Part III

Initiatives to Protect the Lives and Property of the People as well as Securing the Territorial Land, Water and Airspace

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Organizations Responsible for the Defense of Japan, and Effective Deterrence and Handling

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Section 1 Organization of the Ministry of Defense (MOD)/the Self-Defense Forces (SDF)

1 Organization of the MOD/SDF

To fulfill their mission of defending Japan, the Ministry of Defense (MOD)/the Self-Defense Forces (SDF) consists of various organizations, mainly the Ground, Maritime and Air Self-Defense Forces as armed forces.

See Fig.III-1-1-1 (Organizational Chart of the Ministry of Defense) Fig.III-1-1-2 (Outline of the Ministry of Defense)

2 Systems to Support the Minister of Defense

The Minister of Defense is responsible for issues related to the defense of Japan as the head of the MOD, and is in overall charge of the SDF duties in accordance with the provisions of the SDF Law. The Minister is supported by the State Minister of Defense, the Parliamentary Vice-Ministers of Defense (two) and the Senior Adviser to the Minister of Defense. There are also the Special Advisers to the Minister of Defense, who advise the Minister of Defense, and the Defense Council, which deliberates on basic principles concerning administrative affairs under the Ministry’s jurisdiction. Furthermore, there are the Administrative Vice-Minister of Defense, who organizes and supervises the administrative affairs of each bureau and organization to support the Minister of Defense, and the Vice-Minister of Defense for International Affairs, who is responsible for the overall coordination of duties such as those related to international affairs.

Moreover, the Internal Bureaus of the MOD, Joint Staff, Ground Staff Office, Maritime Staff Office, Air Staff Office, and the Acquisition, Technology & Logistics Agency (ATLA) as an external bureau have been established in the MOD. The Internal Bureaus of the MOD are responsible for basic policy relating to the duties of the SDF. The Director-General of each Bureau within the Internal Bureaus shall, along with the Commissioner of ATLA who is in charge of defense equipment administration, support the Minister of Defense in accordance with their respective responsibilities, by providing the Minister of Defense assistance from a policy perspective – namely, to ensure that the affairs under the jurisdiction of the MOD are properly carried out in accordance with laws and regulations in order to accomplish the mission of the MOD. The Joint Staff is a staff organization for the Minister of Defense concerning the operation of the SDF. The Chief of Joint Staff provides centralized support for the operations of the SDF for the Minister of Defense from a military expert’s perspective. The Ground Staff, Maritime Staff and Air Staff are the staff organizations for the Minister of Defense concerning their respective services except operations of the SDF, with the Chiefs of Staff for the Ground Self-Defense Force (GSDF), the Maritime Self-Defense Force (MSDF) and the Air Self-Defense Force (ASDF) acting as the top ranking expert advisers to the Minister of Defense regarding these services. In this manner, the MOD has ensured that the support for the Minister from a policy perspective and the support for the Minister from a military expert’s perspective shall be provided in a well-balanced manner like the two wheels of a vehicle, so to speak, in order for the Minister of Defense to appropriately make decisions. This existing concept regarding the support system for the Minister of Defense has been made even more explicit by Article 12 of the Ministry of Defense Establishment Act, which has been amended to stipulate that the support for the Minister of Defense provided by the Director-General of the Minister’s Secretariat and the Directors-General of each Bureau as well as the Commissioner of ATLA shall be conducted in cooperation with the support for the Minister by each Chief of Staff, since 2015, when the

1 The MOD and the SDF form a single organization for national defense. Whereas the term “Ministry of Defense” refers to the administrative aspects of the organization, which manages and operates the GSDF, MSDF, and ASDF, the term “SDF” refers to the operational aspects of the organizations whose mission is the defense of Japan.
Act was amended for the establishment of ATLA and the reorganization of Joint Staff, etc., as part of an initiative for the MOD reform.²

### Base of Defense Administration in Regional Areas

The MOD has Regional Defense Bureaus in eight locations across the country (Sapporo City, Sendai City, Saitama City, Yokohama City, Osaka City, Hiroshima City, Fukuoka City, and Kadena Town) as its local branch bureaus in charge of comprehensive defense administration.

In addition to implementing measures to alleviate the burden on local communities hosting bases and inspecting equipment, Regional Defense Bureaus carry out various activities to obtain the understanding and cooperation of both local public entities and local residents towards the MOD/SDF activities.

### Joint Operations System of the Self-Defense Forces

In order to rapidly and effectively fulfill the duties of the SDF, the MOD/SDF has adopted the joint operations system in which the GSDF, the MSDF, and the ASDF are operated integrally. The MOD/SDF is also making efforts to strengthen the foundation of the joint operations such as communication, education and...
training, as well as to enhance the functions of the Joint Staff in light of the current security environment.

### 1 Outline of Joint Operations System

#### (1) Role of the Chief of Staff

a. The Chief of Joint Staff develops a joint operations concept for SDF operations, and centrally supports the MOD on SDF operations from a military expert’s perspective.

b. The Minister’s commands concerning the operations of the SDF shall be delivered through the Chief of Joint Staff and orders concerning operations of the SDF shall be executed by the Chief of Joint Staff. In doing this, the Minister’s commands and orders shall be delivered through the Chief of Joint Staff not only in cases where a joint task force is organized, but also in cases where a single SDF unit is employed to respond.

#### (2) Relationship between Chief of Staff, Joint Staff, and Other Chief of Staff

The Joint Staff undertakes functions relating to the operations of the SDF, while the Ground, Maritime and Air Staff Offices undertake functions for unit maintenance, such as personnel affairs, building-up defense capability, and education and training.

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3 This applies to the case in which a special unit is organized to carry out a specific duty, or the required troops are placed partly under the authority of a commander outside of their usual command structure based on Article 22, paragraphs 1 and 2 of the SDF Law, and refers to units, which are made up of more than two units of the GSDF, the MSDF, and the ASDF.
2 Strengthening integrated Operational Functions

In order to ensure the accuracy of decision-making relating to the operations of the SDF and to make the process swifter, in October 2015, the Bureau of Operational Policy was abolished and some of this Bureau’s functions such as the planning and drafting of laws and regulations relating to unit operations were transferred to the Bureau of Defense Policy in order to unite affairs concerning actual operations of the units into the Joint Staff. This change has made the Joint Staff assume work that the Internal Bureaus had previously conducted, such as external explanations including remarks at the Diet and communication and coordination with related ministries and governmental agencies. Regarding this work, therefore, the Administrative Vice Chief of Joint Staff, a Vice-Chief of Joint Staff level post for civilian officials, and the Joint Staff Councilor, a post for civilian officials at the level of a division director and department director general have been established to conduct external coordination duties, etc., taking advantage of the expertise of civilian officials concerning actual operations of the units.

3 Central Organization Reform of the Ministry of Defense

1 Background and Direction of the MOD Reform

The MOD reform started in response to the frequent incidence of scandals within the MOD/SDF, and the “Council for Reforming the Ministry of Defense,” which was held at the Prime minister’s office in 2007, put together the report containing measures against the incidence of scandals and central organization reform. Based on the report, the establishment of the Defense Council under law, the abolition of the post of the Director of Defense and the establishment of the Senior Adviser to the Minister of Defense (presently the Special Adviser to the Minister of Defense) were implemented on the basis of the report in order to strengthen support for the Minister of Defense and to ensure civilian control thoroughly in 2009.

Following this, in the “Direction of the MOD Reform” arranged in August 2013 at the “Committee for..."
the Deliberations on the MOD Reform,” established in the MOD in the same year, it was determined that the full-fledged reform based on following four main points would be undertaken: (1) mutual posting of civilian officials and uniformed personnel; (2) total optimization of the building-up of defense capability and the strengthening of equipment acquisition functions; (3) strengthening of integrated operational functions, and (4) strengthening of policymaking functions and public relations capability.

2 Specific Initiatives on the Reform of the Ministry of Defense

In accordance with the “Direction of the MOD Reform,” the MOD has fostered a greater sense of unity by promoting mutual posting of civilian officials and uniformed personnel. In October 2015, in addition to the previously mentioned reorganization at the Joint Staff, a large-scale reorganization was implemented, which included the establishment of the Acquisition, Technology and Logistics Agency (ATLA) by bringing together and consolidating the departments of the MOD that had been related to procurement in order to accurately respond to the extending equipment administration.

By conducting duties at these new organizations, the MOD/SDF needs to ensure that this reform will be firmly established, while assisting the Minister of Defense both from a policy perspective of the Internal Bureaus and from a military expert’s perspective of the each Staff Office, with each of them playing the role as the two wheels of a vehicle.

3 Main Initiatives in FY2018

A certain level of achievement has been realized regarding the reorganization of the MOD central organization based on the “Direction of the MOD Reform.” Meanwhile, the MOD has implemented the following initiatives, considering the increasingly severe security environment surrounding Japan and the increasing need to advance various measures more effectively and efficiently.

• Enhancement of policy making function by establishing the position of the Director-General for Evidence-based Policymaking

For the building and strengthening of the function that plays the central role of promoting the Evidence-Based Policy Making (EBPM), the position of Director-General for Evidence-based Policymaking responsible for the overall coordination of the initiatives concerning the promotion of the EBPM, such as conducting high-level and flexible adjustment of complex policy issues across various agencies within the MOD, has been established.

• Enhancement of the function of the Joint Staff Councilor

Considering the increasingly severe security environment surrounding Japan, the position of the Joint Staff Councilor has been upgraded from one councilor to two councilors, and one of whom is called the Principal Joint Staff Councilor, in order to enhance and strengthen functions at the Joint Staff of external briefings and the communication and coordination with relevant departments and divisions inside and outside the MOD.