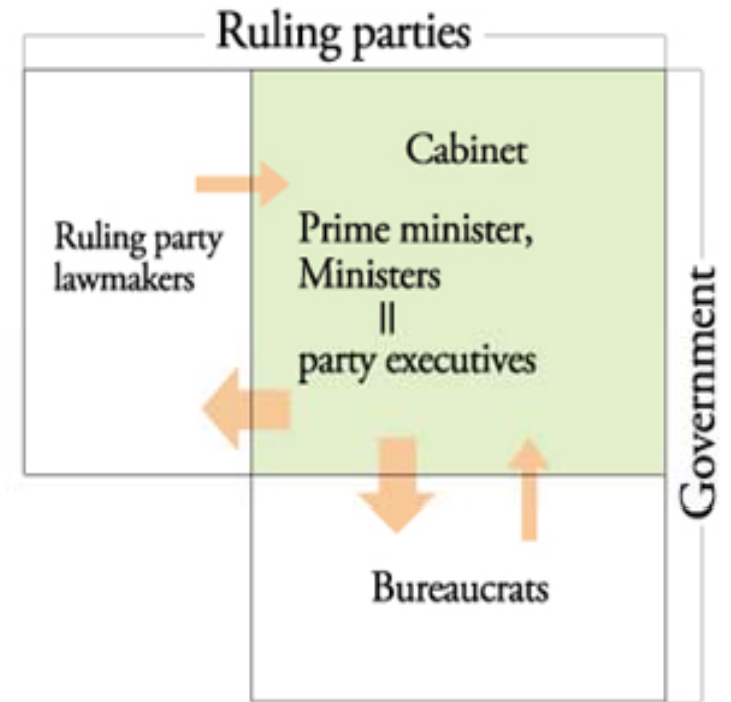
## Weak cabinet

Many influential politicians are outside the cabinet. Policy is decided mainly through coordination between key ruling party members and bureaucrats. Nontransparent practices ("groundwork" and arm-twisting) obscure who is responsible for policies.



## Strong cabinet

Party executives make up the cabinet, control the party and bureaucrats, and make major policy decisions. Responsibility lies with the cabinet.

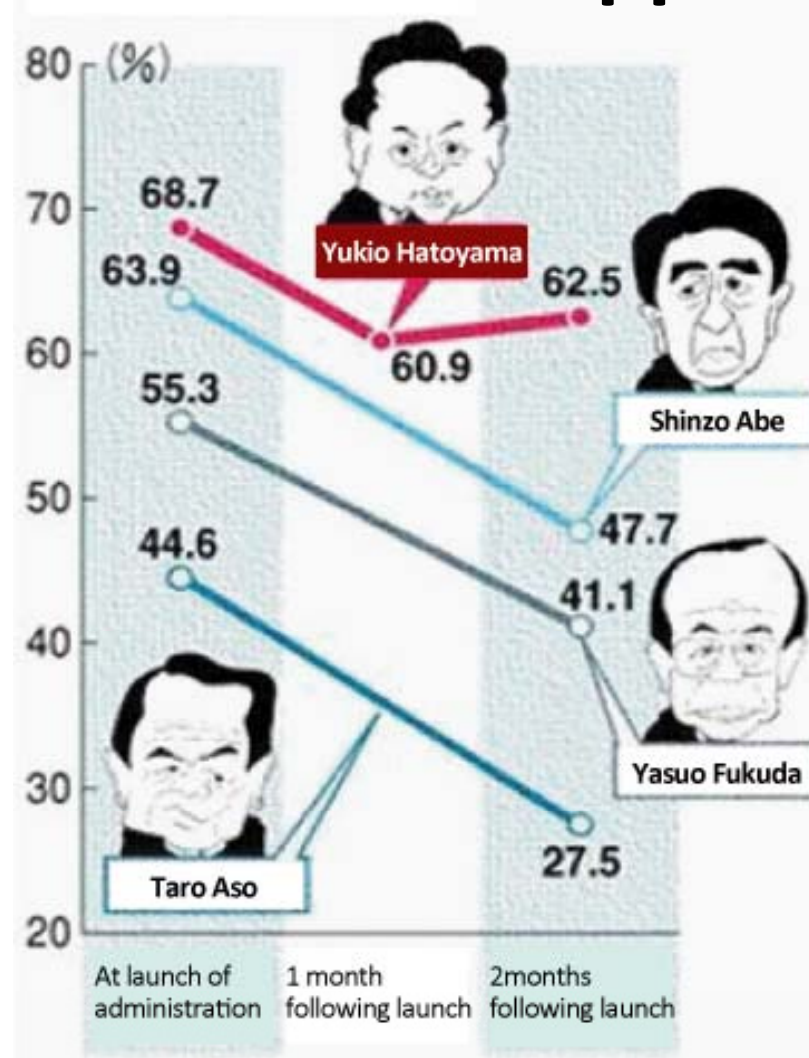


## About *Jigyo Shiwake*

- Public hearings to review budgetary requests carried out by the Government Revitalization Unit, a new body formed by the Yukio Hatoyama cabinet.
- The GRU's mission is reforming of the overall national administration, including the budget and system of national administration, from the people's standpoint, and also reviewing the division of roles among the national government, local public authorities, and private companies.
- The GRU's first task was to examine budget requests to judge their necessity.
- It held hearings for around 450 publicly funded projects, out of the total of some 3,000 for which the ministries and agencies of the central bureaucracy had filed funding requests for fiscal 2010.

- The budget-screening process took part over nine working days from November 11 to 27, 2009, with three working groups handling the assessments and hearings.
- All the proceedings were open to the public and broadcast live via the Internet. This process generated great public interest. Nearly 20,000 people came to watch these proceedings in person, and an additional 340,000 people viewed them online each day in real time.
- The budget assessors (*shiwakenin*) included DPJ Diet members, private-sector analysts and thinkers, and senior vice-ministers and parliamentary secretaries.

# Hatoyama Cabinet's Approval Rating

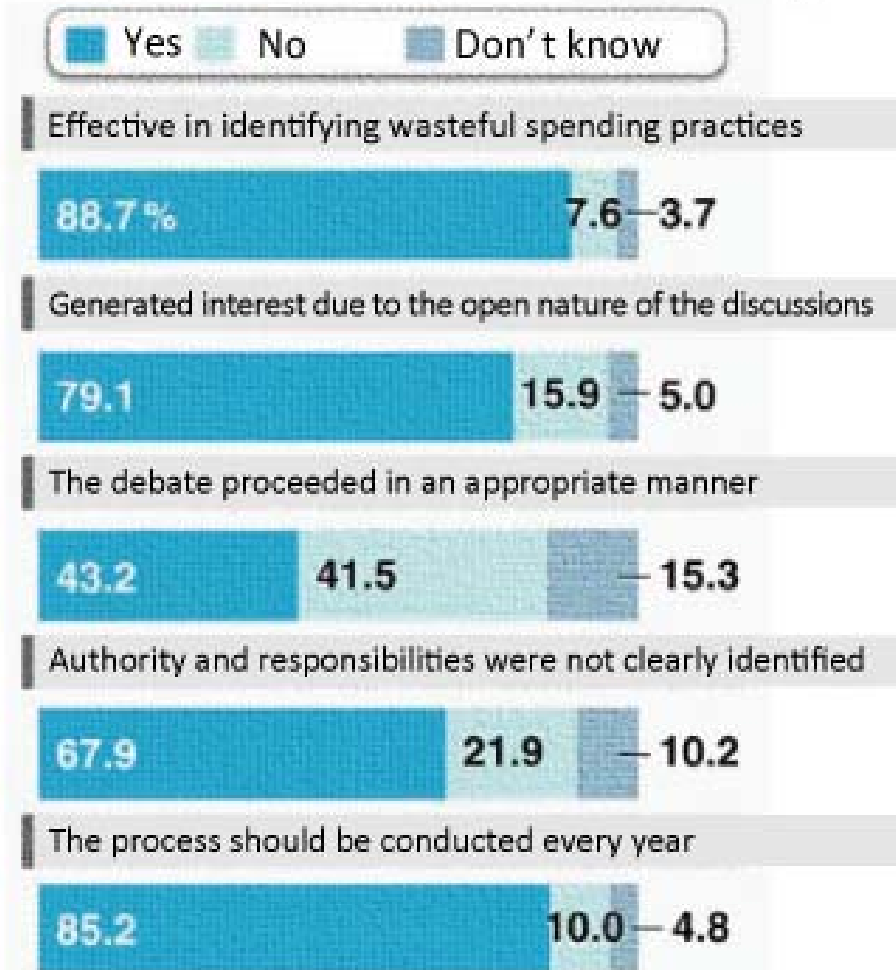


Source: Joint opinion poll conducted during Dec. 21-22, 2009 by *Sankei Shimbun* and Fuji News Network



# Public Evaluation on *Jigyo Shiwake*

Do you assess the process positively?



Source: Joint opinion poll conducted during Dec. 21-22, 2009 by *Sankei Shimbun* and Fuji News Network