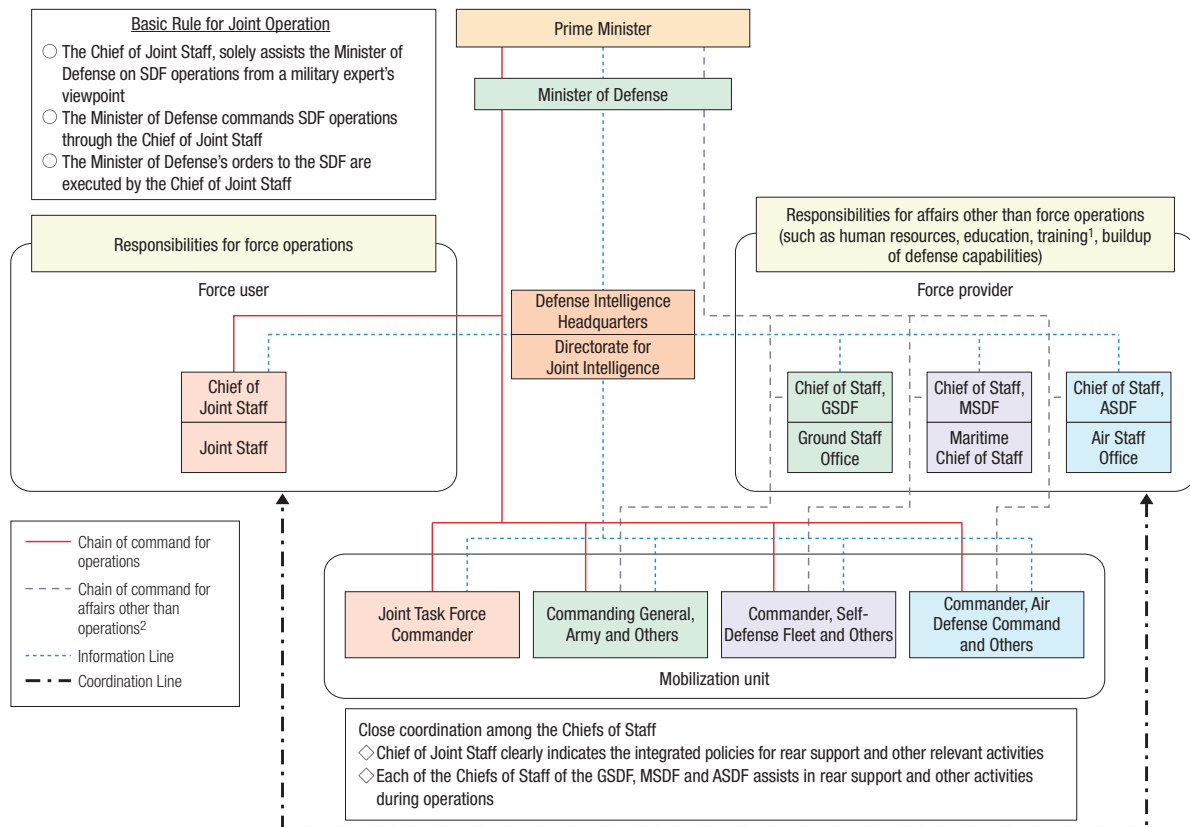


Fig. II-4-1-3

Operational System of the SDF and Roles of the Chief of Joint Staff and the Chiefs of Staff of the Ground, Maritime, and Air Self-Defense Forces



Notes: 1. The Chief of Joint Staff is responsible for joint training.

2. With respect to forces affairs other than operations in regard to the Joint Task Force, command responsibilities of the Defense Minister.

Section 2 Background of the Reform of the Ministry of Defense

1 Background of the Reform

In response to the frequent incidence of scandals within the Ministry of Defense (MOD) and the SDF, the “Council for Reforming the Ministry of Defense” was established in the Prime Minister’s Office in 2007, and a report was compiled in 2008. In accordance with the basic directions stipulated in this report, the MOD made various initiatives aimed at the 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; additionally, in 2009, the establishment of the Defense Council under law, the abolition of the post of the Director of Defense and new establishment of the Special Adviser to the Minister of Defense was implemented in order to strengthen support for the Minister of Defense and ensure thorough civilian control. Furthermore, the FY2010 budget request made in August of the same year incorporated an organizational reform proposal which included unification

of defense capabilities build-up departments in the MOD central organization into the Internal Bureau, and unification of the operational departments into the Joint Staff. However, the request in the FY2010 budget request in October of the same year was passed over in order to review the MOD reform from the Democratic Party of Japan’s perspective, which came to administrative power in September of the same year.

The subsequent change in administration to the Liberal Democratic Party and Komeito in December 2012 promulgated the release of the “Direction by the Minister of Defense on the MOD Reform” and the establishment of the “Committee for the Deliberations on the MOD Reform (referred to as “Committee” hereinafter),” whose chairperson was the State Minister of Defense in February 2013, in order to accelerate the deliberations on the MOD reform.

2 Direction of the MOD Reform

1 Course of Considerations

The “Direction of the MOD Reform” was arranged at the

7th Committee Meeting, reported to the Defense Council and made public in August.

See Reference 33 (Direction of the MOD Reform)

2 Basic Concept and Direction of Reform

It was determined that full-fledged reform would be undertaken, taking into due account the matters specified in previous considerations, and considering the following situational changes such as: the increasing severity of the security environment surrounding Japan; recognition of the lessons learned relating to the unit operation in the Great East Japan Earthquake and elsewhere; and the changes in the policy environment, including the establishment of the National Security Council.

(1) Removal of Barriers Between Civilian Official and Uniformed Personnel

In order to foster a sense of unity among civilian officials and uniformed personnel, permanent posts will be established for uniformed personnel in the Internal Bureau and for civilian officials in each of the Staff Offices and major commands.

(2) From Partial to Total Optimization (defense capabilities build-up)

In order to eliminate defense capabilities build-up based on individual, vertically-divided optimization for each GSDF, MSDF, and ASDF, and ensure that build-up is instead conducted based on total optimization, a work procedure

for defense capabilities will be established based on the use in joint operation. In combination with this, equipment acquisition will be streamlined and optimized by means of equipment management throughout its lifecycle, and also organizational reform will be conducted in order to contribute to the overall optimization of defense capabilities.

(3) Make Accurate Decisions More Swiftly (Joint Operation)

In order to ensure the accuracy of and swift decision-making related to the SDF operations, a review of the organization will be conducted so that affairs concerning actual operations will be unified into the Joint Staff.

(4) Enhancement of Policy-planning and Public Relations Capability

Policy-planning functions will be enhanced in response to the rapid increase in international affairs-related work and the establishment of the National Security Council. In addition, public relations capability will also be strengthened.

It is important to establish a series of truly effective reforms by avoiding stagnation and confusion in operations, and seeking changes in the mentality of both civilian officials and uniformed personnel through steady and phased implementation while Internal Bureau and Staff Offices equally support the Minister of Defense.

Section 3 Specific Ministry of Defense Reform Initiatives

1 Initiatives up to the Previous Year

In FY 2014, the Act for Establishment of the Ministry of Defense (MOD) was revised, and a total of 40 permanent posts for uniformed officials were established in the Internal Bureau, while permanent posts for civilian officials were established in the Joint Staff and the major commands of each branch of the SDF.

In response to the diversifying security challenges and rapidly increasing volume of work related to international affairs, a Vice-Minister of Defense for International Affairs, who is responsible for the overall coordination of duties such as those related to international affairs, was newly established.

2 Main Initiatives in FY2015¹

1 Strengthening integrated operational functions

As work related to actual unit operations are unified into the Joint Staff, the Bureau of Operational Policy will be abolished, and some of the functions of the bureau, such as the planning and drafting of laws and regulations related to unit operations, will be transferred to the Bureau of Defense Policy.

The Joint Staff shall assume work that the Internal Bureau has conducted, such as external explanations including remarks at the Diet and communication and coordination with related ministries and governmental

agencies. Regarding this work, the Director-General for Operational Policy (provisional name), a Deputy Chief of Joint Staff-level post for civilian officials, will be newly established. The Director-General for Operational Policy will provide assistance to the Chief of Joint Staff from a policy perspective, regarding remarks at the Diet as a government witness and actual operation of the units. In addition, posts for civilian officials at the level of division directors and department director generals shall be newly established and staffed with necessary subordinates to assist the Director-General for Operational Policy (provisional name).

¹ Reflecting these changes, the "Act for Partial Revision of the Ministry of Defense Establishment Act, etc." was enacted on June 10, 2015.