

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

1 Organizational Structure Supporting Defense Capability

1 Organization of the MOD/SDF

To fulfill their mission of defending Japan, the MOD/SDF¹ consists of various organizations, mainly the Ground, Maritime, and Air Self-Defense Forces as armed forces.

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

2 Systems to Support the Minister of Defense

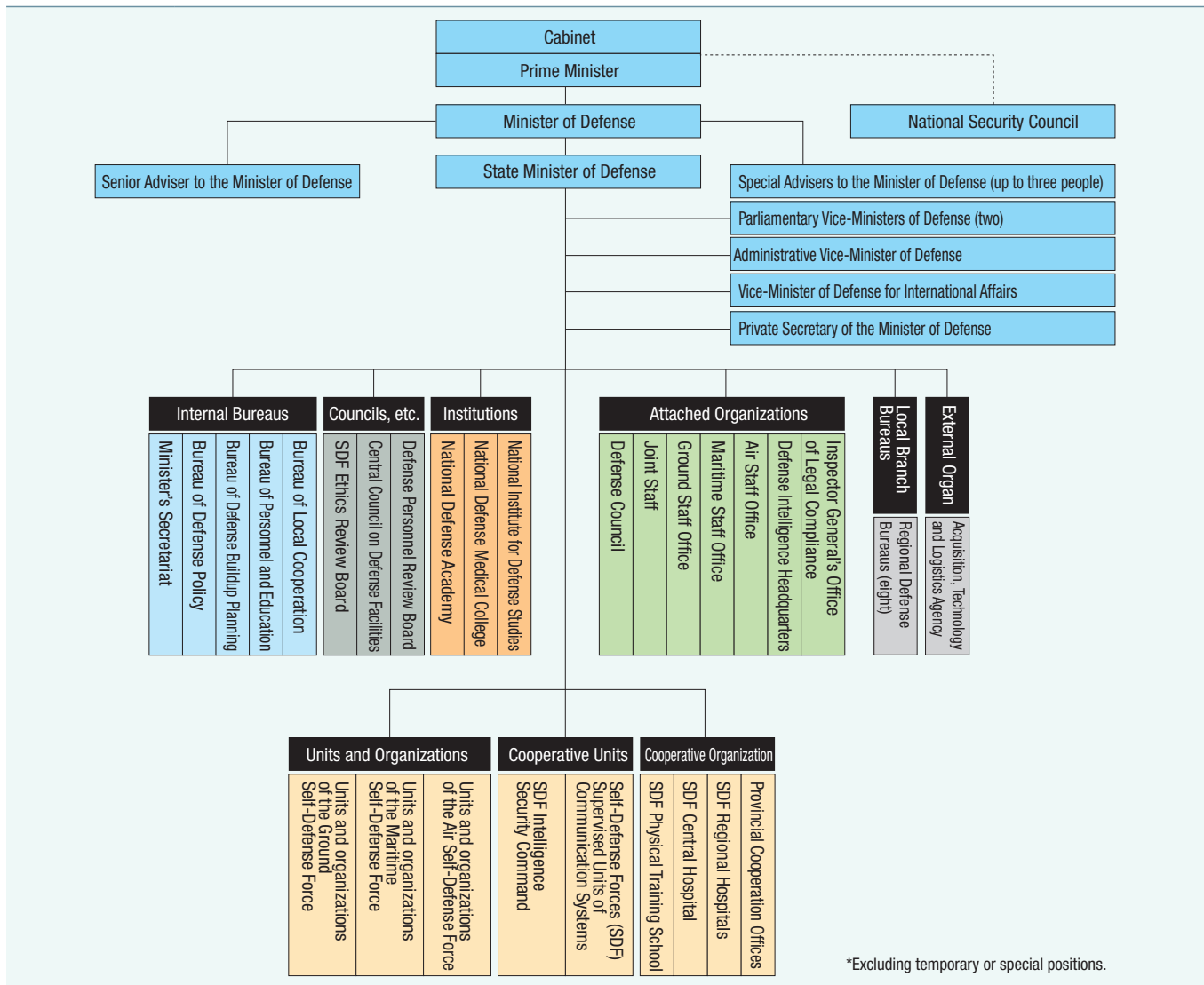
The Minister of Defense takes charge of and manages the matters related to the defense of Japan as the competent minister, and is in overall charge of the SDF duties in accordance with the provisions of the SDF Law. The Minister is supported by the State Minister of Defense, the Parliamentary Vice-Ministers 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 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 the Minister's Secretariat and the Directors-

General of each Bureau within the Internal Bureaus, 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 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 duty 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 are provided in a well-balanced manner like the two wheels of a cart, 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 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

¹ The MOD and the SDF form a single organization. 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.

² The Government has made replies regarding civilian control and the role of the civilian officials in the Internal Bureaus during the Diet deliberations on the Amendment Act, stating: "Civilian control means prioritizing politics over the military in democratic countries. Civilian control in our country consists of control by the Diet, control by the Cabinet (including the National Security Council), and control within the MOD. Control within the MOD means that the Minister of Defense, a civilian, manages, operates, and controls the SDF. In addition to support from political appointees, such as the State Minister of Defense and Parliamentary Vice-Ministers of Defense, support from civilian officials in the Internal Bureaus also plays an important role in aiding the exercise of civilian control by the Minister of Defense. The role of civilian officials in the Internal Bureaus in civilian control is to support the Minister of Defense, and there is no relationship in which civilian officials of the Internal Bureaus issue commands to units."



3 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 in charge of comprehensive defense administration.

In addition to implementing measures to alleviate the

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



Part IV, Chapter 4, Section 1 (Collaboration with Local Communities)

2 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. Furthermore, in the future, it will work toward building an architecture that is capable of realizing cross-domain operations³ including new domains, which are space, cyberspace, and electromagnetic spectrum.

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Outline of Joint Operations System

(1) Role of Chief of Joint 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.

³ See Part II, Chapter 3, Section 1

Fig.II-2-2 Outline of the Ministry of Defense

Organization	Outline
GSDF*	<ul style="list-style-type: none"> ● Ground Component Command Assumes unified nation-wide command over GSDF troops. ● Regional Armies <ul style="list-style-type: none"> • Composed of multiple divisions and brigades, and other directly controlled units (such as engineer brigades and anti-aircraft artillery groups) • There are five regional armies, each mainly in charge of the defense of their respective regions ● Divisions and Brigades Composed of combat units and logistics support units which support combat units, and others
MSDF*	<ul style="list-style-type: none"> ● Self-Defense Fleet <ul style="list-style-type: none"> • Consists of key units such as the Fleet Escort Force, the Fleet Air Force (consisting of fixed-wing patrol aircraft units and such), and the Fleet Submarine Force • Responsible for the defense of sea areas surrounding Japan primarily through mobile operations ● Regional Districts There are five regional districts who mainly protect their responsible territories and support the Self-Defense Fleet
ASDF*	<ul style="list-style-type: none"> ● Air Defense Command <ul style="list-style-type: none"> • Composed of four air defense forces • Primarily responsible for general air defense duties ● Air Defense Force Composed of key units such as air wings (including fighter aircraft units and others), the Aircraft Control and Warning Wing (including aircraft warning and control units), and Air Defense Missile Groups (including surface-to-air guided missile units and others)
National Defense Academy of Japan (Yokosuka, Kanagawa)	<ul style="list-style-type: none"> ● An institution for the cultivation of future SDF personnel ● Offers a science and engineering postgraduate course equivalent to master's or doctoral degree from a university (undergraduate and postgraduate courses) and a comprehensive security postgraduate course equivalent to a master's degree
National Defense Medical College (Tokorozawa, Saitama)	<ul style="list-style-type: none"> ● An institution for the cultivation of future SDF medical personnel, the SDF personnel and engineering personnel who are nurses ● An institution for the cultivation of future SDF officers who are public nurses, nurses, and SDF engineering personnel ● Offers a medical course that complies with university establishment standards for PhD programs for schools of medicine
National Institute for Defense Studies (Shinjuku-ku, Tokyo)	<ul style="list-style-type: none"> ● Organization that functions as a "think tank" of the Ministry of Defense <ul style="list-style-type: none"> • Conducts basic research and studies related to the administration and operation of the SDF • Conducts research and compiles data on military history • Educates SDF personnel and other senior officials • Manages books and documents of historical value
Defense Intelligence Headquarters (Shinjuku-ku, Tokyo, etc.)	<ul style="list-style-type: none"> ● Central intelligence organization of the Ministry of Defense, which collects, analyzes and reports on information related to national security <ul style="list-style-type: none"> • Collects various military information including signals and imagery intelligence and information acquired by warning and surveillance activities; comprehensively analyzes and assesses the information; and provides intelligence to related organizations within the ministry • Consists of one headquarters and six communication sites
Inspector General's Office of Legal Compliance (Shinjuku-ku, Tokyo)	<ul style="list-style-type: none"> ● Organization that inspects overall tasks of the Ministry of Defense and the SDF from an independent position
Regional Defense Bureau (eight locations nationwide)	<ul style="list-style-type: none"> ● Ensures understanding and cooperation of local public organizations, and conducts cost audit, supervision, and inspection related to acquisition of defense facilities, management, construction, taking measures concerning neighborhood of the base, and procurement of equipment
Acquisition, Technology and Logistics Agency (Shinjuku-ku, Tokyo, etc.)	<ul style="list-style-type: none"> ● Extra-ministerial organization that integrates and consolidates the departments within the Ministry of Defense related to procurement, research and development, etc.

*See "Location of Principal SDF Units" at the end of the book.

b. The Minister's commands concerning the operations of the SDF are delivered through the Chief of Joint Staff, and orders concerning operations of the SDF are executed by the Chief of Joint Staff. In doing this, the Minister's commands and orders are delivered through the Chief of Joint Staff not only in cases where a joint task force⁴ is organized, but also in cases where a single SDF unit is employed to respond.

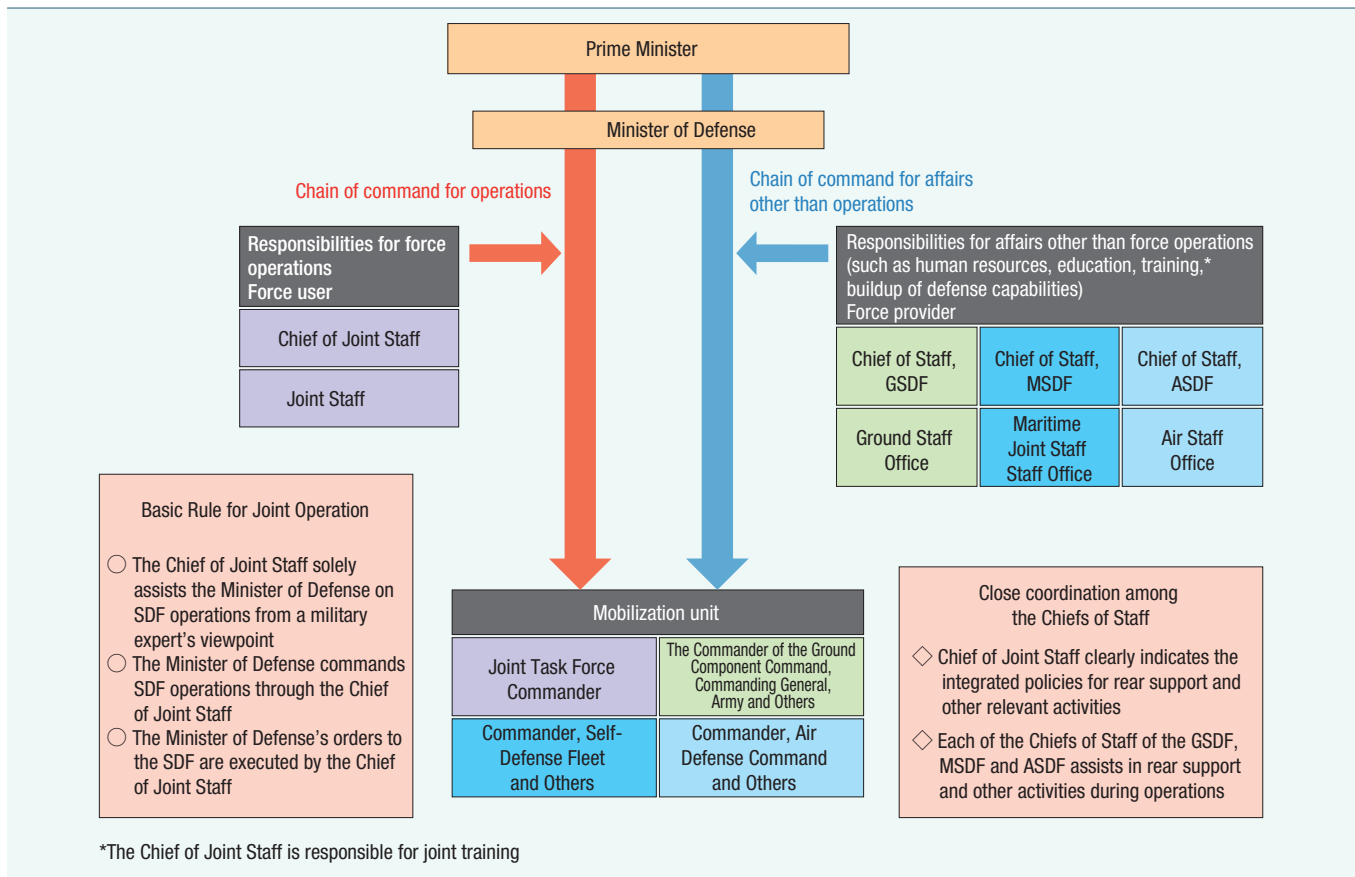
(2) Relationship between Chief of Joint Staff, and Other Chiefs of Staff

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.

⁴ 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 made up of more than two units of the GSDF, the MSDF, or the ASDF.

Fig.II-2-3

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



Q See Fig. II-2-3 (Operational System of the SDF and Roles of the Chief of Joint Staff and the Chiefs of Staff of the Ground, Maritime, and Air Self-Defense Forces)

2 Strengthening Integrated Operational Functions

(1) Past Initiatives

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 its 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 replies 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.

Q See Next section (Central Organization Reform at the MOD)

(2) Future Initiatives

In order to realize cross-domain operations, the Joint Staff's posture designed for efficient SDF operations and for new domains will be strengthened, thereby enabling swift and effective exercise of the SDF's total capabilities. In addition, the future framework for joint operations will be examined.

Q See Part II, Chapter 4, Section 1-4 (Reorganization of the Major SDF Units, etc.)

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 at the “Committee for the Deliberations on the MOD Reform,” established in the MOD in 2013, it was determined that 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 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 will 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 each Staff Office, with each of them playing a role like the two wheels of a cart.

3 Main Initiatives in FY2019

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, in response to the series of issues concerning public records, it was set down in the “Measures for Ensuring Appropriate Management of Public Records”⁵ that each ministry should independently develop a system for appropriately managing public records. Accordingly, the MOD introduced Chief

Record Officer, a position at the rank of deputy director general, as a person who is practically responsible for the MOD’s document management and information disclosure, and also established the Public Records Management Office for conducting unified and appropriate document management.

⁵ Adopted by the Ministerial Council on the Management of Administrative Documents and Related Matters on July 20, 2018.