National Defense Report

Ministry of National Defense, ROC

2015

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The national defense of the Republic of China (ROC) is aimed at utilization of comprehensive national power to establish a national defense military force, assist humanitarian assistance and disaster relief (HA/DR), safeguard national security, and maintain world peace. (Article 2 of the *National Defense Act*)

During peacetime, the Army safeguards Taiwan as well as its offshore islands, supports counter-terrorism actions when ordered, and engages in HA/DR. During wartime, the Army shall integrate with Navy, Air Force, and all ground forces for joint operations to annihilate invading enemy forces.

During peacetime, the Navy is responsible for maritime reconnaissance and patrolling, safeguarding maritime safety, and engaging in HA/DR in surrounding waters of Taiwan and Asia Pacific region. During wartime, the Navy shall conduct joint operations with other services against the enemy's maritime blockade or military invasion, thereby securing the sea lines of communication (SLOC) to safeguard national security.

During peacetime, the Air Force is responsible for aerial reconnaissance, patrolling the Taiwan Strait and securing national airspace, and engaging in HA/DR. In wartime, the Air Force shall fight for air superiority and engage in various joint operations with ground and naval forces.

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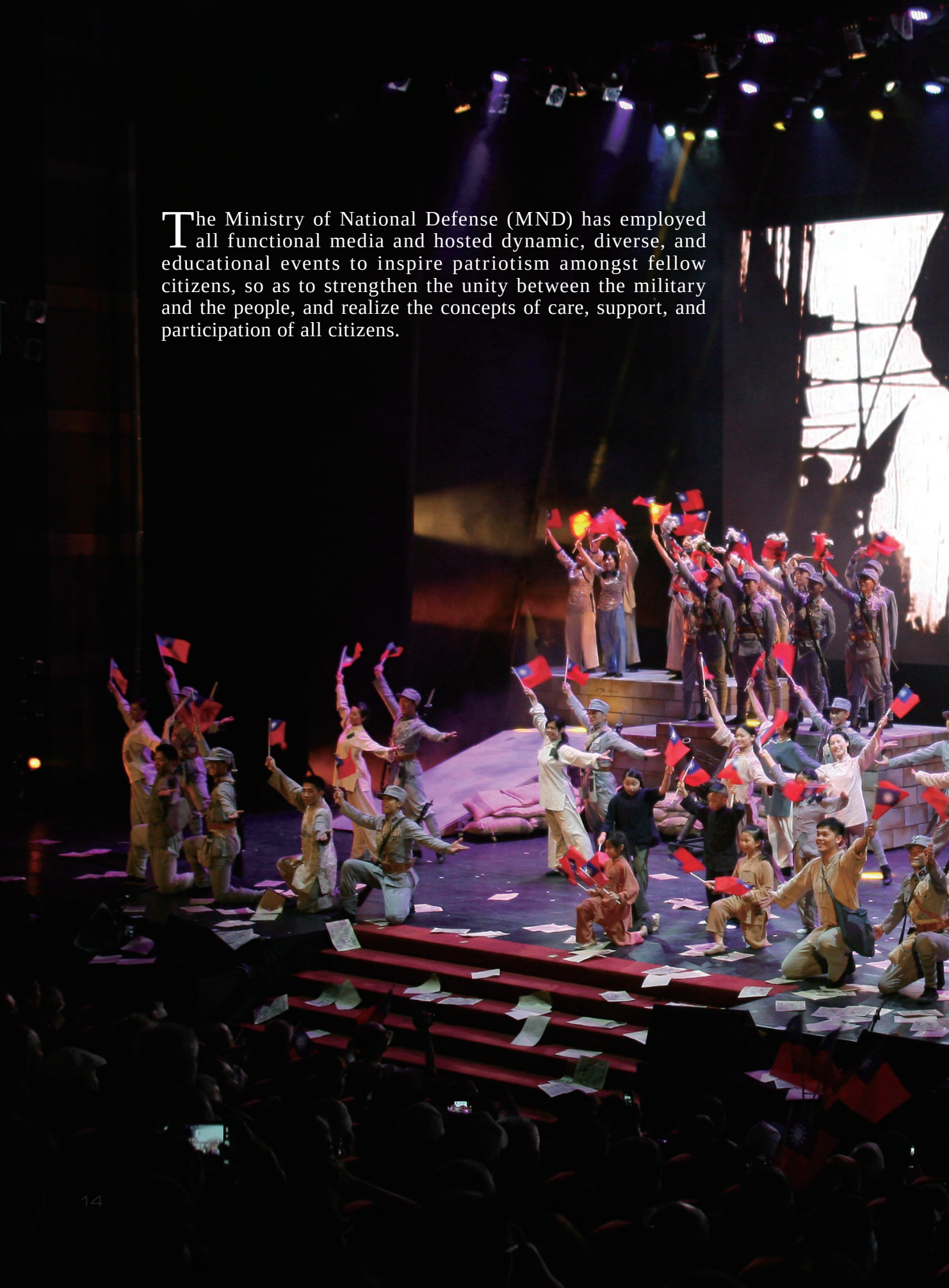
To live up to the duties of protecting the nation and the people, the ROC Armed Forces are committed to disaster prevention and preparations against threat of complex disasters, and have made use of various field exercises to enhance competences and professional skills in disaster relief.



The Ministry of National Defense (MND) has employed all functional media and hosted dynamic, diverse, and educational events to inspire patriotism amongst fellow citizens, so as to strengthen the unity between the military and the people, and realize the concepts of care, support, and participation of all citizens.

Veterans of the War of Resistance against Japan, surviving dependents of the martyrs, foreign friends who kindly assisted us during the War, and descendants of anti-Japanese resistance martyrs of Taiwan origin were invited to attend various commemorative events. President Ma Ying-jeou also personally presented these veterans with the commemorative medals for War of Resistance to honor their sacrifice in the War.

Article 138 of the *Constitution of the Republic of China* states: "The land, sea and air forces of the whole country shall be above personal, regional, or party affiliations, shall be loyal to the state, and shall protect the people."

Minister's Foreword

The security of a nation cannot merely guaranteed by establishing a military force, but most importantly, by the consolidated support and commitment from the people. In order to improve the transparency of national defense affairs, the MND has published the *National Defense Report* on a regular basis to elaborate its national defense concepts and policy implementation performance. It is hoped that through the Report, the people may fully comprehend current national defense policies, step forward to participate in the buildup of our national defense, and thus forge a common consensus for all-out defense.

In the past 2 years, the People's Republic of China (PRC) has been continuously increasing its military strength and attempting to break through the current US-led Asia Pacific security framework by efforts such as establishing the East China Sea Air Defense Identification Zone (ADIZ) and expanding island reclamation in the South China Sea. Additionally, the People's Liberation Army (PLA) has been pursuing unabated preparations against Taiwan despite easing tensions across the Taiwan Strait, and continuing to carry out targeted exercises while deploying over a thousand short- and medium-range ballistic missiles along the coastal areas facing the Taiwan Strait. Hence, the PRC remains the greatest threat to our national security, tilts regional military balance, and poses a grave challenge to the regional stability.

Under the Hard ROC national security guidance of President Ma, the MND has pooled defense resources in building armed force capabilities that aiming at interdicting enemies as they are crossing the Taiwan Strait and preventing them from disembarking. Accordingly, the MND has acquired the AH-64E helicopters. The newly procured UH-60M helicopters, P-3C anti-submarine aircraft and Patriot Advanced Capability-3 (PAC-3) missile systems have been arriving on schedule. Furthermore, the ROC Air Force has been upgrading F-16 and IDF fighters, while the Tuo Chiang class corvette and Panshi Fast Combat Support Ship have been successfully delivered to the ROC Navy following the policy of constructing naval vessels indigenously. These efforts of national

defense policy implementation have improved the developing progress of our defense industries and further upgrade the domestic industrial capabilities to the next level.

In transition to a Volunteer Military System, the MND, in accordance with the *Act of Military Service System*, has been conscripting young adults born before 1993 to safeguard homeland and ensure national security. I am grateful for the cooperation and support shown by these conscripts and their families. Realistically speaking, no policy can be successfully implemented overnight. The Volunteer Military System, particularly, is critical to our national security, and has a tremendous scope of impact which can only be diminished by the collaboration of all parties involved. It was indeed not easy for our Armed Forces to achieve quite a recruitment result in just a few years. Currently, legislative procedures have been completed for the *Provisional Act for the Implementation of the Volunteer Military System* that is critical to volunteer force recruitment efforts. We believe that with improved emphasis on the pay, dignity, and future career prospects for service members, the Volunteer Military System will be more thorough and complete, and the transition will be more smooth and successful.

The ROC Armed Forces have also reaped substantive results in combat readiness exercises, disaster prevention and relief, and professional education and training. In particular, at the scene of every major disaster, such as the recent Typhoon Soudelor, TransAsia Airways Flight 222 crash at Penghu Islands, TransAsia Airways Flight 235 crash at Keelung River, and the Kaohsiung gas explosions, units of the ROC Armed Forces could always be spotted committing fully to disaster relief operations. In the future, the ROC Armed Forces shall continue to improve their overall disaster prevention and relief capabilities and become powerful and elite forces excelled at disaster relief in peacetime and combat operations in wartime, so as to shoulder the greatest responsibility of safeguarding the people's lives and property.

This year marks the 70th Anniversary of Victory in the War of Resistance against Japan. The MND has hosted a series of commemorative events to pay tribute to the brave martyrs who gave their lives to the country, and illustrate the historical significance of the victory. These commemorative events demonstrated the historical fact that the Nationalist Government of the ROC led its military and the people in achieving victory after the 8-year long War of Resistance. In addition, the MND has also held the defense capabilities demonstration, an international seminar, an exhibition detailing the truth of the War, and a musical to help fellow citizens understand the value of peace, and recognize that peace is backed up by credible strength, so as to consolidate our resolves to pursue all-out defense, and ensure the sustainable development of our country.

Finally, I gratefully acknowledge the active participation of the Report's advisory committee members as well as our editorial colleagues. I would also like to express my appreciation for the hard work and contributions of all men and women serving in the ROC Armed Forces whose steadfast dedication to force buildup and combat readiness allowed us to enrich the contents of this Report. I also hope that men and women of the ROC will like to share their ideas with us, continue to care and support for national defense and security affairs, and help the ROC Armed Forces to innovate and progress to become highly trained elite forces with powerful warfighting capabilities that lives up to the expectations of our country and our people.

Kao, Kuang-Chi
Minister of National Defense
November, 2015

Introduction

Pursuant to Article 30 of the *National Defense Act*: "The Ministry of National Defense (MND) shall periodically submit the *National Defense Report* in accordance with national goals, general international situations, military situations, defense policy, force buildup, combat readiness preparations, utilization of defense resources and implementation of all-out defense." The MND shall compile a *National Defense Report* every 2 years in order to describe changes to the current strategic situations and status of implementation of national defense policies.

The 2015 *National Defense Report* of the MND is the 13th edition of the said report. The contents have been reviewed and compiled in accordance with current domestic and international situations, current challenges to security, and various policy implementation efforts and results. In the past 2 years, security policies of various Asia Pacific countries have experienced noticeable changes, which have affected the development of regional situations. The ROC Armed Forces have also achieved significant progress in acquisition of new equipment and key defense transformations such as establishing the Volunteer Military System and force restructuring. The MND is therefore obliged to share these achievements with the people.

In addition to the introduction, this Report is divided into 4 Parts: Strategic Environment, National Defense Policy, National Defense Capabilities, and All-out Defense. The information in this report was collected from January 2014 to August 2015.

Part 1. Strategic Environment

Traditional military security issues remain the major cause of conflicts among countries. Non-traditional security issues, such as those related to energy, food, and climate change, are also getting attentions in the global community. In the Asia-Pacific Region, rapid military expansion of the PRC has triggered a series of changes in the surrounding areas. The PRC remains the major security threat to our country as it has yet to renounce the use of force against Taiwan and can employ more diverse and flexible array of military means against the island.

Part 2. National Defense Policy

The ROC national defense policy, defense strategic objectives, concept of military strategy, and directions of force buildup and development are elaborated here based upon the directives of the *2013 Quadrennial Defense Review*. Detailed narratives of the current defense policy implementation, such

as the Volunteer Military System, force restructuring, and transformation in our military judicial system, are also included, so as to allowing the people to grasp the ongoing status of major policies.

Part 3. National Defense Capabilities

The ROC Armed Forces have been constantly improving their national defense organization, joint operations effectiveness, operational and training readiness, information and electronic warfare (EW) capabilities, logistics support, reserve mobilization, and intangible combat capabilities. The ROC Armed Forces are also maximizing the effectiveness of human, financial and material defense resources to support the completion of its tasks and missions.

Part 4. All-out Defense

Part 4 describes the establishment, management, and results of the All-out Defense Mobilization System as well as efforts in the last 2 years by the ROC Armed Forces in disaster prevention and relief, joint fishery protection, military civil affairs, reconstruction of military dependents' housing, and medical care. Additional information has been provided to give accounts of recent developments and results in all-out defense education programs, including commemoration events for the 70th Anniversary of the Victory in the War of Resistance against Japan and the Retrocession of Taiwan held in 2015, in order to build a nationwide consensus for all-out defense and acquire citizen support for national defense efforts.

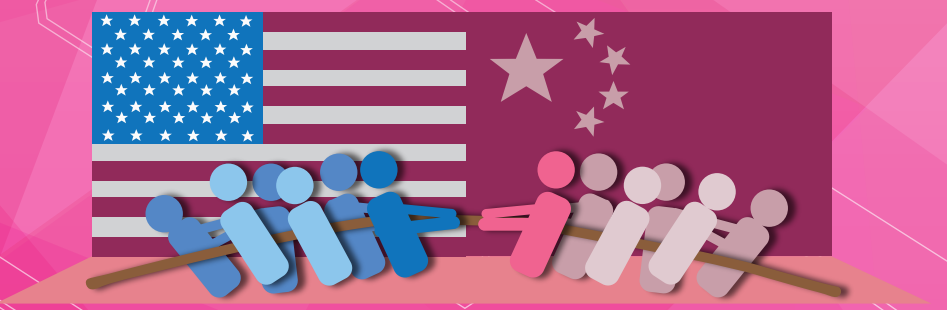
Part 1. Strategic Environment

In the past 2 years, the global security environment remains in the form of “one hyperpower and many superpowers.” The US-led global security efforts are facing new challenges in the form of growing violent and extremist terrorist organizations, increasing instability in Eastern Europe, and reversion of US-Russia relations. Major security challenges in the Asia-Pacific Region include territorial water and island disputes in the East China Sea and South China Sea, and North Korea's development of nuclear weapons. PRC's continuing military modernization, its One Belt, One Road diplomatic and economic strategy, and increasing presence in the East China Sea and South China Sea remain major factors influencing regional security and stability and threatening the survival and development of the ROC.

Source: Shangri-La Dialogue

Chapter 1. Security Situation

Conventional political and military threats to the current state of global security include conflicts arising from sovereignty and territorial disputes over waters and land, religious conflicts, and racial issues. Non-traditional security threats have also become challenges across countries, including the spread of terrorism, impacts on economic security, increased difficulties in the containment and prevention of infectious diseases, global climate change, shortage of food and water resources, and cyber-attacks. Even though the United States (US) is still the leading actor in defining security environment in the Asia-Pacific Region, the PRC, with its rapid-growing national strength, has attempted to change the status quo in order to acquire greater influence.



Section 1. Global Security Environment

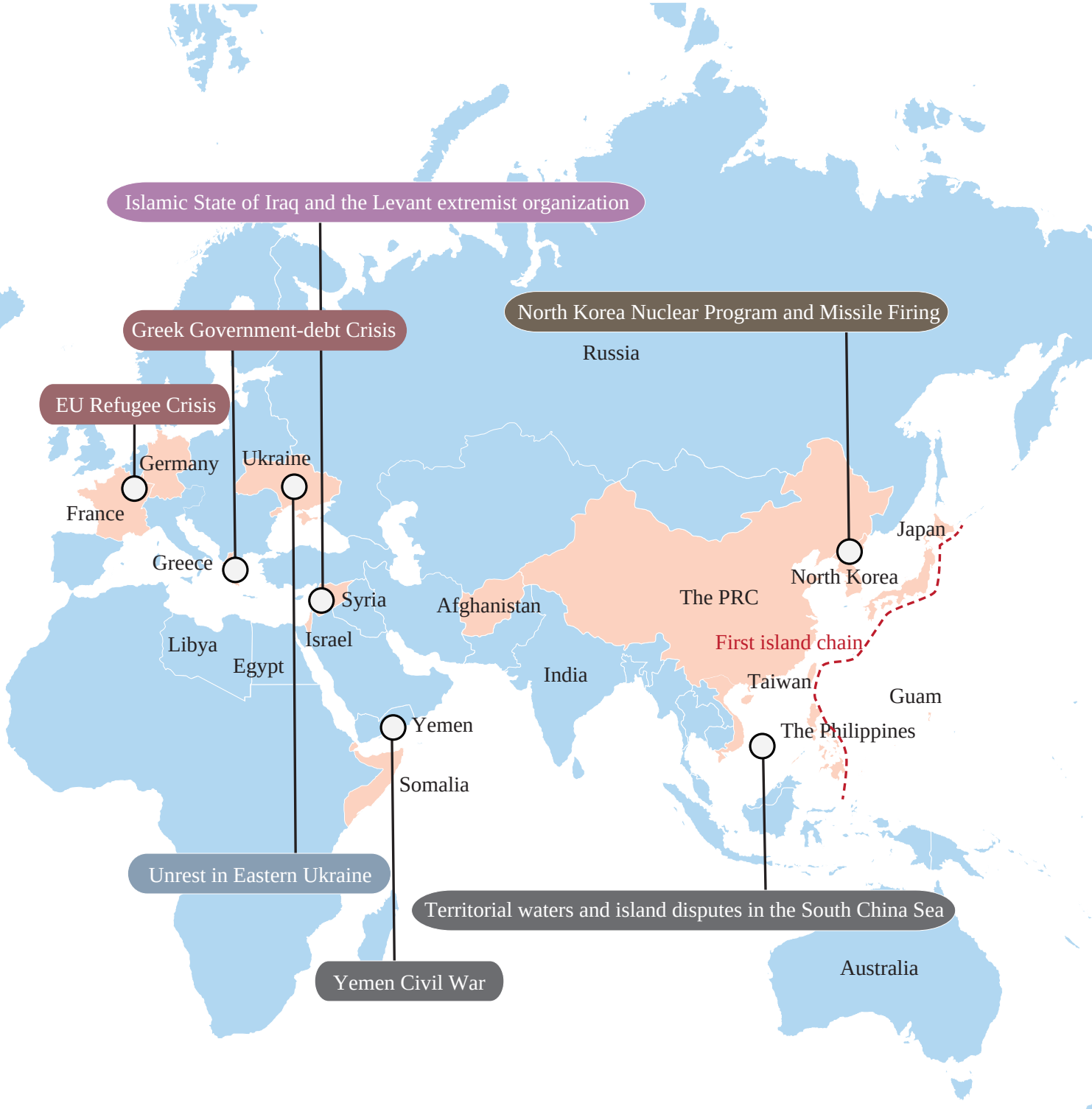
Global security is still being influenced by diplomatic and military strategies and policies of the US. However, major countries and regional organizations such as the PRC, EU, Russia, India, and Japan have also been expanding their influence in both global and regional affairs. US influence, in particular, is facing increasing challenges from the PRC. The overall state of global security is currently under the major influence of regional developments directed by major powers. Medium to small countries will employ geopolitical conditions, resource advantages, as well as economic and commercial interaction to expand their own influence to ensure both the survival and growth of their countries.

I. Asia

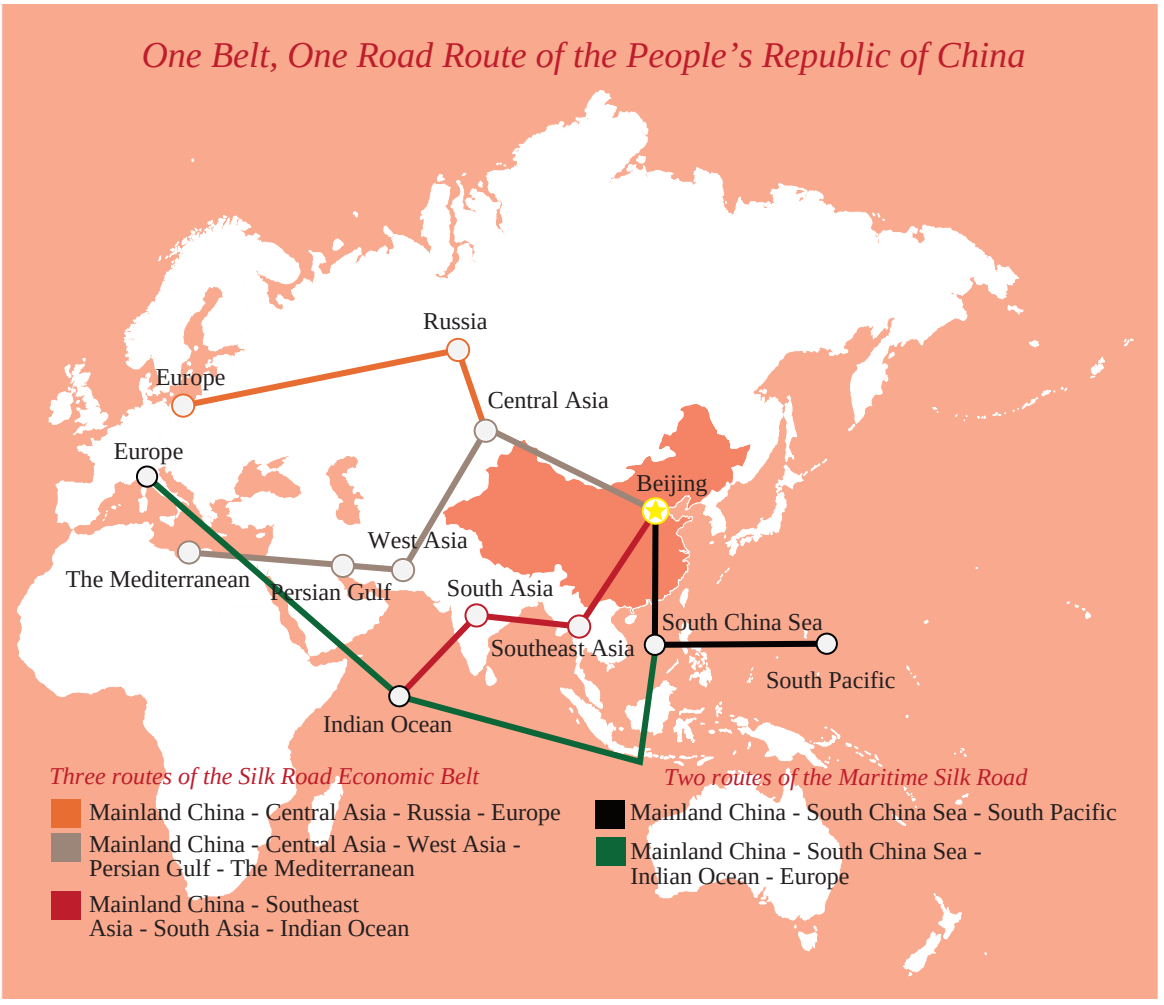
(I) The People's Republic of China

For the past 2 years, domestic policies of the PRC are still focused upon the leading directives of maintaining economic growth, internal stability, fighting corruption, enhancing governmental ethics, and strengthening the political leadership of the Chinese Communist Party. The PRC also recently established the Central Leading Group for Comprehensively Deepening Reforms and the Central National Security Commission, both chaired by Xi Jinping with Li Keqiang serving as the deputy. This move has been enacted to bolster the Xi-Li Administration, unify executive powers, and grant the PRC leadership with the ability to respond quickly against domestic and global security threats.

The PRC is also adopting the military strategic guideline of active defense that emphasizes those core interests of safeguarding national sovereignty, national security, territorial integrity, and national unity. In managing sovereignty disputes in the East China Sea and South China Sea, the PRC claims to adopt soft measures such as strengthening of communication, cooperation, and


Islamic State of Iraq and the Levant extremist organization
Greek Government-debt Crisis
North Korea Nuclear Program and Missile Firing
Russia
EU Refugee Crisis
Germany
Ukraine
France
Greece
Syria
Afghanistan
Libya
Egypt
Israel
India
The PRC
Japan
North Korea
First island chain
Taiwan
Guam
The Philippines
Yemen
Somalia
Unrest in Eastern Ukraine
Territorial waters and island disputes in the South China Sea
Australia
Yemen Civil War

Canada
The United States
Hawaiian Islands



mutual interests, however, it also emphasizes its stance of *no preemption but with assured counterattack* to express its determination in the defense of territories and sovereignty.

For diplomatic policies, Xi affirmed the country's neighborhood diplomacy directives at the Peripheral Diplomacy Work Conference and the Central Conference on Work Relating to Foreign Affairs in October 2013 and November 2014, respectively, insisting upon a policy that fosters an amicable, secure, and prosperous neighborhood environment. The PRC has also undertaken active participation in regional economic cooperation, such as moves to accelerate infrastructure and facility interconnectivity and integration as well as the

One Belt, One Road strategy aiming at creating a tight-knit mutual interest network with neighboring countries that spread westwards into the Atlantic and southwards to the Indian Ocean, securing PRC's leading role upon the global stage.

In its engagement with the US, the PRC has repeatedly emphasized its willingness to build a New Model of Major Power Relations with the US. However, disagreements between both sides still persist regarding issues of freedom of navigation in the South China Sea, compliance with international laws, cyber and information security, human rights, and other issues (such as issues related to Ukraine and North Korea). Strategic coopetition relations between the US and the PRC are expected to impact the strategic development direction of major countries around the world.

(II) Northeast Asia

1. Korean Peninsula

Since Kim Jong-un assumed party, political, and military leadership in North Korea in April 2012, he has continued the Songun (military first) policy and carried out ballistic missile tests in 2014 and 2015, once again raising the tensions between North Korea and other countries such as Japan, South Korea, and the US.

In order to response to North Korean provocations, South Korea has maintained its defense policy of deepening alliance and enhancing military cooperation with the US. Since 2011, South Korea has established regular Defense Strategic Dialogue with the PRC, enhanced multilateral cooperation through military training and senior level exchanges, and at the same time urged North Korea to return to the Six-Party Talks in order to reduce the possibility of military provocations by North Korea.

1 | 2 | 3 1.2 The Philippines, in response to conventional and unconventional security threats, have continued to participate in multinational joint operational exercises such as Cobra Gold and RIMPAC with the US with the hopes of improving its regional joint defense capabilities. (Source: US navy)

2. Japan

The Japanese Prime Minister Shinzo Abe retook the reins of his country's politics in December 2012 and ushered in a series of political and economic initiatives such as *Abenomics* and *Active Pacifism*. The Cabinet of Japan passed three new documents governing Japan's diplomacy and security policies, namely the *National Defense Program Guidelines, Medium Term Defense Program (FY2014 - FY2018),* and *National Security Strategy* in December 2013. The Cabinet further abolished the *Three Principles on Arms Exports* and replaced it with the *Three Principles on Transfer of Defense Equipment and Technology* in April 2014. In July of the same year, Abe lifted restrictions on the right of collective self-defense by proposing the government's view on Article 9 of the *Constitution of Japan*, replacing the *Three Conditions for Exercising the Right of Self-Defense* with *Three Conditions for the "Use of Force"*. Such measures have dissolved the restrictions that only permitted the Japan Self-Defense Forces (JSDF) to conduct individual self-defense since its establishment in 1954.

3. The PRC is promoting the establishment of the Pakistan-China Economic Corridor, further improving the relations in both countries. The picture shows PAC JF-17 Thunder jointly developed by the PRC and Pakistan. (Source: Zhuhai Airshow)

Abe's Cabinet implemented measures to revise the *Law Concerning Measures to Ensure Peace and Security of Japan in Situations in Areas Surrounding Japan* by abandoning the definition for *surrounding* that have been in use for many years. It was replaced with the concept of *important influential situations* in order to rename the above-mentioned law to the *Law Concerning Measures to Ensure Peace and Security of Japan in Situations that will Have an Important Influence on Japan's Peace and Security*, so as to lift the restrictions upon JSDF geographical range of operations and allow the JSDF to accompany the US armed forces in joint operations around the world. Abe's Cabinet is also aimed to establish the *International Peace Support Law,* so that JSDF forces dispatched to support global counter-terrorism operations are governed by common law instead of the *Anti-Terrorism Special Measures Law*. This measure is expected to solidify US-Japan alliance, sending far-reaching impacts to the balance of power in the Asia Pacific region and even the Taiwan Strait.

Relations between the PRC and Japan plummeted to a new low after Japan issued a unilateral declaration on the nationalization of the Diaoyutai Islands in 2012. Leaders of both countries have reached a four-point consensus on the handling of the Diaoyutai Islands dispute at the 2014 Asia Pacific Economic Cooperation (APEC) summit, which potentially suggests a gradual ease of tension between the two countries. However, both the PRC and Japan have continued to increase their military forces and intensity of maritime patrols. Future aircraft and vessels standoffs between the two countries in the East China Sea as well as confrontations arising from the defense of territorial waters are still likely to occur.

(III) Southeast Asia

Recently, Southeast Asian countries have been pursuing ASEAN Integration with the objective of completing economic, social, cultural, and security integration by December 2015. This will create one of the largest emerging markets in the world with vast labor and mineral resources as well as market potential. The Strait of Malacca and South China Sea also serve as critical navigational routes between the Pacific Ocean and the Indian Ocean, thus making the region highly contested by the world's superpowers. In addition to territorial disputes, other sources of confrontation such as historical issues, religious discrimination, and demands for ethnic autonomy are still rife in this region, and would be another source of regional instability.

Southeast Asian countries are increasingly focused upon safeguarding their maritime rights and interests. Many countries have increased national defense budgets to drive military modernization and strengthen their naval and air force capabilities. The ASEAN Defense Ministers Meeting (ADMM) has also been established as a platform for building regional multilateral cooperation frameworks. Southeast Asian countries also continue to participate in joint operational exercises led by the US in order to promote joint defense capabilities.

(IV) South Asia

India is located in the hub of South Asia and has significant regional strategic advantages. India's economic growth in recent years has allowed it to expand its national defense budget. The country is thus procuring armaments from the US, Russia, and France. This is especially true after Narendra Modi became the Prime Minister of India in 2014. Modi emphasized the need to improve the self-sufficiency of national defense potential, upgrade armaments to improve overall military capabilities, and shape India into a major political, economic, and military power in South Asia. The PRC's One Belt, One Road strategy has made plans to extend the Qinghai-Tibet Railway to Nepal while strengthening political and military ties with Pakistan and Afghanistan to intervene in South Asian affairs. Such moves have reduced India's leadership and freedom to engage in regional affairs.

Continuing border conflicts between Pakistan and India in recent years have led to stagnant relations between the two countries. The PRC, however, is engaged in the establishment of the Pakistan-China Economic Corridor, and have made plans to establish Gwadar Port in Pakistan as its key strategic base in the String of Pearls Strategy. There are concerns that this move may disrupt the strategic balance in South Asia and the Indian Ocean.

(V) Middle East

As a result of the withdrawal of US and NATO forces, emergence of the Islamic State of Iraq and the Levant (ISIL) extremist organization, ethnic disputes, Syrian Civil War, and conflicts between Israel and Hamas, the Middle East has remained a key focus of global security concerns. Nevertheless, A preliminary framework agreement has been reached regarding Iran's nuclear issue, helping to promote regional stability. With military support from the US and its allies, Iraq has gradually suppressed internal rebel forces. However, the country must still deal with conflicts arising from its religious sects and ethnicities. Recently, the joint military force created by the Arab League has carried out combined attacks against the Yemeni rebels, hoping to achieve greater military gains.

II. Europe

(I) European Union (EU)

EU is facing multiple challenges in the form of politics, economics, diplomacy, and security issues highlighted by worsening EU-Russia relations as a result of the Ukrainian Crisis, attacks against France launched by Islamic State extremist terrorist organization, the Greek government debt crisis and anti-austerity policies, Britain's intention to leave the EU by referendum, as well as impacts on EU immigration policies and Mediterranean coastal defense as it faces refugees fleeing North Africa and Syria. Despite these challenges, EU member states are still working together, initiating security, military, and economic partnerships to ensure regional peace and stability.

(II) Russia

By carrying out military intervention of Ukrainian domestic politics, Russia is now under economic sanctions imposed by various European countries and the US, a move that is further compounded by falling gas prices, which have led to the collapse of the Russian Ruble and the country's economy. Faced with such challenges, Russia's strategic and collaborative partnership with the PRC has grown closer. Russia is also expanding economic and trade relationships with other countries in order to alleviate the financial crisis brought about by the Western sanctions.

III. The Americas

(I) The United States of America

The "*National Security Strategy 2015*" of the Obama Administration responds to the current state of global affairs by emphasizing the need to sustain economic growth, combat terrorism, and maintain international order. It also

points out the needs to address arresting global climate changes, fighting pandemics and security issues in the cyberspace, airspace, and maritime, and aspires to maintain the global leadership of the US.

In 1 July 2015, the US Department of Defense released the *National Military Strategy of the United States of America*, which points to the serious security concerns posed by the PRC, Russia, Iran, and North Korea. Nevertheless, the US has continued to invest in a substantial military-to-military relationship with the PRC and remained ready to engage Russia in areas of common interest, in an attempt to encourage military transparency of the two countries and reduce the potential for miscalculation.

As part of the Asia-Pacific Rebalance strategy, the US has continued to employ political and economic cooperation and regular multinational military exercises, such as Cobra Gold, CARAT, and RIMPAC and station its forces in Singapore, the Philippines, and Australia to strengthen its ties with its Asia Pacific allies, improve its relations with other countries, such as India, Vietnam, Malaysia, and maintain its leadership role for Asia Pacific stability and development.

(II) Central and South America

Illegal multinational economic activities, organized crime, and smuggling of narcotics have remained the leading issues affecting security in this region. However, the PRC has drastically increased its investments in South American countries in recent years due to the region's wealth of energy and food resources. South American countries are also pursuing socialist reformation and policies, and they are therefore dependent on the PRC for material and economic support, highlighting the increased standing and importance of the PRC in the region. As the PRC has begun to exert its influence in the backyard of the US, the US have thus recently reestablished formal relations with Cuba while improving its ties with other countries, such as Guatemala and Venezuela to strengthen its influences in Central and South America.

IV. Oceania

Despite being an ally of the US and playing a crucial role in the Asia-Pacific Rebalance strategy, Australia is compelled economically to expand its Mainland Chinese market. Hence, while Australia has agreed to allow US military garrisons and its participation in military cooperation, it has also maintained close economic and trade cooperation with the PRC, striking a balanced relationship with both the US and the PRC.

Security environments in the South Pacific are relatively stable. Various countries in the region are employing international collaboration opportunities to support resource development and maintain economic growth. However, rising sea levels caused by global warming is also influencing the survival and development of these countries.

V. Africa

Overall regional security issues in Africa in the last 2 years include political unrest, ethnic warfare, religious conflicts, border disputes, piracy, and terrorist attacks. As the continent has plenty of natural resources, countries and organizations, such as the US, Russia, the PRC, Japan, and the EU, are involved in the affairs of African countries to ensure the proper protection of their strategic resources. The PRC has taken particular focus upon its strategic deployment in Africa, investing in the region and providing economic support. The US has also recently increased its aid to African countries, signing a Cooperation Agreement with countries of the East African Community. Strategic competition between the US and the PRC in Africa is likely to intensify in the future.

Section 2. Asia-Pacific Security Situation

The Asia Pacific countries, including the PRC, India, and ASEAN members, have been undergoing transformations in recent years thanks to recent economic growth. These countries enjoy advantages in the scale of labor forces, resources, and markets, which have made the region a focus for global economics and geopolitics. In this backdrop of rapid economic development, the Asia Pacific is also facing various conventional and unconventional threats that include growing military power of the PRC, territorial water and island disputes in the East China Sea and South China Sea, strategic competition between major powers, proliferation of weapons of mass destruction, and spread of terrorism. Asia Pacific countries have thus increased arms procurement, further fueling the elements of regional instability.

I. Traditional Security Situation

(I) Expansion of the Military Power of the PRC

The PRC has, in recent years, experienced rapid growths in its economy and increases to its comprehensive national power, allowing it to initiate large-scale military modernization efforts. The PRC is also actively pursuing amicable diplomacy with its neighbors, and is an active participant of international humanitarian assistance missions in the hopes of alleviating fears and concerns about its growing national power and military strength. However, the PRC has maintained massive increases in its defense budget for many years, undertaking rapid modernization and development of its military structure. This has led to an increasing imbalance of cross-Strait military power as well as growing doubts and wariness amongst neighboring countries.

In 2015, the PLA has issued the *Directive on Military Training* as part of continuing enhancement of basic military training across services. By integrating training with field exercises, the PLA has gradually reformed its training programs and created innovative strategies for enhancing the PLA's coercion and war-fighting capabilities under informatized conditions. The PRC's 2015 white paper “PRC Military Strategy” described improving trans-theater mobility for its army, combat readiness patrols and blue seas training for its navy, and long-range operations and maritime flight training for its air force. The PLA is also taking advantage of its exercise and training activities to expand its operational depth and demonstrate to the world that its operational capabilities has reached the first island chain and is expanding towards the Indian Ocean and the second island chain. Additionally, the PLA is also developing anti-access / area denial (A2/AD) capabilities, tactics, techniques, and procedures in order to coerce foreign military forces from intervening in Taiwan Strait or Asia Pacific affairs, in order to ensure its core national interests and secure the areas crucially related to PRC's overseas interests.

(II) East China Sea, South China Sea, and Island Disputes

Current land and maritime disputes in northeast Asia include sovereignty issues and boundaries of exclusive economic zones (EEZ) for Diaoyutai Islands, gas fields in the East China Sea, the Kuril Islands, and Dokdo/Takeshima Island. Of which, the ROC's disputes with Japan include the sovereignty of the Diaoyutai Islands as well as rights to fishing and maritime resources resulting from overlapping EEZs. The government of the ROC complies with the President's directives for the East China Sea Peace Initiative, and proposes to resolve the disputes peacefully based on the conventions of the United Nations and relevant provisions in international law. This proposal has been positively received by public opinions around the world.

In the South China Sea, land reclamation has been carried out by the PRC, Vietnam, the Philippines, and other claimants in the region. In order to strengthen its sovereignty and claims (by international law) over the South China Sea, the PRC has employed various state-owned vessels in exercising its sovereignty and legal rights while constructing and expanding infrastructure of the Xisha (Paracel Islands) and Nansha (Spratly Islands) to establish a permanent and combat ready military presence in the region, leading to protests from the Philippines and Vietnam as well as concerned observations from the US and Japan. As a claimant to the South China Sea, the ROC has recently proposed the South China Sea Peace Initiative, which calls upon all countries to shelve disputes and promote joint development, a proposal that has gained global praise. However, before territorial, maritime and sovereignty disputes can be resolved properly, reactions from neighboring countries will continue to induce and affect the security environment of the Asia Pacific region.

(III) Strategic Coopetition between Major Powers

Strategic coopetition between the US, the PRC, and Russia are becoming increasingly complex. Although the US and the PRC have collaborated on issues regarding global climate change, suppression of terrorism, and development of new energy resources, the two countries remain contentious in other issues, such as the East China Sea and South China Sea sovereignty disputes, regional economic and trade integration, network security, and human rights. Economic sanctions imposed upon Russia by the US, Japan, and the EU also incited the comprehensive strategic partnership between the PRC and Russia, increasing the uncertainty of the Asia Pacific environment.

In addition, to break through the stranglehold imposed by the US-led international order, the PRC and Russia have expanded the Shanghai Cooperation Organization (SCO) in order to develop a new multilateral global order while strengthening PRC and Russia's influence in global affairs.

(IV) Proliferation of Weapons of Mass Destruction

As nuclear energy, nuclear technology, as well as applied biology and chemistry technologies become widely employed throughout the world, the potential risk of proliferation of raw materials used to generate nuclear energy or produce biological or chemical weapons has grown as well. Iran's nuclear weapons program is showing signs of positive development. However, North Korea has not given up on nuclear weapons testing. Chemical weapons were also employed during the Syrian Civil War. The chances of terrorist acquiring these weapons have greatly increased as well. Potential weapons proliferation may also result if improper supervision is provided for the weapons of mass destruction.

II. Non-traditional Security Situation

(I) Relative Fragility of Various National Economies

Global economies and markets are increasingly interconnected. Ups and downs of a single country's economy will influence regional or even global economic development. For example, the Greek government-debt crisis has affected Eurozone economy. Stock market fluctuations in the PRC also substantially affected various countries in the Asia Pacific. Strategic competition between the Trans-Pacific Partnership (TPP) offered by the US, Regional Comprehensive Economic Partnership (RCEP) offered by ASEAN, and the One Belt, One Road program offered by the PRC is likely to direct additional global investments into Asia Pacific markets while intensifying market competition. Regional economic security issues are likely to increase accordingly as a result.

(II) Spread of Global Terrorism

Global terrorism has employed the speed and convenience offered by global information networks to spread extremism, religious fanaticism, and sectarian

terrorism throughout the world. Terrorist targets are no longer limited to the US. Countries, such as the United Kingdom, France, Spain, Indonesia, and the Philippines, have all been subject to attacks by different terrorist groups. These incidents demonstrate that no single country is capable of fighting against terrorism alone as well as the necessity of having global counter-terrorism efforts.

In the last 2 years, extremist organizations, such as the Islamic State, made use of the Internet to broadcast hostage execution videos. The East Turkestan Islamic Movement also carried out terrorist attacks in the cities of Kunming (Yunnan Province) and Urumqi (Xinjiang Province). Both groups have thus been strongly condemned by the international community. Insurgencies in Southeast Asia include the autonomy movement of the Kachin Independence Organization in northern Burma, independence movement of the Sulu Army in the Malaysian state of Sabah, separatist movements in southern Thailand (involving three provinces), and Muslim Separatist Movement in the Philippines. All these insurgencies have been a main cause of frequent terrorist attacks in their respective regions, and have affected regional security and economic development.

(III) Increasing Difficulty in Preventing Communicable Diseases

As a result of climate changes, globalization, and convenience of international travel, the emergence of new communicable diseases, such as avian flu, novel influenza, superbug (NDM-1), Ebola, and norovirus, have been reported. Outbreaks, such as the 2014 Ebola outbreak which wreaked havoc throughout West Africa with a range of spread that went beyond initial forecasts as well as the 2015 Middle East Respiratory Syndrome (MERS) coronavirus in the Middle East and South Korea, also pose challenges to current health and disease prevention systems while threatening global economic activities.

(IV) Accelerated Climate Change

Global warming has led to increases in sea levels, encroaching tides along coastal regions, and floods in urban areas that threaten various infrastructures. Increasingly hot summers have also led to deaths and disease. Droughts have already begun to reduce food production. If these issues are not handled accordingly, the entire world will have to handle the resulting consequences. Currently, international conventions such as the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol serve to regulate carbon emissions for countries around the world. However, conflicting

Terrorists have rallied to the call of extremist organizations such as the Islamic State to launch attacks around the world, negatively affecting regional security and economic development. counter-terrorism activities have thus become a key focus for countries around the world. (Source: US navy)

1 | 2

1.2. Climate change is one of the most pressing global issues. Rising sea levels and tidal waters will flood coastal cities and threaten to damage relevant infrastructure. Increasingly hot summers have led to death and disease, while droughts have led to gradual decreases in food production. The picture shows the disastrous effects of Typhoon Haiyan in the Philippines. (Source: US navy)

opinions have begun to emerge between developed and developing countries while results of carbon reduction efforts have failed to reach expectations. Global warming is still worsening, severely affecting ecologies and economic development in various countries around the world.

(V) Increasing Risks for Energy Security

Crude oil and gas are strategic sources of fuel and raw materials for modern industries. However, most petroleum producing countries in the world happen to be located in the Middle East, a region rife with armed conflicts. Thus, various countries around the world have become concerned with issues of safe energy resource delivery and price stability. To oppose the economic sanctions imposed upon it by the EU, Russia has stopped supplying Europe with natural gas as a form of retaliation. Failure to resolve this issue effectively is likely to impact European economic development.

(VI) Increasing Competitions for Food and Water Resources

Global population is expected to reach 9 billion people by 2050, with water consumption increasing by 55% as a result. Forecasts have shown that by 2030, global water supplies may only be sufficient in satisfying 60% of the requirements, leading to insufficient global water and food resources. This issue is compounded with climatic anomalies as well as increasing demands in emerging countries. Food exports have reduced significantly, leading to increasing food prices as well as widening rich-poor divide. Less developed regions and countries will be worst hit, leading to popular uprisings, public unrest, disrupt social and political balance, and affect regional stability.

(VII) Increase of Network and Data Security Attacks

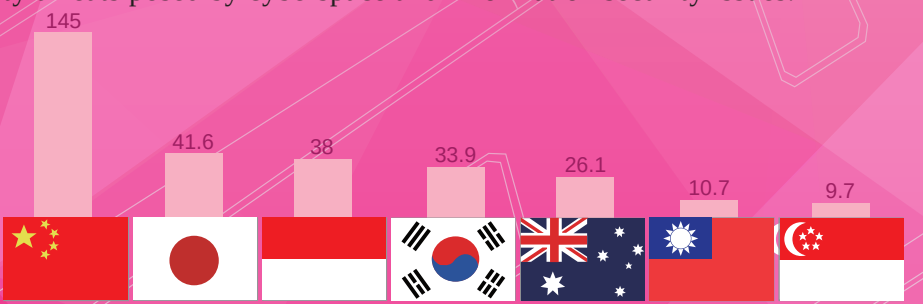
The 2015 National Security Strategy released by the US pointed out that cybersecurity remains one of the most daunting challenges faced by national, public, and economic security efforts. For national security, cyberspace attacks can be employed as a formidable military weapon. Enemies can use the Internet to paralyze key infrastructure such as communications, transport, and traffic systems to affect military capabilities. They may also sabotage financial and trade networks, water supply, power systems, and air navigation control systems to disrupt social order. Such attacks therefore pose serious threats to the survival and development of any country.

Targets of international terrorism are no longer restricted to the US, showing that counter-terrorism work must be jointly carried out by the international community. (Source: US navy)

Source: US Navy

Chapter 2. Security Challenges

The defense budget of the PRC has been growing every year to accelerate the modernization of its defenses and armed forces. The PRC is also strengthening its area denial capabilities, leading to increased concerns from the surrounding countries. The PRC has remained the leading threat to the ROC as it has yet to abandon military solutions against Taiwan and is still conducting targeted military exercises for such ends. Over a thousand short- and medium-range ballistic missiles as well as cruise missiles have also been deployed by the PRC along the Taiwan Strait. Other challenges to the ROC's defense and security include strategic competitions between the PRC and the US, intensifying island and maritime disputes in the East China Sea and South China Sea, as well as unconventional security threats posed by cyberspace and information security issues.



Defense budgets of countries in the Asia Pacific region
(unit: billion USD)

Section 1. Current Status and Developments of the PRC

The 2015 *PRC Military Strategy* expressed: They will further broaden strategic vision, update strategic thinking, and make strategic guidance more forward-looking. A holistic approach will be taken to balance war preparation and war prevention, rights protection and stability maintenance, coercion and war-fighting, and operations in wartime and employment of military forces in peacetime. They will lay stress on farsighted planning and management to create a favorable posture, comprehensively manage crisis, and resolutely deter and win wars. The PRC has clearly followed Xi Jinping's directives in deploying conflict staging points, accelerating South China Sea island reclamation, and carrying out determined military measures in the protection of its sovereignty. Such measures reveal the PRC's ambitions in becoming a leader directing regional affairs. For its main joint operational programs, the PRC is learning from armed forces building and development experiences of other advanced nations such as Europe and the US to modernize and transform its defense forces by restructuring its military organization, generating new training guidelines, deploying new weapons, and training new military professionals.

I. Strategies against Taiwan adopted by the PRC

Cross-Strait relations have eased as a result of increasing economic, cultural, and educational exchange. However, the PRC is still preparing various strategic moves against Taiwan. These strategic moves are also growing increasingly diverse in order to facilitate development of cross-Strait relations that are beneficial to the interests of the PRC and generate advantageous environments for future military invasions.

(I) Carrot and Stick Unification Strategies

In addition to emphasizing the common and unchangeable political foundations of Taiwan and China, strategies adopted by the PRC against Taiwan also include drawing a bottom line for developing cross-Strait relationship. Xi Jinping's vision where both sides of the Strait are of the same family and finding the ability to work together and achieve the Chinese Dream are also being followed to broaden and deepen cross-Strait economic and trade cooperation as well as promote youth and ethnic minority cultural exchange programs. These measures are aimed at reducing the gulf between the PRC and Taiwanese citizens and alleviation of mutual hostility.

(II) Denying External Intervention in the Taiwan Issue

National defense white paper reports generated by the PRC in recent years have pointed out that the current cross-Strait problem is a result of historical issues. The 2015 national defense white paper re-emphasized that "reunification is an inevitable trend in the course of national rejuvenation". The PRC aims to categorize Taiwan's sovereignty question as a domestic issue in order to construct the basis needed for legally carrying out military operations against Taiwan in the future. The *National Security Law of the People's Republic of China* as well as *Anti-Secession Law* has both placed Taiwan within the PRC's national security legal framework, highlighting that unification remains its ultimate objective in the Taiwan issue. The laws also provide a legal basis for pursuing non-peaceful measures against Taiwan, classifying it as a domestic issue in order to prevent external intervention of its military measures against Taiwan.

(III) Three Wars for Weakening Public Awareness on the Necessity for National Defense

Since 2003, the PRC has conducted wars on the three fronts of media, psychology, and law. These three wars have been integrated within the *PLA*

Political Work Regulation as well as key education and training subjects for its military academies and troops. Recently, the PLA has been committed to establishing a Psychological Warfare Experimental Unit as well as a specialized training and research institution for the training of specialized psychological warfare officers. Military spokespersons have also been provided for the MND of the PRC as well as various armed services in order to maximize the country's capacities in swaying public opinions. The PRC has also mobilized local governments in carrying out dedicated measures against Taiwan, using overtures for peace to dissolve internal unity within the ROC as well as employing military force for intimidation and forceful persuasion with the hopes of achieving major victories in minor battles or victory without a fight.

(IV) Comprehensive Preparations for Military Actions against Taiwan

In addition to creating an informatized armed forces to win battles in the digital age, the PRC is also carrying out comprehensive and thorough reforms of its national defense and military. By referring to the annual *Outline of Military Training and Evaluation*, the PRC is training its troops to improve their abilities to carry out trans-theater reinforcement, military operations against Taiwan, retaliate against foreign military intervention, and respond to regional conflicts. Despite making repeated pleas for resolving the Taiwan Strait dispute in a peaceful manner, the PRC's ambition to take over the ROC has remain unabated despite improvements of cross-Strait relations as observed from the PLA's utilization of the period of strategic opportunities for its development and its continued strengthening of military preparations against Taiwan.

II. Current Status of the Military Preparedness of the PRC

Under the strategic directives of winning a campaign in remote area quickly and winning the first campaign decisively, the PRC is researching and procuring

various weapon platforms and precision weapons, improving surveillance and reconnaissance capabilities, enhancing Second Artillery Force strike and coercion, advancing aerial assault capacities, and expanding maritime attack prowess. The aim is to achieve comprehensive, long-range, multi-dimensional, rapid and decisive, and multi-faceted operational objectives. The PRC is also strengthening its readiness in conducting military operations in response to incidents in Taiwan, the East China Sea, and the South China Sea. In the event that crisis or contingencies occur in the Taiwan Strait or surrounding regions in the Asia Pacific, the PRC will be capable of deterring the forces of other countries from intervening in the said regions.

(I) Defense Budget of the PRC

With the exception of 2010, the PRC's defense budget has retained double-digit growth from 2006 to 2015 (a period of 10 years). The total defense budget of the PRC is now the second highest in the world (after the US) and the highest in Asia. Despite emphasizing the defensive nature of its defense policy, the PRC has recently made substantial investments for external procurement of weapons and technologies while conducting weapons research and development (R&D). National defense development of the PRC has thus gradually grown beyond its defensive requirements, classifying the PRC as a potential threat that has led to an armament race in the Asia Pacific region and affecting regional peace and stability.

1. Budget Overview

The PRC allocated a defense budget of RMB 911.4 billion in 2015, which was a 10% increase from 2014. The PRC declared that the increased budget is mainly used to modernize its military equipment, improve the work environment and salary of entry-level personnel, and drive the restructuring of military systems and organizations (PRC defense budgets from 2006 to 2015 are listed in *Table 2-1*).

2. Hidden Budget

The PRC has repeatedly emphasized that its entire defense budget has

been included in the central budget to be reviewed by the National People's Congress before implementation. Hence, issues of hidden expenses would not exist. However, defense R&D projects, arms sales income (the PRC is a major exporter of arms), weapons procurement expenses, external income of national defense industries, and expenses of the People's Armed Police Force (PAPF) have not been included in the defense budget. Investigations indicate that these incomes and expenses may be hidden within non-military budgets. Estimates made by the ROC show that actual defense budget of the PRC may be 2 to 3 times higher than the published figure. Inferential estimates made using the PRC's historical budgets and budget utilization show that the actual budget may be up to 4% of the country's GDP, far-exceeding the 2% of GDP provided in most western countries, making the PRC's defense budget proportions on par with those of the US and Russia.

Table 2-1. A List of Defense Budgets from 2006 to 2015 as Published by the PRC

Unit: 1 Million RMB

Year	National defense budget		Proportion of total expense		Proportion of Gross Domestic Product (GDP)		US Dollar equivalent (million)	Difference between the budget and the final accounts report
	Total sum	Growth (%)	Total sum	Proportion (%)	Total sum	Proportion (%)		
2006	297,938	20.40	4,042,273	7.37	21,192,346	1.40	38,150	14,100
2007	355,491	19.31	4,978,135	7.14	25,730,556	1.38	48,235	4,469
2008	418,204	17.64	6,242,703	6.69	31,404,500	1.33	57,289	435
2009	495,110	18.38	7,630,000	6.48	34,090,300	1.45	72,580	14,400
2010	533,500	7.75	9,318,000	5.72	39,798,300	1.34	79,630	1,385
2011	602,670	12.96	10,896,900	5.53	47,156,400	1.27	95,600	1,600
2012	670,274	11.21	12,571,200	5.33	51,932,200	1.29	106,400	0
2013	740,600	10.49	13,947,700	5.30	56,884,500	1.30	117,600	150
2014	828,627	11.88	15,166,200	5.46	63,646,300	1.30	133,700	—
2015	911,490	10.00	17,150,000	5.31	68,052,000	1.33	145,400	—

(II) New Equipment Deployment Overview

The PRC has expressed that its military preparations must be based upon winning informatized local wars, with particular focus on the development of its navy (PLAN), air force (PLAAF), and Second Artillery Force. The PLAN has deployed long-range anti-ship missiles and new missile boats in the Fujian and Guangdong regions. The PLAAF has been outfitted with long-range missiles and new generation fighters which have been rotated to the coastal areas of the Taiwan Strait to participate in defense operations. The Second Artillery Force has researched, developed, and manufactured a series of new missiles to help the PRC command superiority in the maritime zone and airspace within the first island chain in order to achieve the strategic objectives of "open seas protection".

(III) Active Developments in East China Sea and South China Sea

Although the Taiwan Strait has remained a key center of gravity for strategic development of the PRC, the country also significantly increased strategic focus upon the East China Sea and South China Sea as well. The PRC is now reclaiming land around islands it occupies in the South China Sea and expanded Diaoyutai Island maritime patrols using public vessels to declare and demonstrate its sovereignty over the islands.

1. Increased patrols in waters around Diaoyutai Islands

Multiple confrontations between the PRC and Japanese maritime vessel have occurred in recent years. The PLA has thus dispatched various aircraft and vessels to intensify patrols in the peripheral maritime areas of the Diaoyutai Islands. PLA naval patrol schedules and routes through the Gonggu Shuidao (Miyako Strait) and Hengyan Shuidao have gradually become a routine as well.

2. Strengthening sovereignty and construction works of South China Sea islands and atolls

In the past 2 years, the PRC has gradually increased its commitment to military exercises and maritime sovereignty defenses in the South China Sea, and has continued to reclaim land on occupied islands. The PRC also deployed naval forces to forcefully evict Filipino and Vietnamese vessels from the area to demonstrate the PRC's effective ownership and management of the South China Sea. To respond to increasing tensions in the South China Sea, Vietnam has acquired new and advanced weapon equipment, while the Philippines also acquired transport vessels, helicopters, and transport aircraft. Military preparations implemented by the aforementioned claimants represent potential challenges and variables to the PRC's control and management of the South China Sea and the sovereignty of its islands in the region.

(IV) Strengthening Area Denial Capabilities

The PRC regards foreign intervention as the greatest potential threat if it undertakes military actions against Taiwan. In order to effectively deny foreign military intervention, the PRC has carried out red vs. blue simulation models for its PLAN, PLAAF, and Second Artillery Force exercises in recent years to verify and validate relevant tactics, techniques, and procedures. Regional intelligence, surveillance and reconnaissance (ISR) systems have been developed in tandem with novel weapon systems equipped by the Second Artillery Force, PLAN, and PLAAF in order to increase its A2/AD capabilities in the western Pacific. PLAN vessels and PLAAF aircraft have broken through the first island chain on many occasions, and its long-range strategic bombers have been equipped with YJ100 cruise missiles, giving it a striking range covering Guam. The PRC hopes that it will be capable of establishing itself as the dominant military force within the first island chain and be capable of deterring foreign military from intervening in Taiwan Strait issues.

PRC

Republic of China

Dongsha Islands (Pratas Islands)

Hainan Island

Both Vietnam and the PRC have declared sovereignty over the Xisha Islands (Paracel Islands).

Xisha Islands (Paracel Islands)

Vietnam

Huangyan Island (Scarborough Shoal)

The US frequently operates its new anti-submarine aircraft in the South China Sea.

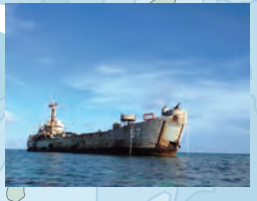
Shuangzi Jiao

Zhongye Island (Thitu Island)

Taiping Island

Ren'ai Jiao (Second Thomas Shoal)

Yongshu Jiao (Fiery Cross Reef)



The Philippines have placed obsolete warships at Ren'ai Jiao (Second Thomas Shoal) to strengthen the declarations of its sovereignty over Zhongye Island (Thitu Island).

The Philippines

The PRC has recently carried out land reclamation and constructed an air base on Yongshu Jiao (Fiery Cross Reef), an act that is closely scrutinized by neighboring countries as well as the United States.

(V) Handling Various Security Threats

The PLA, PAPF, militia, reserve forces are referring to the *National Defense Mobilization System* and *Prescribed General Response Plans for Military Disposition of Contingencies* to conduct various military and non-military operations such as joint law enforcement, mobilization command and control, air defense in urban areas, disaster relief, counter-terrorism and stabilization, and joint search and rescue. To respond to various kinds of security threats and to conduct various types of military operations, the PRC is also involved in global peacekeeping missions, military exchange, and multi-national joint counter-terrorism exercises in order to acquire experiences of various countries in handling conventional and unconventional security threats.

(VI) Participation in Multi-national Military Exercises

The PLA has conducted a number of joint operational exercises such as Joint Navy Exercise, Shaheen, and Khaan Quest with more than 40 countries (organizations) in recent years, including Russia, India, ASEAN member states and the Shanghai Cooperation Organization (SCO). The PLA was also invited, for the first time, to attend the US-led RIMPAC multinational joint naval exercise in 2014. The PRC hopes that participation in these military exchanges and direction of joint exercises with regional organizations will help to improve its joint operations capabilities and expand its regional influence.

Section 2. Military Capabilities and Threats of the PRC

For years, military preparations and planning of the PLA have always been based upon Contingency Military Operations against Taiwan. Military exercises have been conducted against combat tactics, techniques, and procedures employed by the ROC Armed Forces. These exercises are part of the continuous preparations for large-scale military operations against Taiwan, and are implemented to improve precision strikes of the PLA ground artillery forces, strengthen long range target guidance and strike capabilities of naval and air forces, and enhance surface blockade (control) of neighboring shores and islands. Hence, there is still a risk that military confrontation between the PRC and Taiwan may erupt.

I. Military Capabilities Directed against Taiwan by the PRC

With support granted by its immense defense budget, the PLA has greatly accelerated its modernization of national defense and armed forces, and is preparing for emergency military operations against Taiwan as well as improving its overall joint operational capabilities.

(I) Intelligence, Surveillance, and Reconnaissance Capabilities

The PRC is employing various satellites, early warning aircraft, and unmanned surveillance drones as well as building digital data link networks and has greatly enhanced its early warning, command and control, battlefield reconnaissance, aircraft and vessel navigation, communication encryption, and precision weapon strike capabilities. Currently, the PRC has acquired all-time surveillance capabilities in areas to the west of the first island chain.

(II) Capabilities of the PLA Army

Under the directives of all-terrain mobility and three-dimensional attack and defense, the PLA Army (PLAA) is accelerating its mechanization processes, making organizational adjustments at the brigade level, implementing informationized transformation, and conducting exercises and training in realistic conditions. Air transport and deployment, equipping of pontoon bridges, and tactical developments have been enhanced and tested in joint amphibious landing exercises to familiarize relevant units in the tactics, techniques, and procedures of landing operations. Currently, the PLAA is already equipped with triphibious landing and warfare capacities to seize offshore islands of the ROC.

(III) Capabilities of the PLA Navy

The PLAN complies with the strategic requirements of offshore defense and "open seas protection". Measures carried out include expanding the depth of offshore defense strategy, improving amphibious transport capacities, and active enhancement to joint surface operations and nuclear counterattack capabilities. Current priorities include continued construction of aircraft carriers, nuclear (and conventionally) powered submarines as well as research and production of submarine-launched ballistic missiles (SLBM) as well as long-range submarine-launched anti-ship missiles. Naval aviation units are also outfitted with JH-7 and Su-30 aircraft, with further developments underway for J-15 carrier-based aircraft. All these developments demonstrate the PLAN's growing abilities to initiate nuclear counterattack, deny foreign military access, and blockade and control of the Taiwan Strait.

(IV) Capabilities of the PLA Air Force

Under the strategic requirements of integrating air and outer space capabilities as well as conducting both offensive and defensive operations, the PLAAF

has accelerated R&D as well as outfitting of its next-generation combat and supporting aircraft such as the J-20 fighters, H-6K bombers, KJ-200 and KJ-2000 early air warning aircraft, and Y-20 strategic airlifter. The indigenous Hong Qi (red flag) series as well as Russia-made S-300 series air defense missiles have also been deployed along the Taiwan Strait. The PLAAF is also making plans to acquire the newest S-400 series air defense missiles from Russia in order to complete its missile defense system. To build an air force capable of seizing air superiority in the airspace to the west of the first island chain, joint exercises for different units have also been strengthened to accelerate digitization of command and control systems and enhance overall air and missile defense capacities as well as abilities to conduct air strike, strategic projection, and strategic coercion.

(V) Capabilities of the PLA Second Artillery Force

The PLA Second Artillery Force operates under the directives of being lean and effective and possessing both nuclear and conventional missiles, employing universal warhead designs to strike at a diversity of targets to strengthen its capabilities of strategic nuclear coercion, nuclear counterattack and conventional precision strikes. Estimates on missile quantity, precision, and destructive effects equipped by the Second Artillery Force indicate that the unit is capable of launching large-scale joint firepower strikes and deter external military from intervening in any Taiwan Strait disputes.

(VI) Information and Electronic Warfare Capabilities

EW units at various levels of the PLA have recently employed simulated electronic environments of the Taiwan Strait during their training exercises in order to develop various EW tactics, techniques, and procedures. To secure EW dominance throughout the entire course of the battle, exercises of various PLA service branches were also carried out to identify weaknesses in EW tactics and to formulate countermeasures accordingly. Current EW software and hardware

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3

1. The PLAAF is operating under the balanced offense and defense strategic directives to continuously enhance its capabilities in overall air and missile defense, force projection, and enforcing strategic coercion. It is hoped that these measures will allow the PLAAF to establish or seize dominance and superiority in the maritime zones and airspace in areas west of the first island chain.
2. The PRC has integrated airborne early warning systems, unmanned surveillance drones, and other surveillance equipment to achieve preliminary surveillance capacities over maritime zones and airspace around west Pacific, eastern Taiwan, and the Okinawa Islands.
3. Developments in the PLAN are heading towards "open seas protection" capabilities. The PLAN has continued to construct nuclear (and conventionally) powered submarines and developing SLBMs and long-range submarine-launched anti-ship missiles, demonstrating growing capabilities of the PLAN in carrying out nuclear counterattack, deny foreign forces access, achieving maritime dominance, and enforcing blockades in the Taiwan Strait. (Source: US navy)

attack equipment is also undergoing performance evaluations to monitor and collect electromagnetic parameters as well as to achieve capabilities of disrupting and interfering with ROC Armed Forces surveillance and command

and control systems.

(VII) Cyberwarfare Capabilities

The PLA has established basic offensive and defensive cyberwarfare capabilities at various military departments that include its military commands, 7 military regions, defense research agencies, defense mobilization information systems, and militia forces. In addition to using hackers to plant backdoors for stealing and transferring data, the PLA is also capable of using programs to acquire control privileges over the target server. PLA cyberwarfare units have also managed to infiltrate a target and remain undetected for 1,700 days. These cyberwarfare units are large and highly specialized organizations capable of dealing with information defense technologies employed around the world.

(VIII) Military Aerospace Capabilities

The PLA has recently launched various military satellites into space. These satellites allow 24/7 military command, control, and intelligence transfer capabilities and are capable of supporting long-range precision strike missions carried out by the PLA in areas to the west of the first island chain. The BeiDou Navigation Satellite System provides coverage over the west Pacific to the Indian Ocean, offering effective improvements to real time targeted surveillance as well as the accuracy of long-range precision strikes.

II. Military Threats Posed by the PRC against Taiwan

Although evaluations conducted by the PRC revealed gradual improvements of cross-Strait relations, the PRC is still emphasizing that separatist forces are posing a threat to its territorial sovereignty and security. In recent years, the PLA has been continuously equipping its forces with major defense equipment such as amphibious assault vehicles, long-range multiple rocket launchers, surface combatants, long-range anti-ship missiles, third generation fighters, air defense missiles, and other major defense equipment, while the

Second Artillery Force have continued to deploy missiles against Taiwan with particular focus on improvements to long-range projection capabilities. The PLA plans to complete the establishment of a formidable military arsenal for conducting military operations against Taiwan before 2020.

Observations of recent PLA military training and exercises showed that the PLA has yet to reduce targeted military exercises against Taiwan. The PLA has been emulating western nations in adopting actual-size replicas of critical political and economic targets of Taiwan when carrying out its military deployment exercises, demonstrating that the PLA has regarded military confrontation over Taiwan as a regular part of its combat preparations. Overall military power of the PLA is now capable of conducting joint military coercion, joint blockades, and joint strike operations. Furthermore, increases in the quality and quantity of PLA military strength allows it to pursue intensified military operations against Taiwan while providing it with additional mobility in deploying troops across the Taiwan Strait.

Section 3. Security Challenges of the ROC

Growing uncertainty of global security situations means that Asia Pacific countries as well as the ROC will have to face more complex and severe security environments, with the leading challenge being military threats posed by the PRC. The PRC has yet to abandon military options against the ROC. Its increasing defense budget and rapid improvements to weapon and equipment R&D capabilities have fueled rapid growths in its military strength. Other grave security challenges and situations faced by the ROC include intensifying sovereignty disputes of island and territorial waters in the Asia Pacific region, growing concerns of unconventional security threats, changing demographic structure, attacks by network hackers, and weakening of national defense awareness amongst the country's citizens.

I. Rapid expansion of the Military Strength of the PRC

Combined national strength of the PRC has grown tremendously in recent years, while its defense budget has achieved 2-digit growths for 5 consecutive years. Large, non-transparent defense investments made by the PRC allowed massive expansion of its armaments, leading to growing imbalance of military power between the PRC and the ROC. The PRC has also developed long-range precision weapon systems in order to extend the range of its force projection and strategic attacks, improve its integrated joint operational capacities, and reduce the willingness of other countries from intervening in the regional confrontation. This has posed a serious threat to national security of the ROC.

Given that the PRC has not abandoned its threats to initiate operations against Taiwan, the major challenge faced by the ROC is to hasten the transformation of its armed forces and improve joint operational performance to develop a small but superb, strong, and smart defense force formidable enough for defending national sovereignty and interests.

II. Sovereignty Claims over Disputed Islands and Maritime Rights and Interests

Complex regional confrontations due to island sovereignty and maritime rights disputes mainly involve the Diaoyutai Islands in the East China Sea and islands in the South China Sea. Such disputes have led to standoffs or even direct confrontation between government vessels dispatched from various countries. The PRC has unilaterally established an air defense identification zone in East China Sea and carried out land reclamation as well as construction of naval and air force facilities in the South China Sea, introducing new uncertainties to regional peace and stability.

The ROC Armed Forces shall comply with ROC's overall diplomatic policy and continue to expand practical relationships with friendly states, promote regional security dialogues and exchanges, and refer to the government's principles of safeguarding sovereignty, shelving disputes, pursuing peace and reciprocity, and promoting joint development to participate in multi-national security issues. The ROC Armed Forces shall continue to strengthen defensive operations of its Dongsha Islands (Pratas Islands) and Taiping Island as well as maritime defensive patrols. Military force serves as the support for defending the country's sovereignty over the islands, its maritime rights, and protect navigational freedom through international waters.

III. Defense Resource Constraints

Despite having slowly recovered from the global financial crisis, the global economy is currently hampered by the European debt crisis and the stagnating global economy. These events have also led to sluggish growth of the ROC's overall economy. Additional challenges include decreasing work force and limited increases in government tax income, making it difficult to secure further increases to the defense budget.

The ROC Armed Forces shall allocate and employ defense resources in a more

optimal fashion in order to maximize its benefits. To achieve the mutually beneficial goals of self-reliant defense and encouraging the development of national economy, the ROC Armed Forces have been promoting the development of dual-use technologies and allow tried and tested defense technologies to drive improvements of private enterprises and industries accordingly.

IV. Decreasing Proportions of Able-bodied Individuals

Although national birth rates of the ROC have somewhat recuperated in the last 2 years, the size of the young and able-bodied population is still quite low. The number of individuals available for conscription as well as national defense personnel will be less than ideal as a result.

In order to maintain its military power, the ROC Armed Forces are reforming its conscription systems to establish a Volunteer Military System and recruit volunteers with higher quality and who are willing to commit to longer terms of service. Continuous adjustments have been made to the national defense organization, military structure, and size of the armed forces. Force streamlining as well as extensive mobilization and combat readiness systems have been implemented to achieve the concept of having a small standing army with the potential of drawing upon vast reserves during wartime and building an elite national defense force.

V. Humanitarian Assistance and Disaster Relief

Unconventional security threats, such as sudden natural disasters and complex disasters caused, have continued to increase. The severity of the threats posed by these disasters to national security is on par with that of war.

The ROC Armed Forces, tasked with defending national security and protecting public welfare, have listed disaster prevention and relief as one of its core missions. The Armed Forces shall continue to establish units capable

of disaster relief during peacetime and combat operations during wartime with quick response, disaster prevention, and contingency control capabilities. Systematic approaches as well as government-organized disaster prevention exercises, force streamlining, material mobilization, resource integration, and disaster hazard control systems have been carried out in order to support rapid deployment of local government in relevant relief operations and reduce national security threats posed by various disasters.

VI. Diverse and Frequent Network Attacks

As information technology (IT) continues to evolve, network vulnerabilities and threats have begun to invade and threaten countries with well-developed network connectivity. Recently, PRC cyber forces have used a variety of measures such as social network engineering, remote infiltration, virus (and malware) infections, theft, and surveillance to conduct a series of cyber invasions of government agency and private enterprise websites with grave consequences. The aim of such attacks is to disrupt the ROC Armed Forces command and control information system operations and delay its ability to respond in a timely manner to various incidents. The PLA may launch attacks against specified targets in the ROC through the Internet in the future with the aim of crippling national infrastructure system operations. Such attacks will pose severe threats to ROC military operational capabilities and national security.

The ROC Armed Forces are working with government networks, integrated information security and protection, and joint response to conduct routine security protection and monitoring of crucial IT systems. During wartime, the armed forces shall employ active network defenses against the enemy in order to continue enhancing information and network protection potential, train network protection professionals, and enhance overall information security robustness and capacities.

VII. Challenges to Threat Awareness

Although cross-Strait political relations seem calm, the PRC has yet to abandon preparations for military operations against Taiwan. The PRC is also conducting a unification war against Taiwan on the three fronts of psychology, public opinion, and law, and is creating an image of peace in order to alleviate hostility amongst the ROC citizens and dissolve national unity.

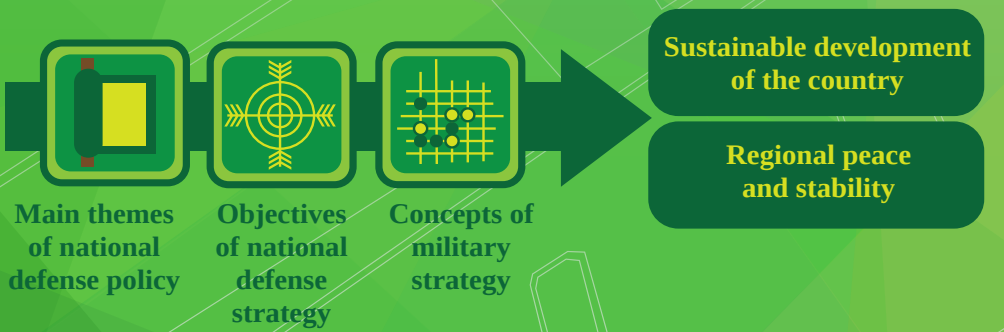
The MND has also been referring to the *All-out Defense Education Act* in order to conduct all-out defense education in 4 major categories of school education, on-the-job education for government agencies (institutions), social education, and national defense artifacts protection, awareness, and education. International situations, defense policy, all-out defense, defense mobilization, and defense technologies are established as the core educational subjects. Training courses have been arranged for various organizations such as relevant departments, different levels of governments, all-out defense mobilization systems, schools, and social groups, and course contents have integrated printed materials and a diverse selection of supporting activities in order to enhance training results and improve the sense of urgency and awareness for potential dangers amongst the general public. Various broadcasting channels are employed to integrate all-out defense concepts and knowledge into the lives of fellow citizens in order to achieve the educational goals of complete proliferation and extensiveness. It is hoped that such measures will improve all-out defense consciousness and ensure lasting peace and sustainable development of the country.

Part 2. National Defense Policy

Article 137 of the *Constitution of the Republic of China* stipulates that the objective of the national defense of the ROC is to safeguard national security and maintain world peace. Facing the rapid evolution and spread of military technologies and information networking, as well as the challenges to national defense arising from an increasingly volatile and complex security environment, the MND, upholding the President's concept of the three legs of national security, proposes defense policy to lay out the objectives of national defense strategy and the concept of military strategy. Accordingly, the MND continues to carve out paths for the transformation of defense and future development of its operational capabilities so as to construct a Hard ROC defense force, and ensure national security.

Chapter 3. National Defense Policy Plans

In order to safeguard national interests, and achieve the objective of deterring aggression and preventing war, the MND, following the government's policy, has taken comprehensive considerations of changes in domestic and international security environment, formulates the main themes of national defense policy, the objectives of national defense strategy, and the concepts of military strategy in order to ensure sustainable development of the country as well as peace and stability in the region.



Section 1. Main Themes of National Defense Policy

The ROC defense policy is mainly focused upon building a Hard ROC defense force to which we have to carry out series of policy implementation efforts. The main themes of our current defense policy are as follows: to build credible operational capabilities, demonstrate defensive resolve, maintain regional stability, forge intangible combat capabilities, enhance disaster prevention and relief, promote the volunteer military system, and improve care for service members.

I. Build Credible Operational Capabilities

The MND has been constantly acquiring and developing new weapons and equipment, building up innovative / asymmetric capabilities, and rectifying its size and structure so as to establish an elite military force. The MND has also been fine-tuning its self-sufficient mechanism for acquiring armament; thus, coupled with the powerbase of the people, we may deter the enemy from provoking hostilities.

II. Demonstrate Defensive Resolve

With the policy goal of establishing self-reliant national defense in mind, the MND has proposed a reasonable defense budget from available government funds to procure defensive weapons to our needs. Moreover, the MND has perfected its mobilization operations for both peacetime and wartime, and improved the effectiveness of all-out defense education so as to develop a sense of mutual trust with the people, and merge military with them together to form a solid all-out defense force to demonstrate our combined strong will and resolve in protecting national security.

III. Safeguard Regional Stability

Matching up with the government's comprehensive diplomatic efforts, the MND has been making high level exchange visits, security dialogues, and academic exchanges with foreign counterparts to promote military exchanges, and expand regional military and security cooperation. The MND, in conformity with the President's East China Sea Peace Initiative and South China Sea Peace Initiative, has always been safeguarding the sovereignty of our islands and maritime rights, and working together with Asia Pacific countries in promoting regional security and stability.

IV. Forge Intangible Combat Capabilities

The MND upholds the fine military traditions of country, duty, and honor, and has been forging service members' mentality of perseverance to fight and resolve of self-defense. In addition, the MND has been vigorously pursuing eradication of corruption and pushing forward counter-espionage activities so as to build ethically untainted military forces, and win the respect and support of the general public.

V. Enhance Disaster Prevention and Relief

The MND is guided by the principle that disaster relief is akin to fighting a battle and the directives of *forward deployment, early stationing, and instant reaction* to strengthen ROC Armed Forces' preparations for disaster prevention and relief operations so as to provide adequate assistance in these operations as requested by law.

VI. Promote the Volunteer Military System

To reap more positive results for recruiting and retaining enlisted members, the MND, joining hands with the government, has been considering the aspects of pay, dignity, and career opportunities after military service for them,

and conducting multiple measures, such as refining internal management, improving service environment, and permitting advanced education during off hours, etc., to encourage young people to serve and then stay in the military. Consequently, the MND may attain the goal of a sustainable volunteer military system for stable recruitment and retention.

VII. Improve Care for Service Members

The MND has been incessantly providing care measures for service members. Aside from proposing the *Statute of Welfare for Military Service Members* to establish a legal basis for service members and their families' entitlement to their benefits and wellbeing, the MND has been renovating their living quarters, strengthening protection for their rights and interests, enhancing services for military families, and assisting in career planning so as to consolidate their support, and maintain a safe and sound atmosphere in their families.

Section 2. Objectives of National Defense Strategy

In response to security challenges, the MND has stipulated the defense strategy, which forms the foundation to direct the formulation and execution of the military strategy. Objectives of our national defense strategy are as follows: prevention of war, homeland defense, contingency response, avoidance of conflicts, and maintenance of regional stability.

I. Prevention of War

(I) Strengthen Defensive Operational Preparedness

The MND has been continuing the national defense transformation and developing indigenous defense technologies, and creating innovative / asymmetric capabilities, so as to make the best of its compact but powerful punch to outfight a behemoth opponent. In order to improve joint operational capabilities, the MND is focusing on establishing capabilities for force preservation and infrastructure protection, training for regular forces, and implementation of the concept of all-out defense so as to effectively safeguard our homeland.

(II) Promote Regional Military & Security Exchanges and Cooperation

The MND, following the President's instruction to integrate national defense with diplomacy, has been driving military exchanges, and expanding strategic dialogues and substantive security cooperation with friendly countries, based on the principles of fairness, reciprocity, and practicality. Furthermore, we have been striving to attend combined military exercises with them, and working together on issues concerning humanitarian assistance, maritime search and rescue, counter-terrorism and counter-piracy, etc., so as to jointly establish a security cooperation mechanism and maintain peace and stability in the region.

(III) Nurture National Defense Strength

Aside from promoting the policy of merging national defense with public welfare, the MND has been improving its defense technology and weaponry R&D, making efforts on revolution in military affairs, fulfilling the goal of civilian control of the military, deepening the concept of all-out defense for all the people. As a result, we may fully demonstrate the glorious traditions and martial valor of the ROC Armed Forces, and raise their professionalism and sense of honor so as to nurture our overall national defense strength.

(IV) Contemplate Pending Issues with Cross-Strait Confidence Building

The government policy on cross-Strait relations is constructed on the basis of *being required by the nation, being supported by public opinion, and being supervised by legislature*. Based on the principle of *first the urgent, then the gradual; first the easy, then the difficult; first the economic, then the politics*, the government will institutionalize cross-Strait negotiations stepwise so as to build up mutual trust between two sides. Currently, conditions for establishing confidence building measures (CBM) have yet to mature. The MND will follow the government's policies in the future to review pending issues in a cautious manner.

II. Homeland Defense

(I) Build Elite Armed Forces

In tandem with the promotion of the Volunteer Military System, the MND has been restructuring its organization, and going through various associated measures, such as completing revisions for relevant laws and regulations, perfecting alignment of organization, manning and equipping, and force scale, etc., so as to refine its military structure to form elite armed forces.

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1. To transition into a volunteer force, the MND has been restructuring its organizations and improving professionalism of service members.
2.3. To maintain the strength of national defense, we have been developing equipment without foreign assistance, so as to accumulate viable indigenous R&D capacities to construct a modern military to our needs of national defense.

(II) Establish Highly Effective Joint Operations Capabilities

Aiming at enhancing joint operational performance, the MND has been refining its joint operations command mechanism, and developing its joint counter air, sea control, and ground defense operational capabilities, with particular focus on equipping forces with long-range precision engagement and synchronized joint operational capabilities.

(III) Acquire Modernized Weapons

To maintain a rock solid defense force, the MND has been developing and procuring modernized weapons. According to the policy of maintaining fundamental war-fighting capabilities while focusing on developing asymmetric capabilities, the MND has been adopting a dual track acquisition method of indigenous production and foreign procurement. Namely, weapons are to be produced domestically or procured from foreign sources if domestic production

3 4 5 4.5. By extending all-out defense education (such as hosting study tours to Nansha Island, exhibitions in the Armed Forces History Museum), the MND may raise patriotism for all the people, and improve their faith in the ROC Armed Forces, and increase their participation in and support for national defense efforts.

proves impossible. Priorities have been given to crucial technologies that developed locally, so as to help accumulate indigenous defense R&D capacities and build a modernized military force to our defense needs.

(IV) Strengthen Force Preservation

Facing possible minimum-warning and extremely powerful strikes from the enemy, the ROC Armed Forces have been bolstering their force preservation efforts, and striving to maintain redundancy for operational functions of all the systems in order to prevent paralysis caused by initial combat loss while preserving military strength for subsequent stages. In addition, the ROC Armed Forces will assist in keeping critical infrastructure, such as telecommunications, transportation, energy, reservoir, and power grid in working order, so as to ensure our sustainability in operations.

(V) Accumulate All-out Defense Potential

The MND has been extending all-out defense education to build public awareness for all-out defense, and improve public faith in the ROC Armed Forces. In addition, we have been pooling all the personnel, material, and financial resources together to materialize preparations for defense mobilization, and establish a well-rounded all-out defense system. Through educational recall training for reservists, we may thus maintain the combat capabilities of reserve forces to ensure rapid mobilization capacities both in peacetime and wartime.

III. Contingency Response

(I) Refine Surveillance, Reconnaissance, and Early Warning Capabilities

In response to multitude of security threats, the MND has been integrating intelligence, surveillance, and reconnaissance capabilities of all subordinate units to enhance its intelligence gathering and early warning abilities. Intelligence exchanges are also carried out frequently with friendly countries to achieve effective prevention from, response to, and elimination of risks before they take place.

(II) Perfect Contingency Response Capabilities

When the country comes under terrorist threats or sudden strikes from lurking enemy cells, the ROC Armed Forces joint operational command mechanism shall be activated to direct specialized quick response forces (QRF). To achieve the goals of preventing domestic contingencies and external assaults, the QRF shall follow the principles of stabilizing the situations, controlling the crisis, and unifying contingency responses to support establishments in charge and local governments to rapidly eliminate the threats.

(III) Enhance Contingency Operational Capabilities

We have been strengthening the authenticity of simulation drills for our forces to be quick responsive to contingencies, and for commanding officers to be proficient in the procedures for handling various contingencies, so as to provide just and proper responses to crisis once it occurs.

(IV) Improve Disaster Prevention and Relief Capabilities

We have chosen specific units from existing military organizations to form forces with immediate response, disaster prevention, and containment capabilities. As part of the preparations, the MND has been absorbing experiences from foreign countries and integrating them with government-organized disaster prevention drills. In addition, the MND has been procuring equipment that can be employed both in combat and disaster relief operations, and making the best of reservist mobilization capacities so as to improve disaster prevention abilities of the ROC Armed Forces.

(V) Reinforce Information Security

At the moment, the first priority of information security of the ROC Armed Forces is to constantly improve upon existing systems by introducing various international standardization concepts. Thus, we may blend the characteristics and missions of our forces with experiences from advanced countries, so as to reach a benchmark of information security and protection for reliable management. Furthermore, we have been combining network security drills with annual wargaming activities and exercises to validate our level of protection for crucial information infrastructure. Drill results will be adopted as references for future preparations of information security so as to enhance our competencies to protect our information systems.

IV. Avoidance of Conflicts

(I) Implement Military Conflict Avoidance Measures

The MND has been implementing information transparency measures, such as regular announcements of military exercises, releasing of the *National Defense Report*, and hosting open house events, etc., to allow neighboring countries to understand the purpose of our defense policy, resources utilization, budget planning, weapon development statuses, and military activities. It is hoped that through increased mutual understanding we may reduce the possibilities of regional military conflicts.

(II) Abide by Conflict Avoidance Regulations

All units in the ROC Armed Forces are required to comply with principles and readiness rules of crisis prevention, situational awareness, emergency response, rapid management, and escalation avoidance as well as not provoking incidents, not escalating conflicts, and reducing hostilities in order to avoid frictions arising from misjudgments or accidents that may lead to unnecessary conflicts.

V. Maintenance of Regional Stability

(I) Promote an Asia-Pacific Common Security Picture

The MND has been participating in regional affairs, and complying with the sequence of establishing relations, strengthening ties, reaching consensus, forging a friendly atmosphere, and establishing substantive partnership to promote security dialogues and exchanges with various countries in the Asia Pacific region, and maximize the strategic defensive functions of the ROC in the first island chain in the West Pacific. The ROC also plays a crucial role in both conventional and unconventional security issues in this region and is an active contributor to regional peace and stability.

(II) Jointly Safeguard Regional Maritime and Air Security

The MND is building collaborative channels for institutionalized strategic dialogues, working with countries in the Asia Pacific region to jointly ensure air / sea lines of communication in the East China Sea, South China Sea, and areas around Taiwan, thereby safeguarding regional peace and stability.

(III) Participate in International Counter-terrorism and Humanitarian Assistance Activities

The MND upholds the principles of safeguarding peace, and dedicates itself to suppressing terrorist activities. Therefore, the MND has been making personnel and intelligence exchanges with neighboring countries, and seeking opportunities for joining multilateral exercises. The MND has also been working with overall diplomatic policies of the country to provide humanitarian assistance as part of our obligations to the global community.

(IV) Comply with the Non-proliferation Treaty

In compliance with international norms, the MND does not produce, develop, acquire, store, or use nuclear weapons, and instead only develops defensive weapon systems. The MND has also been exercising control over the export of articles related to sensitive technologies and missile systems in order to demonstrate the country's non-proliferation efforts.

Section 3. Concept of Military Strategy

After considering the security environments in the surrounding areas as well as strategic developments of both this country and potential adversaries, the ROC Armed Forces are adopting resolute defense and credible deterrence as the concepts of military strategy, and shall employ a defensive posture and avoid provocation accordingly. However, where the enemy is determined to initiate military invasions and where war can no longer be avoided, the ROC Armed Forces shall integrate joint operational capabilities of the Army, Navy, and Air Force to defend national territories, safeguard national sovereignty, and ensure national security.

I. Military Strategic Missions

To accomplish the concepts of military strategy of resolute defense and credible deterrence, the ROC Armed Forces must implement the following missions in an effective manner:

(I) Resolute Defense: Ensure National Security

In homeland defense operations, the ROC Armed Forces must survive the first strike, avert enemy's decapitation attacks, maneuver forces to counter strikes, and sustain all ongoing operations. In wartime, they will lead the joint operational force of all service branches to conduct fortified defensive, mutual support, and recapture operations to counter hostile air and maritime blockade, secure air routes and sea lines of communication, and maintain connection with the outside world, so as to sustain military might. Furthermore, guided by the principle of strategical sustainment and tactical rapidness and decisiveness, the ROC Armed Forces, strategically, will adopt a defensive posture to gain a

temporal and spatial leeway to generate advantageous situations. Tactically, we shall utilize favorable conditions in force, space, and time to effectively counter enemy strikes, and maximize the potential of all-out defense so as to resist enemy invasions and ensure homeland security.

(II) Credible Deterrence: Continue to Enhance Credible Capabilities

The MND has been maintaining a balanced level of training and combat preparation for its forces, and integrating operational capabilities of subordinate services' weapon systems, so as to improve joint operational performance and enhance overall military power. In addition, the MND has been developing coastal mobile long-range precision firepower, air defense, suppressive weapon systems, IO/ EW jamming, positioning, direction finding, and countermeasure systems. These systems shall be applied in tandem with innovative / asymmetric tactics and techniques to focus attacks upon critical enemy weaknesses, and maximize our weapon effectiveness, so as to deter the enemy from undertaking any military actions after considering costs and risks incurred.

II. Future Requirements for Defensive Operations

To accomplish the missions originated from the military strategy as mentioned above, we have comprehensively contemplated all factors, such as operational scenarios in the Taiwan Strait, characteristics of modern warfare, developments of military technologies and weapon systems, etc., to devise the principles of the future preparations for defensive operations of the ROC Armed Forces as follows:

(I) Rapid Mobility

Force allocation, buildup, and deployment shall be implemented in a way to prevent enemy blockades, possible surprise attacks, decapitation strikes, and any other asymmetric techniques. Key focus is laid on the strengthening quick response and mutual support capabilities of each service's fire power, so as to establish stepwise a modernized defense force to the needs of our defensive operations.

(II) Force Integration

Capabilities, force structure, command mechanisms, doctrines and manuals, tactics and techniques, as well as education and training of all services shall be planned and integrated according to a joint operational concept so as to multiply the total strength, and attain local battlefield superiority.

(III) Agile Command and Control

Various weapon systems and platforms shall be more proficiently linked to shorten the decision making cycle of detection, processing, decision-making, and action, so as to allow the overall military force to have efficient and agile command and control, unobstructed real-time communications, as well as highly effective precision firepower.

(IV) Infrastructure Protection

Facing the threat of possible high intensity sudden strikes from the enemy, the ROC Armed Forces shall do their utmost to backup and sustain the operational functions of all systems on the part of defense, and continue to bolster their critical infrastructure protection (CIP) measures in order to prevent paralysis caused by initial combat loss that may lead to inability to sustain military operations.

(V) Innovative / Asymmetric Warfare

Given the widening gap between the military capabilities on either side of the Taiwan Strait, the ROC Armed Forces shall develop innovative / asymmetric warfare concepts to flexibly apply conventional and unconventional tactics and techniques to attack enemy weaknesses and critical nodes in order to change the outcome of the battle to our favor.

(VI) Mobilization Preparation

Our Concept of military strategy dictates that regular forces conduct strikes while reserve forces defense homeland. Accordingly, the ROC Armed Forces shall seamlessly integrate manning, equipping, and training preparations for military mobilization. Furthermore, plans and measures for combining military mobilization and administrative mobilization shall be perfected in order to rapidly mobilize reservists and materials to support all service branches to accomplish defensive operations.

III. Force Buildup Planning Objectives

After reviewing future perspectives of our security environment in the region and potential threats from the enemy, the ROC Armed Forces, by taking into account of revolution in military affairs, have pinned down the force buildup planning objectives through contributing factors, including force structure, personnel quality, available defense resources, and requirements for defensive operations. The objectives are centered on improving overall joint operational capabilities for the ROC Armed Forces, and can be elaborated by following force buildup focuses: fundamental capabilities, innovative / asymmetric capabilities, force preservation, and disaster prevention and relief.

(I) Fundamental Capabilities

Establish fundamental joint operational capabilities for all service branches in order to improve joint operational performance, and deter enemy's intentions to invade.

(II) Innovative / Asymmetric Capabilities

Constitute innovative / asymmetric capabilities, which are concealed in peacetime, and revealed to exert their operational effect in wartime. These capabilities, when unleashed, shall be employed to attack enemy's critical weaknesses so as to delay, sabotage, or paralyze the enemy's operational tempo and capacities, and create our local superiority that maximize the combat strength of all service branches. By so doing, we may throw a compact but powerful punch to outfight a behemoth enemy.

(III) Force Preservation

Secure crucial military infrastructure and weapon systems by concealing or maneuvering methods, and with force preservation measures, such as enhanced protection, deceptive camouflage, and decoys, etc., so as to prevent and reduce damages caused by the enemy's first strike, improve their survival in battlefield, and sustain their operational capabilities.

(IV) Disaster Prevention and Relief

Follow the principle of being capable of disaster relief in peacetime and war-fighting in wartime to establish and refine professional disaster relief capacity in dealing with complex disasters, so as to equip the ROC Armed Forces with capabilities to cope with both conventional and unconventional security threats.

Chapter 4. National Defense Policy Implementation

The MND has been vigorously promoting the Volunteer Military System to recruit quality personnel and achieve the goal of building small but superb, strong, and smart ROC Armed Forces. To build a modern and professional military, the MND has been implementing a series of policy actions, such as defensive capability buildup, disaster prevention and relief, military justice reforms, protection of service members' rights and interests, and provision of welfare and care for their families.

Proper force size | **High quality** | **Strong warfighting capabilities**

Section 1. Enhance Force Buildup Efforts

By referring to enemy threats, evaluating domestic and overseas security environments, and assessing the country's financial status, the MND has adopted the innovative / asymmetric concepts to formulate force buildup objectives and structure. With optimal cost performance in mind, the MND has been planning to procure necessary weapon systems in order to create a lean military force capable of deterring threats and preventing wars.

I. Continue Force Restructuring

(I) Concepts for Restructuring

The ROC Armed Forces Jingtsui force streamlining program was concluded by the end of 2014 to reach the goal of the total number of military personnel at 215,000. The MND will follow the concepts of resources integration, and adopting new technology and equipment to replace conventional labor, so as to create a military force with optimal structure and size for combat performance.

(II) Directions for Organizational Fine-tuning

The MND is heading to flatten organizational hierarchy in order to optimize command and control capacities, accelerate decision making and command processes, and strengthen joint operational capabilities for all service branches. In addition, low efficient and labor-intensive equipment shall also be replaced with high efficient weapon equipment and systems to reduce requirements on manpower.

II. Build Modernized National Defense Force

(I) Planning Principles

Guided by top-down force buildup and resources allocation concept, and the

cost-effective principle that one equipment with multiple functions fits all service branches, the MND has been instilling systematic management and one-fits-all thinking in building up its joint operational capabilities. Attentions shall be paid accordingly to the establishment of fundamental capabilities, innovative / asymmetric capabilities, force preservation, as well as disaster prevention and relief capacities.

(II) Key Focuses for Force Buildup

1. Fundamental capabilities

Procure new weapons and equipment, such as diesel-electric submarines, high performance surface vessels (boats), new utility helicopters, ship-borne multi-role helicopters, and advanced fighters with stealth, long-range, and beyond visual range (BVR) combat capabilities.

2. Innovative / asymmetric capabilities

Establish air-dropped sea mines and enhance mine-laying capabilities. In addition, develop crucial items, such as precision strike weapons, unmanned aerial systems (UAS), and electronic surveillance countermeasure systems.

3. Force preservation

Establish installations by transforming them to be mobile, subterranean, or into fortified tunnels and bunkers. Enhance camouflage and deception measures for critical facilities and strengthen survivability of joint command, control, communications, and computer installations.

4. Disaster prevention and relief

Procure fire fighting vehicles, heavy sterilization equipment, medical logistics and medical equipment, meteorological equipment and other related disaster relief equipment.

Section 2. Devise Well-planned Transformation of Military Service

The adoption of the Volunteer Military System represents a key reform to our military service, and it will determine the successful transformation of ROC national defense. The Volunteer Military System is expected to be beneficial for improving ROC Armed Forces operational capacity, allowing rational personnel deployment, and reducing social costs. To effectively improve ROC Armed Forces operational capacities, we have been recruiting and cultivating highly motivated and experienced candidates to join long-term volunteer service so as to reduce training costs, make the best of their expertise, and resolve inherent weaknesses of the conscription system such as high turnover and difficulties in accumulating military competences.

I. Dedicate to the Volunteer Military System

In order to carry out the policy of the Volunteer Military System, the MND is focusing on implementation of transitional conscription mechanism, recruitment for volunteer service members, and improvement on professional training. Under the leadership of Executive Yuan's Volunteer Military Program Task Force, the MND has been coordinating other governmental agencies to carefully implement the policy stepwise, so as to ensure the successful transition of the current military service.

(I) Transition Conscription Mechanism for Successful Transformation of Military Service

In accordance with the *Act of Military Service System*, the Executive Yuan has prescribed that from 1 January 2013, male adults born after 1 January 1994 shall undergo 4 months of regular military service training. For male adults born on 31 December 1993 or earlier without prior records of conscription, they shall serve in substitute service for 1 year. However, in light of current

threats, increased tensions in the region, commissioning of highly capable new equipment, and the need to ensure national security, we are conscripting male adults born in 1993 or before and revising the verification schedule for the volunteer military system, so as to ensure a smooth and successful transformation of military service.

(II) Continue Recruiting for Securing Manpower Sources

Recruitment target for 2014 was to recruit 16,069 individuals to attend all opening classes, and the result was 19,355 individuals recruited for an achievement rate of 120.5%. Among those recruited, there were 15,024 individuals for volunteer enlistee vacancies with an achievement rate of 142.3%. In comparison with 11,069 individuals recruited in 2012 and 10,942 in 2013, our recruitment is growing steadily. Following the recruitment success

By recruiting individuals to serve as highly motivated and experienced members in volunteer service with long service terms, the ROC Armed Forces may thus have an edge to exert their potential of professionalism to effectively enhance our force performance.

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1.2. To acquire stable recruitment resources and retain needed personnel, the MND has been taking steps to construct incentives, host events to elaborate policy, strengthen recruitment advertisements, make reasonable wage increases, renovate living quarters, encourage advanced education during off-hours, and improve systems for veteran affairs.

in 2014, we have set the recruitment target for 2015 at 14,000 individuals, and have recruited 11,901 individuals by the end of August. The ROC Armed Forces shall continue to provide thoughtful incentives to achieve the recruitment targets for 2015 and 2016.

(III) Strengthen Professional Training and Enhance Force Performance

To achieve the advantage of quality over quantity, we have to recruit individuals to join the volunteer service with long service terms, and train them with extensive professional skill sets because they are the key to improve our force performance through the Volunteer Military System. Volunteer enlistees shall undergo improved professional military education in basic training and military occupational specialty (MOS) training to enhance their operational competences. It is hoped that they can assume duty positions in their designated units after graduation. When they join the active force, they shall receive advanced combat and composite training to further transform them into versatile combatants so as to help improve overall force performance.

II. Provide Comprehensive Incentives for Recruiting

To acquire stable recruitment sources and retain needed personnel, the MND, guided by the Executive Yuan and assisted by other governmental agencies, has been taking steps to construct complete legal basis for recruiting incentives, host events to elaborate policies, strengthen recruitment advertisements, make reasonable wage increases, renovate living quarters, encourage advanced education during off-hours, and improve systems for veteran affairs.

(I) Construct Complete Legal Basis for Incentives and Improve Care for Service Members

To construct complete legal basis for increasing wage, improving dignity, and exploring career opportunities after separation from the military for personnel recruited from the Volunteer Military System, the MND, working with the Ministry of the Interior and the Republic of China Veterans Affairs Council (VAC), has been proposing for the stipulation of the *Provisional Act for the Implementation of the Volunteer Military System* and amendments to the *Statute of Welfare for Service members and Dependents* and the *ROC Veterans Assistance Act,* so as to finish all legal processes, and establish a systemic guarantee for the protection of welfare for both active and retired personnel to whom we shall provide multi-faceted care.

(II) Host Events to Elaborate Policies and Acquire Public Recognition

To earn public recognition to the benefits of the Volunteer Military System policy, the MND has been making full use of the timings of major annual exercises and training sessions, all-out defense education activities, open house events, Midshipman Cruise Training, and local reservist sports events, to host recruiting events in local communities. By hosting these events, we may invite

local people, students, and reservist counseling organizations to participate, and elaborate our recruiting policy to them in order to encourage young adults to pursue a military career.

(III) Strengthen Recruitment Advertisements and Promote Military Service

To encourage perspective young adults to sign up, the MND has designed and issued brochures and video promotion through multiple channels to disseminate recruitment information. Moreover, we have constructed an interactive guided-tour section titled *Starting a Military Career* on the official website of the Recruitment Center of the ROC Armed Forces, using online real-time interaction to keep young adults informed, and help them to choose a military career track that meets their expertise and ideals. In addition, we have adopted diverse recruitment means, including producing realistic promotional films, such as *homeland guardians*, *elite armed forces*, and *uniform of glory*, to help young adults and the public to gain a better understanding on the real life and training in the ROC Armed Forces so as to encourage them willingly join the service.

(IV) Make Reasonable Wage Increases and Raise Allowances

As of 1 January 2014, the Executive Yuan has raised volunteer service allowance and class 1 and class 2 offshore island allowances, which are indeed beneficial to our recruitment and retention. To speed up volunteer replacements for operational forces and other strenuous units, the Executive Yuan on 1 April 2015 has approved 2 extra allowances: operational forces service allowance and retention bonus, in order to maintain a stable recruitment and retention, and provide more incentives for young talents to serve than those offered by the private sector.

(V) Renovate Living Quarters and Improving Service Environments

The MND has introduced corporate management for 3 specialized funds, namely the ROC Armed Forces Camp and Facility Rebuilding Fund, ROC Armed Forces Fund for the Rebuilding of Old Military Dependents' Village, and ROC Armed Forces Production and Service Operations Fund. Aiming at effective integration of defense resources, and following the government policy of land use revitalization, the MND has been pouring the revenues generated from these funds in renovating old camps and living quarters, so as to improve service environments, and rid service members of worries about their families.

(VI) Encourage Advanced Education during Off-hours and Elevate Quality of Service Members

To facilitate service members to undergo advanced education, the MND, under the assistance from the Ministry of Education (MOE), has been building strategic alliances with willing universities and colleges to open credited courses for diplomas and training courses for certificates for service members during off-hours as of 2014. We are requesting the MOE and educational institutions to which we have established alliance to further expand those courses in both Taiwan Proper and offshore islands, so as to elevate the quality and skill levels of our volunteer service members.

(VII) Improve Systems for Veteran Affairs and Assist in School Admissions and Job Employment

Under the guidance of Executive Yuan's *Employment Promotion Policy for Youth*, the MND has been working with the VAC and the Ministry of Labor to establish a communication platform and a career counseling system to cater to the employment and training requirements of service members pending

discharge, and to improve pre-discharge training counseling and job matching programs so as to help service members acquire technical certificates and have a smooth transition to future employment after discharge. To promote the Volunteer Military System, the VAC has also proposed revisions to the *ROC Veterans Assistance Act*, which is now under review by the Legislative Yuan to provide counseling services to veterans who have served between 4 and 10 years. The revision also focuses on providing counseling services categorized by different MOSs and ranks, with attention paid to school admissions and job employment, so as to ensure that volunteer service members after discharge are able to receive necessary counseling for future employment.

Section 3. Reform to National Defense Legal System

The MND upholds major goals of the national defense policy and the policy guideline of thorough legalization of national defense to formulate an annual revision plan for national defense laws and regulations. The MND shall follow the plan to stipulate (promulgate) and revise relevant laws and regulations according to planned schedule so as to create a democratic, legalized, modern, and professional national defense system.

I. Reform to the Military Punishment System

The MND proposed an amendment to the *Act of Punishment of the Armed Forces* to address public concerns on human rights issues in the military, maintain absolute military discipline, and ensure that human rights and interests of service members are well tended. The amendment added some additional kinds of penalty, altered confinement penalty to forcible repentance and deleted reforming training as a form of punishment. In addition, the effects of certain punishments and remedy channels are also improved in the amendment, so as to reach a balance between force management and protecting the human rights of service members. The amendment passed the third reading of the Legislative Yuan on 21 April 2015 and entered into effect on 6 May 2015.

II. Transform the National Chung-Shan Institute of Science & Technology (CSIST) into an Administrative Legal Entity

The MND stipulated the *National Chung-Shan Institute of Science & Technology Establishment Act* in order to promote operational and management performance and competitiveness of the CSIST and achieve the objectives of self-reliant national defense. The said Act passed the third reading of the Legislative Yuan on 10 January 2014, and was promulgated on 16 April of the

1 2 1. The CSIST was fully transformed on 10 January 2014 in order to improve operational and management performance and competitiveness and achieve the objectives of self-reliant national defense. The picture shows an unmanned aerial vehicle developed by CSIST.
2. In order to promote recruitment and provide retention incentives, the MND has drafted a *Provisional Act for the Implementation of the Volunteer Military System* for the purpose of building an excellent environment to attract young adults to serve and stay in the service.

same year. To ensure successful transformation of the CSIST, the *National Chung-Shan Institute of Science & Technology Performance Evaluation Regulations* and 5 other relevant laws have been enacted and implemented accordingly.

III. Reform to the Military Judicial System

In response to the amended *Code of Court Martial Procedures* coming into force on 13 August 2013, the prosecutor office of the military supreme court activated programs to set up legal service centers in northern and southern Taiwan. As for judge advocates originally served in 8 prosecutor's offices of the military courts under the military high court, they have been reassigned to units of Combined Armed Brigade level and above, so as to fully exert their legal potentials to deal with all legal affairs concerning national defense, multiply the functions of military judicial system, and expand the results of administration by law in the ROC Armed Forces.

Section 4. Safeguard Military Human Rights

Facing shifting social environment and trends, as well as public opinions and concerns on human rights in the military, the MND has amended the *Act of Punishment of the Armed Forces*, reformed the use of confinement as a punishment, and revised its complaint and appeal systems accordingly. Education programs on military laws and justice are also adopted to strengthen service members' recognition and awareness toward the concept of administration by law.

I. Promote Human Rights Reforms

(I) The ROC Armed Forces have been improving various reforms regarding human rights protection systems, such as revising military laws, reforming the confinement system, as well as realizing appeal systems. Improvements have been made to software and hardware of repentance facilities in the armed forces, and 9 of them are operational. Categories and procedures of penalty stipulated in the *Act of Punishment of the Armed Forces* have been revised. Disgruntled service members to verdicts or penalties may appeal through military hierarchy. Furthermore, one who is receiving forcible repentance education may raise objections, and the case will be dealt with the *Habeas Corpus Act* by the Court.

(II) According to the newly added definition for physical abuse in the *Criminal Code of the Armed Forces*, the MND has reviewed 1,371 military training doctrines and 68 physical courses of high risks, and stipulated the *Enforcement Doctrine for ROC Armed Forces Education, Training, Service, and Combat Operations*, which came into force on 20 January 2015.

II. Carry out Human Rights Education

Past military justice education was centered on deterring service members from committing a crime. Now, we have combined current military justice education and legal system workshops into an educational session for rule of law, with topics ranging from the *International Covenant on Civil and Political Rights*, *International Covenant on Economic, Social and Cultural Rights*, protection of service members' rights and interests, to administration by law, so as to allow men and women in uniform to recognize that protection of human rights is inalienable to all our administrative actions. In addition to strengthen the concept of administration by law for cadre members, we have been providing cadre members at every level with training focused on international human rights conventions, defense laws, administration laws, and legal case studies, so as to promote the concept of human rights protection.

III. Strengthen the Concept of Administration by Law

After reform to the military judicial system, judge advocates with legal expertise are assigned positions at the Secretariat's Office of Military Personnel Rights Protection Association in various service branches with the aim of applying their legal professionalism to examining legal compliance and administrative works of all units of the ROC Armed Forces so as to safeguard human rights in the military.

Section 5. Expand Military Exchanges

The MND has been complying with the President's instruction to integrate national defense with diplomacy to promote military exchanges with friendly countries and allies while making connections with key influential think tanks with the goal of building interpersonal relations and securing friendships with other countries, thereby jointly ensuring the security of the Taiwan Strait as well as peace and stability in the Asia Pacific region. Through military and diplomatic exchanges and cooperation, we may learn new knowledge from advanced countries in areas, such as military technologies, force buildup planning concepts, operational lessons learned, as well as education and training, so as to improve the perspective of force buildup and combat readiness of the ROC Armed Forces.

I. Strategic Dialogue and Security Cooperation

(I) Policy Exchanges

The MND has been taking opportunities of international exchanges, such as foreign visits by our ranking civilian officials and flag/general officers, foreign visits arranged by the Ministry of Foreign Affairs, receptions for important senior officials and retired ranking military officers from friendly countries and allies, to help those countries to gain a better understanding of our national defense policy while strengthening military and diplomatic bonds in between.

(II) Military Training Exchanges

The MND has participated in HA/DR exercises with friendly countries and allies, and conferences of military topics hosted by them in order to learn their advanced disaster prevention concepts and relevant operational tactics and techniques.

Through military and diplomatic exchanges and cooperation, we may learn new knowledge from advanced countries in areas such as military technologies, force buildup planning concepts, operational lessons learned, as well as education and training to improve the perspective of force buildup and combat readiness of the ROC Armed Forces.

(III) Logistics Exchanges

The MND has been trying to attend various logistics exchanges and cooperation conferences and annual meetings on military equipment with friendly countries and allies to learn the knowledge of their logistic system planning and operational statuses. The MND has also been promoting long-term professional logistics cooperation with them in order to promote logistics and maintenance capabilities of the ROC Armed Forces.

(IV) Armament Exchanges

The MND has been exchanging policy perspectives and research findings with professional institutions around the world in different fields, such as weapon acquisition strategies, industrial cooperation and technology transfers, technology R&D, military medicine, fundamental science, and applied technologies, etc. In addition, the MND has also been working with relevant foreign defense research institutions to discuss cooperation in order to improve self-reliant defense capabilities.

II. Track-Two Dialogue and Academic Exchanges

(I) Academic Exchanges

The MND has been hosting strategic and regional security forums in tandem with domestic and foreign think tanks to broaden the international perspectives and strategic competences of both our military and civilian officers while enhancing exchanges and interactions with different think tanks to strengthen mutual communication in policies and concepts.

(II) Education and Training

Through foreign military sales (FMS) training, think tank research, Master's and Doctorate degree programs, and cadet exchange programs for service members, the MND has been improving their professional competencies, such as strategic thinking, tactics and techniques, technical skills to operate and maintain weapons and equipment, and abilities to handle international affairs and negotiations, so as to comprehensively enhance the quality of our service members.

Section 6. Enhance Crisis Response

The MND shall follow the *ROC Armed Forces Regulations on Peacetime Contingencies Response* to guide the ROC Armed Forces to conduct contingency response procedures. Additionally, to achieve the goal of preventing domestic contingencies and external attacks, the MND shall initiate a comprehensive response by asking all combat ready QRFs and specialized counter-terrorism units to handle contingencies adequately.

I. Military Crisis

Guided by the principle of prevention of war and handling crisis with prudence, the ROC Armed Forces have prescribed clear-cut operational procedures and regulations to adopt the joint operational command mechanism to closely monitor airspace and waters in the vicinity of our territories in peacetime, on the basis of not provoking incidents, not escalating conflicts, and reducing hostilities, while maintaining the posture of no show of fear, no show of backing down, and no show of timidity. Moreover, the MND has been conducting simulated exercises to help our forces to be proficient in relevant operational procedures to further sharpen their capabilities in handling contingencies. By so doing, when real contingency arises, they may quickly seize and control the situation, and mitigate possible damages.

II. Counter-terrorism Operations

Following the guidance of the Executive Yuan, the ROC Armed Forces have equipped and readied counter-terrorism forces according to their capabilities and possible nature of terrorist attacks. When authorized, they will be called upon to support contingent counter-terrorism operations. When terrorist attack occurs in the country, as per requests from Executive Yuan National Security

Response Center, the ROC Armed Forces Joint Operations Command Center will assign specialized and professional QRFs in the region to support in counter-terrorism operations.

III. Disaster Relief

With inherent duty to defend the country and the people, the ROC Armed Forces have taken disaster prevention and relief as one of their core missions. Facing the threat of complex disasters, the MND has been engaging in various disaster prevention and relief operations, and assigning forces to assist local governments in various disaster prevention works as per the *Disaster Prevention and Protection Act* and government policies, so as to protect the lives, properties, and families of the people.

Section 7. Improve Care for Service Members

In order to provide proper care for active service members and their families, the MND has been enhancing existing mechanisms and working with Friends of Armed Forces Association to cater to actual service members' requirements.

I. Perfect Services by the Friends of the Armed Forces

The MND has been working with the existing social service platforms, such as the Friends of Armed Forces Association, which is an aggregate corporation, to pay respectful visits to veterans, give financial assistance to dependents (including conscripts' families) in urgent needs, and make bedside or condolence visits to wounded personnel or families of deceased personnel in the line of duty for the purposes of improving ROC Armed Forces morale and dignity, alleviating their worries for families and focusing their attention on their training and missions.

II. Make Creative Services of Commissaries

In accordance with the *Management and Implementation Regulations of Commissaries of ROC Armed Forces*, the MND has set up commissaries in military installations, and procure 2 mobile commissary vehicles to provide convenient and diverse selections of daily necessities for forces undertaking operational duties, training, and disaster relief operations as well as units in remote areas, so as to expand the service coverage. In addition, we have adopted the concept of e-commerce, and improved the functions of the ROC Armed Forces Commissary Card to improve quality services to all service members.

III. Refine Services for Military Families

In order to maximize the effectiveness of military families services provided by all service branches, the ROC Armed Forces Dependents Services Management Association has been established to pool together resources and funds from all public-sector organizations under the supervision of the MND.

IV. Provide Housing Solutions

To provide housing solutions for service members and their families, and enhance recruitment incentives for the Volunteer Military System in accordance with current laws (and rules) governing the reconstruction of military families' villages, the MND has released remaining housing units from reconstructed military families' accommodation complexes for active duty service members to purchase at full prices and provided temporary and transitional accommodations for active service members in urgent needs or on short-term lease. Providing housing units in government-operated apartment complexes in Taipei City has also been considered, so as to offer more diverse solutions to fulfill the policy of taking good care of military families.

Section 8. Promote Gender Equality

Promoting gender equality has now become a universally shared value. In response to national policies, the MND has established a gender equality task force, which hosts a regular case study meeting every 4 months. The MND is also committed to upholding the *Convention on the Elimination of All Forms of Discrimination Against Women* (CEDAW), promoting the concept of gender mainstreaming, and realizing gender equality policy and guidelines so as to achieve gender equality in both substantive and legal fashion.

I. Comprehensively Promote Gender Equality Policy Guidelines and Implement Works on Gender Mainstreaming

In recent years, the ROC Armed Forces have increased the number of female personnel, and nurtured them to fill in some important positions. As of August 2015, the percentage of female military personnel reached 10.16% (approximately 17,000 individuals), and among them we have promoted the first female general officer leading an offshore island unit. The MND has been pouring relevant funds to improve living amenities for female military personnel. We have designed customized uniforms for pregnant personnel, and provided gender friendly facilities and measures, such as lactation rooms. Through reports on Youth Daily News, educational series on Chu-Kuang Garden TV programs, military justice legal affairs training tours, conferences on gender issues, pre-marriage seminars and other relevant activities, we may thus establish correct understanding and perspectives of gender equality amongst our service members.

II. Carry out Enforcement Act of CEDAW and Realize Protection to Human Rights of Different Genders

In concert with the government's promotion of CEDAW, the MND has reviewed 637 laws, regulations, orders, and administrative measures since 2013, and those failed to comply with CEDAW, such as some articles in the *Act of Military Service System*, have been revised and submitted to the Legislative Yuan for approval in 2014. So far, we have revised statutory regulations, such as the *Enforcement Act of Act of Military Service System, Reservists Recall Regulations, Military Academy Cadet Graduation Regulations, Academic Regulations for Cadets in Military Educational Institutions, Enrollment Regulations for Cadets and Graduate Students in Military Educational Institutions, Admission Regulations for Junior High and Senior High School Students to ROC Armed Forces Preparatory Schools, Guidelines Governing Civil Services promoted by the ROC Armed Forces*, and *Regulations Governing the Issuance of Retirement and Separation Allowances and other Cash Allowances and Compensations for Discharged Officers and NCOs*. The MND has been doing its utmost to remove sexist and discriminatory terms and wording, reserve the rights for pregnant students to receive education in military educational institutions, and adjust terms and conditions of deferring recalls for on-call reservists (for instance, those applicable only to male siblings who are breadwinners have now been changed to any siblings), so as to promote gender equality and realize protection to human rights of different genders.

Part 3
National Defense Capabilities

The MND has reviewed its strategic environment, assessed future possibilities and trends, and evaluated the threats and challenges to our country to adopt a streamlined military structure and maintain combat training and operational readiness so as to improve the effectiveness of our joint operations capabilities. Concepts of modern personnel, financial and material management were introduced to maximize the potential and benefits of our national defense resources in order to support the successful execution of various missions of the Republic of China Armed Forces. The Ministry is also committed to promoting all-out defense education as well as preparations for defensive mobilization in order to strengthen our comprehensive operational capabilities.

Chapter 5. National Defense Force

The ROC Armed Forces employ the military strategic concepts of resolute defense and credible deterrence. In addition to continuous streamlining of our national defense organization and force structure, we are also constantly committed towards improving of our joint operations effectiveness, operational and training readiness, information and EW capabilities, logistics support, reserve potential and intangible combat capabilities to maximize our overall battlefield effectiveness and ensure the successful completion of defensive operations.

Section 1. Introducing the National Defense Organization

Civilian control of the military and convergence of military command and administration systems were formally promulgated as characteristics of our national defense organization in a democratic nation when the *National Defense Act* and the *Organization Act of the Ministry of National Defense* (hereinafter referred to as the two Defense Acts) came into force on 1 March 2002. Due to limited availability of national defense resources and the need to maximize the effectiveness of its expenditures, the MND implemented organizational adjustments in order to create modernized ROC Armed Forces.

I. National Defense System

The structure of the national defense of the ROC is based on Article 7 of the *National Defense Act* shown in the following (per *Figure 5-1*):

(I) President

The President shall assume the supreme command of the Army, Navy and Air Force of the ROC, and is the commander-in-chief of the ROC Armed Forces. He exerts executive authority over the Minister of National Defense. The Chief of the General Staff (CGS) shall follow the direction of the Minister to command the ROC Armed Forces. (Article 8 of the *National Defense Act*)

(II) National Security Council

In order to decide major defense policies and guidelines relating to national security or in response to urgent defense situations, the President may convene the National Security Council. (Article 9 of the *National Defense Act*).

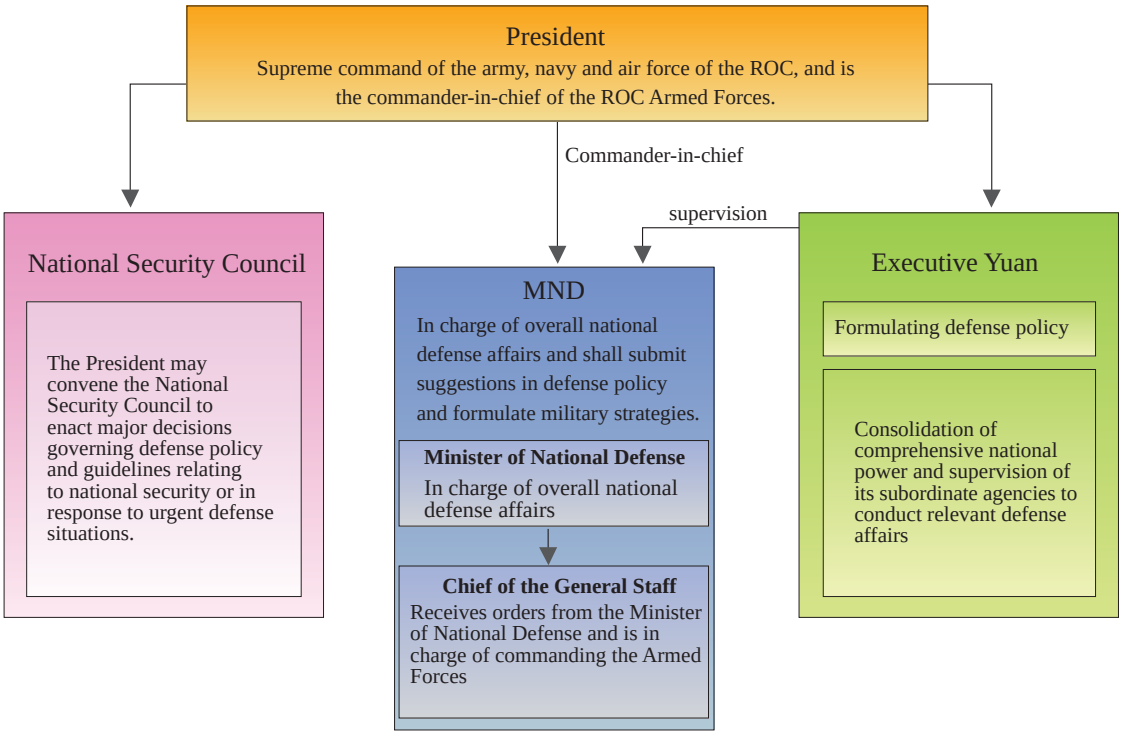

Figure 5-1. National Defense Structure and Responsibilities

(III) Executive Yuan

The Executive Yuan is responsible for the formulation of defense policies, consolidation of comprehensive national power and supervision of its subordinate agencies to conduct relevant defense affairs (Article 10 of the *National Defense Act*).

(IV) Ministry of National Defense

The MND is in charge of overall national defense affairs, shall fully exercise its policy, command, and armament functions. Besides, it shall submit suggestions in defense policies and formulate military strategies accordingly (Article 11 of the *National Defense Act*).

II. Organizational Structure

(I) Structure of the Ministry of National Defense (Articles 4 and 5 of the Organization Act of the Ministry of National Defense)

According to the two Defense Acts, the MND shall consist of 1 Minister, a civilian officer, to be in charge of overall national defense affairs; 2 Vice Ministers who can be politically appointed individuals or military officers holding the rank of General or Admiral; 2 Administrative Deputy Ministers who can be grade 14 civilian officers or military officers holding the rank of Lieutenant General or Vice Admiral to support the Minister in leading and guiding organic units as well as defense agencies (institutions). Additionally, the MND shall be composed of a General Staff Headquarters with subsidiary military establishments to create a defense organization where authorities match the responsibilities and the tiered professions. Thus, the ROC Armed Forces are able to commit to their respective training duties and combat preparedness in order to create a modern and elite military force(as shown in *Figure 5-2*).

(II) Organic Units and Defense Agencies (Institutions) of the MND

The organic units include a number of departments and offices which may be subdivided into divisions and subordinate sections where necessary. Defense agencies (institutions) are composed of bureaus which are supervised by the Vice Ministers or the Administrative Deputy Ministers.

1. **The Organic Units (Article 3 of the *Organization Act of the Ministry of National Defense* and Article 4 of the *Regulations Governing Departmental Affairs of the Ministry of National Defense*)**

   shall be composed of the Department of Strategic Planning, Department of Resources Planning, Department of Legal Affairs, Department of

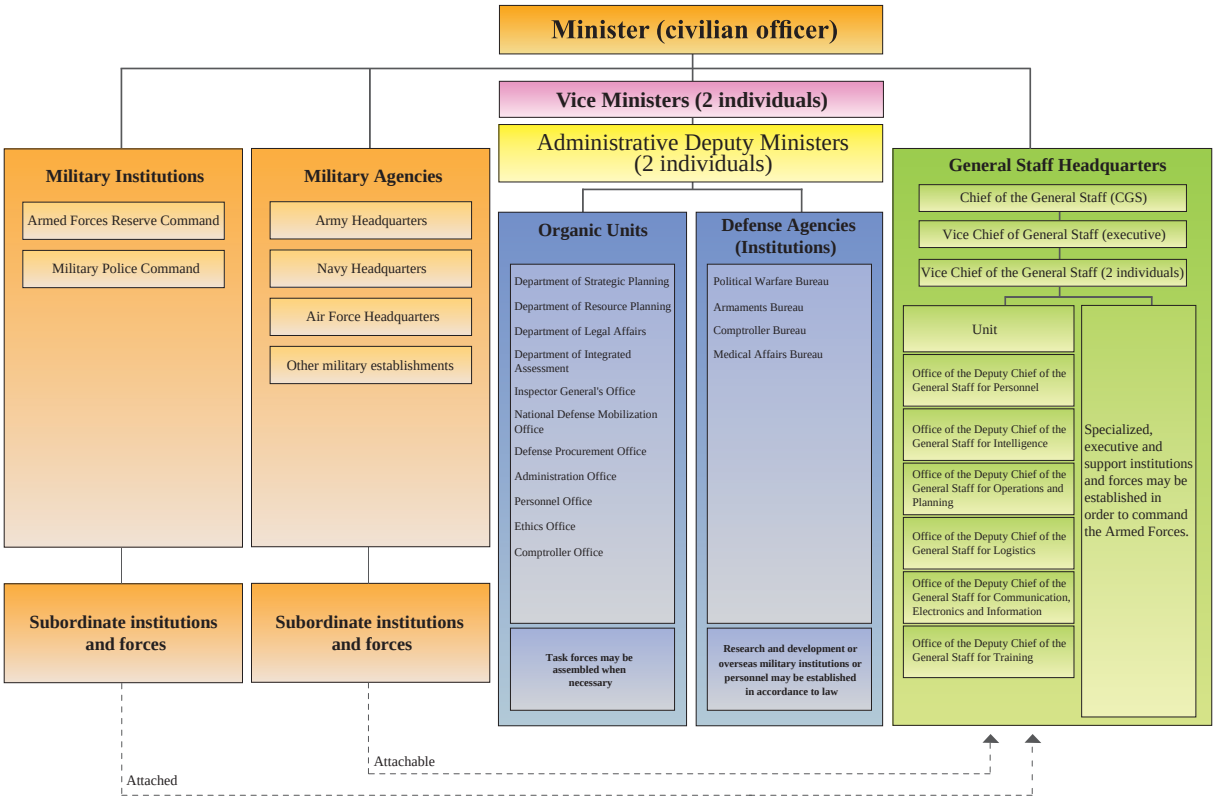

Figure 5-2. Ministry of National Defense Organization

Integrated Assessment, Inspector General's Office, National Defense Mobilization Office, Defense Procurement Office, Administration Office, Personnel Office, Ethics Office and Comptroller Office.

2. Defense Agencies (Institutions) (Articles 6 and 10 of the *Organization Act of the Ministry of National Defense*)

shall include the Political Warfare Bureau, Armaments Bureau, Comptroller Bureau and Medical Affairs Bureau, as well as overseas military establishments and personnel.

(III) General Staff Headquarters (Article 4 of the Organization Act of the General Staff Headquarters of the Ministry of National Defense)

The General Staff Headquarters of the MND shall be led by one Chief of the General Staff, one Vice Chief of the General Staff (Executive), and two Vice Chiefs of the General Staff and is composed of specialized, executive and support institutions and forces established by itself as well as any establishments and combat forces attached to it by relevant orders.

1. **Staff Units of the General Staff Headquarters (Article 3 of the *Organization Act of the General Staff Headquarters of the Ministry of National Defense*)**

   shall include the Office of the Deputy Chief of the General Staff for Personnel, Office of the Deputy Chief of the General Staff for Intelligence, Office of the Deputy Chief of the General Staff for Operations and Planning, Office of the Deputy Chief of the General Staff for Logistics, Office of the Deputy Chief of the General Staff for Communications, Electronics, and Information, and Office of the Deputy Chief of the General Staff for Training.

2. **Institutions and Forces (Article 6 of the *Organization Act of the General Staff Headquarters of the Ministry of National Defense*)**

   shall include the Military Intelligence Bureau, Communications Development Office, Information and Electronic Warfare Command, Air Defense Missile Command, General Service Command, and other specialized institutions and forces.

(IV) Military Agencies (Institutions)

1.The MND shall establish the Army Headquarters, the Navy Headquarters and the Air Force Headquarters as well as other military establishments (Article 7 of the *Organization Act of the Ministry of National Defense*).

2.The MND shall establish the Armed Forces Reserve Command and the Military Police Command. For the military command, the aforementioned military institutions and its subordinate forces shall be attached to the General Staff Headquarters (Article 8 of the *Organization Act of the Ministry of National Defense*).

III. Missions and Responsibilities

(I) Responsibilities of the Ministry of National Defense (Article 2 of the Organization Act of the Ministry of National Defense)

The MND shall be in charge of proposing, recommending and executing national defense policies, military strategies, force buildup guidelines, resource allocation, integrated assessment of strategies, development of national defense technologies, formulating national defense budgets, manpower planning, all-out defense mobilization, military discipline (and ethics) as well as supervision of national defense administration.

(II) Responsibilities of the General Staff Headquarters of the MND (Article 2 of the Organization Act of the General Staff Headquarters of the Ministry of National Defense)

The General Staff Headquarters shall serve as the staff of military command system for the Minister of National Defense. In peacetime, it proposes requirements of military buildup and operational readiness, recommends national defense and military resource allocation, supervises operational preparedness and military training, determines the order of battle, defines and implements operational plans and other tasks associated with the military command. In wartime, the General Staff Headquarters shall be responsible for directing joint operations of the Army, Navy and Air Force.

(III) Tasks of the Army, Navy and Air Force

The tasks of the Army, Navy, and Air Force of the ROC are as follows:

1. Army

In peacetime, the main tasks of the Army are to garrison various areas of the Taiwan proper and its offshore islands, establish basic combat prowess, and integrate contingency response capabilities. Others include execution of emergency combat missions, jointly safeguarding critical infrastructure, supporting counter-terrorism operations when ordered and providing active support in regional disaster relief operations. In wartime, each Theater of Operation (defense commands) and its subordinate units shall be commanded by the ROC Armed Forces Joint Operations Command Center to work with navy, air force and other ground forces to conduct joint defense operations.

2. Navy

In peacetime, the Navy is responsible for patrolling and safeguarding the ROC territorial waters, actively defending ROC fishing crews and vessels, and conducting regional disaster relief operations. In wartime, the Navy shall implement countermeasures with other services and prevent hostile blockades or military invasions in order to ensure that sea lines of communication (SLOC) of Taiwan remain open, achieve regional maritime superiority, and create a vantage posture for joint homeland defense operations.

3. Air Force

In peacetime, the Air Force is responsible for patrolling and safeguarding airspace of the ROC, and conducting regional disaster relief operations. In wartime, the Air Force shall strive for air superiority and engage in various joint operations with ground and naval forces.

Section 2. Improving Joint Operations Effectiveness

The ROC Armed Forces have been developing joint operations capabilities. In addition to strengthening our joint operations performance, we have integrated organizational restructuring, upgraded our weapons and equipment, and adopted innovative / asymmetric operational concepts to create a joint operational force with improved command speed and rapid logistics support.

I. Joint Operations Concepts

(I) In order to ensure peace in the Taiwan Strait and preserve territorial integrity, and regional stability, the ROC Armed Forces have adopted the military strategic concept and guidelines of resolute defense and credible deterrence. By this way, it is hoped that through a comprehensive joint operations mechanism and modernized battlefield management, coupled with an effective diversified deterrent means, we may obstruct enemy's power projection, and initiate deep strike against it so as to damage, contain and consume its abilities of invasion and mobility.

(II) To build a Hard ROC defense force, our joint operations shall focus upon enhancing long-range precision engagement and synchronized joint operations capabilities. When faced with hostile incursions, we will consolidate forces and firepower of the Army, Navy and Air Force, and properly position them according to their respective performance. Precision strikes, multi-layered interception, attacks against enemy at anchorage areas and beach heads, and other innovative / asymmetric tactics shall be carried out in phases of joint interdiction and annihilation of enemy at anchorage areas and beach heads so as to obstruct enemy's intention of rapid conclusion of war, and thereby achieve success in safeguarding the territories of Taiwan and the Penghu islands.

II. Joint Operations Command Mechanism

(I) The ROC Armed Forces have responded to changes of the enemy and trends in defense technology developments and integrated them within military restructuring programs. For the purpose of improving the joint operations command system performance and safeguarding national security, the ROC Armed Forces are actively pursuing the strength needed to acquire electromagnetic dominance and expanding EW capabilities. Through the integration of data links, the Armed Forces are also expanding command and control systems as well as surveillance capabilities. A Common Operational Picture (COP) has thereby been established to improve battlefield transparency. Synchronized awareness over battlefield dynamics has been established within the units of various levels, so as to strengthen their battlefield monitoring capabilities and their abilities for effective battlefield management, ensure the integrity and comprehensiveness of joint operations command and control functions, and meet the needs to conduct defensive warfare.

(II) Additionally, in order to strengthen the countermeasures and defensive capabilities of command, control, communication, computer, intelligence, surveillance and reconnaissance (C4ISR) systems, and improve our flexibility of troop deployment during defensive operations, in recent years, the ROC Armed Forces have acquired long range surveillance radar, P-3C anti-submarine aircraft, mine sweepers, fuel and ammunition replenishment vessels, Swift Sea corvettes, unmanned aircraft systems (UAS), Cloud Leopard Infantry Fighting Vehicle, LT-2000 MLRS, AH-64E helicopters, UH-60M helicopters and many other modern military hardware. The Armed Forces have also completed upgrade programs for F-16A/B, IDF fighters, E-2K airborne early warning aircraft, and PAC-3 missile systems. According to the directives for defensive

operations of Taiwan and Penghu islands, in the future, we will seize the opportunities of various joint operational exercises and training to verify the operations of our command mechanism, adequacy of our innovative / asymmetric capabilities and defensive operational plans, with focuses on organizational adjustments of the Jingtsui Program and deployment of new capabilities, so as to ensure that the ROC Armed Forces are able to exert the full potential of our joint operations capabilities.

III. Joint Operations Capability Buildup

The ROC Armed Forces have considered changes in regional security, technological advancement, operational requirements and all-out defense policies to push forward an all-out defense posture, and strengthen joint operations performance. Furthermore, we have adopted a set of buildup guidelines of lead-in by technology, information and electronics superiority, joint interdiction, and homeland defense to vigorously establish a credible deterrence. Relevant buildup of capabilities includes joint C4ISR, joint information and electronic warfare, joint counter-air, joint sea control, joint ground defense, reserve mobilization, joint logistics and intangible combat capabilities.

IV. Improving Joint Operations Training Performance

Based on the principles of increasing intensity of joint operational training, integrating similar exercises, and improving training assessment standards, the ROC Armed Forces have planned major annual exercises, such as Han Kuang (HK) and Lien series to integrate and assess training performances of the participating units in order to combine training, exercise, and operational readiness together, so as to achieve the objectives of training for war and integrating training with operations.

(I) Han Kuang Exercise

To enhance the ROC Armed Forces joint operational command systems as well as strengthen force buildup and combat preparations, the annual Han Kuang Exercise is divided into a command post exercise and a field training exercise in a fashion of joint operations with an aim at undergoing computer-simulated wargaming first and field training later. The focuses of the exercise include: protecting cyberspace, improving early warning, enhancing command and control, protecting critical information facilities, countering unmanned aerial vehicles (UAV) and guided weapon attacks, verifying the abilities of the deployment of new capabilities, coordination of interagency efforts, and integration of joint firepower.

(II) Lien Yung Exercise

Abiding by the *Joint Operations Training Principles*, the attack brigades of the ROC ground forces shall station at the Joint Operations Training Base Command every 18 months. The brigades will be incorporated in the Joint Operations Training System combined with all forces and firepower of the ROC Armed Forces as well as their information and electronic warfare assets, and will be evaluated via a live-fire exercise. By so doing, the participating cadre member of the ROC Armed Forces shall gain a full understanding of the attributes, capabilities and limitations of each service, enhance collaboration during joint operations, and strengthen the participating units' sense of joint operations in order to maximize our efforts of the joint operations.

(III) Lien Hsing Exercise

The Joint Amphibious Task Force is composed of Marine brigades as well as naval and air force units. During the exercise, the task force shall act as the opposing and invading force and incorporate the scenarios of the field training phase of the Han Kuang Exercise to conduct joint amphibious landing and anti-landing exercises with forces in the theater to improve naval amphibious

The purpose of the annual Han Kuang Exercise is to take the form of joint operations of the Army, Navy and Air Force to improve our early warning capabilities, command and control performance, and verify our new capabilities.

disembarking operational capabilities as well as homeland defense capabilities in the theater.

(IV) Lien Yun Exercise

The Joint Operations Airborne Task Force commanded by the Air Force Headquarters is composed of aerial transport assets and Army airborne forces. During the exercise, the task force shall incorporate the scenarios of the field training phase of the Han Kuang Exercise to carry out joint airborne and anti-airborne exercises with forces in the theater to verify its training performance as well as joint homeland defense capabilities.

(V) Lien Hsin Exercise

The exercise scenario is based on offshore island defensive operations. Army Headquarters and Navy Headquarters shall direct the Penghu Defense Command, Kinmen Defense Command, Matsu Defense Command, Dongyin

The Joint Amphibious Task Force is composed of Marine brigades as well as naval and air units that have completed the annual amphibious base training. The Task Force shall be ordered to conduct landing and anti-landing exercises to improve naval amphibious disembarking as well as homeland defense capabilities in the theater.

Area Command and Wuchiu Garrison Command to employ full scale combat readiness, establish an unified control to conduct ground and naval joint operational exercise with naval replenishing detachment in phases, so as to verify the status of preparedness and effectiveness of training of the participating forces.

(VI) Lien Hsiang Exercise

The Lien Hsiang Exercise simulates incoming hostile threats according to planned scenarios. Participating units must initiate operations of force preservation before the opposing forces launch their attacks. Opposing forces shall adopt unfixed ingress routes from different altitudes to conduct aerial strike and deal a sudden blow at key defensive targets of the ROC Armed Forces. Its purpose is to evaluate air defense capabilities and measures of joint, regional, garrison (key nodes and harbors), field units and naval fleet of the ROC Armed Forces.

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1.To prepare for a volunteer force, combat physical fitness and mixed-martial arts training have been included in 2015 in order to strengthen combat physical fitness of our volunteer service members.

2.To strengthen long distance and precision strike capabilities of our missile forces, a combined firing training of the Armed Forces have been employed in an unexpected fashion to validate the effectiveness of firing preparation and responsive capabilities of the participating forces.

Section 3. Maintaining Continuous Operational and Training Readiness

To build a Hard ROC defense force, the ROC Armed Forces have followed the guidelines of training for war and integrating operations with training to maintain intensive training and exercises for all members. In order to improve basic combat capabilities of our personnel, we have focused upon their physical fitness, combined (and joint) training, camp (base) training, and precision missile firing training.

I. Enhancing Physical Fitness

ROC Armed Forces directives treat physical fitness as national strength and believes that enhanced fitness strengthens the entire nation. After assessing and performing quantifiable analysis of various fitness tests, we revised the

standards for 3 physical tests and their alternative tests in 2008. In 2010, a total of 8 ROC Armed Forces Physical Fitness Assessment Centers were established in order to provide a systematic, scientific, and rational physical training regime so as to effectively improve basic combat capabilities of all service members. In addition, following the government's plan of "Let's swim," and ensuring that every service member has basic swimming skills adequate for self-rescue, we have also employed conducive training models that greatly increased the prevalence of swimming training and the number of personnel with qualified swimming skills. Additionally, in sync with the promotion of volunteer force, we have added combat physical fitness and mixed-martial art training in 2015 to enhance the basic physical fitness of our volunteer service members.

II. Realizing a Well-rounded Base Training

In the volunteer force, the term of enlisted personnel is extended to 4 years. The original concept of single Military Occupational Specialty (MOS) with single capability of the enlisted personnel is no longer satisfying the cost requirements of long service term and increased professionalism. Therefore, to increase the flexibility of assigning operational personnel and reservist management, a training program of single MOS with multiple capabilities must be implemented accordingly to ensure all service members proficient with all weapons and all military skills at the company (and below) level. Base training shall also incorporate intensified training at night, live firing, combat readiness training, routine combat training, and training of urban warfare skills and tactics. Professional training for cadre members and self-training of general MOS are intensified and the concept of management-training integration is realized so as to fully improve the overall effectiveness of base training.

III. Strengthening Base-level Assessment

Base training represents the core of field training, using actual battle conditions as training scenarios to strengthen live firing and force-on-force exercises to

hone the tactics, combat techniques and skills, and improve combined-arms performance at brigade and battalion levels. In order to further enhance base training and achieve training objectives, the ROC Armed Forces are planning to acquire composite targets, multi-functional training fields, and laser engagement systems to create a force-on-force platform capable of judgment on the scene for participating forces so as to achieve training goals.

IV. Improving Accuracy of Missile Strike

In order to strengthen long-range precision strike capabilities of our missile units, we have adopted a model to combined missile firing training of the Armed Forces since 2014. Random selection of units for assessment has been employed since 2015 in order to validate missile firing preparation and responsive capabilities of various units. In 2014 and 2015, the ROC Armed Forces have fired a total of 809 missiles of 32 models of 9 different categories. Not only the training objectives are effectively achieved, but the expiring missiles and munitions are also adequately consumed to reduce subsequent disposal costs.

V. Enhancing the Performance of Simulation Training

The ROC Armed Forces have integrated technological training programs. In addition to the application of various current simulation training systems (769 systems of 86 categories) for tactics, combat techniques and skills to supplement field training, we are also focusing on acquiring training and simulation system for new capabilities and army close combat simulation system, and improving our theater joint operational wargaming system and simulation systems of all service branches. Plans have also been made to create a synthetic battlefield to achieve the objectives of reducing training costs, minimizing training risks, ensuring equipment availability, and enhancing training benefits.

Section 4. Consolidating Information and Electronic Warfare Capabilities

Our communication, information and electronic warfare preparedness has taken the enemy threats, our operational concepts and actual joint operations requirements into consideration. In accordance with our Ten-Year Force Buildup Concept and Five-year Force Buildup Plan, we are consolidating our command and control systems, communication and information platforms, network and EW capacities in an increasingly complex electromagnetic environment. The goal is to establish a highly robust network centric joint operations command and control system with multiple back-up measures to support the operations of our Armed Forces.

I. Improving Communication and Information Infrastructure

The communications and information system of the ROC Armed Forces integrates both government and privately operated communication and information resources, and employs universal information and communication technology standards and specifications with synchronous fiber-optic networks and communications and information systems serving as the main trunk lines. Cable and wireless networks, satellites and multi-routers, redundant backup, as well as secure and anti-interference high speed broadband transmission platforms have been established to offer voice communications, data, video and information services at the Joint Operations Command Center, posts at strategic level and various bases (and positions).

II. Strengthening the Command and Control Capabilities of Joint Operations

To effectively maximize the potential of digital command and control capabilities, we have continued to expand the fleet of our main aerial (and naval) data link platforms. Major sensors and various strategic command posts of the Army, Navy and Air Force have been integrated to enhance joint operations command and control performance. We are also actively participating in international organizations and meetings to acquire foreign operational capabilities of data link as well as the latest technological information. We have integrated our industrial cooperation (offset) plan with domestic industries so as to strengthen our self-reliant operational and maintenance capabilities and enhance operational effectiveness of the data link of the ROC Armed Forces.

III. Integrating Electronic Warfare Capabilities

To improve the flexibility of battlefield EW command and control, the ROC Armed Forces joint EW operations has integrated electromagnetic (EM) spectrum management with decision-making support platforms. We have continued developing and acquiring various EW support, protective and countermeasure systems, and established various information and electronic defense standard operating procedures to ensure the integrity of our information and electronic resources, the usability of our command and control systems, as well as our freedom of actions. We have been also developing key EW technologies to establish EM superiority in the Taiwan Strait to provide effective support for our joint operations.

IV. Enhancing Information Security and Protection Capabilities

We have continued to enhance the performance of our Information Security and Protection Management Center while implementing exclusive network usage measures. Information security courses are constantly provided to various training and educational classes in order to enhance the awareness of information security amongst service members. The ROC Armed Forces are guided by the National Security Bureau as well as the National Information & Communication Security Taskforce (NICST) to establish a joint operations data security and protection mechanism. We shall take the opportunities of various exercises and training to put the concept of Critical Information Infrastructure Protection (CIIP) into practice so as to strengthen our overall national information security protection capabilities.

Section 5. Refining Logistics Support

In order to achieve the goals of precise logistics management and rapid logistics support, the ROC Armed Forces have been actively integrating the logistic capabilities of the Army, Navy and Air Force while enhancing existing IT systems in recent years. We have been promoting outsourcing our logistics and refining the contract management mechanism in order to preserve our logistic potential. In addition, we are vigorously considering to phase out obsolete equipment, fine tune integrated logistic support (ILS) planning for new equipment, and improve the quality of living quarters of service members so as to improve overall support and service performance.

I. Exerting the Full Potential of Logistics

To reap the combined effectiveness of professional division of labor and integration of one's profession and abilities, we have extensively reviewed the current status of our logistic operations, and revised those no longer applicable to date to simplify the logistic process involved. By so doing, we have stipulated the *Logistics Policy Guidelines of the ROC Armed Forces* of 29 articles in 13 categories issued to the entire Armed Forces. Furthermore, we have also enhanced and integrated functions of our information system to exert the full potential of logistics.

II. Effectively Maintaining Equipment Readiness

In light of various new weapon systems entering our order of battle in recent years, we have adopted the ILS information system to refine full life cycle management mechanism for them in order to maintain stringent control of readiness of all weapon systems. In addition, we have consolidated maintenance and supply resources, and through prepositioning, forward acquiring and status prediction of them we may allot them in a timely and flexible fashion to ensure that our equipment are fully prepared.

III. Improving Effectiveness of Maintaining Materiel

We have been checking the stockpile in the inventory to critically review new requirements, pushing forward integration of maintenance capabilities of all service branches, and enhancing the efforts of integrated logistics management teams, so as to better monitor fluctuation of maintenance costs and establish a comprehensive suite of core maintenance capabilities. In 2014, a total of 36,000 obsolete items in 1,200 categories, including major defense equipment, supporting equipment, communications, and wheeled vehicles, were phased out, saving the maintenance costs of NT$ 730 million, effectively reducing our financial burdens while improving the effectiveness of our equipment maintenance efforts.

IV. Implementing Energy Saving Policies

On the condition of not disrupting military exercises and training missions, we have been providing assistance to local governments by carrying out cloud seeding as well as water supply and delivery operations. We have also adopted the principle of *use resources only where it counts, don't hoard resources where it matters and employ resource saving measures*, to regularly review overall savings, compile a data of fuel, water and electricity consumed, and compare chronicled information to verify that we have achieved energy saving objectives stipulated by the Executive Yuan.

V. Promoting Sequential Outsourcing of Logistics

To drive the Jingtsui Program for force restructuring and to build a volunteer force, we have focused our scarce defense resources upon our major operational forces, and retained core logistic capabilities after reviewing all our logistic activities. In accordance with Article 22 of the *National Defense Act* regarding outsourcing to the private sector, items such as meals preparation, supplies, transport, and facilities maintenance have been outsourced to civilian entities

in order to reduce personnel requirements of general service of the ROC Armed Forces. To improve personnel training and ensure that experiences are handed down effectively, we have established a contract management training capacity in 2014. Thereafter, in addition to supporting Armed Forces organization restructuring as well as streamlining, we have been reviewing the organization of our logistic units, our domestic market environment and earmarked budgets to carry on with sequential outsourcing accordingly to attain the goals of national defense working in tandem with public livelihood.

Meals preparation, supplies, transport and facilities maintenance and the like have been outsourced to civilian entities according to the Article 22 of the *National Defense Act* in order to reduce personnel requirements of general service of the ROC Armed Forces. The picture depicts a civil contractor doing equipment transport.

VI. Integrating Logistic Data Management

To enhance logistic data management performance, big data analytics are employed to merge and adjust 8 information systems that include our aircraft management system. We have been adopting a storage barcode system to improve the performance of our supply and maintenance operations. Chronicled results of exercise validation are used as a reference for reviewing and improving logistic systems for the purpose of force application, and we may thus have a timely and precise picture of the logistic status and requirements of the current force, so as to effectively improve our decision-making and reduce manual workload.

Section 6. Consolidating Reserve Force

In its own right, the MND is in charge of military mobilization. We have therefore adopted the principle of building a streamlined standing army and consolidating reserve force. In peacetime, the MND is doing adequate preparation for mobilization, and in wartime it shall be able to quickly assemble a reserve force to support the defensive operations.

I. Preparing the Mobilization Plans

To successfully achieve the defensive operations of Taiwan and Penghu islands, our military mobilization is directed by the guideline of *planned mobilization as the core supplemented by contingent mobilization.* Meanwhile, we have completed various mobilization plans for peacetime. In wartime, when mobilization is activated, the ROC Armed Forces shall quickly assemble reservists to form a highly capable reserve force. Regarding our mobilization planning, we have devised 7 sub-plans and 52 executive plans. Each of these plans has been meticulously designed according to operational requirements, reviewed and approved through necessary hierarchy, and incorporated in training and exercises for the purpose of validation. Furthermore, in order to allow mobilization staff at all levels to have more professional knowledge of the mobilization policy, we have held local workshops for them by providing courses centered on scenarios, special situations, and case studies, helping them to have an in-depth understanding of current mobilization policies, operational procedures and guidelines.

II. Preparing Manpower Mobilization

When service members (including enlistees of short-term military training) are discharged, they are treated as reservists and have to attend recall training to retain their combat potential. In wartime, they shall be quickly mobilized to

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1.Military mobilization is conducted mainly through planned mobilization and supplemented by contingent mobilization. Mobilization plans shall be created in peacetime in order to ensure that reservists can be quickly assembled into a highly competent reserve force if mobilized.

2.Tongxin Exercise and Ziqiang Exercise are also implemented during the live firing phase of the Han Kuang Exercise in order to validate the potency of force formation, pre-battle training, and homeland defense, etc.

form a reserve force in order to defend our national territories. We currently have 2.5 million reservists. Reservists within 8 years after discharge shall be mobilized first in order to ensure that our reserve force is able and competent. Additionally, according to the *Reservist Selection and Training Regulations* and the concept of *organizing before training and 2-year reservist replacement*, reservists shall attend two recall training sessions of 5 to 7 days within every 8 years, and some professional training courses shall be added if necessary.

III. Preparing Materiel Mobilization

In order to utilize all material resources effectively to support our military efforts, we have been doing preparation of material mobilization from July to September annually, and it is divided into two phases: operational requirement review and supply and demand verification. We have followed the procedures of inspecting organization of assets, operational requirement review, supply and demand verification, inter-theater support, devising plans and validation

through exercises, to invite relevant governmental agencies, local governments and supervisory organs to jointly establish a platform to pool all resources so as to improve operational precision. Currently, we have accumulated 335 items at our material control from 66 types in 10 categories.

IV. Validating Mobilization through Exercises

To validate the effectiveness of *Combined Military Power Coordination Report* at various levels in pooling civilian and material resources within the region to support our military operations, we have been holding Tongxin Exercise and Ziqiang Exercise in concert with live-firing phase of the annual Han Kuang exercise. During the exercises, reservists (about 10,000 personnel) are recalled to validate the potency of force formation, pre-battle training and homeland defense capabilities. We have been using print and broadcast media as well as operational command systems to disseminate requisition orders, commandeering orders, alternate production orders simultaneously, and supervising participating forces to do training practices, such as purchasing and commandeering civil resources, mobilizing civil transports for military use, integrating public and private medical resources with military medical system, and mobilizing military supply industries to expand our maintenance and repair potential.

Section 7. Forging Intangible Combat Capabilities

Mentality of perseverance can be epitomized by the country's soft power and smart power. The MND has employed the Chu-Kuang (Glorious) Garden TV program, a newspaper and three journals published by the Youth Daily News, Voice of Han Broadcasting Network and Internet publishing channels to create, broadcast and publish educational topics, monographs and news reports to help forge such a mentality. We have been hosting various art and cultural promotion events to push Armed Forces works against corruption and improve the sense of internal security. It is hoped that these measures can help strengthen the will of the service members, enhance their sense of moral value, and perfect their physical combat skills. The final goal is to forge a mentality of perseverance far exceeding that of the enemy and maximize the potential of this intangible capability.

I. Promoting Sense of Unity

On the occasions of the *90th Anniversary of Whampoa Military Academy* in 2014 and *the 70th Anniversary of Victory in the War of Resistance against Japan and the Retrocession of Taiwan* in 2015, the MND especially hosted a series of events, such as a musical called *Country and Home*, an exhibition titled *From Here to Eternity* (detailing the truth of the War of Resistance against Japan), memorial concerts, a seminar of the *70th Anniversary of Victory in the War of Resistance against Japan* as well as a workshop to discuss cultivating moral value and character for service members. Attendees, such as military representatives, veterans, service members, dependents, and civilians, were all impressed and deeply felt the invaluable consciousness of the cruelty of war and pricelessness of peace. To faithfully exhibit a piece of glorious history of the ROC Armed Forces, we have assigned personnel to bring home the remains of brave soldiers of the Chinese Expeditionary Force in

Burma during the War, and issued a commemorative calendar titled *An Honor and Heritage* to help our fellow citizens appreciate the spirit of sacrifice and contribution of the ROC Armed Forces and inspire service members to follow their heritage of loyalty and valor in defending our nation so as to strengthen our mentality of perseverance. Additionally, we held a *NICE PLAY - Saluting our Heroes* event for exemplified service members and their families on the eve of the Armed Forces Day and All-Out Defense Education Day commendation event, and offered them foreign travel opportunities to broaden their horizons and strengthened their sense of pride and honor so as to create a positive image of the Armed Forces and help nurture a sense of unity.

In order to commemorate the *70th Anniversary for the Victory in the War of Resistance against Japan and the Retrocession of Taiwan*, the MND especially hosted a musical called Loyalty unto Death – Striving for an Everlasting Peace.

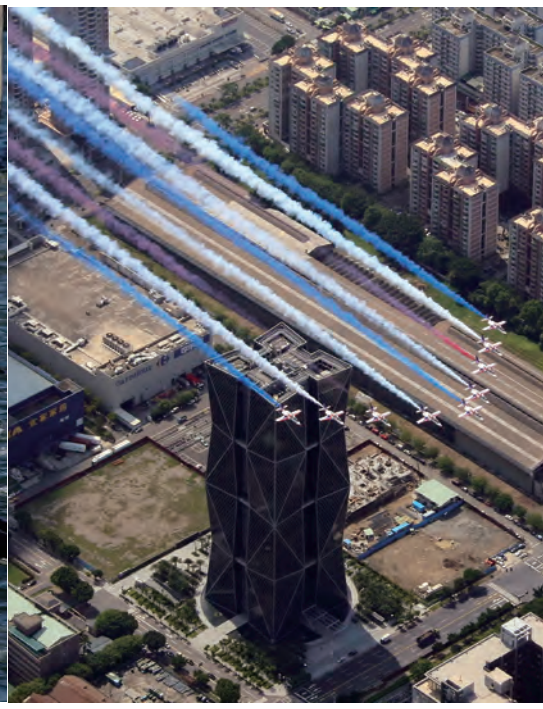
II. Psychological Warfare

To strengthen the psychological toughness of service members and recognize the importance of force buildup and operational preparedness, political warfare (PW) supervisors and officers in charge of PW at brigade (group) level or above are gathered annually to observe a demonstration of the Four Essentials of the Battlefield and Psychological Warfare (PSYWAR) Training. Moreover, prior to live-firing phase of the Han Kuang Exercise, a PSYWAR Week training program is also carried out to impart to service members a solid understanding of why we fight and who we fight for.

III. Enhancing Counter-espionage Operations

Even though the status quo of the Taiwan Strait is relatively stable, the lurking threats to our security are increasingly intimidating. In recent years, communist espionage cases have been unearthed one after another, and these cases have demonstrated that the PRC has yet to reduce its infiltration and espionage activities despite the fact that cross-Strait exchanges are increasing. In order to strengthen loyalty and patriotism amongst service members, we have generalized the recruitment and infiltration methods of the PRC, and incorporated them in our counter-espionage training as study focuses. Moreover, we have been adopting a diversified pedagogy to establish security awareness amongst service members and their families so as to strengthen the service members and civilians' consensus of the importance of counter-espionage and security.

Most communist espionage cases uncovered in recent years were mostly whistle-blown by service members. Subsequent case analyses revealed that the PRC has been vigorously tempting our discharged and retired personnel to contact active members and their families in order to acquire classified information. To achieve effective prevention and elimination of risk factors, and maintain purity in our military community, we have been providing courses to



1 | 2 | 3 1.2. To help fellow citizens gain a better understanding of the intensive training that ROC Armed Forces service members go through, we worked with the National Geographic Channel to produce special programs of the *Marine Corps Amphibious Reconnaissance and Patrol Unit* and *Taiwan's Elite Warriors: Thunder Tigers* as part of our active marketing strategy which effectively improved the image of the ROC Armed Forces.

service members and their families to improve their awareness in this regard. We have also stipulated a suite of *Practical Measures for Counter-Intelligence Training for Retired (Discharged) Personnel of the ROC Armed Forces*. Moreover, we have been working together with private media companies to produce TV series of counter-espionage to establish a deep-rooted awareness of it in the general public so as to prevent the Armed Forces from the infiltration, espionage and sabotage activities of the enemy.

IV. Expanding News Broadcast

Civilian supervision of the armed forces is considered standard practice in democratic nations. By taking into account of this global trend, upholding the principle of promoting transparency for national defense policy implementation,

3. The MND held a *NICE PLAY - Saluting our Heroes* on the eve of the Armed Forces Day and All-out Defense Education Day commendation event to create a positive image of the ROC Armed Forces and create a common consensus of all-out defense.

and respecting people's right to know, the MND has been publicly stating, communicating, and elaborating its policy implementation to the people via broadcast means on condition of without infringement of confidentiality to obtain their support for the Armed Forces.

To help the people better understand our Armed Forces' dedication to training and to improve the exposure of our forces in the global stage, we worked with the National Geographic Channel, History Channel and Al Jazeera English in 2014 to produce special programs, such as *Taiwan's Elite Warriors: Thunder Tigers*, *Marine Corps Amphibious Reconnaissance and Patrol Unit*, and *Impacts to the Taiwan Strait after the ROC Armed Forces Becomes a Volunteer Force*. It is hoped that through project planning concept together with flexible, diversified and active marketing strategies, we may effectively build a positive image of the Armed Forces.

V. Building up a Clean Military

To realize the clean governance policy, the MND has established an Ethics Office and an Inspector General's Office which are dedicated to the elimination of corruption and graft within our ranks. In 2014, the performance of anti-corruption activities taken by the ROC Armed Forces were ranked 3rd place among 11 governmental agencies in the same grouping for ethical evaluation reviewed by the Agency Against Corruption (AAC) of the Ministry of Justice. We were also subject to the 2014 Anti-Corruption Public Survey organized by Transparency International Chinese Taipei (TICT), which evaluated public servants of 26 specialties. The survey results revealed that our service members were ranked 5th place by the general public in terms of anti-corruption ratings. In May 2015, the Chairperson of Transparency International personally witnessed the signing of *Partnership Agreement for Anti-Corruption Education of the ROC Armed Forces* by the National Defense University and TICT to help blend international academic principles and theories of ethics into our military educational system.

Chapter 6. National Defense Resources

The MND has been employing scientific and innovative management means, making optimum use of defense resources such as personnel, finances and material, to maximize their potential to support our Armed Forces in achieving their tasks and missions. For personnel, in addition to recruiting qualified candidates to serve, we have been improving the quality of military education so as to cultivate a pool of modern service members with competent administrative and military skills. In the financial aspect, we have been employing a financial supply and demand planning mechanism to rationally allocate our financial resources. For the aspects of material and self-reliant defense capabilities, the MND is fully committed to the research and manufacture of advanced weapon systems. We have been gathering key technological capabilities to lay a first-rate R&D foundation to support both our national economy and civil infrastructure, and achieve the goal of merging national defense and public welfare.

Section 1. Nurturing Quality Personnel

In order to enhance core competences of Officers and NCOs, aside from providing basic, advanced and specialized courses, we have been selecting qualified cadre to study overseas and do research in foreign think tanks. Service members are encouraged to study in domestic graduate schools to pursue Master's and PhD's degrees and in occupational training institutions for skill certificates in order to satisfy various requirements of their MOS.

I. Streamlining Recruitment and Examination Affairs

(I) Merging examinations: Entrance examinations for our 2-year Non-Commissioned Officer (NCO) College Program were originally implemented separately by the Army Academy, the Naval Academy and the Air Force Institute of Technology. Such examinations have been merged into one. The entrance exams for Standing Flight Officer Class, Reserve Officer Cadets in universities, 2-Year Officer College, and equivalent classes are also held in the same timeframe so as to reduce the number of examination personnel.

(II) Validating alternative physical tests: Since 2015, the results of physical fitness tests held by the Ministry of Education (MOE) have been validated as acceptable alternative tests to the on-site physical fitness tests (unencumbered running) for the aforementioned examinations. In addition, local test posts have been offering online intelligence assessment tests to replace paper ones for the purpose of examinees' convenience.

1 | 2 | 1.2. In concert with diversified admission and physical fitness policies of the Ministry of Education, coupled with the basic physical requirements of our service members, we have added physical fitness tests to the cadet admission requirements. By so doing, only the individuals with qualified physical fitness and academic level can be admitted into our military academies.

II. Results of Cultivating Competent Personnel

(I) Basic Education

1.In concert with diversified admission and physical fitness policies of the MOE, coupled with the basic physical requirements of our service members, we have added physical fitness tests to the cadet admission requirements. By so doing, only the individuals with qualified conditions of physique and fitness can be admitted into our military educational institutions.

2.With farsighted military requirements in mind, we have reviewed and refined current educational programs and course curriculums, and have been incorporated into educational assessment mechanism of the MOE. Therefore, our cadets have been gathering sufficient academic competencies and necessary professional military skills as junior cadre members.

3.Our 2-Year NCO College Program focuses on imparting occupational skills and acquiring certificates. It is hoped that all graduating NCO cadets can be awarded with an occupational certificate and a degree diploma before commissioned so as to improve their technical competencies.

(II) Further Education

1.Further education for officers is divided into 2 levels: command and staff level; strategic level. Regarding future curriculums, we are planning to adopt credit systems and acquire approval to award official Master's degrees to trainees graduating from the National Defense University Master's Program. By so doing, they will not only acquire the skills of pondering strategies, tactical planning and project management, but also establish a sound theoretical foundation for international affairs and global strategy so as to fulfill the goal to improve core competences of our high ranking personnel.

2.Further education for NCOs is structured by theoretical curriculums of NCO advanced courses with emphasis on advanced leadership and management, allowing senior NCOs to be able to effectively assist commanding officers to lead and manage subordinates. In addition, we have been reviewing the possibility to add NCO advanced research courses for sergeant majors at brigade-level and above, and they may receive further relevant training to acquire competencies as those of senior staff officers.

(III) Full-time Advanced Studies

We have been sponsoring qualified service members to attend full-time Master’s and PhD programs provided mainly by military educational institutions and supplemented by domestic and overseas universities. The aim

is to develop their specialized theoretical foundations, cultivate them to become instructors in the field of R&D, and nurture them to be senior staff officers and NCOs.

(IV) Off-duty Advanced Studies

1.Degree Programs

(1)We have been earmarking budget for sponsoring qualified service members on the premise of not affecting their operational duties to apply for degree programs to study during off-duty hours in domestic universities and colleges so as to improve their competences.

(2)To help wishful service members unable to study in universities and colleges to do so during off-duty hours, together with the promotion of the volunteer force, we have allowed operational forces, after reviewing their requirements, to set up Educational Points in the form of classrooms at their locations. Supervised by service headquarters, they may sign strategic alliance agreements with willing universities and colleges in their vicinity to provide educational resources. From 2014 to August 2015, there are 1,627 service members completed their studies through this channel, which can be deemed as one of diversified educational channels in military facilities for volunteer members(as shown in *Appendix 6-1*).

2.Training for Certificates

(1)To improve the occupational competencies of our technical personnel, and follow the policy of building the volunteer force, we have been increasing the number of occupational training courses for certificates, and considering opening new courses every year so as to allow service members to acquire national certificates and increase their opportunities of continued employment in other sectors or establishing their own trade when they separate from the service.

(2)On the Personnel Management webpage of the MND, we have designed a special section for Occupational Training and Employment Services to reveal the regulation of attending occupational training before separation, annual employment service programs, programs for improving employment and starting new businesses offered by governmental agencies, physical addresses (or emails) and contact information of public employment service centers (or stations) as well as annual vocational training schedules in public vocational training centers. All service members before separation can freely choose the courses according to their interests in order to acquire vocational skills.

(3)We have signed strategic alliance agreements with some universities and colleges for our occupational training courses for certificates, and the courses are being held at the above-mentioned Educational Points and training locations provided by universities and colleges. From 2014 to August 2015, there are 932 service members completed their courses (per *Appendix 6-2*).

(V) Military Education Exchange Programs

1.We have been selecting distinguished cadets and trainees to attend basic educational classes and military exchange courses in friendly nations in order to broaden their international perspective and to pragmatically build up our military exchange relations at every rank.

2.Regarding FMS Training, qualified officers are assigned to attend training courses relevant to force buildup, or courses at operational, tactical, and strategic levels. Qualified NCOs or enlisted personnel are assigned to attend courses relevant to maintenance and repair skills or hands-on operations. By so doing, we may improve officers' competencies in planning and command, and NCOs' and enlisted personnel's skills in technical maintenance.

3.For further military education, we are committed to securing training slots in this category in friendly nations for our mid-level cadre members to learn in unique and specialized fields of those nations and to enhance their joint operational staff competencies.

4.We have been offering slots for foreign cadets and trainees of friendly nations to study in our basic and further educational courses. It is hoped that through military educational exchanges we may strengthen military relations and friendship among us.

(VI) Think-tank Studies

In accordance with our national policies and comprehensive planning for international relations, we have combined our channels of national defense think tanks, strategic forums and participation in overseas think tank studies so as to maintain exchanges and collaborations with renowned international think tanks. It is hoped that through participation, interaction and brainstorming in the studies of these institutions we may increase the potential of our think tanks while developing closer ties with scholars in the academic circle.

III. Assigning and Operations of Civilian Officers

Ever since the two Defense Acts that define our national defense organization characterized as professional division of functions, civilian control of the military and convergence of military command and administration systems came into force in 2002, the MND has been recruiting competent candidates to join in the national defense community as civilian officers through civil service examinations and open selection processes so as to instill new mindsets and concepts to us. By means of collective training and mutual coordination among military and civilian personnel, we have settled differences in their mindsets and ways of approaching one another, so as to realize the policy of civilian control of the military.

(I) Composition of Civilian Officers in the MND

The Executive Yuan authorized a roster of 203 civilian officer positions for the MND in 2015. There are 2 appointed (by the President), 67 senior, 119 assistant, and 15 junior civilian officers in the roster. The MND headquarters contains of 4 departments and 7 offices, and among them, the Department of Strategic Planning, the Department of Resources Planning, the Defense Procurement Office and the National Defense Mobilization Office are led by civilian officers. Furthermore, the Personnel Office, Comptroller Office and Ethics Office are composed of civilian officers as well.

(II) Education and Training for Civilian Officers

We have recommended and arranged qualified civilian officers to attend relevant training programs hosted by the Directorate-General of Personnel Administration of the Executive Yuan, Civil Service Development Institute and National Academy of Civil Service (NACS) according to their core competencies. From 2014 to August 2015, there are 661 civilian officers attending 461 courses, and mid- and high-ranking civilian officers (including those assigned for overseas training) are accounted for over 53.3 percent among them. Additionally, the MND has also included civilian officers in various specialized military training in order to improve their military knowledge and enhance their interactions with service members. Moreover, to improve high-ranking civilian officers' competencies in handling national defense affairs, we have stipulated the *Guidelines for Training, Study, and Lifelong Learning for Civilian Officers in the Ministry of National Defense*, using on-the-job training programs and job rotations to provide them with comprehensive and professional defense knowledge.

Section 2. Planning the National Defense Financial Resources

In order to achieve the objectives of our national defense policy implementation, earmark rational and adequate budgets, and ensure adequate resource allocation, we are planning to blend means of cost-effective assessment of national defense policy implementation and the resources management strategy with our budgeting procedures, such as financial forecasts, visional financial guidance, and budgetary distribution and implementation so as to maximize the effectiveness of the financial resources.

I. Financial Allocation Principles

To respond to hostile threats we are facing and current requirements for implementing our national defense policy, we have been reviewing the integrated mid-term budget estimates approved by the Executive Yuan to plan a well-rounded financial resources allocation by contemplating our mid- and long-term requirements, so as to adequately support our operational readiness. We are abiding by the principle of cost savings in designated fiscal years to keep a lean budget allocation so as to maximize the potency of our limited resources.

II. Financial Trends and Analysis

(I) The Proportion of Central Government Budget Allocated for Defense Purposes

After reviewing the country's overall economic situation and future development, the Executive Yuan would then decide an adequate proportion in the central government budget for defense purposes by taking account of requirements of policy implementation and keeping a healthy financial status for the country. The Executive Yuan has pledged that once military hardware

deemed necessary becomes available for procurement, it may take necessary steps to draw on special reserves, retroactive budget increase and special budgets to acquire the necessary funds for us in order to demonstrate the government's will of policy implementation for strengthening our national defense and determination to defend our country. In the past 10 years (2006 to 2015), the allocated defense budget ranged from NT$ 252.5 billion to NT$ 334.0 billion, equivalent to 16.07% to 19.51% of the total budget of the central government (per *Figure 6-1*).

(II) Demarcation of Open and Confidential Budgets

In conformity with the government's information transparency policy, we have clearly defined the demarcation principle for open and confidential budgets. Preparation of Confidential budgets shall be reviewed at their lowest confidential level based on the *Classified National Security Information Protection Act* and the *Government Information Transparency Law*, provided they do not affect overall national interests as well as national security. Statistics in last 10 years revealed that our confidential budgets have been kept within 6% of the overall national defense budget since 2012 (per *Figure 6-2*), demonstrating the results of improved transparency of our defense budgets.

(III) Structural Analysis of the National Defense Budget

The national defense budget can be divided structurally into personnel, operation and maintenance, military investments, and miscellaneous categories. Budget for personnel is mainly earmarked for personnel expenditures. Budget for operation and maintenance is mainly earmarked for keeping readiness of weapons, equipment and operations of every unit. Budget for Military investments is earmarked for research, development and acquisition of weapons and equipment. Budget for miscellaneous items is mainly earmarked for the National Security Bureau. Structural fluctuation to our budgets in last 10 years is shown in *Figure 6-3.*

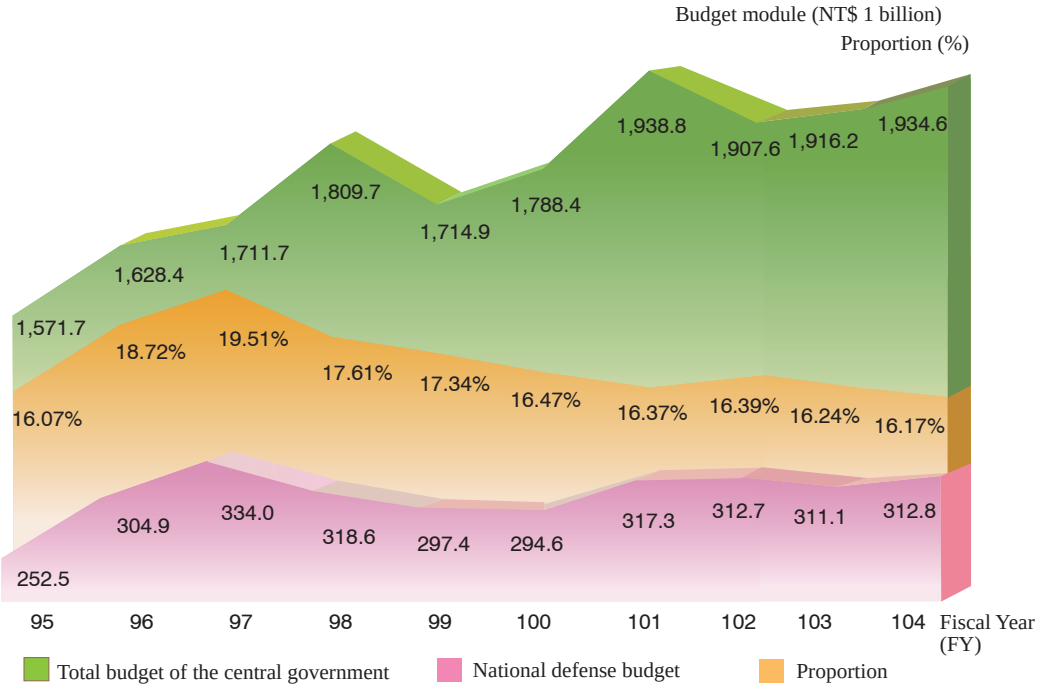


Figure 6-1. Relationship between the National Defense Budget and the Total Central Government Budget from 2006 to 2015

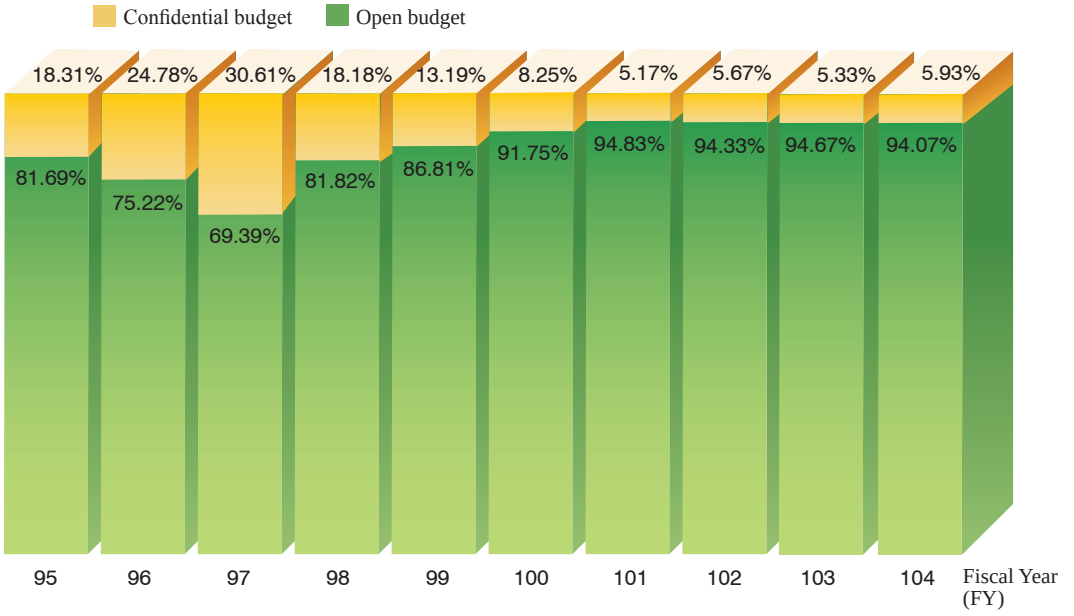


Figure 6-2. Proportion between the Open and Confidential Budget Allocations from 2006 to 2015

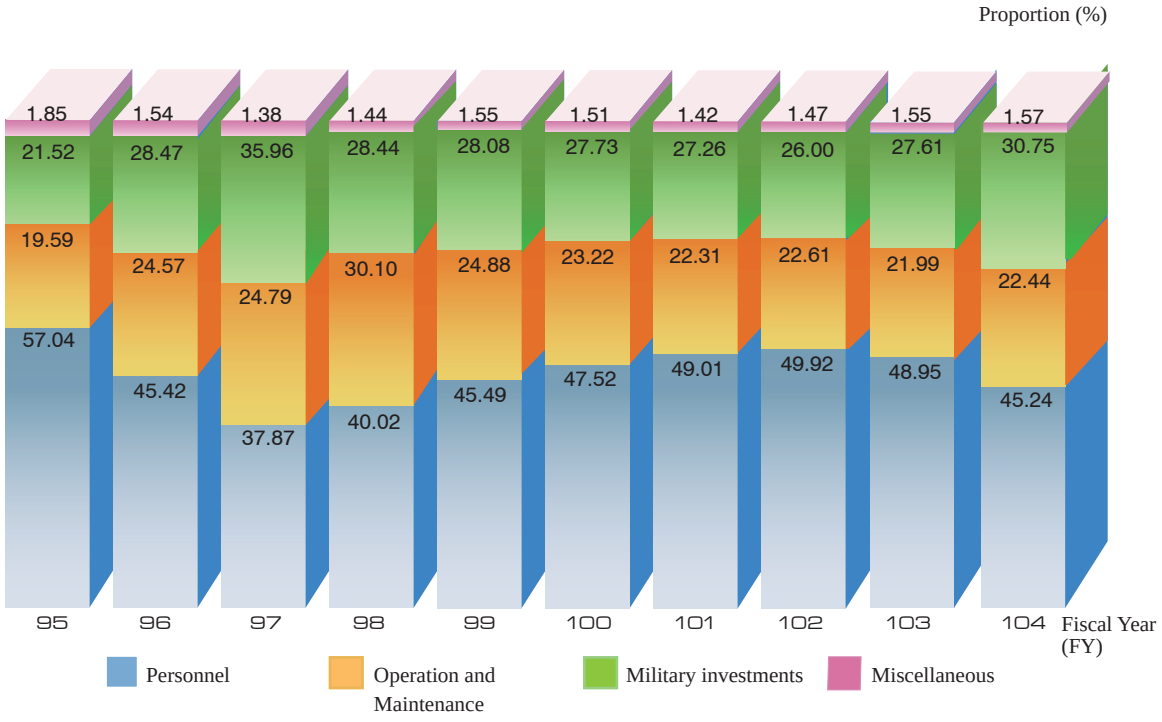


Figure 6-3. National Defense Budget Allocation Chart from 2006 to 2015

(IV) Status and Key Uses of FY 2015 National Defense Budget

The enacted Fiscal Year (FY) 2015 national defense budget is NT$ 312.8 billion and its key uses are as follows:

1. Personnel: NT$ 141.5 billion. Mainly earmarked for salaries, bonuses, and insurance-related expenditures, according to requirements of increasing number of volunteer service members and recruitment and training of enlistees.

2. Operation and Maintenance: NT$ 70.2 billion. NT$ 66.7 billion of it is earmarked for keeping readiness of our major weapons and equipment, capabilities of logistics and maintenance, and improving personnel living quarters. Another NT$ 3.5 billion is earmarked for basic operational upkeep of various units.

3. Military investments: NT$ 96.2 billion. NT$ 72.8 billion of it is earmarked for 108 ongoing projects and programs, including Phase 2 Acquisition

for Minesweepers and Patriot Advanced Capability-3(PAC-3) Missile Program. Another NT$ 23.4 billion is earmarked for 45 new projects and programs, such as Acquisition of Additional Assault Amphibious Vehicle (AAV-7) and Portable Unmanned Aerial System Program.

4. Miscellaneous: NT$ 4.9 billion. Mainly earmarked for Compensation for Accidental Civilian Casualties by Operations of the ROC Armed Forces and the National Security Bureau budget.

III. Financial Management Strategies

Due to our limited funding from the government financial resources, the success of our force buildup depends heavily on the optimum control management of comprehensive national defense resources. We have been employing a highly professional and effective management mechanism to adopt concepts of performance-based management functions, financial resource integration and cloud-based comptroller data to provide dedicated support for force buildup, and achieve the desired objectives of policy implementation.

(I) Accomplishing Budget Implementation and Justifiably Managing Budget Resources

Given the difficulty in securing national defense budget, the budgetary requirements of the subsequent year are subject to a preliminary node control mechanism and the like to ensure proper planning of monthly budget allocations. We have been doing regular and irregular supervision activities to identify gaps between the pre-defined nodes and their actual progresses so as to make timely reviews and responses. Simultaneously, we may adopt a budget resource management mechanism to minimize ineffective budgets and maximize the combined benefits of all the budget resources.

(II) Restructuring Accounting System and Improving Utilization Performance

In conformity with the *Accounting System of Ordinary Government Activities of the Central Government, Gazettes of Governmental Accounting Standards and Doctrine*, as well as relevant regulations and operational schedules of the Directorate-General of Budget, Accounting and Statistics (DGBAS) of the Executive Yuan, the MND has been restructuring the ROC Armed Forces accounting system by integrating its hierarchies with its budgeting structures. By so doing, we may fully use national defense financial information so as to improve financial utilization performance of the government.

(III) Developing Digital Platforms and Integrating Cloud Data

The MND has been integrating the ROC Armed Forces budgeting, general accounting and final accounting information systems to continue developing the ROC Armed Forces comptroller information and cloud services. We have been introducing digital certifications and signatures, time stamps and quick response two-dimensional barcodes (QR codes) to the ROC Armed Forces. Moreover, we have issued ROC Armed Forces smart cards with digital stamps to strengthen verification of identities in our financial operations (per *Figure 6-4*).

Following main strategic objective of expanding service contents as the pillar and establishing national defense strategic analysis requirements as the beam, together with pragmatic measures for improving efficiency, saving energy, and reducing carbon emission, we have accelerated the pace of our operational digitalization and use of electronic documents in order to reduce both manual workload and redundant resource consumption. Our efforts have been recognized by receiving the prestigious Honorable Award for Operational Innovation, Revolution and Improvement from the DGBAS of the Executive Yuan in 2014.

(IV) Establishing Cost Systems and Achieving Management Functions

Following the essence of the *ROC Armed Forces Military Strategic Plan*, the ROC Armed Forces Planned Budget System, and our *5-year Policy Plan*, we have been pushing forward a cost-effectiveness system for national defense. By means of on-site consultations and verifications as well as our information systems, we have been analyzing data from different angles, such as personnel resources, maintenance capabilities, cost control, and resources integration, so as to provide reference for decision-making and reviewing necessary costs in various stages in our projects and programs.

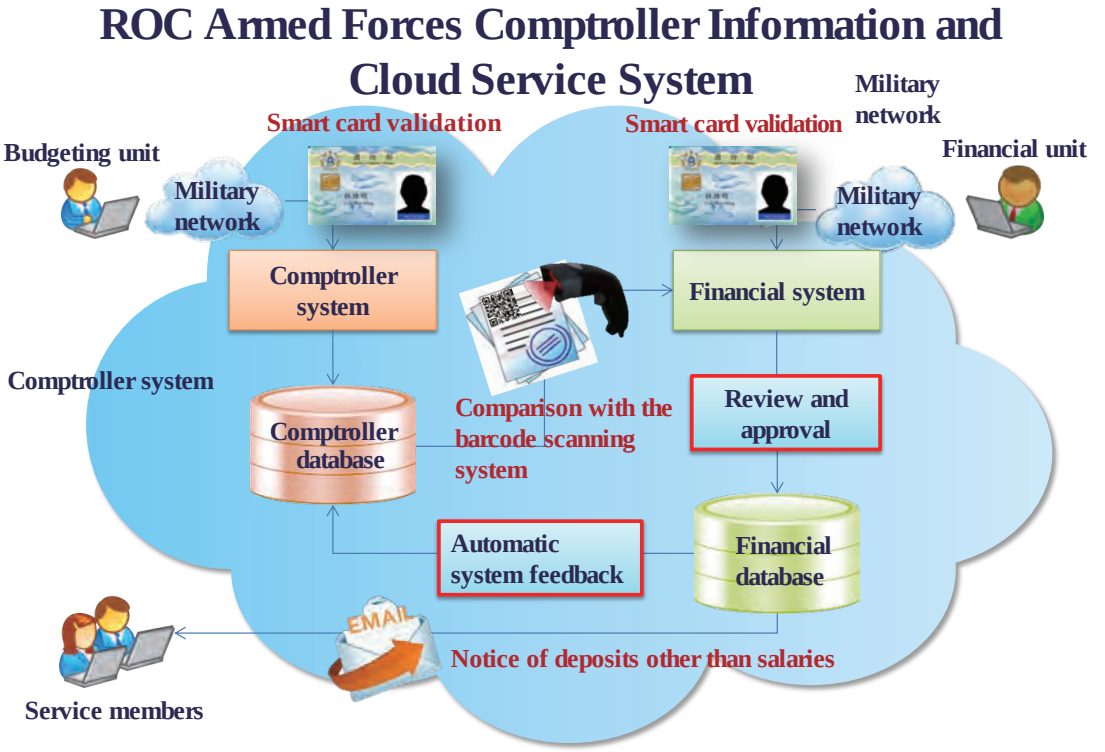


Figure 6-4. Network Diagram of the ROC Armed Forces Comptroller Information and Cloud Services

(V) Integrating of National Defense Resources and Reforming Fund Management

The MND is in charge of 3 specialized funds, namely the ROC Armed Forces Camp and Facility Rebuilding Fund, the ROC Armed Forces Fund for the Rebuilding of Old Military Dependents' Village, and the ROC Armed Forces Production and Service Operations Fund. For the purposes of not adding to government's financial burdens and driving our 2 goals of exploring channels of revenue and expanding our scope of care, we have been continuing the National Defense Resources Integration Project to introduce corporate management practices for managing these specialized funds. By doing this reform, we have established their close reciprocal connection with the national defense budget so as to create a parallel and complementary financial operations model between them in order to satisfy our force buildup requirements.

To explore channels of revenue, because the MND has been trying to get additional revenues to renovate our aging camps and living quarters in conformity with the government's policy of revitalizing land use, we have been planning to establish strategic alliances with financial institutions for the purposes of encouraging mutual investment initiatives and expanding the scope of our investments, so as to create new channels of revenue and improve our overall financial performance. To expand scope of care, we have been planning to improve the service capacities of our specialized funds in order to provide more practical care to service members and their families.

Section 3. Keeping a Solid Armament Readiness

By referring to security threats, our military strategic concepts, future joint operational requirements, and arms development trends in advanced countries, we have been reviewing our technological levels and financial capacities to draw up 3 armament strategies of acquisition, technology, and logistics to lead our efforts in keeping a solid armament readiness. In addition to acquiring suitable arms and improving our self-reliant defense capabilities, we have been fine-tuning our full life cycle armament management mechanism in order to ensure proper support for our military operations.

I. Weapons Acquisition Results

(I) Military Investment Projects

The MND has made plans to established its short-, mid-, and long-term joint operational capabilities. By following acquisition procedures, we have been trying to invest limited national defense resources in establishing the most formidable combat capabilities. A total of 53 military investment projects for FY 2016 have been planned. We have reviewed upcoming available financial resources and our operational requirement priorities, and planned to proceed with those projects in FY 2016.

(II) International Exchange in the Field of Armament

In order to achieve our goal of establishing self-reliant defense and consecutively build our weapons research and development capabilities, we have arranged armament exchange platforms with advanced nations by adopting equitable, mutually beneficial and resource sharing principles to expand our armament exchange circles, create collaborative R&D opportunities and improve our acquisition project management. For instance, the US-Taiwan Defense Industry Conference was held in Williamsburg, Virginia

in September 2014. The US participants recognized our determination to strengthen cooperation with US defense industries and to establish self-defense capabilities, and expressed their support willingly. Such support has greatly strengthened our mutual relations and trust.

(III) Production and Manufacturing

Complying with the Article 22 of the *National Defense Act* and the guidelines of identifying core technologies, integrating all capabilities, forming strategic alliances and adopting work specialization, to combine the core technologies of our production factories with the vast capabilities in the industrial sector, we have employed means of co-production, technology transfers through off-set and outsourcing production to expand opportunities for companies in private sector to join in the pool in manufacturing military items, and establish critical manufacturing capabilities for national defense so as to facilitate our acquisition and follow-on maintenance or our military hardware. From January 2014 to August 2015, through these means we have completed over 1,000 production projects, including Cloud Leopard 8-wheeled armored vehicles, and various weapon systems, equipment, guns, cannons and munitions for a total value exceeding NT$ 10.0 billion.

(IV) Acquisition of Weapon Systems and Equipment

1. According to the principles of prioritizing indigenous production before foreign acquisitions, we have been applying advanced management techniques and well-rounded acquisition management systems to establish a comprehensive management system for every level. Furthermore, our acquisition processes have been subject to internal project supervision and management activities in order to effectively achieve their desired objectives. It is hoped that through expending the most adequate costs with lowest risks and shortest schedules, we may reap the maximum benefits possible.

2.We have been actively promoting indigenous weapons and equipment manufacturing and R&D capabilities. In 2014, the MND assisted the Chung-Shan Institute of Science and Technology (CSIST) in establishing the Panlong Project and another 5 R&D projects. Completion of these projects will improve our defense technology R&D capabilities and help achieve our goals of self-reliant defense capabilities.

3.For the defensive weapons and equipment that cannot be manufactured indigenously, we shall consider foreign acquisition. US FMS programs to us reached US$ 18.3 billion since President Ma took office 7 years ago, with acquisition programs, such as F-16 A/B retrofit, AH-64E attack helicopter, UH-60M utility helicopter, P-3C fixed-wing anti-submarine warfare (ASW) aircraft and PAC-3 missile systems. These acquisitions have effectively improved joint operational capabilities of the ROC Armed Forces.

II. Results of Technological Development

Following innovative / asymmetric concepts and force buildup guidelines of being led by technology, achieving information and electronic superiorities, conducting joint interdictions against enemy, and exerting homeland defense, the MND has envisioned short-, mid- and long-term national defense technology development trends that satisfy joint operational requirements to carve out its motivations to acquire key technologies which are under international export restrictions for the time being in order to fulfill its mission of self-reliant defense and ultimately to support our force buildup objectives. In order to make proper use of our national defense technology developments, we are planning to release mature and quality national defense technologies to industries to improve our industrial base and promote economic development of our country.

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1. The ROC Armed Forces have established armament exchange platforms with advanced nations by adopting equitable, mutually beneficial and resource sharing principles to expand our armament exchange circles, create collaborative R&D opportunities and improve our acquisition project management. The picture shows a P-3C anti-submarine warfare aircraft of the ROC Armed Forces.
2. Security threats, our military strategic concepts, future joint operational requirements and arms development trends in advanced countries are taken as guidance to lead our efforts in keeping a solid armament readiness. The picture shows the Cloud Leopard Infantry Fighting Vehicle, indigenously developed by the ROC Armed Forces.
3. According to the principles of prioritizing indigenous production before foreign acquisitions, we have been effectively achieving our project objectives to exercise full control of weapon system acquisition schedules to satisfy our operational requirements. The picture shows newly commissioned utility helicopter.

(I) National Defense Technology Developments

1. The top priority of defense technology development is to integrate 3 phases: identifying joint operational requirements, conducting national defense technology research, and pursuing weapon systems development. Abiding by stringent technology foresight procedures, we have been formulating short-, mid- and long-term defense technology development plans to ensure that our defense technology developments are insightful, integrated and continued in terms of policy implementation, and all the requirements, technology research, and weapon systems development are consistent and coherent.

2. For basic and applied technology studies, we have been requesting public and private universities to carry out relevant programs so as to encourage academic and research bodies to contribute to defense technology development. From 2014 to 2015, there are 182 research programs underway, such as low-noise highly efficient rotor blades for submersibles and UAV.

3. Concerning key technologies that are difficult to acquire, we have been establishing specific programs through defense technology research studies. There are 72 key technology R&D programs underway across 7 categories, including stealth and nano-technologies, helping to lay a sound foundation for key national defense technologies.

(II) Developing Dual-use Technologies

We have been releasing profitable non-sensitive national defense technologies to the industrial sector. From 2014 to August 2015, we have completed 234 investment projects for dual-use technology transfer, generating revenues of about NT$ 14.6 billion.

III. Results of Integrated Logistics

Our integrated logistics support is focused on 3 aspects: full life-cycle system management, supply chain management, and industrial strategic alliance. In addition, we have been giving integrated logistics education and training to relevant staff in charge for them to recognize that when requirement emerges is the time to kick off integrated logistics support. Therefore, they will be aware that we have to make the best of limited national defense resources so as to improve overall effectiveness of military investments.

(I) Full Life-cycle System Management

Currently, by adopting the weapons acquisition and integrated logistics support system to improve the readiness rates of our military hardware, we have been keeping a full life-cycle management, starting from planning, R&D, production, fielding, maintenance, to phasing out, for our 39 major military investment programs, including the Xunchi Program (8-wheeled armored vehicles program).

(II) Supply Chain Management

In order to consolidate national defense technology R&D, production and maintenance capabilities, establish outsourcing partners, shorten materiel acquisition schedules, and reduce the impact caused by diminishing manufacturing sources (DMS), we have been vigorously promoting cooperation with academic and industrial circles in our supply chain so as to enhance research and production capabilities of the partners involved, shorten R&D and production cycle, and improve product quality. In the past 2 years, the MND has outsourced 579 cases to partners. For FY 2015, the total value of the outsourced cases is beyond NT$ 10.1 billion.

(III) Strategic Alliance with Industries

By establishing a strategic commercial maintenance model for our military

hardware, we have devised a government owned / contractor operated (GOCO) means for our units to build up strategic alliances with industries for the purpose of outsourcing. Involved contractors are thus encouraged to commit long-term investments and provide stable and reliable support. By so doing, in compliance with contractual requirements and our performance indicators, we have generated budget savings of up to NT$ 2.6 billion.

IV. Procurement Management Performance

ROC Armed Forces procurement is one of the key means employed for supporting force buildup and is an integral part of the national defense policy implementation. All procurements must comply with the regulations stipulated in the *Government Procurement Act* and make overall considerations to the quality, time and costs before proceeding with the relevant processes. Auditing, supervision and professional training have been employed to enhance procurement quality, efficiency and professional competencies of our personnel.

(I) Current Status of Military Procurements

From 2014 to August 2015, the ROC Armed Forces concluded 10,088 procurement cases at a value of NT$ 189,233.17million. Among them, 9,970 (or 98.83%) cases were made from domestic procurements at a value of NT$ 161,278.45 million, and only 118 (or 1.17%) cases were made from overseas procurements at a value of NT$ 27,954.71 million. These numbers have shown a gradual maturation of domestic manufacturers supported by the ROC Armed Forces.

(II) Implementation of Procurement Audits

From 2014 to 2015, 373 procurement cases at a value of NT$ 24.9 billion were designated for auditing by the Public Construction Commission of the Executive Yuan. By August 2015, 380 cases were submitted for auditing at a value of over NT$ 15.8 billion, and no major violations have been found.

(III) Training Status of Procurement Personnel

From 2014 to August 2015, we have held 28 courses (sessions) for government procurement personnel, including basic and advanced qualification training courses, actual procurement case study seminars, seminar on procurement supervision for high ranking personnel and specialized training courses for FMS and overseas procurements. A total of 1,839 individuals underwent these training courses.

V. Construction and Asset Management Performance

In response to the Volunteer Military policy, governments' major policies, and planned national land usage allocation, the MND has established a stringent and comprehensive construction and camp asset management system to optimize key measures for the volunteer force, such as troop care and living quality improvement while implementing asset management to enhance performance of our policy implementation.

(I) Renovating Aging Camps and Living Quarters to Improve Quality of Living

1. Renovating aging camps: The Executive Yuan has provided an additional budget of NT$ 2.2 billion in 2015 in order to rebuild and renovate aging camps and purchase necessary furnishings to ensure the serviceability of camp amenities. In addition, renovated camps are designed with the concept of keeping adequate levels of independence and privacy in order to achieve overall improvements to personnel living environments.

2. Construction of new living quarters: 400 units of living quarters have been constructed in Taipei, Taichung, and Kaohsiung so that service members will be able to take care of their families living nearby. For existing living quarters, we have been doing renovations on the principles of focused repair, overhaul, and lifespan extension to gradually restore aging accommodations to improve the living environment of military families.

(II) Continuing Release of Military Properties and Vitalizing National Land Utilization

1. In response to our force restructuring, the MND has been upholding the principles of merging smaller camps with larger ones, joint basing of the Army, Navy and Air Force, and relocating camps to suburban areas to continue its releasing of military properties without affecting our defense security and combat readiness.

2. Following important requirements of the government's policy implementation, the MND has been reviewing high value and disposable military properties, and incorporating their revitalization through the ROC Armed Forces Camp and Facilities Rebuilding Fund so as to improve land use effectiveness. Revenues generated from the disposal will be returned to the fund to support renovation of aging military properties.

3. After considering our overall national economy and the need to promote local construction and development, the MND has been reviewing disposable military properties comprehensively since 2008 in accordance with *Regulations of Reviewing Movement and Release of Military Properties*, and transfer those properties to the National Property Administration or the other public agencies for revitalization. By August 2015, 2,049 hectares of properties have been transferred, helping to drive internal land demands and invigorating our economy development.

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1. When renovated, the specific military installation will be rezoned according to its functional suitability in order to prevent disrupting its mission, training, and routine activities from disrupting one another so as to improve living quality of service members. The picture shows public artworks in the new Bo'ai campus of the MND.
2. By renovating living facilities for service members, we may attract more distinguished young adults to serve. Aging buildings have been undergoing renovations without dismantling their original structure, and it is hoped that by so doing we may improve the military personnel's willingness to remain in the service.

VI. Enhancing the Performance of Scientific Research Organizations

In order to improve the performance and defense technological level of the CSIST, the MND completed legislative and restructuring procedures needed to convert it into an administrative legal entity, National Chung-Shan Institute of Science and Technology (NCSIST), in 2014. By so doing, legal restrictions on its personnel, organizational, financial, and procurement activities are loosened to boost its competitiveness. At the same time, the NCSIST may still maintain its major tasks of national defense scientific research according to our force buildup requirements, to continue support our force buildup objectives and help achieve the goal of establishing self-reliant national defense.

Section 4. Integrating National Defense with the People's Livelihood

By upholding the Article 22 of the *National Defense Act* and policy directives of revitalizing economy and expanding domestic demands of the Executive Yuan, the MND has been continuing to release national defense resources to the private sector while encouraging private participation in our infrastructure projects. In addition, the MND has been promoting environmental conservation measures to implement energy saving and carbon reduction policies.

I. Resource Releasing

Following the releasing means of GOCO for military industries, outsourcing insensitive management activities, strategic alliance for maintenance, and domestic procurement of spare parts, we have been releasing national defense resources to the private sector so as to encourage private businesses to join in building our national defenses while invigorating our market economy and increasing employment opportunities.

(I) Resources Releasing Approach

In accordance with the principle that the ROC Armed Forces shall neither establish producing capabilities nor conduct overseas procurements for any product that can be supplied by domestic manufacturers, the MND has been releasing insensitive, low time-critical, and non-kernel capabilities to the private sector to improve its ability to conduct R&D, production and maintenance of military hardware. Additionally, the MND has been increasing the percentage of resources releasing by deducting expenditures in personnel, necessary overseas procurement for military hardware and maintenance, and non-transactional activities from the acquired national defense budget.

(II) Implementation Results from 2014 to 2015

The planned objective of releasing for 2014 was NT$ 81.2 billion. Actual amount achieved was NT$ 82.7 billion for an achievement rate of 101.93%. The objective for 2015 is NT$ 82.0 billion. Major long-term released programs are listed as follows:

1.Production and maintenance of 8-wheeled armored vehicles;

2.Phase 2 F-CK-1 Ching-Kuo Fighter Upgrade;

3.Phase 2 construction for high performance combat vessel;

4.Follow-on acquisition of night vision equipment;

5.New internal communications system for tanks, self-propelled vehicles, and armored vehicles;

6.Satellite communications system;

7.Maintenance through strategic alliance for aircraft, vessel and ground / general equipment;

8. GOCO for military industries.

II. Promoting Private Participation in Public Infrastructure Projects

Complying with the Executive Yuan's policies and considering its future organizational functions and requirements for its force buildup, the MND has been absorbing emerging technologies (subject matter expertise) or management concepts from the private sector to revitalize its application and maintenance for assets and properties in order to improve overall public benefits and satisfy the mutual interests of both the government and the private sector.

(I) Policy Objectives

In conformity with the *Act for Promotion of Private Participation in Infrastructure Projects* (AP3IP), the MND has been releasing items that meet the relevant criteria for private operations and management in order to reduce operational costs.

(II) Implementation Status and Results

1. Released items fall into 2 categories: medical healthcare and recreation and tourism. 12 projects are underway, such as Outsourcing Management of Tri-service General Hospitals, and the total value of private sector investments is about NT$ 900 million.

2. In 2014, we have added a new project, generating over NT$ 40 million of investments. Projects, such as the Army Reunion Hall, Educational Exhibition Hall of the ROC Air Force Academy, Chung Cheng Armed Forces Preparatory School and the National Revolutionary Martyrs' Shrine, are now undergoing feasibility evaluations.

III. Environmental and Ecological Protection and Energy Conservation

On the condition of without affecting combat preparedness and training, the ROC Armed Forces have been driving sustainable energy savings and carbon reduction education for environmental protection purposes, and has reached the goal of negative increase in annual fuel, electricity and water consumption. We have been working in accordance with the Executive Yuan policies on cleaning our homeland, maintaining biodiversity, and reducing environmental hazards to drive our benchmark environmental protection programs for green energy savings and implement energy saving and carbon reduction policies.

(I) Environmental Protection Policies and Results

1. Airbases Noise Control

Since 1998, the MND has been earmarking supplementary funds for building noise control facilities in schools, libraries, medical institutions, public facilities and residences in the vicinity of airbases in accordance with the *Noise Control Act* and *Noise Control Act Enforcement Rules*. In 2014, NT$ 2.02 billion was allocated for such purpose, and was accounted for 91.94% in its category. We have earmarked NT$ 162 million for aviation noise control in FY 2015, and we are supervising the process fully according to designated schedule.

2. Clean Homeland

In 2014, we have done environmental cleaning work for 1,411 vacant buildings in 447 unoccupied properties of the MND and its subordinate units (total area of 2,151.53 hectares). The MND has been promoting all units to clean 50 meter premises around respective locations, removing a total 19,016 tons of garbage and waste. In addition, we have produced an exclusive report titled *Important Knowledge for Sustainable Development* broadcasted in Chu-Kuang (Glorious) Garden educational TV program, and the program was viewed by 175,000 individuals, helping promote the concept of environmental protection and low carbon emissions.

3. Green Procurement

In 2014, we have specifically designated procurement cases for environmental friendly products worth NT$ 108 million, and our total expenditures in environmental friendly procurements worth NT$ 114 million. Achievement rates for the specific procurements and total green procurement items reached 95.5% and 98.5%, respectively, satisfying the 90% objective prescribed by the Environmental Protection Administration of the Executive Yuan.

(II) Biodiversity Hazard Prevention and Control

1. Red Fire Ants Control

Fire ants invasion are being contained in 20 military properties. After receiving reports from the Council of Agriculture, we have followed standard operating procedures to spray insecticides and carried out other pest control measures. Aside from one military installation relieved from the control, there are another 19 properties still under pest controls.

2. Bitter Vine and Devil Weed Control

Bitter vine (Mikania micrantha) invasions have been reported in 15 military properties (affecting an area of 14.622 hectares), while devil weed (Chromolaena odorata) invasions have been reported in 3 military properties (for an area of 0.3 hectares). After implementing control measures, bitter vine was successfully removed from an area of 9.78 hectares for a prevention rate of 66.85%. Devil weed was removed from an area of 0.3 hectares for 100% prevention rate.

3. Whitetop Weed Control

Whitetop Weed (Parthenium hysterophorus) invasions have been reported in 1 military facility (affecting area of 0.078 hectares). After implementing control measures, the weed was eradicated from an area of 0.047 hectares, and current prevention rate of the weed is 60.25%.

4. Biting Midge Control

There are 33 military facilities under pest control for biting midges (Forcipomyia taiwana). After being treated by pest control measures, only 8 of them would require further treatments.

(III) Energy Conservation and Carbon Reduction

1.In response to the Executive Yuan's Four-saving projects among government agencies and schools, the MND has been actively promoting

energy saving and carbon reduction measures, and demanding all its subordinate units to achieve negative growth objectives in annual fuel, electricity and water consumption.

2. Fuel conservation: Controls were implemented from 2007 to 2015 with the objectives of reducing overall administrative fuel consumption by 14%. To date, fuel savings amounted to 27.14%, reaching the objective prescribed by the Executive Yuan. Administrative and combat training fuel usage in 2014 also achieved savings of 11.72% and 1.2%, respectively, compared to the same period of 2013, both of which have satisfied the 1% fuel savings objective for FY 2014 prescribed by the Executive Yuan.

3. Water and electricity conservation: Controls were implemented from 2007 to 2015 with the objectives of reducing overall water and electricity consumption by 12% and 10%, respectively. Statistical data has shown that our cumulative water and electricity saving percentage from 2008 to 2014 were 36.43% (12.32 million kiloliters) and 14.97% (145.54 million kilowatt hours) respectively, satisfying the goals prescribed by the Executive Yuan. Water and electricity saving percentage from January to December 2014 compared to the same period of 2013 were 3.95% (1,070,884 kiloliters) and 1.99% (19,885,437 kilowatt hours), respectively, satisfying the water and electricity saving targets of 2% and 1% for FY 2015 prescribed by the Executive Yuan.

4. Paper savings: As of August 2015, the usage of online signature and approval reached 81.85% in the organic units and defense agencies (institutions) of the MND, and 79.63% in service headquarters, military academies, and direct subsidiary establishments (forces) of the General Staff Headquarters, far exceeding the targeted 40% online signature and approval for FY 2015 prescribed by the Executive Yuan.

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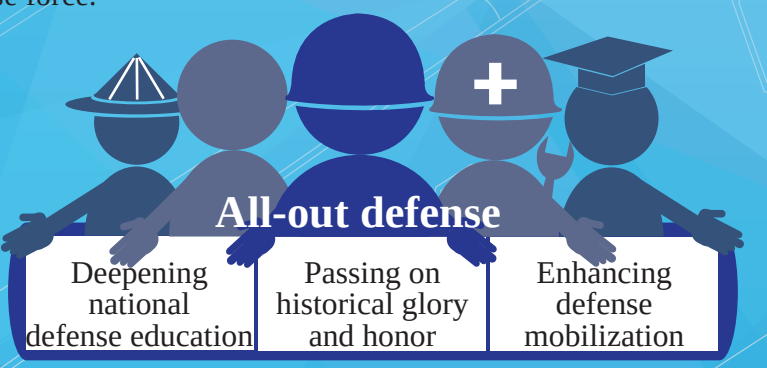
Part 4. All-out Defense

In order to realize the all-out defense principles of being inclusive, total participation, total defense, and being reliable, the MND has been pushing forward its all-out defense education accordingly. Following the guidelines of incorporating mobilization efforts with policy implementation and integrating operational preparedness with economic development, the MND has been working with various governmental agencies and local governments to make preparations for all-out defense mobilization. Furthermore, to establish national defense policies more appealing to public opinions, we have also been doing disaster relief and prevention, fishery protection, and dual services for military and civilian personnel to help the people in need so as to demonstrate the ROC Armed Forces' enthusiasm to serve for the people in a substantive fashion, and render a highly trustworthy image that the people can depend upon. By so doing, we may create a nation-wide atmosphere in support of our national defense efforts, facilitating people's participation in national defense activities, and ultimately achieve the objectives of all-out defense.

Chapter 7.
People's Participation in National Defense

The MND has been making various mobilization preparations to ensure smooth operations of the all-out defense mobilization system. In accordance with the *Disaster Prevention and Protection Act*, in peacetime, we may mobilize forces to assist in disaster relief efforts, and in wartime, to support military operations. In conformity with the *All-out Defense Education Act*, the MND has been working with educational institutions, social groups, and government agencies (institutions) at every level to promote the concept of all-out defense. By hosting capabilities demonstration events, open-house activities, summer combat camps, and the like for the public, the MND has been expanding people's participation in defense affairs and strengthening their consensus so as to jointly build a practical and effective all-out defense force.



Section 1. Deepening National Defense Education

To raise public awareness on the close ties between all-out defense and national security, the MND has been actively using multiple educational channels to improve the people's all-out defense knowledge and patriotism. We have also been organizing dynamic, diverse and fun educational activities to attract the people's attention and participation in national defense activities, thus helping to create their supportive mentality and actions for the defense of our nation.

I. All-out Defense Education

(I) Providing Comprehensive and Extensive All-out Defense Education

For the purpose of connecting young students with educational institutions and forces of the military, we have been hosting events, such as in-depth conversations with youths, dialogue with social groups, and all-out defense education and recruitment drive during group activity hours in various schools, to win students' recognition and support to national defense activities. Additionally, in order to strengthen integrative learning in both junior high and elementary school level, we have been providing music lessons for schools in remote villages and shooting courses for senior (vocational) high school students. Furthermore, we have been hosting 63 groups in 17 categories of summer camp annually, such as summer combat camps and Spratly Islands study camps, etc. There are 6,056 individuals attended those activities from 2014 to August 2015 (per *Appendix 7-1*).

(II) Strengthening On-the-job Training and Elite Instructor Programs

In accordance with the *Enforcement Regulations Governing the Implementation of All-out Defense Education by Government Agencies (Institutions)*, the

MND has been assigning its specialized instructors to go on tours for 70 governmental agencies and local governments to give intensive all-out defense courses in the form of on-the-job training (OJT). We have held 376 OJTs for 43,230 participants from 2014 to August 2015. In addition, we have been using eLearning website established by the Executive Yuan to establish an All-out Defense Education Workshop to deepen the disclosure of all-out defense concept and enhance the effectiveness of our OJTs.

(III) Expanding Social Education and Improving Military-Civilian Interaction

To showcase the results of force buildup and combat readiness of the ROC Armed Forces, we have been organizing the national defense educational tours during the annual open house events at our military bases. From 2014 to

To showcase the results of force buildup and combat readiness of the ROC Armed Forces, the MND has been organizing the national defense educational tours during the annual open house events in order to strengthen awareness on the concept of all-out defense.

August 2015, we had organized 6 events, including the one at the ROC Army Armor School, with 281,946 visitors (per *Appendix 7-2*) attended. We have also been hosting contests of essay, poster, animation, and teaching plan for all-out defense education, and organizing online quizzes with prizes. We have been supporting universities and local governments to organize promotional activities in order to strengthen public awareness on the concept of all-out defense.

(IV) Integrating Tourism and Guided Tours for Demonstrating National Defense Education

To help preserve historical national defense relics, the MND, following the government's policy of promoting tourism, has been working with the Ministry of Culture, the Ministry of Transportation and Communications, and local governments to pick out locations of historical national defense significance for tour packages. Accordingly, the MND has been producing a series of documentaries titled *Introducing National Defense Relics and Military Sites in Various Counties and Cities*. In 2014, we completed the production of documentaries for Penghu County, Kinmen County, Lienchiang County, and central (eastern) parts of Taiwan. These documentaries can be viewed and downloaded from the official All-out Defense Education webpage, and their duplicated copies have also been delivered to local governments for local tourists' reference in order to maximize the efforts of all-out defense education.

(V) Carrying through Assessments and Commending Meritorious Ones

Pursuant to the *All-out Defense Education Act*, the MND has assembled staff in charge from relevant governmental agencies to conduct thorough and objective all-out defense educational assessments for 22 municipalities and local governments by means of document review and interview verification. In 2014, three local governments from the New Taipei City, Hsinchu City

and Chiayi City were assessed as commendable. In addition, according to *Regulations Governing the Rewarding of Outstanding Contributions towards All-out Defense Education*, in 2014, 15 groups (agencies), including the Military Education Office of the Department of Education of the Taipei City Government, were assessed as commendable, and 26 individuals, including Major Tzu-hui Chuang stationed in the Chang Jung Senior High School were assessed as meritorious. In 2015, 17 groups (agencies), including the Chiayi County Liaison Office of the MOE were assessed as commendable, and 22 individuals, including Colonel Chang-chun Su of the National Defense University, were assessed as meritorious. They all received awards to demonstrate the efforts and hard work from every level of our society towards all-out defense education.

II. Passing on the ROC Armed Forces Historical Legacy and Introducing Contemporary Military Trends

(I) Periodical Historical Collections

We have compiled two periodical collections: *2013 Summary of Major Events of the Ministry of National Defense, Republic of China* and *2013 Yearbook of the Ministry of National Defense, Republic of China*, and have been continuing updating another 3 periodical collections: *2014 Summary of Major Events of the Ministry of National Defense, Republic of China*, *2014 Yearbook of the Ministry of National Defense, Republic of China*, and *History of the Ministry of National Defense*.

(II) Non-Periodical Historical Collections

We have been publishing non-periodical collections for specific historical events and oral history. From 2014 to August 2015, we have published 5 historical collections, such as *Interview Records on Service Members of Aboriginal Tribes of the ROC Armed Forces* (as shown in *Appendix 7-3*).

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1. The ROC Armed Forces Museum hosted a special exhibition on the ROCAF Thunder Tiger Aerobatics Team. By aesthetically displaying historical artifacts, records, and other items of significance, we are presenting the chronicled history and contributions of the ROC Armed Forces so as to help the people to grasp a better understanding of the ROC Armed Forces' glorious history while promoting their awareness for national defense.
2. By hosting contests of essay, poster, animation, and teaching plan, organizing academic seminars, and giving support to universities and local governments for promotional activities, we may thus strengthen the people's awareness for the concept of all-out defense.

(III) Introducing and Translating Foreign Publications on Military Theories and Practices

In order to assimilate new knowledge, expand its international perspective, and enhance the professionalism for its cadre members, the MND has been introducing and translating foreign publications of expertise in 9 major categories: national security, global and regional security, military theories, revolution in military affairs, military operations, leadership, policy and strategy, public opinions and media, and risk management. There are 8 foreign military publications translated and reissued from 2014 to August 2015 (as shown in *Appendix 7-4*).

(IV) Exhibiting Military Historical Relics and Enhancing the Effectiveness of All-out Defense Education

The Republic of China Armed Forces Museum is divided into 5 permanent exhibition rooms and 1 special exhibition room. Five permanent exhibition rooms are showcasing 5 major themes: Establishment of the Whampoa Military Academy and Unification of China during the Northern Expedition, War of Resistance against Japan, Civil War and Taiwan Strait Crises, Force Restructuring and Operational Readiness, and Military Arms. From 2014 to August 2015, the museum has hosted in the special exhibition room 3 special exhibitions: *Legacy of Flying Tigers - 70th anniversary of the Chinese-American Composite Wing*, *90th Anniversary of the Whampoa Military Academy*, and *Soaring High - Special Exhibition of the ROCAF Thunder Tiger Aerobatics Team*. By presenting relics, historical documents, photographs, videos, equipment, models, simulated battlefields, and the like, and incorporating aesthetic means of illustrations, charts, innovative designs, data simulation and interactive experiences, these special exhibitions have displayed a comprehensive history and contributions of the ROC Armed Forces so as to increase the people's recognition of the glorious history and improve people's understanding of our national defense activities. There are more than 83,000 visitors attended these special exhibitions.

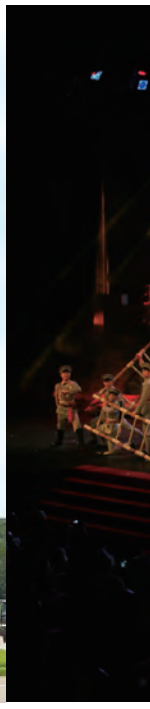
Section 2. Passing on a Glorious Historical Legacy

Since its founding at the Whampoa Military Academy, the National Revolutionary Army (NRA, aka the ROC Armed Forces as of present day) has fought in the Eastern Expedition, Northern Expedition, Anti-Communist Counter-Insurgency War, War of Resistance against Japan and Taiwan Strait Crises, and it has played a dutifully role as a stabilizing force responsible for maintaining peace in the region. Now, its role and legacy have passed onto the ROC Armed Forces to follow the spirit of sacrifice, unity, and duty to fight courageously for the survival and future development of our country and the welfare and livelihood of our people no matter what external invasions, natural disasters, and malicious unrests might come. The glorious history of our armed forces does not only show they have played a key role in the development of our country, but it should also be acknowledged by all the people.

I. Promoting Major Historical Achievements of the ROC Armed Forces

(I) Preparing for Commemorative Events and Increasing Public Participation

Since May 2014, five open house events have been held in Northern, Central, Southern and Eastern Taiwan. Military units that served with distinction during the War of Resistance against Japan were prioritized to join the events to showcase their active equipment, historical items, and combat skills so as to highlight the significance of passing on our military legacy. In addition, we have worked with the Academia Historica to organize a commemorative exhibition, and hosted a special exhibition in the Chiang Kai-shek Memorial to provide a truthful depiction of the War of Resistance Against Japan to



1 | 2 | 3 1.2.3. The year of 2015 marks the 70th Anniversary of the Victory of War of Resistance against Japan and the Retrocession of Taiwan. To commemorate the historical truth of our bloody struggle, show the real facade of the war to the international community, and honor the sacrifices and contributions done by the service members, we have hosted a series of commemorative events to highlight the fact that the ROC government served as the main bulwark in the War against the Japanese aggression and should have the right to justify its role of historical importance in the war.

reveal the fact that the ROC Armed Forces fought on the side of the US, the United Kingdom, and the Soviet Union during the war and that we led the mainstay resistance against Japanese aggression during the war. We have also held commemorative musical events, national academic seminars, and other ceremonies to commemorate the martyrs who fought in the war and illustrate the historical importance of the Victory of War of Resistance against Japan.

(II) Employing Diversified Channels and Planning for Innovative Cultural Promotion Programs

To strengthen the sense of patriotism of service members and rectify historical perspectives, we have aired a purchased documentary series on the War of Resistance against Japan, titled *Winning Every Inch of Land with Blood* on the Chu-Kuang Garden program of the Chinese Television System (CTS) channel,

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4.5. We have invited fellow veterans of the War of Resistance against Japan, surviving dependents of the martyrs, foreign friends who kindly assisted us during the war, and descendants of anti-Japanese resistance martyrs of Taiwan origin to attend our commemorative events to express our gratitude and respect for their courageous deeds. During the events, the veterans donned wartime uniforms to revive their valiant looks in the war, and they received heartfelt salutes and respect of our fellow citizens. The commemorative medals for the Victory of the Republic of China in the War of Resistance against Japan were also presented to them in order to honor their spirit of selfless sacrifice and patriotism.

co-produced a documentary of the *70th Anniversary of the War of Resistance against Japan in the ROC Air Force's Perspective* with the General Association of Chinese Culture, and published commemorative calendars of *Brave Warriors, Our National Soul*, and commemorative painting and photo albums for free to the public in order to create a positive atmosphere in our society. Furthermore, we have been using social media websites, such as Facebook, YouTube, etc., to disseminate promotional articles and summaries, and organizing open selections for commemorative logo designs and on-line quizzes with prizes in order to increase the people's participation and enhance the effectiveness of our promotion campaigns.

(III) Carrying on the Spirit of Struggle and Honoring the Martyrs

The year 2015 marks the 70th anniversary of our country's Victory of War of Resistance against Japan and the Retrocession of Taiwan. To commemorate the historical truth of the bloody and heroic struggle made by all the people and service members during the war, show the real facade of the war to the international community, and honor the sacrifices and contributions done by the service members, we have hosted a series of commemorative events to promote the true history of the War of Resistance Against Japan, honor our brave martyrs, and forge a universal all-out defense consensus for all the people.

1. Planning Commemorative Events

By pooling all resources together from relevant governmental agencies, we have hosted special exhibitions on war literatures and historical items, international academic seminars, exhibition on the truth of the War of Resistance against Japan, and commemorative musicals and ceremonies, and even issued specific publications accordingly. By so doing, we have stressed the role of the ROC Armed Forces, through its blood and toil, in leading to the eventual victory of the War of Resistance against Japan, which is an critical part of allied operations of the Second World War, and revealed that the retrocession of Taiwan is inseparable from our victory in the war so as to demonstrate the historical fact that our government led the major efforts in the War of Resistance against Japan, and we reserves the right to justifiably interpret our righteous role in the history of the war (per *Appendix 7-5*).

2. Honoring Veterans and Heroes

The MND has invited veterans of the War of Resistance against Japan, surviving families of the martyrs, foreign friends who kindly assisted

us during the war, and descendants of anti-Japanese resistance martyrs of Taiwan origin to attend various commemorative events in order to express our gratitude and respect for their courageous deeds. President Ma Ying-jeou also personally presented these veterans with the commemorative medals for the War of Resistance against Japan. During the Demonstration of National Defense Capabilities at Hukou on 4 July 2015, 24 veterans donned the wartime uniforms to revive their valiant looks in the face of Japanese onslaught. To honor their spirit of selfless sacrifice and patriotism, these veterans and heroes were invited to take the first motorcade, and received respectful salutes from fellow citizens as they passed the reviewing platform.

3. Conferring Commemorative Medals

To express our gratitude for the veterans who fought in the War of Resistance against Japan and their invaluable contributions, the MND has stipulated an administrative directive of conferring the Commemorative Medal for the Victory of the War of Resistance against Japan with broadened eligibility applied. For the purpose of honoring them, retirees or veterans who fought (or served) in the war as officers, NCOs, and enlisted members of the ROC Armed Forces before 3 September 1945 and whose service records have been verified accordingly, are eligible to be conferred with the medals

II. Planning for the National Military Museum

To honor the contributions of the ROC Armed Forces to safeguard the nation and people and the wartime resistance of the people of Taiwan against foreign occupation, and to commemorate the 70th Anniversary of the Victory of the War of Resistance against Japan and the Retrocession of Taiwan, the MND has been planning to construct the National Military Museum in the form of a defense district at Dazhi District of Taipei City. Following the principles of software before hardware, planning comprehensively, and developing in sequential phases, prescribed by the President and the Executive Yuan, and taking into account of examples of international military (war) museums, the MND has been designing the museum to effectively preserve military historical items for future study and display, and to promote all-out defense education.

In order to strengthen practical mobilization preparations and validate mobilization performance, the MND has been conducting the All-out Defense Mobilization (codenamed Wan-An) Exercises, in tandem with the National Disaster Prevention and Relief Exercises of the Executive Yuan, focused on complex disaster prevention and relief practices.

Section 3. Enhancing Defense Mobilization

In accordance with the *All-out Defense Mobilization Preparation Act*, the MND has been integrating relevant governmental agencies and local governments to jointly prepare for all-out defense mobilization.

I. Promulgating Fiscal Year Program and Completing Joint Reviews

Our mobilization preparation program is divided into 4 sub items: guidelines, initiatives, categorized plans, and execution plans. Relevant governmental agencies have to complete and promulgate the required plans by their respective legally bound schedules. We have assembled all staff in charge from relevant governmental agencies to form a joint-review team for carrying out action reviews. Currently, we have promulgated all the relevant mobilization preparation plans for 2015.

II. Maximizing Efforts of Coordination Meetings and Controlling Mobilization Capacities

The MND has been continuing to strengthen the interagency integration performance through the Comprehensive Operational Capabilities Coordination Meeting (COCCM) in various regions, and the 3-in-1 combined coordination meeting of mobilization preparations, COCCM, and disaster relief and prevention for municipal and local governments. Furthermore, we have been using scenarios of natural disaster and operational disaster relief, to simulate real flood season and combat operations, as perimeters in our annual wargaming exercise for in-depth discussion. Twenty two 3-in-1 combined coordination meeting are held semiannually. During the meeting, the MND announces current key objectives and applicable laws, and coordinate solutions for difficulties so as to maximize the efforts of coordination and integration (as shown in *Figure 7-1 and 7-2*).

III. Providing Mobilization Workshops and Evaluating Mobilization Preparations

To ensure the smooth operations of the mobilization mechanism, and to follow the revised mobilization regulations, the updated operational procedures, and lessons learned, the MND has been holding 4 all-out defense mobilization workshops every year. The MND has also been using social apps, such as Facebook and LINE, to disseminate information of mobilization know-how and disaster prevention reminders. Moreover, we have been taking opportunities of major events and online marketing activities of local governments to strengthen the people's concept of all-out defense, and adopting the 3-in-1 combined coordination meeting in disaster relief operations to enhance the performance of mobilization preparations.

IV. Hosting Mobilization Exercises and Validating Organization and Management Performance

In order to strengthen practical mobilization preparations and validate mobilization performance, the MND has been conducting the All-out Defense Mobilization (codenamed Wan-An) Exercises, in tandem with the National Disaster Prevention and Relief Exercises of the Executive Yuan. The exercises are led by municipal and local governments, and are divided into 2 phases: wargaming phase and combined practices phase, focused on complex disaster prevention and relief practices. In 2014, more than 10,000 individuals from police department, fire department, civil defense, medical institutions, and the ROC Armed Forces participated in the exercise. Over 2,000 vehicles, 4 vessels and 21 helicopters were mobilized as well. In 2015, Joint military and civil air defense (codenamed Wan-An 38) exercise and all-out defense mobilization and disaster prevention and relief (codenamed Min-An 1) exercise were conducted with more than 10,000 participants from police department, fire department, civil defense, and the ROC Armed Forces. Over 1,000 vehicles, 21 vessels, and 13 helicopters were mobilized for these exercises.

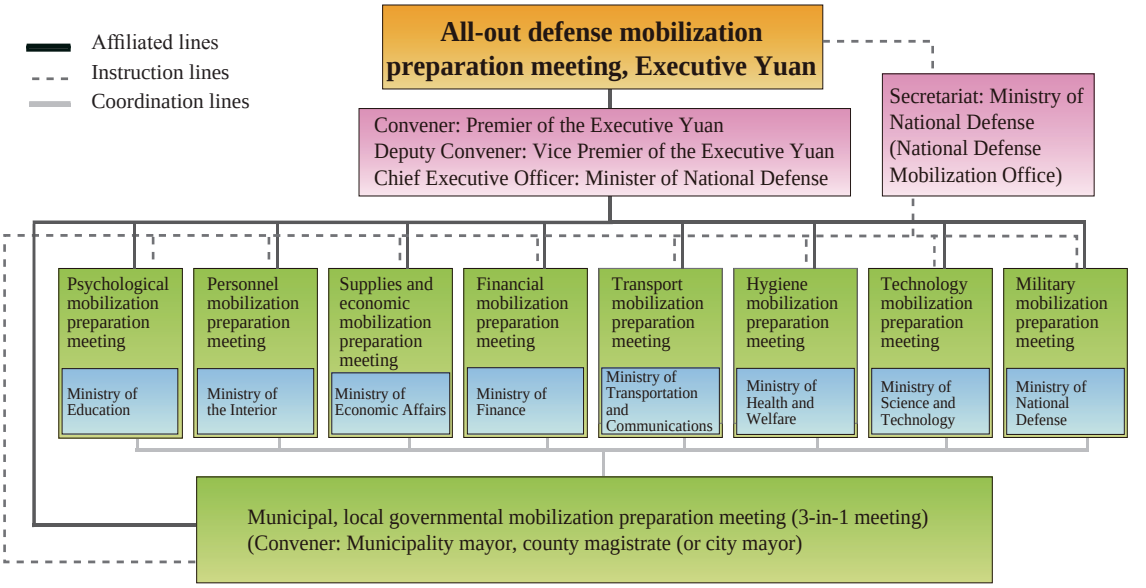

Figure 7-1. All-out Defense Mobilization System

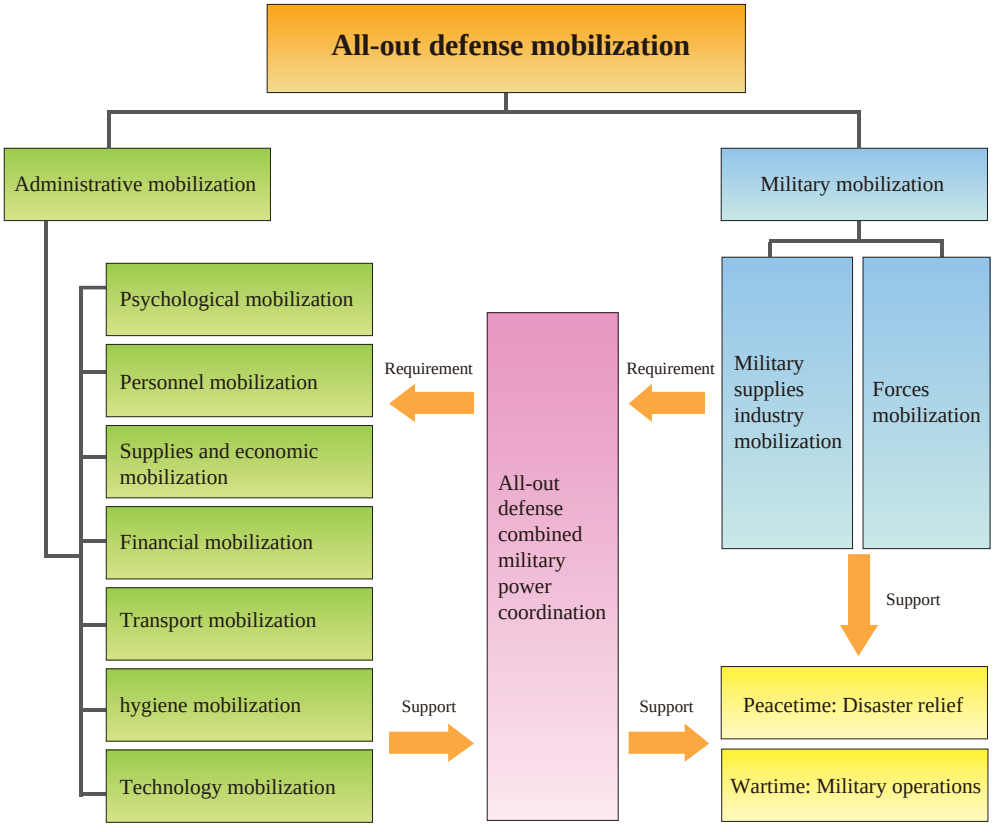

Figure 7-2. All-out Defense Mobilization Mechanism

Chapter 8. Military-Civilian Collaboration

In order to protect the lives and properties of our fellow citizens, the ROC Armed Forces have been enhancing their disaster relief performance and providing support in disaster relief and search and rescue operations. The ROC Armed Forces have also been working closely with the Coast Guard Administration to safeguard fellow fishermen working in our territorial waters. Furthermore, we have been implementing various programs such as civil affairs, reconstruction of military families' village, protection of individual rights and interests, medical care and healthcare, complaints and appeals, and state compensation to provide practical service to care for our service members and enhance civil services provided by our national defense systems.

Section 1. Enhancing Disaster Prevention and Relief Efforts

In order to defend our country and fellow citizens, the ROC Armed Forces have been vigorously making preparations for disaster prevention and relief operations against the threat of complex disasters. Following the guidelines that disaster relief is akin to fighting a battle and that avoidance is better than prevention, and prevention is better than rescue, we have been adopting active measures, such as *forward deployment, early stationing, and instant reaction for disaster relief efforts,* so as to strengthen the ROC Armed Forces' performance in disaster relief and assistance provided to the overall disaster prevention and relief efforts in compliance with the law.

I. Implementation Status

(I) Aspect of Disaster Prevention:

1. Raising disaster prevention awareness: For the past 2 years, the ROC Armed Forces have been providing extensive assistance to local governments in disaster evacuation efforts as well as promoting the guideline that avoidance is better than prevention, and prevention is better than rescue. By so doing, we have been successively rectifying the people's awareness of disaster prevention from betting on chances to active avoidance.

2. Establishing disaster prevention guidelines: The ROC Armed Forces have been adhering to the guidelines of *forward deployment, early stationing, and instant reaction for disaster relief efforts.* Lessons learned in recent years demonstrated that by following the guidelines, we can successfully complete the disaster relief operations and reduce the losses of lives and properties of our fellow citizens.

3.Strengthening communication and coordination: The ROC Armed Forces shall assign liaison officers to local governments 36 hours before a typhoon lands in order to establish communication channels between military commanders at all levels and heads of local governments. Our disaster prevention efforts have been well-received by the heads of local governments as well.

4.Stocking rescue supplies: We have kept a stockpile of equipment and items for 7 battalions to conduct disaster relief efforts in northern, central, southern, and eastern areas of Taiwan. A protocol of preparation of disaster relief supplies has been signed with the Red Cross Society of the ROC to jointly stock disaster relief supplies.

(II) Aspect of Implementation Approach:

1.Procuring disaster relief equipment: We have been picking out items from our operational inventory that may have a dual use in disaster relief, and acquiring 13 operational items of dual use in supporting our disaster relief missions, such as UH-60M utility helicopters, AAV-7 amphibious assault vehicles, and biological agent detection vehicles, etc.

2.Nurturing disaster relief instructors: We have arranged disaster prevention and relief courses in the curriculums of operational training and academic education. For the purpose of nurturing instructors, selected service members from the Marine Corps, Special Forces, and engineering units were assigned to participate in relevant disaster relief courses provided by the Fire Department, the Red Cross Society, and the other aquatic search and rescue teams in order to further develop their disaster relief skills and professional competences. To date, 1,240 individuals have undergone those courses.

3. Strengthening medical care operations: Since 1997, the ROC Armed Forces have been providing EMT1, EMT2, and EMTP paramedics training courses through which 800 individuals are trained every year. From 2014 to August 2015, 6,443 individuals have undergone the courses. Currently, 8,865 service members have been successfully certified as paramedics, greatly improved our disaster and emergency rescue capabilities.

4. Establishing a disaster prevention platform: To improve collaboration between the ROC Armed Forces and regional disaster prevention efforts, we have been following the plans made by the Central Disaster Prevention and Response Council of the Executive Yuan and all-out defense mobilization meeting to carry out all-out defense mobilization and disaster prevention and relief exercises directed by the local governments. These exercises are used to establish a disaster prevention coordination platform capable of establishing situational awareness, implementing quick emergency responses, rapid handling, and effective containment of disasters.

5. Improving overall search and rescue capacities: Since June 2015, we have been transferring 15 UH-60M utility helicopters in batches to the National Airborne Service Corps of the Ministry of the Interior, helping to improve the government's overall search and rescue capacities.

II. Relief and Rescue Results

From 1 January 2014 to 19 August 2015, the ROC Armed Forces have conducted 102 multiple emergency search and rescue missions and assisted in 10 major disaster relief operations for incidents as follows: Typhoon Matmo, Typhoon Fung-Wong, Typhoon Soudelor, the crash of TransAsia Airways Flight 222, the crash of TransAsia Airways Flight 234, 2014 Kaohsiung gas explosions, Formosa Fun Coast dust explosion, RV Ocean Researcher 5 distress, dengue

When faced with threats of disasters with increasingly complex and ever-changing nature, the ROC Armed Forces have been holding the guideline that disaster relief is akin to fighting a battle to improve their disaster relief performance. The picture shows that the ROC Armed Forces assisted in a search and rescue mission for crash of an airliner of TransAsia Airways.

fever prevention, and avian flu prevention. Totally, we have committed 64,400 personnel, 313 aircraft sorties, 217 vessel (and boat) sorties, 3,848 vehicles, and 5,090 pieces of machinery. Our efforts have helped evacuate 9,136 local citizens, provided medical treatment to 216 wounded individuals, transferred 125 wounded individuals to healthcare institutions, stacked 83,952 sandbags, removed 3,414.59 tons of debris and rubble, monitored traces of toxic fumes in an area of 160 square kilometers, and carried out disinfection operations over an area of 91.774 square kilometers (per *Appendix 8-1*).

III. Approach Improvements

Facing the threat of complex disasters, the ROC Armed Forces have been revising and fine-tuning our disaster relief doctrines in accordance with our current foundation, integrating disaster prevention resources, conducting disaster prevention exercises, and expanding our exchanges on disaster

Based on the current foundation, the ROC Armed Forces have been improving themselves through revising the disaster relief doctrines, integrating disaster prevention resources so as to achieve the goal of full preparedness. The figure shows that the ROC Armed Forces assisted in disaster relief operations for the Kaohsiung gas explosion disaster.

prevention operations in order to achieve continuous improvements and the goal of full preparedness.

(I) Revising Disaster Prevention Doctrines and Expanding the Scope of Responses Taken

By referring to the experiences and lessons learned from major disaster relief operations in recent years, we have revised 33 operational procedures and doctrines, such as *Current Disaster Response Operational Procedures, Search and Rescue Operational Procedures*, and *Disaster Prevention and Relief Training Doctrine* to improve joint relief and disaster prevention capabilities.

(II) Integrating Disaster Prevention Resources and Improving Search and Rescue Capabilities

We have established the ROC Armed Forces disaster relief information system in cooperation with the Response Management Cloud System of the Ministry

of the Interior, so as to create an information sharing platform with disaster prevention agencies, such as the Central Weather Bureau, the National Fire Agency, etc., as well as social organizations, such as the Red Cross Society, Tzu Chi Foundation, etc. Furthermore, we have been helping the National Airborne Service Corps to train its instructors for aircrews after reviewing the availability of the ROC Army Aviation and Special Forces Command 's UH-60M helicopter training sites and maintenance capabilities in order to expand sphere of resource sharing, and facilitate emergency rescue missions and operations.

(III) Implementing Disaster Prevention Drills and Raising Awareness for Self-evacuation

To raise a broader awareness for the people's self-evacuation when disaster strikes, we have been conducting disaster prevention drills in local communities with particular focus on contingency command and control between local governments, personnel reinforcement, and disaster prevention and evacuation so as to establish a wide-area disaster relief mechanism.

(IV) Deepening Disaster Prevention Exchanges and Diversifying Actions and Capabilities

The MND have reached substantive consensus with the US military concerning the exchanges of disaster prevention. In the future, both sides may assign personnel to observe in drills and exercises, attend disaster prevention simulations in between, and even take part in regional-level disaster prevention exercises. With the assistance from the US, we have been joining in some international humanitarian assistance programs, and we may by the way become an active player in global humanitarian assistance missions.

Section 2. Joint Maritime Patrols and Fishery Protection

The ROC Navy is not only the bulwark defending our territorial waters, but also serves as a solid line of defense for our fishermen. Recently, in addition to carrying out maritime patrols and protecting our territorial waters, during the fishing seasons in areas around Taiwan our navy will conduct joint fishery protection missions with the Coast Guard Administration (CGA) vessels to ensure the safety of our fishermen and fishing operations within the EEZ of our country.

I. Policy Guidelines and Objectives

The ROC Armed Forces have been conducting routine joint fishery protection missions and exercises with CGA vessels within our EEZs according to the *Joint Fishery Protection Action Initiative* between the Coast Guard Administration and the MND and the *Maritime Operations Comprehensive Support Protocol*, so as to fulfill our policy goal that CGA vessels provide protection where the fishery operations of the people are conducted, and the presence of CGA vessels is guarded by naval vessels. By so doing, we can demonstrate the government's determination in safeguarding our sovereignty, exercise legal controls over our territorial waters, and protect our fishery operations.

II. Improving the Effectiveness of Joint Fishery Protection

(I)We have been monitoring the waters with intense fishery operations around Taiwan during fishing seasons, and flexibly deploying naval vessels for fishery protection in coordination with CGA fishery protection vessels, so as to fulfill the purpose of routine joint fishery protection.

(II)We have been keeping a verification process with the CGA through a communications mechanism, so as to share information, conduct joint fishery protection drills, and maintain routine exchange visits in order to lay a sound and solid foundation for cooperation.

III. Implementation Results

(I)From 2014 to August 2015, we have assigned over 1,460 sorties of combat air patrol (CAP) and 1,060 vessel sorties of maritime patrol for joint ISR missions, operational preparedness exercises, and routine joint fishery protection missions.

(II)In February and May 2014, we conducted joint fishery protection drills with the CGA in order to validate the command and control, communications, search and rescue efforts for maritime distresses, and intelligence sharing and disseminating operations among the Navy, Air Force and CGA.

Section 3. Sustainable Military-Civilian Services

To carry out public services and provide care for military families, the ROC Armed Forces have been pushing forward various civil services, reconstruction of military families' villages, dependent services, preservation of dependents' village culture, and the protection of the rights of the service members. It is hoped that through these measures, we may establish a well structured military-civilian interaction platform to pave a smooth way for promoting the volunteer force.

I. Civil Services

(I) Implementing Coordination Mechanisms and Providing Active Support

According to the features of different region, the headquarters of each theater of operations shall serve as the combined coordination unit for coordinating local civil affairs in its area of responsibility (AOR), and assign subordinate forces of combined arms brigades (CAB) or above to host the Civilian Affairs Coordination Meeting around the time of our three major festivals (Chinese New Year, Dragon Boat Festival, and Mid-Autumn Festival), and invite local government officials, public representatives, local prominent figures, and civil establishments to attend the meeting. From 2014 to August 2015, 153 meetings have been held to fully exchange opinions so as to maximize the functions of the coordination mechanism.

(II) Improving Military-Civilian Interaction and Earning People's Support

To carry out the President's policies on communication with the people and promotion of the volunteer force, the MND has been doing Leaders Go to

Grassroots programs from 2012. The program is divided into 3 special events: Military Musical Education and Promotion of the Volunteer Force, All-out Defense Educational Tours - Open House Event and Active Promotion of All-out Defense and the Volunteer Force. In 2014, a total of 11 events were held with more than 280,000 participants (per *Appendix 8-2*). These programs and initiatives have proved to be positive in enhancing military-civilian relationships and promoting the policy of all-out defense and the volunteer force.

(III) Establishing Service Windows in Compliance with the National Policies

The headquarters of the Army's Central Corps and Southern Corps, Huadong Defense Command, and Armed Forces Reserve Command in Central Taiwan have integrated the Army, Air Force, and Navy forces in their AORs to form National Defense Service Sections at Executive Yuan's joint service centers located in Taichung, Chiayi, Kaohsiung and Hualien respectively. Personnel are assigned to these Service Sections by rotation on a long-term basis to provide the public with consultation, services, and counseling on matters of national defense. From 2014 to August 2015, these sections have handled 550 public complaints, inquiries, and letters all with substantive responses.

(IV) Friendly Care for Senior Citizens and Single Veterans

In response to the Ministry of the Interior's Friendly Care Program for Senior Citizens, we have been working with the VAC to provide care for single veterans (a total of 1,255 individuals). We have assigned contact personnel to station in counseling offices at 41 veterans' quarters in order to provide adequate care for them.

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1. To carry out the polices on communication with the people and promotion of the volunteer force, the MND has been doing Leaders Go to Grassroots programs, and hosting events, such as Military Musical Education and Promotion of the Volunteer Force to strengthen the military-civilian relationships so as to reach a consensus in between.
2. The ROC Armed Forces are committed to the reconstruction and renovation of military dependents' villages to provide better care to families of the service members.
3. The MND has been working with the VAC to provide care for single veterans. Veterans' quarters are provided with counseling offices with contact personnel in order to ensure that they will be able to receive adequate care.

(V) Mitigating Transport Overload for Home comers

In the event that a large number of travelers are left stranded in offshore (remote) islands as a result of transport overload in adverse weather or during festivals, the ROC Armed Forces, sensing the suffering of the people in need, shall coordinate the Ministry of Transportation and Communications to carry

out emergency transport missions. In 2014, the ROC Armed Forces assigned 46 sorties of C-130 to help transport 1,585 individuals and chartered 1 civilian vessel to help evacuate 386 individuals. From January to August 2015, a total of 66 sorties were assigned to transport 2,722 individuals so as to help people to return home on time and demonstrate the ROC Armed Forces' tradition to help people in need.

(VI) Supporting Produce Marketing and Securing Farmer's Profits

At peak time of harvest, the MND will work with the Council of Agriculture of the Executive Yuan to promote multiple choices of vegetables and fruits through the ROC Armed Forces supply chain of food material to ensure balanced nutrition for service members. From 2014 to August 2015, the ROC

In order to demonstrate the ROC Armed Forces' tradition to help the people in need, we have been working with the Ministry of Transportation and Communications to carry out emergency transport missions to and from offshore (remote) islands, by assigning transport sorties and chartering merchant vessels to support our transport efforts.

Armed Forces have purchased a total of 9,381 tons of 18 different farm produce, including sweet potatoes and oranges, helping to mitigate supply-demand imbalance and ensure profitability for our fellow farmers.

(VII) Providing Care for Service Members in Need and Gaining Support from Dependents

The Friends of Armed Forces Association has been giving out consolation allowances to service members and dependents whose families are suffering from mishaps or serious accidents. In 2014, the association offered NT$ 4.16 million consolation allowances to 845 households of service members. In 2015 to date, NT$ 1.174 million was offered to 332 households. These allowances helped provide support in a timely fashion to service members and their families in need.

II. Preserving the Military Families' Village Culture

Military families' village is a settlement built to take good care of dependents and ease the anxiety of service members for their families. These villages are rich with the common experiences and history of our Armed Forces and represent an important cultural asset of our country. In accordance with the *Act for Rebuilding Old Dependents' Village* and *Regulations Governing the Selection and Review of Old Dependents' Village of the ROC Armed Forces for Cultural Preservation*, the MND has chosen Zhongxing New Village in Taipei and another 12 villages as part of the military families' village cultural preservation areas. Furthermore, we have selected additional 27 military families' villages recognized as cultural assets, through collaboration with local governments, to be revitalized or renovated with urban planning adjustments and urban renewal measures so as to preserve the cultural assets and valuable legacy, and instill a new spirit for our military families' villages (per *Appendix 8-3*).

III. Protecting Rights of Service Members

The MND places great importance on the human rights of the service members. Abiding by the law, we have established legal committees, appeals and petitions review committees, national compensation processing committees, and committees for the protection of service members' rights and interests, with selected members from social, academic, and professional circles in order to ensure a well rounded legal protection. We also established the ROC Armed Forces Complaint System and 1985 Consultation Helpline for service members to voice their complaints, so as to realize protection of human rights for all service members.

(I) Complaint System

The MND has been doing introductions of complaint systems, satisfaction surveys of service members, and improving the service quality of the 1985 Consultation Helpline to improve the functions of our complaint system. In order to improve the service quality and shorten the processing time of our 1985 Consultation Helpline, we have elevated the supervision level of complaint handling to that of headquarters of an army corps, and defense commands (the Navy and the Air Force followed suit). All complaints will be categorized and processed by corresponding service headquarters, and supervised by relevant Joint Staff in the MND. From 2014 to August 2015, we have received 21,435 phone calls of complaints and inquiries. Among them, 2,523 calls were accepted as cases for subsequent processing, and all have been handled with great care and consideration.

(II) Pushing for Service Innovation and Improvement Programs

1. According to the *2014-2015 Service Innovation and Improvement Action Plan of the MND*, we have been providing seminars, education and training, performance assessment and benchmarking to improve our

internal efficiency and the quality of external services at each level. Furthermore, we have streamlined our administrative processes to improve public convenience and adopted pro-active service policies to create a public service image and reputation that is professional, accessible, and efficient.

2.The MND has divided its public service establishments into 2 major categories: service planning units and frontline service units, according to the properties, target, and scale of the services offered. Performance reviews (including document, website, and on-site assessments) are carried out every 6 months. Units with outstanding performance are encouraged to join the contest for Public Service Quality Award hosted by the government to help improve overall quality of our public services.

(III) Protection of Rights

1. Policy Objectives

The MND has established the Committee on the Protection of Rights for Service Members to handle issues concerning the rights and interests of the service members and their families. Moreover, we have invited external professionals to the committee as adjudicators to review relevant cases, and made promotion efforts to show our determination to make significant inroads towards protecting the legal rights and interests of the service members. Since 2014, all 14 adjudicators have been composed of legal experts from human rights organizations, public welfare organizations and legal circles, and they are tasked to jointly review cases associated with the individual rights and interests of service members so as to make the reviewing processes more just and transparent.

1 | 2

1. Armed Forces Hospitals are committed to maintaining their operational capacities in order to satisfy medical care requirements of the service members and the general public, and achieve the goals of military medical care preparedness both in peacetime and wartime.
2. Currently, the ROC Armed Forces medical care system is focused on Mass Casualty Contingent Response so as to satisfy the practical requirements of defensive operations, strengthen operational capabilities, and ensure the performance of health support missions in joint operations.

2. Actual Results

(1) Enhancing Case Reviews

To strengthen case review and legal redress mechanism and improve its efficiency, we have stipulated the *Guidelines for the Establishment of the Committee on the Protection of Rights for Service Members* and *Reviewing Principles for the Committee on the Protection of Rights for Service Members* to conduct preliminary reviews by the adjudicators so as to shorten the time frame for reviewing. Since 2014, we have received 423 cases from service members concerning the infringements on their rights and interests. Among them, 342 cases were closed (with 64 cases revoked, 119 cases rejected, 66 cases declined, and 93 cases withdrawn by applicants (per *Appendix 8-4*)). The committee is holding meeting every quarter to evaluate the progress of cases of each unit so as to effectively enhance the protection efforts for the rights and interests of all the service members.

(2)Continuing Litigation Aid for Cases Arising from Actions in the Line of Duty

The MND has stipulated *Regulations Governing Applications for Litigation Aid for Cases Arising from Actions in the Line of Duty* to provide legal subsidies, by following the *Regulations Governing Litigation Aid for Civil Servant for Performing Duties*, to hire legal counsel for service members who involved in civil or criminal litigations in the line of duty. By so doing, the service members shall be more willing to take initiatives and to show their strong sense of responsibility when carrying out their duties.

(3)Compiling Collections of Cases on the Protection of Individual Rights and Interests

From resolutions for cases of the MND, Army, Navy, Air Force and Political Warfare Bureau, reviewed and double-reviewed by the Committee on the Protection of Rights for Service Members, the MND has picked out cases of educational significance to compile into collections, published and distributed to units at all levels for their reference.

(IV) Legal Services and Litigation Counseling

1. Enhancing Legal Services

(1) From 2014 to August 2015, we have handled 687 litigation counseling cases. Legal affairs sections, legal service centers and judge advocates of brigade level or above in each service headquarters (and command) are responsible for providing various legal services, such as responding to legal inquiries, drafting legal orders, reviewing contracts, composing legal certificates and serving as a litigation agent. A total of 6,111 legal services have been provided during this time period, all with positive responses from service members and their families.

(2)In response to the transformation of our military judicial system, our judge advocates have been reassigned to units of CAB level or above to provide legal education and services, and establish statutory regulations, starting from 14 January 2014. Legal service centers in northern and southern Taiwan serve as litigation agencies for civil, administrative and non-contentious cases in which the military establishments and service members are involved. Judge advocates have also been assigned to handle litigation cases involved with military units for actions in their line of duty. From January 2014 to August 2015, our judge advocates have provided litigation services in 120 cases, and winning 15 cases among them so as to effectively protect the legal rights and interests of our service members and military units.

(3) After our military judicial system was transformed, our judge advocates from the legal service centers and various units have been assigned with 12 temporary duties to date, to set up legal consultation desk services at various camps in order to achieve practical protection of the rights and interests of the service members.

2. Promoting Human Rights Awareness

(1) From January 2014 to August 2015, we have held a total of 8,350 workshop sessions to promote awareness for the *International Covenant on Civil and Political Rights* and *International Covenant on Economic, Social and Cultural Rights*, helping our service members to recognize the importance of rule by law and respect for human rights.

(2) We have made use of legal education sessions to promote awareness against sexual assault, sexual harassment, and domestic violence. From 2014 to August 2015, a total of 8,350 legal education courses were held for 822,600 participants.

(3) Pursuant to our national policy to join the *International Human Rights Conventions*, the MND, in order to realize the protection for human rights in the military, has asked all subordinate units to examine current 113 statutory regulations, 1,771 administrative rules, and 334 administrative measures that may have associated with the *United Nations Convention against Torture*. The results have shown no infringements on the essence and spirit of the Convention.

3. Exerting Appeal Functions

In order to gain public credibility and exert administrative supervisory functions of the appeal and deliberation processes, the MND has requested any cases handled by its Appeals and Deliberation Committee to be resolved within 3 months. From January 2014 to August 2015, only 2 appeal cases where the MND initiated administrative litigations were revoked by the administrative court. The results have shown that the punctuality and quality of MND appeal decisions are well acknowledged by the administrative court.

IV. Medical and Health Care

(I) Improving Medical Logistics Operations and Facilitating Combat Training and Disaster Relief Preparations

Currently, the medical logistics and support system of the ROC Armed Forces is based on a 2-stage, 3-level system (per *Appendix 8-5*). Following the principle of applying medical treatment in proximity and direct evacuation to rear areas, the MND is dedicated to strengthening emergency rescue capacity of medical logistics units, and improving the quality of medical evacuation and transfer. Furthermore, in order to deepen the sense of accountability for its regional medical installations, the ROC Armed Forces have asked military

hospitals and medical logistic units in the same theater of operations to be fully connected, with special attention to Mass Casualty Contingent Responses, Utilizing Civilian Medical Resources and Establishing Mobilization Capacities, Strengthening Medical Logistic Units' Cross-Theater Support Capabilities, Improving Hygiene (Medical)Material Supply and Shipping Grid, and Practical Management and Storage of Operational Hygiene (Medical) Material. With these emphases in mind, our medical logistics and support system can thus satisfy actual requirements of defensive operations and ensure successful completion of medical logistics support missions in joint operations.

In addition, the ROC Armed Forces are able to use extensive experiences gained from years of participation in disaster prevention and relief to integrate our medical logistics operations with local medical operations, and improve interactions between governmental agencies and public and private hospitals. Following the principles of Standardization of Medical Rescue Teams and Mobilization of Rescue Equipment and Modules, we have established routine medical support capabilities for disaster relief operations so as to ensure success in emergency medical missions. In mishaps of the TransAsia Airways Flight 222 crash at Magong on 23 July 2014, Kaohsiung Gas Explosion on 31 July 2014, and the TransAsia Airways Flight 235 crash at Taipei City on 4 February 2015, and Formosa Fun Coast dust explosion at New Taipei City on 27 June 2015, the medical logistics and healthcare systems of the ROC Armed Forces were activated at a short notice to arrive on-site to demonstrate their complete emergent medical care capabilities.

(II) Strengthening Armed Forces Hospital Capacities and Improving Quality for Military-Civilian Medical Care

The Armed Forces Hospitals are responsible for maintaining health status of the service members, providing general medical services for the public,

participating in disaster relief operations, and offering medical support against epidemics. The hospitals are also responsible for implementing physical examinations for enlisted personnel and personnel of special duties, aviation physical training, and military medical R&D for aviation and diving medicine. In wartime, the hospitals shall play a role in mobilization preparation missions, such as commandeering (or procuring) medical facilities and supplies, and dispatching beds. Furthermore, the hospitals shall follow the government's diplomatic policies to offer humanitarian support and medical services for friendly nations. Hence, ROC Armed Forces medical resources must be used and managed in a more efficient manner to satisfy the medical service requirements of the service members as well as the general public, and accomplish various military medical missions both in peacetime and wartime.

The Armed Forces Hospitals are also constantly expanding the Armed Forces Medical Data Net and integrating decision-making support systems in response to government policies for enhancing patient safety, integrating exchanges of electronic medical histories, improving medical care quality, and meeting the requirements of hospital accreditation programs and operational management decisions. The aim of these measures is to ensure that Armed Forces Hospitals are capable of achieving the goals of medical-related job automation, information system management and corporate-based management. The Armed Forces Hospitals uphold the principle of public services and are committed to improving medical service quality. Since 2014, our Tri-service General Hospital has won the 6th Government Service Quality Award. Kaohsiung and Taichung Armed Forces General Hospitals also received the Symbol of National Quality for Transprofessional and Innovative Service Mechanism and patient-centered, comprehensive, and customizd services.

(III) Integrating Military-Civilian Healthcare Systems

Through military and civilian medical cooperation, emergency operations center conferences, and monthly meetings for local specialized medical treatment, we may share professional and practical experiences gained from our research in military medicine and special medical cases handled by the Armed Forces Hospitals (such as sports medicine, heat injuries, rhabdomyolysis, heat strokes, and seasonal influenza) with neighboring civilian hospitals and medical institutions. The purpose of such measures is to satisfy medical treatment requirements of the service members and community residents.

In order to make the best utilization of resources from both the armed forces and the veterans' medical systems, expand the service areas of both medical systems, and strengthen medical services to rank and file service members and veterans, we have established a complementary medical support mechanism between the armed forces and the veterans hospitals under the principles of resource sharing, fairness and mutual benefit, academic exchange, and disaster prevention support.

Additionally, to improve the medical service accessibility for the service members in offshore islands or remote regions, the Armed Forces Hospitals regularly dispatches medical specialists to the Penghu Islands, Matsu, and Kinmen to provide the service members with healthcare services. The Armed Forces Hospitals are working with civilian medical institutions (such as hospitals of the Ministry of Health and Welfare and Lienchiang County Hospital) to provide outpatient and emergency medical services to local residents, so as to improve overall medical service quality in remote and offshore islands.

V. Services for Reservists

(I) Motivating Reservists and Building up Mobilization Capabilities

In order to foster a sense of unity for reservists and enhance the understanding of all-out defense concept, we have held 40 ceremonies for the promotion of reservists and commendations for cadre members from 2014 to August 2015 so as to honor rank and file members of the reserve forces, and boost their morale.

(II) Amending the All-out Defense Mobilization Preparation Act

Amendments to Articles 25 and 36 of the *All-out Defense Mobilization Preparation Act* entered into force on 4 June 2014. Any injury, physical and mental disability, or death inflicted to a reservist because of attending the reservist counseling and regrouping training or in the line of duty, he or she shall be duly compensated in accordance with the *Regulations for Casualty Compensations for Conscripted Civilians during Mobilization*, so as to protect the rights of reservists.

(III) Using Reservist Organizations and Implementing Services

Currently, 364 reservist counseling centers have been established in various townships, cities, municipalities, and regions. We have assigned over 28,000 cadre counseling members serving in these centers, and it is hoped that their presence in every corners may provide timely services and care for the reservists. In 2014, our cadre counseling members have handled over 15,000 cases of inquiries, emergency transfers, marriages and funeral allowances, protection of lifelong rights, and issuance of scholarships, with total grants exceeding NT$ 7 million.

VI. Appeals and Petitions

(I) Appeals (per Appendix 8-6)

1. Appeals in Person

From 2014 to August 2015, we have received and concluded 258 appeals submitted by appealers in person at the MND. When handling appeals with the presence of the appealer, we would assign dedicated personnel and responsible units, according to the contents and nature of the appeal, following a protocol to meet the appealer, explain the status, process the appeal, and report to superiors in a timely fashion.

2. Appeals in Written Form

For the purposes of strengthening communication with the general public and effectively handle appeals, written appeals received would be archived, and replied in written form within 30 days. From 2014 to August 2015, we have received and concluded 4,800 written appeals, and all were replied within the deadline.

3. Appeals through Emails

From 2014 to August 2015, we have received and concluded over 4,900 appeals through emails (per *Appendix 8-6*). Every appeal accepted has to be responded within 3 days.

(II) Petitions

From 2014 to August 2015, we have accepted and concluded 210 petitions (per *Appendix 8-7*). The efficiency for reaching petitions resolutions by governmental agencies under the Executive Yuan are rated annually. Since 2010, we have been rated consecutively as the 1st place by the Executive Yuan.

In order to achieve the objective of Institutionalizing National Defense, we have continued providing counseling and doing interviews for petition

related operations every year, so as to grasp the status of petition handling processes in various establishments. In 2014, we have organized seminars of *Administrative Disciplinary Actions and Just Procedures*, petition handling evaluation workshop, and practical case studies regarding petition handling. It is hoped that with increased attention to relevant laws and regulations and communication of opinions we may improve the professionalism of our handlers and enhance the quality of their work.

VII. State Compensation

From 2014 to August 2015, the MND and service headquarters have accepted 147 state compensation cases, of which 14 cases have reached a final agreement or verdict while 111 cases have been closed. A total of 73 cases have been revoked after review or judged in favor of the defendant, thus achieving public savings of NT$ 1,066.45 million (per *Appendix 8-8*).

VIII. Compensation for Casualties and Damages Caused by Military Activities

For the purpose of demonstrating the government's sincerity to make amends for civilian injuries, death or loss of property arising from military operations, and paying condolences to the dead and soothing the suffering of the injured and their families, the MND has stipulated *Regulations on Compensation for Civilian Casualties or Damages Caused by Military Activities* (hereinafter referred to as "*Compensation Regulations*"), which came into force on 1 December 1999, with an application period for 2 years. In order to protect the rights of those who didn't apply, the *Compensation Regulations* was revised in 2004 by extending application deadlines to 30 November 2007. As of August 2015, a total of 2,518 cases have been accepted, and 1,933 cases among them were closed with approved compensations of NT$ 1,536.3 million (per *Appendix 8-9*).

IX. Releasing Military's Prohibited and Restricted Areas for Construction

To achieve the policy of attaching operational preparedness to the people's livelihood, the MND, on the conditions of not affecting national security and applicable laws, has been adjusting the scale of its military prohibited and restricted areas for construction in conjunction with transformation of national defense organization, upgrades of weapons and equipment, changes to its defensive operational models, and the exact defense and security requirements, so as to ensure both economic development and the rights and interests of the general public. Since 2014, we have released and scaled down 9 military prohibited and restricted areas with a total area of 4,512 hectares (per *Appendix 8-10*).

X. Releasing MND Archives and Documents for Public Access

(I) Availability of Accessible Archives and Files

Abiding by the *Government Information Publication Law, the Administrative Procedure Act,* the *Classified National Security Information Protection Act*, and the *Archives Act*, etc., the MND has sorted out about 1.2 million documents in 38,536 collections of permanent storage for their historical or legal binding values. The MND has also been reexamining the confidentiality status for each classified document, and has completed digital cataloging, filing, and scanning processes for it at the same time. In order to reduce processing time, people may get access to the MND's website to apply for viewing the documents.

(II) Digitalization of Archives

Since 2014, the MND have been promoting online reviewing procedures for viewing archives applications. People may submit their online applications

through the ROC Armed Forces historical and administrative archives and image access system, and after their applications are approved by the responsible office, they could view the requested archives online. By so doing, we may protect the integrity of the original copies.

To protect personal information of the users, the MND has introduced the information security and personal information protection and management protocol for the ROC Armed Forces historical and administrative archives and image access system in 2014, and has acquired international certification of ISO 27001:2013 in October 2014 for data security in recognition of the full commitment of the MND in protecting personal information and its successful achievements.

(III) Accessible Information and Archives Services

Since the ROC Armed Forces began to provide accessible information and archives services, the gesture has been well-received by the public. Aside from some files associated with national security, personal criminal activities, personnel and salary information, or data that otherwise infringes on public interest or the legal rights and interests of a third party and thus shall not be openly released or provided, the remaining information and archives can be accessible to the applicants.

Appendixes

Appendix 6-1. Credit courses and degree-conferring programs offered at learning stations in various camps of the MND.

Area	Institution	Degree	Number of learning stations	Personnel instructed
2014				
Northern Taiwan	Chung Yuan Christian University, Chien Hsin University of Science and Technology, and Kang-Ning Junior College of Medical Care and Management	Master's Bachelor's 2-Year Specialist Degree	3	86
Central Taiwan	Ta Hwa University of Science and Technology	2-Year Technical Degree 2-Year Specialist Degree	4	88
Southern Taiwan	I-Shou University, Chia Nan University of Pharmacy & Science, and National Pingtung University PingShang Campus	Master's Bachelor's 2-Year Specialist Degree	4	98
Eastern Taiwan	National Taitung Junior College, National Open University	Bachelor's 2-Year Specialist Degree	2	66
Offshore Islands	National Open University	Bachelor's	4	390
Penghu Islands	National Open University	Bachelor's	1	45
Total	9 institutions	4 degree types	18 learning stations	773
January to August 2015				
North	Taipei Chengshih University of Science and Technology, University of Kang Ning, Chung Yuan Christian University, and Kang-Ning Junior College of Medical Care and Management	Master's Bachelor's 2-Year Specialist Degree	6	188
Central Taiwan	Ta Hwa University of Science and Technology, National Chi Nan University, Nanhua University	Master's Bachelor's 2-Year Specialist Degree	5	114
Southern Taiwan	I-Shou University, University of Kang Ning, Fortune Institute of Technology, National Open University, Chia Nan University of Pharmacy and Science, National Pingtung University PingShang Campus	Master's Bachelor's 2-Year Specialist Degree	11	402
Eastern Taiwan	National open University	Bachelor’s	1	38
Offshore Islands	National open University	Bachelor’s	4	95
Penghu Islands	National open University	Bachelor’s	1	17
Total	12 institutions	4 degree types	28 learning stations	854

Appendix 6-2. Certification programs provided to Armed Forces service personnel

Area	Institution	Certificate type	Level	Personnel instructed
2014				
Northern Taiwan	Minghsin University of Science and Technology, Lan Yang Institute of Technology, Taipei Chengshih University of Science and Technology, and Chien Hsin University of Science and Technology	Web design, Chinese and western cuisine, physical fitness, baking (bread), baking (cakes), occupational health and safety	Level B and C	196
Central Taiwan	Ta Hwa University of Science and Technology, Ling Tung University	Computer software	Level C	48
Southern Taiwan	Shih Chien University, Dah Yung Senior High School	Computer software, indoor electrical wiring and cabling	Level B and C	41
Eastern Taiwan	National Taitung Junior College, Taiwan Hospitality & Tourism University, and Occupational Safety and Health Management Association	Occupational safety and health, hardware repair, computer software, Chinese cooking, automobile repair and baking	Level B and C	167
Offshore Islands	National Quemoy University, and National Penghu Marine and Fishery Vocational High School	Indoor cabling and wiring, Chinese cooking, and computer software	Level C	59
Total	13 institutions	11 certificate types	2 class levels	511
January to August 2015				
Northern Taiwan	Minghsin University of Science and Technology, and Lan Yang Institute of Technology, Taipei Chengshih University of Science and Technology, and University of Kang Ning	Funeral services, Computer assisted graphics, Chinese tour guide training course, MOS2010 international certification, bakery, computer software, essential oils	Level C Single level	107
Central Taiwan	Ling Tung University, and Chaoyang University of Technology	Indoor wiring, bakery of cakes	Level C	16
Southern Taiwan	Shih Chien University, I-Shou University, Tajen University, Dah Yung Vocational School, Kao Yuan University, and Industrial Safety and Health Association	Computer software, computer hardware installation, baking, excavator operations, forklift operations, Chinese food cooking, indoor wiring	Level C Single Level	209
Eastern Taiwan	Dahan Institute of Technology, Taiwan Hospitality & Tourism University, and National Taitung Junior College	Food baking, computer software, Chinese food cooking, forklift operations, automobile repairs	Level C Single Level	22
Offshore Islands	National Open University, and National Penghu Marine and Fishery Vocational High School	Baking, real estate appraisal, book-keeping, air pressure, indoor wiring	Level C Single Level	67
Total	17 institutions	15 certificate types	2 class levels	421

Appendix 7-1. Summer combat camps organized by the Ministry of National Defense from 2014 to 2015

Item	Camp name	Date	Location	Openings	Reference
		2014			
1	Kinmen Combat Camp	1st Batch 7-11 July 2nd Batch 14-18 July	Kinmen	100 individuals per batch	
2	Matsu Combat Camp	1st Batch 7-11 July 2nd Batch 14-18 July	Matsu	100 individuals per batch	
3	Penghu Combat Camp	1st Batch 7-11 July 2nd Batch 14-18 July	Penghu Islands	100 individuals per batch	
4	Battletank Combat Camp	1st Batch 8-11 July 2nd Batch 15-18 July 3rd Batch 22-25 July	Hukou	70 individuals per batch	
5	Chenggongling Combat Camp	1st Batch 8-11 July 2nd Batch 15-18 July 3rd Batch 22-25 July	Taichung	90 individuals per batch	
6	Special Airborne Unit Combat Camp	1st Batch 7-11 July 2nd Batch 14-18 July 3rd Batch 21-25 July	Pingtung	100 individuals per batch	
7	Guguan Challenge	1st Batch 7-11 July 2nd Batch 14-18 July 3rd Batch 21-25 July	Guguan	72 individuals per batch	
8	Amphibious Warrior Challenge	1st Batch 30 June to 3 July 2nd Batch 7-10 July	Zuoying	140 individuals per batch	
9	Maritime Life Experience Camp	1st Batch 30 June to 3 July 2nd Batch 7-10 July	Zuoying	80 individuals per batch	
10	Aviator Combat Camp	1st Batch 7-11 July 2nd Batch 21-25 July	Gangshan	110 individuals per batch	
11	Aerospace Technology Experience Camp	1st Batch 7-11 July 2nd Batch 21-25 July	Gangshan	70 individuals per batch	
12	Iron Defense Combat Camp	1st Batch 30 June to 4 July 2nd Batch 7-11 July	Wugu	100 individuals per batch	
13	Science Experience Camp	1st Ladder 2-4 July	Kaohsiung	60 individuals per batch	

	Item	Camp name	Date	Location	Openings	Reference	
	14	Military Band Experience Camp	1st Ladder 21-25 July	Beitou	100 individuals per batch		
	15	Military Ceremony Experience Camp	1st Ladder 21-25 July	Beitou	100 individuals per batch		
	16	News and Media Study Camp	1st Ladder 2-4 July	Beitou	80 individuals per batch		
	2015						
	1	Kinmen Combat Camp	1st Ladder 6-10 July 2nd Ladder 13-17 July 3rd Ladder 20-24 July	Kinmen	120 individuals per batch		
	2	Matsu Combat Camp	1st Ladder 6-10 July 2nd Ladder 13-17 July 3rd Ladder 20-24 July	Matsu	120 individuals per batch		
	3	Penghu Combat Camp	1st Ladder 6-10 July 2nd Ladder 13-17 July 3rd Ladder 20-24 July	Penghu	120 individuals per batch		
	4	Special Airborne Unit Combat Camp	1st Ladder 6-10 July 2nd Ladder 13-17 July 3rd Ladder 20-24 July	Airborne Paratroop Training Center	100 individuals per batch		
	5	Chenggongling Combat Camp	1st Ladder 7-10 July 2nd Ladder 14-17 July 3rd Ladder 21-24 July	Chenggongling	90 individuals per batch		
	6	Amphibious Warrior Challenge	1st Ladder 29 June to 2 July 2nd Ladder 6-9 July	Zuoying	140 individuals per batch		
	7	Maritime Life Experience Camp	1st Ladder 29 June to 2 July 2nd Ladder 6-9 July	Zuoying	80 individuals per batch		

	Item	Camp name	Date	Location	Openings	Reference	
	8	Aerospace Combat Camp	1st Ladder 6-10 July 2nd Ladder 20-24 July	Republic of China Air Force Academy	110 individuals per batch		
	9	Aerospace Technology Camp	1st Ladder 13-16 July 2nd Ladder 27-30 July	Air Force Institute of Technology	60 individuals per batch		
	10	Iron Defense Combat Camp	1st Ladder 6-10 July 2nd Ladder 20-24 July	Wugu	100 individuals per batch		
	11	Military Band Experience Camp	1st Ladder 20-24 July	Fu Hsing Kang College	70 individuals per batch		
	12	Military Ceremony Experience Camp	1st Ladder 20-24 July	Fu Hsing Kang College	100 individuals per batch		
	13	News and Media Study Camp	1st Ladder 1-3 July	Fu Hsing Kang College	80 individuals per batch		
	14	Defense science fundamental – practice and study camp	1st Ladder 1-3 July	Chung Cheng Ling College	60 individuals per batch		
	15	Science Camp	1st Ladder 8-10 July	Chung Cheng Armed Forces Preparatory School	60 individuals per batch		
	16	Medical Care Study Camp	1st Ladder 3-8 August	National Defense Medical Center National Defense Medical University Tri-Service General Hospital	120 individuals per batch		

Appendix 7-2. Statistics of National Defense Knowledge Tour - Open-House events from 2014 to 2015 organized by the ROC Armed Forces

Item	Location	Date	Organizer	Effectiveness	Reference
2014					
1	Hukou Army Base	29 March	Army Headquarters	77,121 public visitors 20 media companies	Celebrating the Youth Festival
2	ROC Military Academy	31 May	Army Headquarters	75,972 public visitors 28 media companies	90th Anniversary of the ROC Military Academy and Graduation Ceremony activities
3	CCK Base	19 July	Air Force Headquarters	62,876 public visitors 28 media companies	Celebration of the 14 August Air Force Day
4	Zuoying Naval Base	22 November	Navy Headquarters	53,445 public visitors 6 media companies	
2015					
1	Chenggongling	6 June	Army Headquarters	8,266 public visitors 11 media companies	
2	Huadong Defense Command	7 July	Army Headquarters	4,266 public visitors 9 media companies	
Notes	6 open-house events, with a total of 281,946 public visitors and 102 media companies visits				

Appendix 7-3. Military history publications from the Ministry of National Defense from 2014 to August 2015

Item	Title	Publishing time
1	Interviews with Taiwanese aborigines serving in the ROC Armed Forces	April 2014
2	The Glory of Whampoa - the 90th Anniversary of Whampoa Military Academy	June 2014
3	Military History Review (Issue 21)	June 2014
4	Golden Halberds and Iron Stallions - Interviews with High Ranking Officers of the ROC Army	July 2014
5	Interview Records of the ROCAF Thunder Tiger Aerobatic Team	December 2014

Appendix 7-4. Foreign language military publications translated and printed by the Ministry of National Defense from 2014 to August 2015

Item	Title	Publishing time
1	War, Strategy, and Military Effectiveness	February 2014
2	China's Military Challenge	May 2014
3	The Glory of Whampoa: the 90th Anniversary of Whampoa Military Academy	June 2014
4	Quadrennial Defense Review 2014 (the US)	June 2014
5	It Worked for Me: In Life and Leadership	August 2014
6	Cyber War: The Next Threat to National Security and What to Do About It	September 2014
7	Chinese Military Modernization: Select Strategic Analyses	November 2014
8	Sea Power and American Interests in the Western Pacific	January 2015

Appendix 7-5. Agenda for the 70th Anniversary Commemorating the Victory of War of Resistance against Japan and Taiwan Retrocession of 2015

Item	Activity name	Description	Date	Location
1	National Defense Knowledge Tour - Open-House	Since June, a total of 5 All-out Defense Knowledge Tour - Open-House events were held (2 by the Army, 1 by the Navy and 1 by the Air Force). Headquarters of various branches of the Armed Forces made special arrangements so that the events are carried out by units that performed admirably during the War of Resistance Against Japan. Activities included the display and showcase of equipment currently used by the armed forces, display of national defense artifacts, and demonstration of combat techniques, helping to highlight the essence of our historical legacy. The scale for the 72nd Anniversary of the Battle for Hsinchu was also enlarged, with 1 event being held at the Hsinchu Air Base.	6 June 6 June 4 July 24 October 21 November	Chenggongling Chenggongling Meilun Camp, Huadong Defense Command Nanmeilun Camp Zuoying Naval Base Hsinchu Air Base
2	National Defense Capability Demonstration	This National Defense Capability Demonstration has been integrated with the Han Kuang 31 exercise and includes items such as aerial columns, ground forces inspections and formations, and combat technique demonstrations in order to showcase the solid combat capabilities of the ROC Armed Forces. Document and advertisement displays were also used to raise awareness on the history of the war. We also actively invited veterans, surviving family members and friends from around the world to be part of this celebration and help build an all-out defense consensus	4 July	Hukou Parade Square
3	Exhibit on the Truths of the War of Resistance against Japan	Large war-game platforms that simulated 22 major battles such as the Battle of Songhu (Shanghai) of 13 August 1937 as well as 10 major historical incidents leading up to the war such as the Mukden Incident of 18 September 1931. Chinese and English audio and video descriptions were provided to describe the vicious battles fought by the ROC Armed Forces against Japan. Historical photographs, 16 large oil paintings and 8 pseudo oil paintings were also used to narrate the incidents that took place during the War of Resistance Against Japan.	7 July 2015 to 24 June 2016	Chiang Kai-shek Memorial Hall
4	International Academic Conference	These conferences are jointly organized by the National Defense University and Academia Sinica. Professionals and academicians from China, Taiwan and other countries have been invited to present papers regarding the history of the War of Resistance Against Japan as well as regional security, detailing the Republic of China's contributions to the Asian Theater of the Second World War and to world peace. A collection of papers were also printed after the conferences in order to share the results of such studies and researches.	23 July	National Defense University Shuaizhen Campus

	Item	Activity name	Description	Date	Location	
	5	Memorial Music Performance	A total of 5 memorial music performances open to everyone in society were held. The songs performed included popular songs during the War of Resistance against Japan. Renowned celebrities, vocalists and choirs from military and civilian academic institutions performed together as a group to promote the historical importance of our victory in the War of Resistance. Music CDs of these performances were also prepared and made publicly available. Music performances were also broadcasted by public service radio stations in order to build a strong consensus regarding the history of the War of Resistance against Japan amongst local and overseas Chinese communities.	14 August 17 August 20 August	Kaohsiung Stadium Taichung Huisun Memorial Hall Taipei World Trade International Conference Hall	
	6	Special Exhibit Commemorating the 70th Anniversary on the Victory of War of Resistance against Japan and Taiwan Retrocession	This exhibit was jointly held by the MND and Academia Historica. The exhibit included important battles fought by the ROC Armed Forces during the War of Resistance, the history of the Chinese Expeditionary Force, as well as historical information, photographs and archived artifacts that reveal the friendly aid and support offered to our nation by friends from around the world that helped sustain our war efforts against Japan. Additionally, the Army, Navy and Air Force headquarters also made plans for hosting special exhibits for the different military branches from July to October. These exhibits will be open to the general public together with the Open-House events or special reservations made for group visits.	15 August to 28 November	Academia Historica	
	7	ROC Armed Forces History Museum	A major commemorative event was held during the commendation and awards ceremonies of the annual Armed Forces Day every 3 September. Government leaders, legislators, Control Yuan members, retired generals, veterans' representatives, surviving family members of martyrs, friends from around the world and media reporters were invited to conduct a memorial service for the soldiers and people who died during the War of Resistance.	2 September	Ministry of National Defense	

	Item	Activity name	Description	
	8	Issuing medals commemorating the Victory of War of Resistance against Japan	To extol the brave and courageous acts of the ROC Armed Forces veterans who fought in the War of Resistance, the MND made plans to grant them Medals Commemorating Republic of China's Victory in the War of Resistance. Veterans of the Republic of China (who served before 1 September 1945) and other countries (including the Chinese mainland) who had fought in the War of Resistance are eligible to apply for the said Medal.	
	9	Brave Warriors, Our National Soul Memorial Calendar	In order to help fellow citizens and the international community recognize the true history of the War of Resistance against Japan, we have created a Memorial Calendar commemorating the 70th Anniversary of Victory in the War of Resistance against Japan and Taiwan Retrocession based on the theme of Brave Warriors, Our National Soul. The Calendar was produced based upon the 4-point guidelines from President Ma Ying-jeou to provide a series of photographs, pictures and texts of historical remains and sites where important battles of the War of Resistance took place. To date, a total of 21,000 Chinese language copies and 4,000 English copies have been printed and made available to the public (including those in Mainland China). The Calendars are also well-received by government departments such as the Ministry of Foreign Affairs, Overseas Community Affairs Council and Ministry of Education.	
	10	Memorial Logo Selection Competition	To help ROC Armed Forces officers and soldiers as well as our youth to gain a better understanding of the history of the War of Resistance against Japan, the MND, Ministry of Education and China Youth Corps have jointly held a logo selection activity. A total of 323 submissions were collected from 20 March to 30 April (113 submissions from the ROC Armed Forces and 210 submissions from student groups). Cash prizes were awarded to those providing excellent designs which were then made into memorial stamps and distributed to guests attending the memorial activities.	
	11	Commissioning the documentary titled “Winning Every Inch of Land with Blood”	To promote the historical facts regarding the War of Resistance fought by the ROC Armed Forces and to support morale-building education and military valor and principles amongst fellow officers and soldiers, the 90-minute “Winning Every Inch of Land with Blood” documentary was commissioned. To maximize the effects of morale-building education, the “Chu Guang Garden” educational TV program aired special programs which invited experts and academicians for discussions.	

	Item	Activity name	Description	
	12	Memorial Art Anthology	To provide an accurate historical interpretation and to help fellow citizens gain a quick understanding on the history of the War of Resistance against Japan, we have published a Memorial Art Anthology for the 70th Anniversary Commemorating the Victory in the War of Resistance against Japan in 15 August and a photographic anthology in September. Pictorial and textual descriptions were employed to highlight the Republic of China's leading role in the War of Resistance against Japan.	
	13	All-out defense education quizzes with prize	To help the general public and young students gain a proper understanding of the history of the War of Resistance against Japan, the All-out Defense Education Global Website was formally uploaded and released in June for public access and downloading. Since July, quizzes and prizes were offered through multiple channels that included the Armed Forces Juguang Park TV education program, Voice of Han Broadcasting Network, the newspapers and 3 magazines of the MND, All-Out Defense Education Network as well as summer Combat Camps.	

Appendix 8-1. Personnel and forces dispatched by the ROC Armed Forces for disaster prevention and relief from 2014 to August 2015

Disaster Name / Mission	Typhoon Matmo	TransAsia Airways Flight 222	2014 Kaohsiung gas explosion	Dengue Fever Prevention	Typhoon Fung-wong	RV Ocean Researcher 5 Disaster
Personnel	4,761	750	12,074	594	2,656	355
Aircraft		5				10
Vessels			100			4
Vehicles	265	125	1,019	22	200	
Engineering machinery (units)			4,337			
Villagers evacuated (individuals)	2,021		108		1,263	
Casualties treated (individuals)		12	80			34
Casualties transferred (individuals)		9				12
Sandbags stacked (bags)	13,938		45,778		14,171	
Debris cleared (tons)	451.5	8	260.39		72.7	
Toxic fumes monitored (square km)			160			
Disinfection and disease prevention (square km)			63.3	28.474		

Disaster Name / Mission	TransAsia Airways Flight 0204	Avian Flu	General disasters in mountainous or maritime areas	Formosa Fun Coast dust explosion	Typhoon Soudelor	Total
Personnel	1, 299	5, 603	3, 045	261	33, 002	64, 400
Aircraft	21		211		66	313
Vessels	84		29			217
Vehicles	304	83	37	22	1, 771	3, 848
Engineering machinery (units)	300	254			199	5, 090
Villagers evacuated (individuals)					5, 744	9, 136
Casualties treated (individuals)	11			79		216
Casualties transferred (individuals)			98	6		125
Sandbags stacked (bags)					10, 065	83, 952
Debris cleared (tons)					2, 622	3, 414. 59
Toxic fumes monitored (square km)						160
Disinfection and disease prevention (square km)						91. 774

Appendix 8-2. Minister Visit events and locations in 2014

	Item	Event	Organizer	Participants	
	1	Fun Education and Volunteer Military Promotion Program	A total of 3 Fun Education programs were held at the Dasi Township of Taoyuan County with Dasi Senior High School and Jhih Shan High School at Penghu County with the National Penghu Marine & Fishery Vocational High School and at Hengchun Township of Pingtung County at the National HengChun Vocational High School.	5,452 individuals	
	2	National Defense Knowledge Tour - Open-House	Army Headquarters (Hukou Base) Army Headquarters (ROC Military Academy) Air Force Headquarters (Qingquangang Base) Navy Headquarters (Zuoying Base) Total: 4 events	269,414 individuals	
	3	Promoting all-out defense and volunteer military activities in school campuses	North: National Taoyuan Agricultural and Industrial Vocational High School Central: National Chia-Yi Industrial Vocational High School South: National Feng-Shan Senior Commercial and Industrial School East: National Taitung Junior College Total: 4 events	12,900 individuals	
	Total	11 events in total. Total student and public visitors: 287,766 individuals In response to policy directives, activities within this project shall be implemented regularly starting from 2015.			

Appendix 8-3. Progress on the Program for the Cultural Preservation of Old Dependents' Village in the ROC Armed Forces

Item	Unit	Village Name	Development funds	Progress
1	New Taipei City Government	Zhongzheng New Village	NT$ 34 million	Phase 1 development fees of NT$ 10.2 million have been issued.
2	Tainan City Government	Zhikai New Village	NT$ 34 million	Phase 1 development fees of NT$ 10.2 million have been issued.
3	New Taipei City Government	Sanchong 1st Village	NT$ 45 million	Urban renewal and building capacity transfers ongoing. Plans have been submitted for review to the Urban Planning Review Committee of the City Government.
4	Taoyuan County Government	Matsu New Village	NT$ 22.5 million	Urban renewal and building capacity transfers ongoing. Plans have been submitted to the Urban Planning Committee of the Construction and Planning Agency, Ministry of the Interior for review.
5	Pingtung County Government	Shengli New Village	NT$ 22.5 million	Urban renewal and spatial transfers still ongoing. Plans have been submitted for review by the Urban Planning Review Committee of the County Government.
6	Kaohsiung City Government	Mingde Correction Facility	NT$ 42 million	Urban renewal and spatial transfers still ongoing. Plans have been submitted for review by the Urban Planning Review Committee of the City Government.
7	Kaohsiung City Government	Mingjian New Village	NT$ 15 million	Urban renewal and spatial transfers still ongoing. Plans have been submitted for review by the Urban Planning Review Committee of the City Government.
8	Penghu County Government	Duxing 10th Village	NT$ 46 million	Urban renewal and spatial transfers still ongoing. Plans have been submitted for review by the Urban Planning Review Committee of the County Government.

	Item	Unit	Village Name	Development funds	Progress	
	9	Hsinchu County Government	Hukou Armored New Village	NT$ 15 million	Project plan currently under revision (land building capacity transfer has failed to achieve target)	
	10	Taichung City Government	Xinyi New Village	NT$ 22.5 million	Project plan currently under revision (land building capacity transfer has failed to reach the target level)	
	11	Changhua County Government	Zhongxing New Village	NT$ 34 million	Project plan currently under revision (organizer identity changed)	
	12	Taipei City Government	Zhongxin New Village	NT$ 18.5 million	Publicly registered as a settlement. Community construction methods were employed for planning and design.	
	13	Yunlin County Government	Jianguo 2nd Village	NT$ 49 million	Not completed within 3 months due to land development review procedures and exclusion of farmland occupants.	
	Total		13 sites in total	NT$ 400 million	Building capacity transfers have been completed in 7 sites; project plans are still being revised for 4 sites; 2 sites are still undergoing studies.	

Appendix 8-4. Personal rights protection reviews and repeated reviews at every level from 2014 to August 2015

<table>
<tr><td></td><td colspan="5">321 cases handled</td><td></td></tr>
<tr><td rowspan="4"></td><td rowspan="4">Closed</td><td rowspan="4">342 cases</td><td rowspan="3">Reviewed, re-reviewed, and closed</td><td rowspan="3">249 cases</td><td>Review results</td><td rowspan="4"></td></tr>
<tr><td>Original verdict rejected or returned to the organization issuing the original verdict Number of cases where a more suitable verdict has been issued (by the unit)</td><td>64 cases</td></tr>
<tr><td>Number of rejected applications</td><td>119 cases</td></tr>
<tr><td>Number of applications not processed</td><td>66 cases</td></tr>
<tr><td colspan="2">Number of application withdrawals by the applicant, with a written reply showing that the case has been closed</td><td>93 cases</td><td colspan="2"></td></tr>
<tr><td></td><td>Notes</td><td colspan="4">(1) Data shall be taken from cases that have been closed from 1 January 2014 to 31 August 2015.
(2) Written reply showing that the case has been closed: Refers to cases where the applicant has decided to withdraw personal rights protection application. The case shall therefore not be included within the review procedure. A written reply has been furnished to close the case.
(3) Cases closed by committee review: 202 cases have been closed through Level 1 Rights Protection Reviews, while 47 cases have been closed through Level 2 Rights Protection Reviews.</td><td></td></tr>
</table>

Appendix 8-5. Armed Forces medical care system and hierarchy

	Level			Mission	Operator	Professional direction	
	Level 1 Troop medical logistics	Level 1	Unit medical logistics	1. Promote preventive medicine 2. Opening troop-level clinics and medical centers 3. Emergency treatment before the sick or injured arrives at the hospital	Hygiene platoons, sections and medical teams (and equivalent units) for different armed services	Competent authority for Armed Forces medics in the various service branches	
		Level 2	Regional medical logistics	1. Establishing regional medical centers and treatment centers 2. Emergency treatment before the sick or injured arrives at the hospital 3. Receiving and dispatching of medical treatment transport vehicles	Ground support medical camps (company level), medical company (and platoon) and Combined Arms Brigade medical company	Army Logistics Command Medic Department	
	Section 2 Regional medical care	Level 3	Regional medical care	Clinical treatment of the sick or injured	Armed Forces Hospital	Medical Affairs Bureau, Ministry of National Defense	

Appendix 8-6. Petitions and appeals handled from 2014 to August 2015.

Type		Recommended changes	Legal inquiries	Reporting of violations	Protection of rights	Total
Statement declarations in the Ministry	Cases	8	44	30	176	258
	Cases completed	8	44	30	176	258
Statements in writing	Cases	948	63	482	3, 319	4, 812
	Cases completed	948	63	482	3, 319	4, 812
Electronic statements	Cases	913	179	985	2, 919	4, 996
	Cases completed	913	179	985	2, 919	4, 996

Appendix 8-7. Appeals and statements handled from 2014 to August 2015

Cases handled	Unclosed cases from the previous term New cases added in this term	16 cases 208 cases	Total 218 cases
Closed cases	Verdict issued	169 cases	Total 210 cases
	˙Not accepted	75 cases	
	˙Rejected	81 cases	
	˙Terminated	8 cases	
	˙Repeat-verdict not accepted	5 cases	
	˙Repeat-verdict rejected	0 cases	
	Transferred	34 cases	
	Rescinded	4 cases	
	Closed	3 cases	
Administrative litigations initiated		33 cases	
Time taken to arrive at the verdict	Within 3 months	210 cases	
	3 to 5 months	0 cases	
	Over 5 months	0 cases	
Open cases		14 cases	Total 14 cases

Appendix 8-8. State compensation cases handled by the Ministry of National Defense and its affiliated agencies from 2014 to August 2015

Agency	Total cases	Newly added cases	Open cases	Closed cases	Number of cases where agreement has been reached and compensation shall be awarded		Number of cases where compensation is refused and a winning lawsuit has been issued to the plaintiff	
	(cases)	(cases)	(cases)	(cases)	(cases)	(NT$)	(cases)	(NT$)
Total	147	86	36	111	14	22, 939, 622	73	1, 066, 456, 631
Ministry of National Defense	55	25	9	46	1	240, 000	34	605, 006, 328
Army Headquarters	71	48	19	52	8	13, 412, 957	30	162, 747, 379
Navy Headquarters	16	10	6	10	3	7, 205, 934	6	253, 530, 033
Air Force Headquarters	5	3	2	3	2	2, 080, 731	3	45, 172, 891

Appendix 8-9. Compensations issued to personnel for injury or damage resulting from official duty in the ROC Armed Forces

Level		Taiwan Island	Kinmen County	Lienchiang County	Total
Applications	Personnel injury	557	455	193	1, 205
	Damage to property	27	1, 249	37	1, 313
	Sub-total	584	1, 704	230	2, 518
Cases closed	Personnel injury	557	455	193	1, 205
	Damage to property	26	669	33	728
	Sub-total	583	1, 124	226	1, 933
Open cases	Personnel injury	0	0	0	0
	Damage to property	1	579	5	585
	Sub-total	1	579	5	585
Compensation		NT$ 1, 536. 30 million			

Appendix 8-10. Key military facilities where restricted areas have been reduced or lifted altogether

Item	Name of restricted area	Level	Date announced	Area reduced (hectares)
1	Restricted areas of key military facilities at Nangang, Nangang District, New Taipei City	Size reduction	31 December 2013	25
2	Restricted areas of key military facilities at Pingtung County	Size reduction	24 June 2014	2,501
3	Restricted areas of key military facilities at the Longtan Arsenal at Taoyuan	Size reduction	23 December 2013	75
4	Restricted areas of key military facilities at Dadushan, Taichung County	Restrictions lifted	18 November 2013	97
5	Restricted areas of key military facilities at Fanlu Region, Chiayi County	Restrictions lifted	18 November 2013	85
6	Restricted areas of key military facilities at Shalun, Dayuan Township, Taoyuan	Restrictions lifted	10 June 2014	537
7	Restricted areas of key military facilities at Guolin Village, Luzhu Township, Taoyuan	Restrictions lifted	10 June 2014	804
8	Restricted areas of key military facilities at Meishan Village, Dalin Township, Chiayi County	Restrictions lifted	21 October 2014	381
9	Restricted areas of key military facilities at Zhongkeng, Zhonghe District, New Taipei City	Restrictions lifted	21 October 2014	7
Total				4,512

Terms and Definitions

Item	Term	Definition
1	One Belt, One Road	A national diplomatic and economic strategy formulated by the PRC in recent years. It is divided into: (1) One Road: The Maritime Silk Road (oceanic route) for economic resource transport of the 21st century that goes through the Strait of Malacca, going westwards to Burma, Bangladesh, Sri Lanka, East Africa, and the Mediterranean before heading northwards to Europe. (2) One Belt: The Silk Road economic belt (on land) for westwards expansion and serving as an economic resource transportation route that starts from the PRC's city of Xi'an, going along the Hexi Corridor, past the two mountains of Tianshan, through Central Asia and West Asia before entering Europe, turning towards Moscow, and reaching Rotterdam in the Atlantic as well as Venice at the shores of the Mediterranean.
2	One Hyperpower and Multiple Superpowers	The hyperpower refers to a state whose political, economic, and military capacities allow it to influence global affairs, while superpowers refer to states capable of exerting substantial influence over regional affairs.
3	Three Lines of Defense	(1) 1st Line of Defense: Institutionalizing cross-straits reconciliation (2) 2nd Line of Defense: Increasing Taiwan's contribution to global development (3) 3rd Line of Defense: Integrating national defense with diplomacy
4	The Shanghai Cooperation Organization (SCO)	An international organization composed of the PRC, Russia, Kazakhstan, Kyrgyzstan, Tajikistan, and Uzbekistan. The principal goal of the SCO is to ensure regional stability by encouraging exchanges between member states as well as improving the effectiveness of political, economic, and security partnerships.
5	Asymmetric warfare	A warfare concept that employs asymmetric measures, dissimilar strengths, and non-conventional means. The primary objectives of asymmetric warfare are to avoid the enemy's strength while using suitable tactics and tools to attack their weaknesses so that the war develops towards the desired direction.

	Item	Term	Definition	
	6	Anti-access	Denying or reducing the other side's ability to enter an operational area. This area may encompass geographical, military, or diplomatic ones.	
	7	Counter-terrorism activities	Measures taken to suppress terrorists and violent activities they wish to pursue. Counter-terrorism activities may include command systems, intelligence collection, personnel training, defensive measures, international collaboration, law enforcement capacities, application of military force, and post-disaster reconstruction.	
	8	Psychological warfare	A military strategy used to gain victory over the enemy in terms of willpower and determination by using whatever means capable of influencing human psychology.	
	9	Smart power	Smart power refers to a combination of soft and hard powers.	
	10	Islamic State of Iraq and the Levant, ISIL	A jihadist organization active in Iraq and Syria that carries out extremist terrorism. The organization is committed to establishing a theocratic Islamic state.	
	11	Songun (Military First) Policy	A policy established by the North Korean leaders in order to strengthen their rule. The following describes the key points: (1) Extol the leading role of the military above the 3 major classes of laborers, farmers, and intelligentsia. (2) Implement Songun leadership models. Economic tasks shall be led and commanded by the respective cadre in a way that resembles combat operations. (3) Secure the military budget and income. (4) Stimulate national identity and unity by the spirit of military dedication.	

Item	Term	Definition
12	All-out defense mobilization	Effective mobilization of national personnel, material, and financial resources that combines resolute defense and credible deterrence to support defensive operations. The content and nature of all-out defense mobilization are categorized into administrative mobilization and military mobilization.
13	Geographical Strategy	Usually abbreviated as geostrategy. This is a field of study that investigates the relationship between geography and strategy as well as the value of geography in terms of military strategies.
14	Credible deterrence	Making the enemy wary of the results of retaliatory actions from the defenders in order to prevent the said enemy from initiating any military action.
15	Administrative legal entity	A competent authority for core enterprises, and it is not part of any governmental or local autonomous organizations. An administrative legal entity is acting as a legal person established by the law to be in charge of specific public affairs.
16	Force buildup plan	A major component of military strategy planning. Force buildup plan must be based upon force buildup concepts and policies, incorporate strategic concepts, and map out buildup objectives so as to design, plan, and establish required military capabilities, which may include target personnel strength of each service, force structure, and major investments (in weapons, equipment, and key facilities). Force buildup plan shall then be implemented by a certain timeframe (5 years for instance).
17	Wargaming	Environment and activities that employ necessary equipment or tools (such as maps or computers) to simulate battles, tactics, or strategies. The purpose of wargaming is to help predict battlefield conditions via simulation, clarify difficulties that may incur, establish lessons learned, analytical data and responsive means, and act as a reference for future military operations.

	Item	Term	Definition	
	18	Resolute defense	A defensive strength that is employed when enemy attacks. It exerts the minimum strength required in terms of defense. The scale of such defensive strength shall also be limited to ensuring territorial integrity, and hence shall be regarded as a passive defensive posture.	
	19	Asia-Pacific Rebalance	In 2011, the US proposed a strategy titled Asia-Pacific Rebalance in Asia, focusing on its relationship with allied states such as Japan, Australia, and South Korea, actively intervening in the East China Sea and South China Sea, increasing collaboration with India, Vietnam, and Burma, participating the East Asia Summits and strengthening its ties with ASEAN, and increasing security partnerships and military exercises with Asia-Pacific states to show its shifting military focus towards the Pacific region.	
	20	East China Sea Peace Initiative	With respect to the Diaoyutai Islands Dispute, the Republic of China (ROC) government has reiterated, it "safeguards its sovereignty, shelves disputes, seeksfor a peaceful and reciprocal solution, and is willing to have joint exploartion." The Diaoyutai Island Disputes include the portion of the East China Sea that acts as a maritime and aviation transport hub in the West Pacific, and is therefore a critical area to peace and security in the Asia Pacific region and those of the entire world. In order to maintain peace, stability, economic development, prosperity, and sustainable maritime ecological development in this region, all parties shall actively seek a mutually beneficial solution. The government of the Republic of China thus proposes the East China Sea Peace Initiative described as follows: (1) Exercising self-restraint and avoiding escalation or confrontational actions. (2) Shelving disputes and continuing dialogue and communication. (3) Abiding by international law to handle the dispute in a peaceful manner. (4) Reaching consensus to formulate the Code of conduct in the East China Sea. (5) Establishing a mechanism to collaboratively explore resources in the East China Sea.	
	21	String of Pearls Strategy	Refers to investments made by the PRC in strategic harbors and ports in South Asia and Southeast Asia. The PRC is using various aid programs and measures to secure overseas basing for its vessels.	

Item	Term	Definition
22	3 Principles for the use of force	(1) When Japan or its closely associated country is under foreign military attack, when Japan's survival is being threatened, when there are obvious threats that may completely deprive citizens of their right to live, freedom, and pursuit of happiness. (2) When no other measures are available for the defense of Japan and its citizens. (3) The military strength exercised must be kept at a minimum.
23	South China Sea Peace Initiative	For territorial disputes in the South China Sea, the government of the Republic of China (ROC) has reiterated, it " safeguargs its sovereignty, shelves disputes, seeks for a peaceful and reciprocal solution, and is willing to have joint exploration." The ROC shall have joint exploarion with the other parties, adopt peaceful means to shelve disputes in order to maintain regional security and encourage regional development. The ROC government has thus proposed the South China Sea Peace Initiative described as follows: (1) All related parties shall exercise self-restraint and avoid unilateral actions that may escalate tensions in the region. (2) Respect the principles and spirit of international laws to solve the dispute in a peaceful manner. (3) Include all parties in the region into any system or measure that may help bring peace and prosperity to the region. (4) Set aside sovereignty disputes and establish joint partnerships for exploring resources in the South China Sea. (5) Establish a coordination and collaborative mechanism for environmental protection, scientific research, and other non-conventional security issues such as fighing maritime crime and humanitarian aid in the South China Sea.
24	Force buildup concept	Force buildup concept is a part of military strategy and planning and is aimed to plan for the future, research and determine changes to global security environments, review developments in strategies, technology, and weapon in major countries around the world, examine potential hostile threats to the country, and assess the country's military capacities. The result of force buildup concepts shall provide relevant military recommendations and predict type of warfare, strategic concepts, and military power necessary for the country in the future.

	Item	Term	Definition	
	25	Military command	Refers to commanding and employing military forces. Its functions include making force buildup plans, employment of military capacity, as well as leadership command, coordination, and control needed to achieve relevant missions.	
	26	Confidence Building Measures	Measures that enhance the openness and transparency of military affairs in various countries, restrict military deployment and military activities, and demonstrate the absence of hostility in order to improve mutual confidence and trust between member states and reduce misinterpretation or mis-judgments in military activities for the purpose of avoiding danger of waging armed conflict and war.	
	27	Military strategy	Refers to a form of art employed for establishing military power to create and employ advantageous situations for supporting national strategies so as to gain the greatest probability of success and most beneficial results once military objectives have been attained.	
	28	Military administration	Refers to national defense administration. It encompasses areas of national defense policy and objectives, defense budget and acquisition, mobilization guidelines, commendations, pensions and compensations, etc.	
	29	Military medicine	Military medicine is concerned with medical issues which may impair the strength of the Armed Forces, such as specific occupational injuries or injuries resulting from the work environment in the military.	

	Item	Term	Definition	
	30	Armament	1. Broadly refers to achieving preparedness of combat strength by materiel to sustain military buildup. It mainly encompasses research and development, design, production, manufacture, and acquisition (including procurement) of weaponry and equipment. It may include integration, coordination, and employment of public or private technologies and institutions local to the country or overseas. Armament development and coordination between relevant departments and logistics units are also included in order to satisfy military buildup requirements. 2. Specifically refers to equipment and supplies used in war as well as organizations and industries responsible for producing them.	
	31	Scenarios with major impact	Refers to scenarios that may significantly impact peace and security of Japan.	
	32	Areas Crucial to Overseas Interests	In 2015, the PRC raised the concept of areas crucial to overseas interests in China's Military Strategy. These areas are those that are intimately related to overseas interests of the PRC.	
	33	Regional Comprehensive Economic Partnership (RCEP)	A comprehensive regional economic partnership established by 10 ASEAN nations as well as 6 additional countries, including PRC, Japan, Korea, Australia, New Zealand, and India, to form a 10 + 6 organization, creating a free-trade agreement for their markets.	
	34	Area denial	Stop or threaten a force trying to enter a theater of operations.	
	35	Three legs of national security	(1) Achieving cross-strait reconciliation to establish peace in Taiwan Strait. (2) Using dynamic diplomacy to expand our international space. (3) Using military strength to deter external threats.	

	Item	Term	Definition	
	36	ROC Armed Forces Planning Budget System	A general statement describing a system for designing, planning, and budgeting purposes that help achieve close integration of military strategy design, planning, execution, and budgeting. The purpose of this system is to effectively allocate and utilize various resources.	
	37	ROC Armed Forces Military Strategic Planning	Military Strategic Planning is part of the design aspect of the ROC Armed Forces Planning Budget System. Its main purpose is to research and design means of establishing combat capacities in order to support national strategies and achieve maximum probability of success and beneficial results once military objectives have been attained.	
	38	Soft power	Soft power is a theory proposed by Professor Joseph Samuel Nye, Jr. of Harvard University and refers to a third power shown by a country in addition to its economic and military power. Soft power is mainly concerned with cultural aspects, political values, policies, ideology, public opinions and other types of influences.	
	39	Innovative / Asymmetric Capability	(1) Innovative / Asymmetric Capability refers to establishing an ability to unleash decisive strikes on hostile military operational centers and key weaknesses. During the establishing process, it is expected to work together with existing and projected basic military power of the Army, Navy, and Air Force, using innovative strategies and tactics to strike at enemy weaknesses or suppress their strengths in order to counter enemy incursions and effectively achieve the missions set forth for defensive warfare. (2) Asymmetric capability of the ROC Armed Forces refers to military capabilities other than those of the Army, Navy, or Air Force. Such capabilities are employed in a flexible fashion in order to maximize the country's relative advantages to suppress enemy's operational capabilities or activities, thus giving our forces more operational freedom and achieving victory for our military operations.	

	Item	Term	Definition	
	40	Trans Pacific Partnership Agreement (TPP)	The first trade agreement to link countries in Asia, the Pacific, and Latin America. The first phase signatories in 2005 were Singapore, New Zealand, Brunei, and Chile. In the same year, the US announced itself as the 5th member and changed the agreement's name to Trans Pacific Partnership Agreement (TPP).	
	41	Suspended enlistment	Individuals who are unable to enlist due to specific reasons may be granted suspended enlistment, and shall be enlisted once the said reason no longer applies.	
	42	Delayed enlistment	Individuals who are unable to enlist instantly due to specific reasons may be granted delayed enlistment, and then enlist after reservists of the same conditions have been enlisted.	
	43	Period of strategic opportunity	The period is set forth by a comprehensive conclusion made by PRC after its reviewing of current global and domestic situations. The PRC has taken current environment, backgrounds, and conditions into consideration to lay such a period deemed to facilitate the implementation of its strategies.	

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