

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

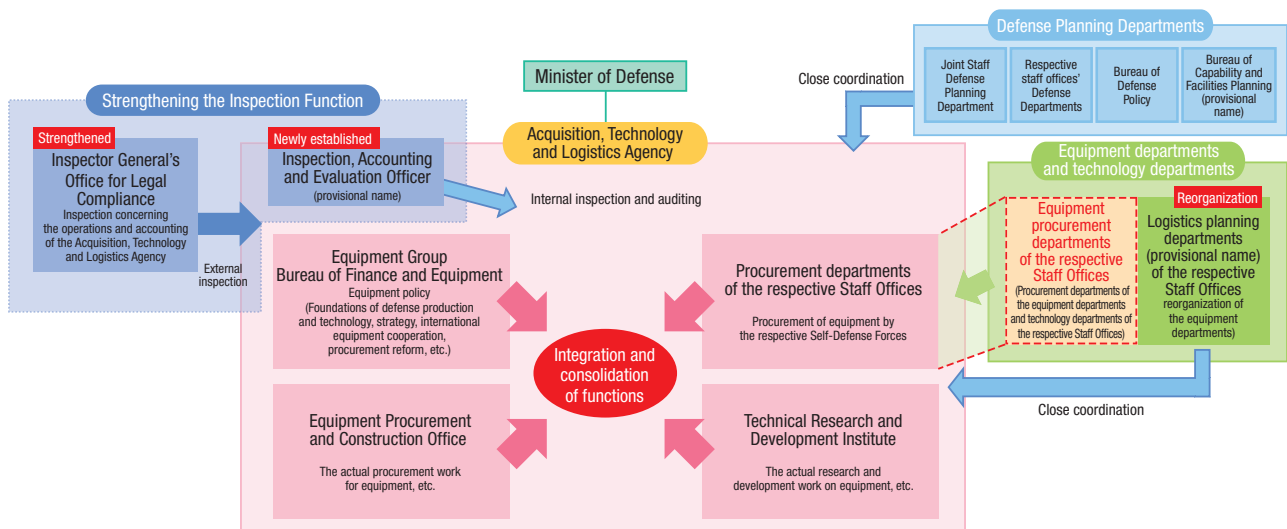
As work related to actual unit operations are unified into the Joint Staff, the Bureau of Operational Policy will be abolished, and some of the functions of the bureau, such as the planning and drafting of laws and regulations related to unit operations, will be transferred to the Bureau of Defense Policy.

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.

Fig. II-4-3-1 The New Establishment of the Acquisition, Technology and Logistics Agency (Overview)



2 Reorganization of Internal Bureau, etc.

(1) Strengthening public relations capabilities

The position of Counselor (spokesperson) of the Minister's Secretariat shall be established to strengthen media-related functions.

(2) Reorganization related to the new establishment of the Acquisition, Technology and Logistics Agency, etc.

a. Reorganization related to the establishment of the Acquisition, Technology and Logistics Agency

The procurement and research and development functions for defense equipment, etc. that belong to the Bureau of Finance and Equipment, the Technical Research and Development Institute, and the Equipment Procurement and Construction Office, shall be transferred to the Acquisition, Technology and Logistics Agency. The departments in the Ground, Maritime, and Air Staff Offices that have been conducting work related to equipment will be consolidated as the Logistics Planning Department (provisional name).

b. Reorganization related to the unification of the work regarding actual unit operations into the Joint Staff Office

The Bureau of Operational Policy will be abolished, and functions such as the planning and drafting of laws and regulations relating to operations and the training of units will be transferred to the Bureau of Defense Policy.

c. Reorganization to strengthen policy planning function

A new division shall be established in the Bureau of Defense Policy in order to strengthen planning functions concerning defense strategy from mid- and long-term perspectives and concerning space, cyber and other new policy issues; and to promote strategy consultations and other collaboration regarding these issues with other countries.

d. Reorganization to strengthen the defense capability build-up function

The Bureau of Finance and Equipment shall be reorganized to newly establish the Bureau of Defense Programming

(provisional name) in order to strengthen the defense capacity improvement function with the objective of building a Dynamic Joint Self Defense Force. The Bureau of Defense Programming (provisional name) will consist of consolidated functions of defense capability build-up, information and communication, and facilities construction from the Bureau of Defense Policy, the Bureau of Operational Policy, the Bureau of Finance and Equipment, and the Equipment Procurement Office, thereby establishing the structure of comprehensive defense capability build-up.

3 The establishment of the Acquisition, Technology and Logistics Agency

The Acquisition, Technology and Logistics Agency shall be established as an extra-ministerial organization by bringing together and consolidating equipment procurement related departments in MOD regarding procurement, research and development (namely the Internal Bureau, the respective Staff Offices, the Technical Research and Development Institute, and the Equipment Procurement and Construction Office), aiming for the following four objectives as well as strengthening the inspection and auditing functions:

- (1) Implementation of unified project management throughout the life cycle of equipment from a comprehensive perspective;
- (2) Smooth and prompt reflection of the operational needs of the units to the equipment to be procured;
- (3) Active engagement in new areas (such as further internationalization of defense equipment, investment in cutting edge technology research, etc.);
- (4) Simultaneously achieving procurement reform while also maintaining and strengthening the foundations of defense production and technology.

See Fig. II-4-3-1 (The New Establishment of the Acquisition, Technology and Logistics Agency (Overview))