DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

昭和二十二年三月七日

豊田郡本郷支部連合婦人会有志
〃 〃 男女青年團有志

右のような決議に基いておず結納金の代りに末廣と健康診断書をそえて結婚申込書が仲人さんの手におつてお嫁さんのうちへ屆けられるその結婚申込書の文は

結婚申込書

私事新憲法に則り男女同権を以て貴嬢と人世行路をともに致したきに決意でありますが就いては規約に依り健康診断書を添えて御送り結婚を申込みますから何卒御承諾下さい

月　日　何某

何々様

結婚式場に於ては親戚友人一同が集っているなかでお仲人さんは左の誓約書を読みあげる

誓約書

春山富士男　両名の着

秋野冬子

天地の法則に則り一体となりました上は誠実を以て相愛し相信じ相敬し終生苦楽をともに致すことを誓います

夫　春山富士男　拇印

妻　同　冬子　拇印

年　月　日

結婚に関する改善事項

高知縣高岡郡興津村（旧興津村）

一、餞として品物は絶対に使わない。

二、嫁入衣裳は新調せぬ

三、嫁入行列は廃止

四、披露宴に親兄弟主なる親戚の他は招かない。

五、披露宴に招かざる者が餞を持つて列席しない

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以上の実践事項を徹底さすため各部落での婦人協議会を開催した。

経過

1. 田舎の物見高い所で婦人が新郎新婦の衣裳姿を見る事を極力抑制している
2. 客観的に国家社会経済風規方面よりも了解する様に努めた。
3. 前條の申合せ以来非常に緊縮された結婚儀式であり村からも喜ばれている

又響は大きい。隣村より嚴格に実施されてある葬式について

本村の数年前より

一. 会葬には親戚縁者知友等多数参列する。
二. 飲食のためには招待に対に立ち入らない
三. 飲食は家族及び近親着のみ
四. 会葬の御礼は各部落の掲示板を利用

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KOCHI NIPPO 14 Dec. 1949

The Federation of Anti-communist organizations was established in Kochi city including Japan anti-communist league, "Hokuto-kai" (The Ploughs Club), Kochi Buddhist's Association, Japan anti-communist youth fellowship association and Kochi-ken Livelihood Protection League which are consisted of about 10,000 members altogether. Messrs. Kamino and Nagano were appointed to the president and vice-president of the federation respectively and Mr. Sakai was appointed to the chairman of the committee on Dec. 12. It is expected to commence the struggle right over against communist.

The federation plans to hold anti-comintern rally of citizen in the city and to challenge to communist's propaganda holding soapbox oratory in the city and rural districts. A head-on collision between the federation and communist is anticipated when the federation starts concrete movement.

By Hamada, 19 Dec. 1949

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Rec'd: 21 Apr 49

HEADQUARTERS
TOKUSHIMA MILITARY GOVERNMENT TEAM
APO 1050

19 April 1949

MEMORANDUM FOR: Civil Education Officer, Shikoku Mil Govt Region
APO 1050

SUBJECT: Preliminary Information on Social Organizations

In reply to letter your office dated 4 April 1949, the following information on Social Organizations in this Prefecture is submitted. The general questions are answered based on the best information available from the Japanese concerned and from experience and observations of the people who work in the CE office this team. The CE officer hesitates to comment at this time but has confidence that this information was well checked by his assistants.

1. Total number of:

a. PTA's	Elementary Schools		288
	Lower Secondary Schools		140
	(Includes (33) Elementary and Lower Secondary Combined)		
	Upper Secondary School		27
	Total		455
b. Women's Organizations			125
c. Youth Organizations			750

d. Others - It is reasonable to believe that there is a considerable number which do not fall under a, b and c, above. Interest has been growing in 4-H clubs and it is believed that some are now organized or organizing but are not officially listed.

2. Total membership of:

				M	F
a. PTA's	Parents	Male	126,288	126 288	49692
		Female	49,692	5 995	5000
	Teachers		5,430	3 000	2450
	Others		10,995	135183	57122
	Total		192,405	57122	
				192305	
b. Women's Organizations		Male	5		
		Female	77,512		
	Total		77,517		

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c. Youth Organizations

Male	43,256
Female	25,549
Total	68,805

d. Others - No figures on membership.

3. Officers

a. PTA - President 1, Vice president 2 or 3, Secretary 1, Treasurer 1

Women's Organizations - President 1, Vice president 1 or 2, Secretary 1, Treasurer 1

Youth Organizations - President 1, Vice president 1 or 2, Treasurer 2, Iin or director 5 to 10. There are a few who have advisors but no figures available as to the numbers.

Others - President 1, Vice president 2, Treasurer 1 or 2, Iin or director 5 to 10.

b. How are officers chosen?

PTA Women's Organizations Youth Organizations Others	(Secret ballot and majority vote are the rule but some do not properly understand the correct procedure. Iginashi system is suspected in rare cases.)

c. Term of officers - PTA's are mostly 1 year a few for 2 years. Others vary from 1 to 3 years but 2 year terms are the rule.

4. Meetings:

a. Attendance is usually small averaging about 40 to 70%. A few of the more active report 80 to 95%.

b. PTA's - So far general meeting once a year. They are talking of at least semi-annual meetings. A few report monthly meetings but these are the exception.

Women's Organizations
Youth Organizations (Some of the smaller ones have monthly meetings. A few others every 3 month but the majority meet every 6 month.)

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c. PTA Women's Organizations (Average number of meetings held
Youth Organizations in 1948 - (3))
Others

d. Yes - Pamphlets "Techniques of Democracy" and "PTA" are popular and well-used.

e. Yes - Leaders - especially chairmen have shown a desire to study and learn proper meeting procedures. The majority of members still tend to only listen and do not understand their part in the organizations. The officers and some members have profited from conferences, leadership training etc. which have been offered.

5. Federations:

a. PTA - No prefectural federation. Two Gun-Federations (or councils) (Mima-gun, and Miyoshi-gun). There are movements toward more Gun Federations.and secondary school PTA Federations.

Women's Organizations -	Prefectural federation	1
	Gun-federation	10
	City-federation	2
Youth Organizations -	Prefectural federation	1
	Gun-federation	10
	City-federations	2

Others - None.

Are they active?

PTA - In the case of PTA's Yes. So far there has been little effort toward controlling unit PTA's but are trying to help them. There efforts however it is felt do not justify the existence of feddrations or demonstrate the need for them.

Women's Organizations - Yes - The federation is becoming more active but units are independent.

Youth Organizations - In some cases Yes, but each unit is independent. No evidence of efforts toward control.

Others - None.

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b. Connections between federations:

PTA - No connection

Women's Organizations - Yes, each gun or city sends 2 or 4 members as central directors (Chuoo iin) to the prefectural federation, and these members compose the prefectural officers. They keep the unit organizations in touch with the federation.

Youth Organizations - Yes, the prefectural officers are from representatives of each gun or city federation. Each sends 2 or 4 representatives. The officers of gun or city federations are from representatives of village and town organizations, each sending 2 or 4 representatives.

Others - No.

6. Planned programs in 1948:

PTA (1) PTA study conference - At 9 places in the prefecture.

(2) PTA special study conference - At 12 places in the prefecture. Panel discussion method was used to discuss administration of PAA.

(3) PTA investigation - Formulated PTA investigation form and filed PTA records.

(4) Held study result exhibition meetings of each try-out PTA.

Women's Organizations - Each unit organization held life-improvement study meetings, study lectures on politics and economics, social study excursions etc. on its own program planning schedule. The prefectural federation, in cooperation with the social education section, held a leadership training conference and discussions on democratic administration.

Youth Organizations - Each unit, according to its own planning schedule, held an oratorical contest, democratic performance discussions, study meetings, sports events, and excursions. The prefectural federation in cooperation with the social education section held leadership training conferences, sports meetings, and lecture and discussion meetings. Gun federations also held leadership training conferences and sports events.

Others - No information.

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subj: "Preliminary Information on Social Organizations"

7. Committees:

a. PTA - Most PTA's now have committees. In this prefecture there are now 15 kinds of standing committees and 7 kinds of special committees. They are showing evidence of proper use.

Women's Organizations - Committees are used and are active in administrating of the organizations.

Youth Organizations - More and more are using committees. Progress in the proper use of committees is being made.

Others - Most have committees but no information on their usage.

b. It is evident that the proper use of committees is practised and understood by some but not all organizations. The majority of officers and some of the members understand the difference between standing and special committees.

8. Voting:

a. Democratic decision making has grown by voting. Many constitutions have been amended by voting methods.

b. The secret ballot is most generally used. But some misunderstanding persists on what constitutes quorums and majorities.

c. Motions are made in meetings.

d. Yes, they are discussed, but the methods used would not satisfy our meaning of the word "discuss". Talked about or argued would describe many so-called discussions.

e. Motions are more used than proposals.

9. Members are realizing the necessity for independence of local "big shots". In some organizations this is considered in electing officers and many are shortening the term of office of officers to one year to counter-act their influence.

10. Yes; many complaints and statements are heard or made such as - the president is the same person as during war time - communists and extremists are meddling in the affairs of organizations - some members on the other hand complain because they must go along with the majority.

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PTA's (1) They are trying to elect officers democratically.

(2) They are trying to be independent by getting away from donations and subsidies.

Women's Organizations - Have become dissatisfied with the "From-above" system old organizations have been dissolved, and the new organizations elect officers by secret ballot.

Youth Organizations - Many are turning to new interests such as hobies and group-system organizations. Much adverse feeling is developing toward so-called advisors and adults who try to obtain positions of leadership.

11. PTA's are making an effort to be entirely self-supporting - some collect nominal dues and capitalize upon bazars, donations from members only etc.

Women's Organizations - Fees are not enough to support them. They attempt to supplement fees by labor service, bazars etc.

Youth Organizations - Are self-supporting but many members cannot understand why subsidies are not proper or to be desired.

12. In general the Kaicho Gicho system is not being used.

PTA's - They report No, except that in the cases of directors meetings they sometimes appoint temporary chairmen for the occasion.

Women's Organizations - Mostly No.

Youth Organizations - Mostly No.

LELAND J. DALY
1st Lt, FA
Civil Education Officer

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April 1949

SOCIAL ORGANIZATIONS SURVEY: EHIME

P.T.A.

1. Total Number:
   a. Elementary school: 435 out of 438 schools
   b. Lower Secondary School: 276 out of 278 schools
   c. Upper Secondary School: 57 out of ~~57~~ 57 schools
2. Total membership:
   a. Elementary school: 205,100
   b. Lower Secondary School: 81,232 } Note 2/3 women Member
   c. Upper Secondary School: 20,506
3. Officers:
   a. Average officers:
      (1) President
      (2) Vice-president (1 male and 1 female)
      (3) Secretary
      (4) Treasurer
   b. In general, officers are chosen by:
      52% by nomination committee followed by secret ballots.
      30% by recommendation by nomination committee of the officer for each office and getting consent or approval by members.
      18% by nomination from the floor and then approval by either showing of hands or voicing igi-nashi.
   c. Term of office:
      50% 2 years, 50% 1 year. (Later is gradually becoming popular)
4. Meetings:
   a. % age of membership attending meetings:
      Average of 65% (Ranges from 30% to 96%)
   b. # of meetings scheduled per year:
      Majority hold one per month
   c. Average # of meetings held in 1948: 10 to 12
   d. Guides used for the conduct of meetings:
      "Techn. of Demol"
      "What is a demo. organ."
      "Discussion method"
      " Above are the popular ones. Guides are used in the majority of cases. The amount of time spent in using them usually depends on the # of members who had training in such field.
   e. The tendency is sttong in those who have taken the training. Very weak where no follow ups have been made.

5. Federations:
   a. There have been an increase in gun scale federations. Three guns and three cities have organized federations. All of them are quite inactive. There is no Ken federation.
   b. There are no connections between federations.

6. Planned programs in 1948:
   a. There were none.

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7. Committees:
   a. Has there been any growth in the use of committees: The PTA have just started in the committee system. Up to the present time, only bu's were used. Are entertaining thoughts, and shall carry out committee system stronger.
   b.

8. Voting:
   a. Democratic decision-making are growing with the increase of actual voting.
   b. Type of voting used:
      a. Raising of hands (majority)
      b. Standing
      c. Clapping of hands and voicing "igi-nashi" (in areas where the system a. and b. have not been introduced. Especially is this true in areas where motions have not been introduced.
   c. Motions are usually not made in the meetings. Most of the membershave recognized the value of motions. Tendency to change it is greatest at present.
   d. and e. The greater majority are not clear in it. Only the ones who have taken the training are aware. This shall take a little time.

9. There are evidence of diminishing of the power of local big-shots especially in areas where training have taken place. This is true even inareas where very few have taken training.

10. Yes, in areas where training are sufficient.

11. Dues are sole income and supports 25% of the organizations. 65% depend onactivities. 15% on donations.

12. The Kaicho-gicho system is not used. This have been corrected and have been very effective.

13. General comments: Prefectural personnel: The above date is up to date (up to April, 1948)

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SOCIAL ORGANIZATIONS SURVEY:

WOMEN ORGANIZATIONS

1. Total Number: 250

2. Total membership: 140,000

3. Officers:

   a. Average officers:
      1 president
      1 or 2 vice presidents (40% has 2)
      1 secretary
      1 treasurer
   b. In general, officers are chosen by:
      Instructions were give by the MC and Ken to vote by majority system and by secret ballots. Elections are now taken place. Early reports shows that he greater majority are using the above method.
   c. 1 or 2 years (about 50% of each are used)

4. Meetings:
   a. %age of membership attending meetings:
      For organizations with over 300 membership: about 40%
      For organizations with membership less than 50: 80%
   b. # of meetings scheduled per year:
      Average of once per month. (except in farm areas where June, Oct., and Nov. are busy months and usually no meetings are scheduled then). Independent smaller clubs like the Ratary meets 2 to 3 times per month.
   c. Average # of meetings held in 1948
      Small organizations with membership of less than 60: 8
      Large " " " of More than 300: 3 to4
   d. Guides used for the conduct of meetings:
      "Techn. of Demo."
      "What is a demo. org."
      "Discussion method"
      Guides are used in the majority of cases. The amount of time spent in using them usually depends on the # of members who have taken the training. In orgs. where 4 to 5 members have taken the training, democratic procedures have been taken up with vigor.
   e. The tendency is strong in those who have taken the training. Very weak where follow ups have not been made.

5. Federations:
   a. Practically all the federations that was here 3 years ago are left. However there are no increase in them. What is actually taking place is that the membership are falling, but the federations are improving (democratically speaking). Constitutions have changed a great deal, and therefore the organizational structure have especially in the last year.

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80% of the local orgs. belongs to afederation. Their activities in the main however are localized. 20 % are independent organizations.

b. Yes, there are connections between federations. From Ken, gun, shi, cho, son, and block. Not all of them belongs to the Ken, but most of them are affliated to the gun, and shi.

6. Planned programs in 1948:
   a. About 3 to 5 % had 1 year programs maped out.
      50% planned for 3 months at a time.

7. Committee:
   a. The Women's Org. have just started in the committee system. Up to the present time, majority of orgs. used bu's.
   b. --

8. Voting:
   a. Democratic decision-making are growing with the increase of actual voting.
   b. Type of voting used:
      Raising of hands (majority)
      Standing
      Clapping of hands and voicing "igi-nashi" (in areas where the system of raising hands etc. have not been introduced. Especially isthis true in areas where motions have not been introduced.
   c. Motions are usually not made in the meetings. 2/3 uses the proposal system. The rest of the 1/3 are now experimenting with the motions system.
   d. and e. Those who have taken the training are showing enthusiasm in the idea of motions.

9. There are evidence of diminishing of the power of local bit-shots especially in areas where training have taken place.

10. Yes, the Japanese are awakening to the fact that their old system was undemocratic, especially in areas where training have been succesful.

11. Dues are sole income and supports 50% of the organizations. The rest depends on activities. Note to that the ones depending on activities are usually more active.

12. No, in majority of orgs., the Kai cho-gicho system is not used. Training have done a lot to check this tendency.

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SOCIAL ORGANIZATIONS SURVEY:

YOUTH ORGANIZATIONS:

1. Total number:
   a. Local seinen-dan 348
   b. Industrial Youth 37
   c. Church group, B.S., G.S., Jr. R. Cross: 34
   d. CPU 88 (many of them are combined with local seinen-dan and therefore will not be treated separately)

37 71 34 88 71 154

2. Total membership:
   a; Local sei-nen dan: 128,450 (82,240 male 46,210 female)
   b. Industrial Youth: 1,600 (150 male 1,100 female)
   c. Church group: B.S., G.S., Jr. Red Cross: 810 (does not include but 1 Jr. Red Cross Group) (52 girls)

1600 810 410

3. Officers:
   a. Average # of officers:
      1. President
      2 vice president (1 male and 1 female)
      1 secretary
      1 treasurer
   b. In general, officers are chosen by:
      Secret ballot: 60%
      By recommendation by nemination committee of one officer for each office and getting consent or approval by men hers: 30%
      From the floor and igi-nashi system: 10%
   c. Term of office:
      In nearly all cases 1 year. Especially is this true in the last 2 years when most of the orgs. re-wrote their constitutions.

4. Meetings:
   a. %age of members attending meeting:
      Local seinen-dan draw about 70% (Not as a whole orgs. but as bu'a or sections)
      For gun activities, about 55% attend.
   b. # of meetings scheduled per year:
      The bu'a meet about twice per month. The entire seinen-dan, (local seinen) group, 3 to 4 time per year.
   c. Average # of meetings held in 1948: About the same as b.
   d. Guides used for the conduct of meetings:
      "What is a demo. organ."
      "Discussion method"
      "Techn. of demo. org." is being introduced at training centers presently. 3 guns have been completed. Guides are used where it have been introduced. The youths are most enthusiastic among all the groups to experiment with the new system. (Last comment by Soc. Ed. Sect. of Ken)
   e. The tendency is very strong in those areas where training have been started.

70 55 2 125 6

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5. Federations:
   a. The numbers are not increasing. Membership have fallen. The Ken federation has decreased. Up to the present time, there was one paid Ken federation President. He has been dropped beginning this April. However, local seinen-dan are getting very strong. Constitutions changes, and interest groups plus training centers have done a lot to increase local sei-nen dan activities. Organizational struct r e to meet group system is not being contested and there should be a lot of changes made in the forthcoming election (general).

6. Planned programs in 1948.
   80% had planned programs. However very few followd them. Program planning is one of biggest problem today.

7. Committees:
   a. Youths org. have just started in the committee system. This tendency have become very s trong. Most of the orgs. promises biggest change here from the former-bu system to committee.

   b. --

8. Voting:
   a. Democratic decision-making age grwoing with the increase of actual voting. Especially is this true with youth orgs.
   b. Type of voting used:
      Raising of hands (majority
      Standing -
      Clapping hands and voicing "igi-nashi". (But very few now in areas where the system of raising hands etc. have not been introduced.
   c. About 50% now uses motion system. But they are still far from effecient in it. Rest are still, in experimenting stage.
   d. and e. Those who have taken the training are showing enthusiasm in the idea of motions.

9. There are evidence of diminishing of the power of local big-shots. Howver, in Youth orgs. this is something quite recent.

10. Yes

11. Hardly and by due alone. 70% depends on activities. Many are in the red. Approx. 20% with due alone but quite inactive. Collection of dues is the main problem here.

12. In 80% of the cases, no. 20% is questionable. Especially in areas where training centers have not been to active.

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SOCIAL ORGANIZATION SURVEY:

MISCELLANEOUS:

1. Total number of:
There is a strong tendency in Ehime of women's organization and Youth organization towards interest groups clubs. Especially is this true with those organizations that is working closely with churches, schools, and C.P.H. Choral clubs, ballet dancing clubs, young housewives org. etc for women; and young farmers club, fruit growers club, ping pong club etc. for men are increasing rapidly.

2. Example of recent tendency:

The local seinen-dan organization of Yodo-mura just concluded their annual meeting a few days ago. The organization shall no longer carry paper members. Only those who are interested in group activities sponsored by the organization shall be allowed to join. The committee system shall replace the former bu sy stem, and the organization shall experiment this for a period of one year.

This is the tendency of all the seinen-dan in Ehime, and we will be getting reports on these changes shortly. This is the transition period, and though we are not expecting a radical change, we are expecting changes as above. Election of officers and changes in organization are now taking place and should be completed by the end of April.

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April 1949

PRELIMINARY INFORMATION ON SOCIAL ORGANIZATIONS IN KOCHI KEN

1. Total number of:

a. PTA's	364
b. Women's Organizations	180
c. Youth Organizations	249
d. Miscellaneous	
(1) Chorus Clubs	3
(2) Y.M.C.A.	1

2. Total membership of:

a. PTA's	117,524
male	61,425
female	56,099
b. Women's Organizations	655,500 —
c. Youth Organizations	43,808
male	25,941
female	17,867
d. Miscellaneous	
(1) Chorus Club	130
(2) Y.M.C.A.	40

3. Officers

a. Average officers in organizations. (X stands for one official)

	PTA	Women's Org.	Youth Org.	Y.M.C.A.
President	X	X	X	X
Vice P.	X Some have 2X.	X Some have 2X.	X Some have 2X or 3X	X X
Treasurer	X	X	X	X
Secretary	X	X	X	X
Director	5X to 10X			9X
Chief of Dep't.			X	
Advisor				4X

b. Officers generally are now being elected by secret ballot and majority vote. However, the Suisen Sansei Igi-nashi system had recently been used to a great extent in women's organizations and PTA's. It is expected that the Suisen Sansei Igi-nashi system will be entirely abolished in the very near future.

c. Officers hold office for one year.

Preliminary Information on Social Organizations in Kochi Ken, Cont'd.

4. Meetings

	a. Average attendance.	b. No. of meeting scheduled in a year.	c. Average no. of meetings held in '48	d. Any guides for the conduct.	e. Progress.
PTA	60%	8	8	Yes. Pamphlets on: PTA. Democratic Org. Techniques of Democracy.	About 20% recognize their faults and have desires to improve. Most of the percentage has been recent.
Women's Org.	50%	6	6	Yes. Pamphlets on Democratic Org. Techniques of Democracy.	About 60% recognize their faults in conducting meetings. A little improvement has been made.
Youth Org.	70%	9	9	Yes. Pamphlets on: Democratic Org. Techniques of Democracy. Panel Discussion. Also a book on youth org. published by the pref.	About 80% recognize their faults & have desires to improve democratic procedures. About half of this percentage has been recent.
Chorus Club.	98%	80	60	Yes. Techniques of Democracy. Panel Discussion.	Two clubs recognize their faults & have desires to improve democratic procedure. These 2 clubs were established recently.
Y.M.C.A.	50%	15	15	Y.M.C.A. pamphlets.	Meeting system not undemocratic. No changes since its establishment 2 years ago.

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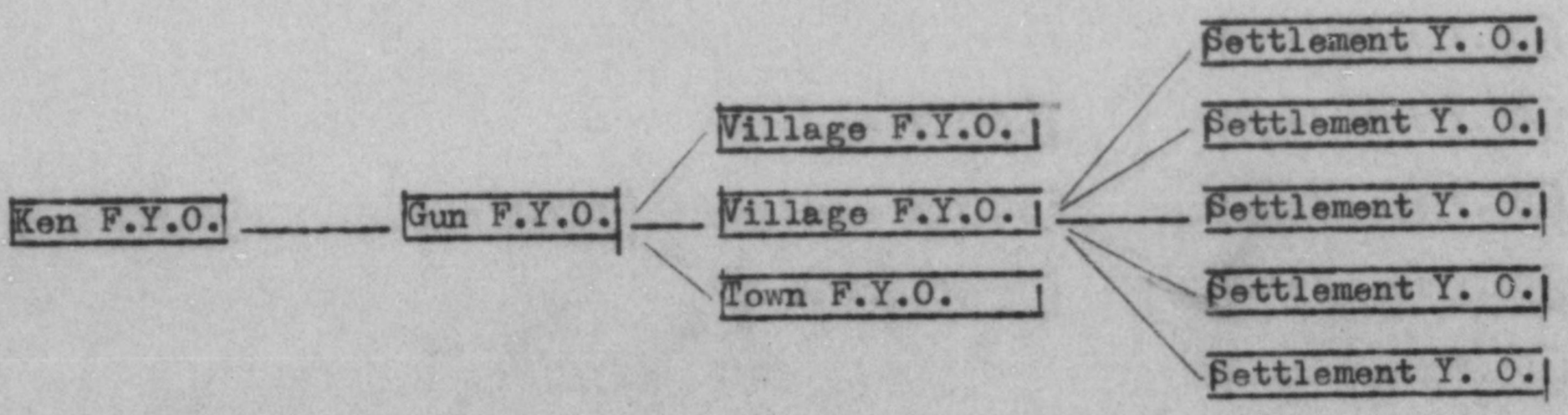
5. Federations.

a. Extent of federations.

	Federation	Active
PTA	No.	
W.O.	There is only one federation which is a city federation.	Not very active.
Y.O.	Pref. federation system.	Not very active. About 20% of local entities are active.

Chart of Kochi Pref. F.Y.O.



b. Are there any connections between federations?

Yes, for communication purposes.

6. Planned programs.

P.T.A.	70%
W.O.	50%
Y.O.	95%

7. Committees.

a. There has been a little growth in the use of committees.

b. Organizations knew the committee system generally, but they had no accurate knowledge about how to use the "committee". Recently they have been gradually awakened by the many kinds of materials from M.G. and the Pref. Social Education Section. Those organizations that have committees now understand that committees are responsible to the organization, and know the difference between special and standing committees.

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8. Voting.

a. Yes.
b. Secret ballot and show of hands. Majority and some plurality.
c. Yes.
d. PTA Yes, but poorly.
Y.O. Yes, very eagerly.
W.O. Yes, fairly well.
e. PTA Yes, poorly.
Y.O. Yes, president sometimes suggests discussing problems.
W.O. Yes, fairly well.

9. Diminishing power of local big-shots.

No significant evidence.

10. Is there any evidence of an awakening to the fact that Japanese organizations are not democratic? (Also, see 5,e, above.) Is there any evidence of objections to the old system or dissatisfaction with it?

Yes. Yes. Use is being made of publications. Old system are being abandoned.

11. Are organizations self-supporting from their dues? Qualify this, if possible.

Yes. However, youth organizations are making extra money by work projects such as repairing roads. Reportedly, this money is to be spent for programs, publications and entertainment.

12. How general is the use of the Kaichō-Gichō System? (This is the system of the president of an organization not presiding at the meetings of the organization. Instead, a temporary chairman is chosen. See corrections to pamphlets, "Techniques of Democracy," sent out as an enclosure to letter recently sent out from SMGR.)

Reportedly, there is no such system in Kochi ken.

13. General comments of CE Officer which would help in the preparation of survey. (Please include some remarks. They are very helpful. Or include any remarks and or opinions of your Japanese personnel or prefectural personnel if you think they might be of value.)

It may take a long time for Japanese organizations to completely understand and be familiar with democratic procedure. So continual instruction and guidance should be given to all organizations.

W. A. Cram
Civil Education Officer

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CE

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HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

AG 000.8 14 April 1949

SUBJECT: Survey on Social Organizations of Shikoku

TO : Commanding Officer, Kochi Mil Govt Team, APO 1050
Commanding Officer, Kagawa Mil Govt Team, APO 1050
Commanding Officer, Ehime Mil Govt Team, APO 1050
Commanding Officer, Tokushima Mil Govt Team, APO 1050

1. Transmitted herewith briefed copies of letter, Headquarters I Corps, AG 319.1-BA, 10 February 1949, subject: "Studies of Military Government Programs." Special reference is made to paragraph 5,d. Reference is also made to informal memorandum from CE Officer, this headquarters, to team CE officers, 4 April 1949, subject: "Preliminary Information on Social Organizations." Also transmitted herewith list of questions for individual organizations. This list is explained below as well as in the context of the questions themselves.

2. Each team will make a survey of social organizations along the lines of Inclosure 2. A total of 35 organizations will be chosen in each prefecture. Choice will be made all over the prefecture and will consist of:

10 PTA's
10 Women's Organizations
10 Youth Organizations
5 Miscellaneous Organizations (YMCA, YWCA, 4-H Clubs, etc.)

These organizations will be chosen as follows:

Cities : 3 (of each type)
Towns : 4 "
Villages: 3 "

This study will be for the purpose of providing factual information for the I Corps' survey, but it also has another purpose: to serve as a check of the existing situation of social organizations of Shikoku and to check progress of MG programs in social organizations on Shikoku. Thus, considerable care should be exercised in making survey and checking it for accuracy. It is desired that each CE officer personally make at least one study of one of each of the principle three types of organizations (PTA's, women's organizations, youth organizations). It is further desired that if prefectural personnel help with any of the individual studies, that these be checked with care. It is suggested, however, that if possible, <u>all</u> studies be made by CE American or Japanese personnel.

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3. It is desired that each of the above-mentioned organization's constitution or by-laws (or both if they have both), in Japanese, be forwarded with report. If available, statements of finances for 1948 and budgets for 1949 will be forwarded. In addition, a copy of the 1948 program of each organization should be forwarded (brief listing of activities by subject).

4. In addition to factual organizational survey materials mentioned in paragraph 2, above, I Corps letter, mentioned in paragraph 1, above, should be studied and a brief general essay on social organizations in the prefecture should be prepared. Points a-i, paragraph 1 of reference, should be borne in mind when preparing this essay. It should be prepared so that this headquarters can be helped in its preparation of overall survey. Each of the lettered paragraphs need not be answered unless teams wish to, but sufficient comment on points mentioned must be woven into the essay to facilitate preparation of overall regional report. Preparation should be based on experience and opinion of CE officers. An exhaustive survey need not be made; experience and opinion of CE officers and their staffs are sufficient. This headquarters will consolidate all factual surveys and essays into one overall report which will be forwarded both to Corps and to teams.

5. Survey will be submitted to this headquarters by 15 May 1949.

BY ORDER OF COLONEL COUGHLIN:

R. A. ROSENKRANZ
1st Lt FA
Adjutant

2 Incls:
1. I Corps ltr, 10 Feb 49, subj: "St. of MG Programs"
2. Social Organization Survey Questionnaire

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HEADQUARTERS I CORPS
APO 301 (Kyoto, Honshu)

10 February 1949

AG 319.1 - BA

SUBJECT: Studies of Military Government Programs

TO : See Distribution

1. This headquarters desires to make studies of various military government programs and activities with a view to evaluating them and increasing their effectiveness. Broad preliminary studies to be made by the regional headquarters indicated below are to be used as the basis of these studies. During preliminary studies the experience and recommendations of military government personnel, Japanese officials, and Japanese people connected with or effected by the various programs and activities should be considered. Among the generalities to be considered in each study the following should be included:

a. The basic aim of the occupation is to make Japan peaceful, democratic, self-sustaining, friendly to the United States, and a bulwark to communism.

b. The Economic Recovery Program is of transcending importance particularly in those aspects expressed in the nine points enunciated by the Department of Defense and announced by SCAP in ten points.

c. The necessity or desirability of revising or modifying pertinent military government directives, and Japanese laws and directives.

d. The best methods of implementing the program or activity.

e. The reduction of cost of implementing the program or activity.

f. The simplification of the program or activity.

g. The making of the program or activity attractive and acceptable to the Japanese.

h. The overcoming of existing difficulties and obstacles which hinder the program or activity.

i. The need and desirability of the program or activity.

Incl 1

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2. Regional headquarters may institute additional studies. It is desired that this headquarters be informed of the nature of the studies so that additional work on them may be carried on by other regional or by corps headquarters at the same time.

3. In rendering reports of studies, source material should be covered by broad general statements. Only very important and statistical source material should be forwarded. The report of study should be brief and specific as to conclusions, suggestions, and recommendations.

4. Studies will not interfere with the submission of normal reports.

5. The following is a list of studies, of regions to which they are assigned and of dates reports are due:

	REGION	DATE DUE HQ I CORPS
CIVIL EDUCATION		
a. Boards of Education	Kyushu Kinki	25 Mar
b. Reorganization of Public Schools	Tokai Shikoku	2 Apr
c. Curriculum of Upper Secondary Schools	Tokai Chugoku	15 Apr
d. Social Organizations	Kinki Shikoku	1 Jun
e. In-Service Training	Kyushu Chugoku	15 Jun

BY COMMAND OF MAJOR GENERAL COULTER:

/s/ C. C. Carter
/t/ C. C. CARTER
Colonel, AGD
Adjutant General

DISTRIBUTION:
10 ea MG Region
I Corps Z/R
2 AG Rec, I Corps

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SOCIAL ORGANIZATION SURVEY QUESTIONNAIRE

NOTE: In two or three places, questions may not pertain to one or the other of the types of organizations (PTA's, women's organizations, youth organizations). Naturally, the person making the study should make the necessary adjustments.

1. General Information

   a. Name of organization
   b. Location
   c. When organized?
   d. Number of members--men and women
   e. Are members registered? (Membership roll)
   f. Is membership voluntary?

2. Officers

   a. What officers are there? (President, vice-president, etc.)
   b. Any women officers?
   c. How were officers chosen? (By ballot and majority vote? By Suisen-Igi-Nashi System? Appointed by local bigwig? Etc.)
   d. How long have officers been in office? Give date of selection of present officers. Give date of selection of officers in office prior to present officers.
   e. Is there any specific term of office?
   f. Is there any limitation on holding of office?

3. Meetings

   a. What percentage of membership attend meetings? (As an example, give percentage for the last two or three meetings.)
   b. When was the last meeting held? The meeting before that? (Of all the membership--not just the executive committee or directors, etc.)
   c. How many meetings were scheduled in 1948? How many are scheduled for 1949? (Of all the membership--not just the executive committee or directors, etc.)
   d. Is any guide used for the conduct of meetings (parliamentary procedure)? If so, what? How was it received?
   e. Is an "order of business" used? (Distinguish between "order of business" and "program") If so, what is it?
   f. Is a quorum established at meetings?
   g. Are minutes of the meetings kept? (If available, forward sample or two)
   h. Are the organization members conscious of the shortcomings of the Japanese meeting system, as far as democracy is concerned, and is there desire to learn and use more democratic procedure?
   i. Have our efforts touched the organization at all? To what extent?

Encl. 2

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4. Federations

   a. Is the organization part of a federation? What federation--or federations?
   b. Does the federation hold meetings?
   c. Who goes to meetings of federation (from this organization)?
   d. What does the organization pay the federation? How often?
   e. What benefits does the organization derive from the federation?
   f. Define the connection between the organization and the federation? (Very loose, hardly any, close control, poorly defined, etc.)

5. Programs

   a. Was there a planned program in 1948? In 1947? Is there one for 1949?
   b. Is there any understanding of program planning in the organization?
   c. Attach a copy of the program for 1948, if there was one. Also for 1949, if available.

6. Committees

   a. What committees does the organization have? (List all and include riikai, hyogiin, shikkoiinkai, if existing.)
   b. What is the membership of the executive committee?
   c. How was the membership of the executive committee decided?
   d. What is the composition of other committees? (That is, members, officers, combination of members and officers, etc.)
   e. How are the members of the committees usually chosen?
   f. Is the use of committees understood? For example, does the organization understand that committees are responsible to the organization? Does it know the difference between special and standing committees?

7. Voting and Procedure

   a. Does the organization use democratic decision-making? (That is, does it use actual voting?)
   b. What type of voting is used, for the most part?
   c. Is hand voting ever used?
   d. Is ballot voting ever used?
   e. When officers are chosen, what type of voting is used?
   f. Are negative votes ever taken and counted?
   g. Is the "Sansei-Igi Nashi" type of voting used?
   h. Are motions made?
   i. If made, are motions seconded?
   j. Are motions discussed (in our sense of the word)?
   k. If motions are not made, how are "proposals" discussed and/or acted upon?
   l. Does the chairman "state the question"?

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8. Constitutions and By-Laws

   a. Attach constitution and/or by-laws of organization (in Japanese).
   b. Who prepared constitution?
   c. What was model or guide used in preparation of constitution?
   d. How was constitution adopted by the organization? When? (By vote, sansei-igi nashi, simply "accepted," as such, by executive committee etc?)
   e. Are the members of the organization familiar with the constitution? (Qualify--some have read, all have read, none have read, etc.)

9. Give the Japanese equivalents of the following words (used by the organization):

   a. Vote
   b. Motion
   c. Second (the motion)
   d. Debate
   e. Discussion
   f. Majority (vote or decision)
   g. Nomination

10. Finances

   a. Does the organization have a budget? (Forward budget for 1949, if available)
   b. Is a financial record kept? If so, what sort of record is it? (Forward a copy, if available.)
   c. Is the organization self-supporting from its dues?
   d. Does the organization receive any subsidies? From whom?
   e. Does the treasurer report at regular intervals or at all to the organization on the financial status of the organization?
   f. What are the dues (how much, how often paid)?
   g. Who keeps money?
   h. Is money deposited in a bank?
   i. Who decides on the use of money?
   j. Is there any check on the use of money?
   k. Other methods of raising money?
   l. Is there an auditing committee?

11. Is there any idea of "initiative and referendum?"

12. Is the Japanese system of temporary chairmanship used? (This is the Kaicho-Gicho System or the system of the president of an organization not presiding at the meetings of the organization. Instead, a temporary chairman is chosen. See enclosure to letter, this headquarters, AG 000.8, 31 Mar 49, subj: "Transmittal of Correction to Pamphlet, 'Techniques of Democracy.'")

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13. Is there any evidence of the influence of local big-shots on this organization? If so, describe briefly. Is there any evidence of the diminishing of the power of local big-shots on the organization?

14. Is there any evidence of government influence--good or bad--on the organization? (For example, how much contact with the prefectural Social Education section, etc?)

15. General comments of CE Officer (or other CE personnel making study) on this organization. (This is important. Please do not omit. Comments such as this are very pertinent and very helpful. For example, the organization might be given a sort of rating on its value as an organization. Its relative democracy might be commented upon. Etc.)

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HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

4 April 1949

SUBJECT: Preliminary Information on Social Organizations

TO : CE Officer, Ehime Mil Govt Team, APO 1050
CE Officer, Kagawa Mil Govt Team, APO 1050
CE Officer, Kochi Mil Govt Team, APO 1050
CE Officer, Tokushima Mil Govt Team, APO 1050

Reference is made to letter, Headquarters I Corps, AG 319.1-BA, 10 February 1949, subject: "Studies of Military Government Programs." In order to make the report on social organizations required by reference, I'll need quite a bit of information from each CE Officer. Because of the irregularity of the report and the irregularity of the questions given below I'm handling this preliminary information informally. Perhaps a word or two of explanation would be in order. We're going to have to ask you two separate sets of questions. The two sets of questions will, of course, be closely related but will be somewhat different in purpose. I would send them both at the same time except that I must have the questions given below fairly soon so that I can get started on the report as soon as possible. The one set of questions will be fairly simple and are designed to give the general picture in each prefecture with regard to social organizations. They are given below. They are so designed that it will not be necessary to send out to any organizations or to make any sort of extensive survey to get the information. What is wanted is your own knowledge and experience plus the knowledge and experience of the Japanese personnel in your offices plus any other sources that may be handy for you. If you can't get any of it without a long hard struggle give me a ring and maybe we can find a way out of it. We have tried to make the questions as clear as possible so that you would not have too much difficulty in answering them. Please call me if you are in doubt about any of them.

The second set of quesations will come later, probably in an official letter. The reason for the postponement of sending them is that they are very difficult to formulate properly and hurrying them might ruin their objective. They will be specific, detailed questions on particular organizations--probably on ten organizations of each of the type in which we are interested: PTA's, women's organizations, youth organizations, and miscellaneous. Altogether, about thirty-five organizations. The organizations will be selected from cities, towns, and villages all over the prefectures and will be so designed that a pretty good idea may be gotten about the organization situation throughout the Island. I think the results of a survey of this type may be very valuable for us all. You should receive this second set of questions in about two weeks and the due date will about 15 May. I don't think this will give you too much trouble. We're doing everything we can to simplify the whole procedure. The object of the second set just described is to check and

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verify and elaborate on the draft of the survey to be sent to Corps which will be partially prepared by 15 May (due at Corps 1 June). The present set of questions is to enable me to write the sketch draft of the survey and have it partially ready to go. This set should not take you much longer than a week to prepare. Can you get it to me by 20 April? The second set of questions will probably take you about two weeks. It should be done mostly by your Japanese personnel with the possible help of prefectural personnel and checked by you. This probably sounds awful to you but it really is not. And, of course, it has to be done. I must submit something substantial to Corps. I could almost write the survey now but it wouldn't be much good without the supporting facts and figures from you. So please do your best and get the information as accurately as you can.

General Questions for Social Organizations Survey

NOTE: The following questions should be based on PTA's, women's organizations, youth organizations, and miscellaneous organizations (YMCA, YWCA, 4-H Clubs, interest groups, etc.). In no case should the CE officer try to make a prefecture-wide survey to answer these questions. Current figures of 1949 on file and consultation with prefectural officials may be sufficient. Of course, prefectural officials may have to ask GWG officials in one or two cases but there should be no organization to organization or village to village survey. For many of the questions the CE officer will use his own experience and knowledge. He will, of course, also use the knowledge and experience of the Japanese personnel in his office plus the knowledge and experience of Japanese officials.

1. Total number of: (in the prefecture)

   a. PTA's
   b. Women's organizations
   c. Youth organizations
   d. Miscellaneous (An estimate, if possible. Or a very brief description of the trend)

2. Total membership of:

   a. PTA's--Male and female
   b. Women's organizations
   c. Youth organizations--male and female
   d. Miscellaneous (An estimate, if possible. Or some idea of membership.)

3. Officers

   a. Average officers in organizations (make distinctions if this differs in PTA's, women's organizations, etc. This is especially

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if there are more than the usual president, vice-president, etc. For example, three vice-presidents, etc.)

b. In general, how are officers chosen? (Are they chosen by ballot and majority vote or is this rare? To what extent? Igi Nashi System used for the most part? What is the trend?)

c. How long do officers hold office? (Especially the presidents)

4. Meetings

a. What percentage of the membership attends meetings?

b. About how many meetings are scheduled a year? (Of all the membership--not just the executive committees or directors, etc.)

c. Average number of meetings held in 1948. (This means meetings of the entire membership or most of the membership. It does not mean executive committee or directors' meetings.)

d. Are any guides used for the conduct of meetings (parliamentary procedure)? ("Democratic Organizations," PTA pamphlet, Ministry of Education material, etc.)

e. Does there seem to be any tendency for organization members to be conscious of the shortcomings of the Japanese meeting system, as far as democracy is concerned, and any desire to learn and use more democratic procedures? Have we made any progress along these lines? About how much?

5. Federations

a. Do federations of PTA's, women's organizations, youth organizations, miscellaneous organizations exist to the extent they used to? Are the federations active? Qualify.
This question might better be expressed: Are most organizations part of federations? Give distinctions, if possible, between PTA's, women's organizations, youth organizations, miscellaneous organizations. (NOTE: If possible, give a chart. This does not mean that federations are desirable. It is merely asked for the sake of information.)

b. Are there any connections between federations? That is, between city and prefecture and ~~kun~~, etc?

6. Were there any planned programs in 1948? To what extent, if any?

7. Committees

a. Has there been any growth in the use of committees? If so, qualify. (In this case, answer should be based on factual knowledge, not opinion.)

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b. If committees are used, are they understood? For example, do the Japanese understand that committees are responsible to the organization? Do they know the difference between special and standing committees?

8. Voting

a. Has democratic decision-making had any growth--by actual voting?

b. What type of voting is used, for the most part--if at all?

c. Are motions ever made in organization meetings?

d. If motions are made, are they discussed (in our sense of the word)?

e. If motions are not made, is there any discussion of "proposals"? Describe a bit.

9. Is there any evidence of diminishing of the power of local bigshots on organizations?

10. Is there any evidence of an awakening to the fact that Japanese organizations are not democratic? (Also, see 5,e, above.) Is there any evidence of objections to the old system or dissatisfaction with it?

11. Are organizations self-supporting from their dues? Qualify this, if possible.

12. How general is the use of the Kaichō-Gichō System? (This is the system of the president of an organization not presiding at the meetings of the organization. Instead, a temporary chairman is chosen. See corrections to pamphlet, "Techniques of Democracy," sent out as an enclosure to letter recently sent out from SMGR.)

13. General comments of CE officer which would help in the preparation of surveys. (Please include some remarks. They are VERY helpful. Or include any remarks and/or opinions of your Japanese personnel or prefectural personnel if you think they might be of value.)

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21 APRIL 49

Social Organizations Survey (KAGAWA)

1. Total Number of:

a. PTA's	329	Primary school	160
		Low Sec School	134
		Upp Sec School	35
b. Women's organizations	141		
c. Youth organizations	170		
d. Miscellaneous	150	Boy Scout troops	13
		Girl Scout troops	2
		YMCA	1
		Literary groups	31
		Music "	6
		Art	11
		Drama	15
		Religious	2
		Agricultural	9
		Cultural	33
		Science	1
		"Kamishibai"	1
		Photographic	1
		Children's cultural	3
		Sport	13
		Readers	8

2. Total membership of:

a. PTA's	172,431	More male than female	
b. Women's org.	76,944		
c. Youth org.	34,400	More male than female	
d. Miscellaneous	2,730	Boy Scout troops	189
		Girl Scout troops	26
		YMCA	10
		Literary groups	620
		Music "	65
		Drama	375
		Religious	60
		Art	191
		Agricultural	245
		Cultural	666
		Science	20
		"Kamishibai"	15
		Photographic	16
		Children's cultural	68
		Sport	?
		Readers	164

3. Officers

a. PTA -- Approximately 90% of the organizations include 14-20 "Rigi" or "Hyogiin" as officers.

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Women's Organizations -- Average number of officers in the organization is 4.2 persons.

25.5% of the organizations have 4 officers consisting of a president, a vice president, a secretary and a treasurer.

41.4% of the organizations have two vice presidents. Among these organizations some have no secretary and some have one person who serves as both secretary and treasurer. One reason for this is that the Japanese dislike the word for secretary, "Shoki", which means clerk.

27.7% of the organizations have one person who serves as both secretary and treasurer.

9% of the organizations have no secretary.

Youth Organizations -- Approximately 20% of the organizations have 4 officers, consisting of a president, a vice president, a secretary and a treasurer.

b. PTA's

68.85% elect officers by ballot but probably by plurality vote.
31.15% elect officers by recommendation.

Women's organizations

53.3% elect officers by ballot (majority vote probably few)
32.2% elect officers by recommendation
7.2% elect officers by hand vote
6.5% elect officers by voice vote
0.8% elect officers by standing vote

Youth Organizations -- Approximately 70% by ballot but probably by plurality vote

"Iginashi" system is decreasing gradually.

c. Term of officers for the majority of organization is one year.

(for example, the women's organizations)

64.8% of the present officers were elected in 1948.
22.9% " " " " " " 1947.
10.6% " " " " " " 1946
1.7% " " " " " " 1945

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4. Meetings

a. An average of 48% of members attend meetings.

b.

PTA's	Women's Organization	Youth organizations	Miscellaneous
70% hold meetings once a year	Average is 4.6 meetings a year	Most org. hold a general meeting once a year.	
30% hold meetings 3 times a year	29.6% of the org. schedule one meeting a year 25.9% of the org. hold meetings once a month, or once a month excluding farmers' busy season, or more than once a month		

c.

Averaged about 2 meetings in 1948	4.3 meetings in 1948	Most org., once

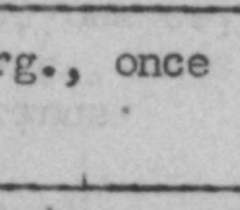
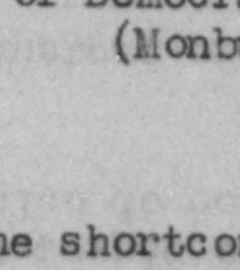
d.

PTA pamphlet (Region) Constitution (Region) Skit on parliamentary procedure (Monbusho) Committees and Program planning (CIE, SCAP)	Democratic org.(SCAP, CIE) Constitution (Region) Committees and Program planning (CIE, SCAP) Technique of Democracy (some), ~~organisation~~ (Region)	Democratic org. (SCAP, CIE) Constitution (Region) Committees & Program Planning (CIE, SCAP) Primer of Democracy (Monbu-sho)

e. Members are gradually becoming conscious of the shortcomings of the Japanese meeting system.

5. Federations

a.

PTA	Women's Organizations	Youth Organizations
None	5 of 7 guns in Kagawa Prefecture have gun-wide federations or consultative conferences. But an average of only 44% of all the women's organizations in the guns having federations are affiliated with the gun-wide federations. Kagawa-Ken Federation is inactive and exists only in name. Besides there are doubtful federations called Kagawa-Ken Women's Consultative Conference and Takamatsu Women's Liaison Consultative Conference. These are open to individual memberships by women anywhere in the prefecture. The dues are about ¥10 per month.	(a)  Kagawa-Ken Youth Federation Gun Federation Individual org. (b)  Kagawa-Ken Rural Youth League Gun Federation Individual org.

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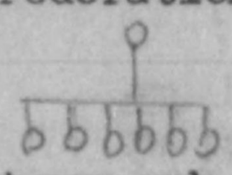
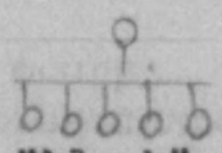
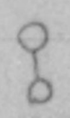
Gun Federation	Sakaide City Federation	National Tomonokai
		
town and village organization	"block" organization	Branch in Takamatsu

b. See charts in 5, a., above.

6. Usually programs are planned only one month ahead.

7. a. Many PTA's have committees, such as, School Lunch, Welfare, Program (few), School Equipment, but, excepting the PTA's in Sakaide, they are inactive. Committees are not used in Youth and Women's organizations (with a few exceptions).

b. Excepting the PTA's in Sakaide, committees are not understood. The difference between special and standing committees is not clear to them.

8. a. Is improving, especially in youth organizations.

b. Voice vote is the most common, but hand vote is being used in youth organizations.
(The reason why voice vote is used is that people over 40 years old are "hazukashii" to raise hands and also do not want to have others know how he or she voted.)

c. Yes, but the word "Teian" (proposal) is used instead of "Dogi"(motion)

d. No. (Please refer to the next item)

e. Yes.(After a proposal that is favorable to influential people, usually there is not much discussion; but after a proposal that is unfavorable to influential people, there may be great discussion --led by the influential people, of course.)

9. This trend is especially strong in youth organizations.

10. Japanese people to-day like to have their organizations called democratic. Some have an idea that an informal meeting where members could attend without being stiff is democratic. They don't realize that they must study and practice techniques of democracy in order to form a real democratic organization.

11.

PTA's	Women's organizations	Youth organizations
Not self-supporting. Most PTA's collect as dues 10-15 yen per month for every child attending school.	Only 26.9% of the women's organizations support themselves by their dues. The average yearly dues of these self-supporting organizations is 32 yen per year per person.	No. Formerly youth organization received contributions from influential people and subsidies from the village. But now youth realize the danger of

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receiving contributions from such people and are trying not to receive them. Their money raising events can not be so successful as those of the PTA's, and so many of them give up carrying on activities. They think dues do not provide enough funds for them to do anything worthwhile.

12. Before, almost 100% of the organizations adopted the "Kaicho-Gicho system." But now in a small proportion of organizations the president presides.

13. In Kagawa, MG has worked regularly with the women's organizations and the PTA's. There has been little but sporadic contact with youth associations; there has been no direct contact with the miscellaneous organizations.

The Social Education Section no longer acts as an organizer of youth or adult groups. It has assisted MG in arranging meetings with various groups. As far as organizations are concerned, it issues pamphlets, secures speakers, makes surveys; but there is no doubt that it is still in touch with the organizations in the prefecture. We have insisted that they do not dominate the organizations in the prefecture, and yet we have relied upon them for information about the organizations and for making arrangements when we wish to meet the members or representatives.

At every turn the tendency to federate has been resisted. The only federation of any size is that of the Youth Associations; it is not a very active one, but that may be because at present (at any rate) the tendency to federate receives no support from the Social Education Section. Members of an organization have an understandable desire to get in touch with other members in similar organizations. So for this has taken the form of "consultative" conferences. Members of different organizations may join the consultative conference as individuals.

It is difficult to assess the effect of the pamphlets that have been issued through CE or of the meetings that members of CE have held with members of Japanese organizations.

Some of the members of women's organizations know the procedures that are desirable if a meeting is to be conducted democratically; some of the members of PTA's are aware of the characteristics of a democratic organization. There is a little better understanding--it is met with occasionally in other organizations, too--that the affairs of an organization are the responsibility of all the members. But the old habits are deeply rooted, and by and large the old methods of procedure and decision--making are the ~~over~~ ones most generally used. CE has laid chief emphasis upon characteristics of a democratic organization and procedure at meetings. Since last summer more and more time has been devoted to emphasizing the planning of programs and methods of discussion.

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HOW TO CONDUCT A MEETING

By Fukuzawa, Yukichi

R.H.

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HOW TO CONDUCT A MEETING

By Fukuzawa, Yukichi

(From the complete works of Fukuzawa, Yukichi, Vol. III)

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How to Conduct a Meeting

Introduction:

Since olden times in Japan, when the people gathered to make consultations about things, there was no definite form in their speech. Therefore, any conclusion was scarcely reached in everything. In case of the argument of scholars, consultation in business, and conference of government as well as consultation of citizens, none of them had a right form in speeches and none of them was settled definitely. If the things have not their form, time will be wasted and cost will be lost. If so, the people cannot accomplish their purpose which would have been accomplished if there were to be a form. Recently the scholars have wanted to publicize the knowledge throughout the country, business-men and namufacturers have intended to make the country rich on a basis of companies, and the politicians have advocated to consider the national affairs establishing the National Diet. All of the above are the signs of civilization and progress. We are very glad to hear about the things and we favor their intentions so much. However, in fact there has been nothing accomplished. After all the situation was caused by that they know the importance of the things but don't know the methods and procedures to practise them. Above all we must point out the form of meeting and speech as one of such the methods. To learn the form of meeting is the same as for the soldiers to be trained. Even though there are a million brave soldiers they would never be used in the war, if they had no discipline in their attitude and moving.

(Page 2) The sane applies also to the citizens at present. Even the eloquence of a Sosin(蘇秦) or Chogi(張儀), the richness of a Toshu(陶朱) the political ability of a Franklin, the knowledge of a Newton would never be useful for the world if the talking with the public and consideration of things with them were not to be made. Much more we are not a Franklin nor a Newton. We must always exchange the knowledge with the others and develop our possible ability in order to accomplish a great work. The profit of a meeting is so much as abovementioned. Why have the meetings

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then been not prevailing? Only because we have not yet been accustomed to them. When the foreign military drill was done for the first time in Japan in the past there were so many indescribable difficulties. Depending upon a translated book alone, a commanding officer was appointed temporarily. He wanted to instruct the soldiers. But the commanding officer was not accustomed to the drill, nor the soldiers. The drill was already started but the majority of soldiers didn't finish their lunch. When right turn! was ordered they turned left, when forward! was instructed they stopped. Suddenly a soldier fired a gun to a great astonishment of all the officers and soldiers. Upon such a mistake the lookers-on laughed. Also the soldiers under drill laughed. The day's drill was suspended under the way, and nobody knew where the soldiers went. Only lunch-boxes and guns were left at the field of drill. The disorder at that time was mostly such a one. However at present after being accustomed to the drill for only several years there is not such a disorder. Even a recruit who was collected from a remote farming village and organized in a troop can be grown up to an excellent soldier within several days.

(Page 3) This is not because of the difference between the people in the past and those at present in their abilities. But this is because of the difference in being accustomed to the drill. Then, if we seek for a method of meetings of citizens for several days as in the drill, there can be no doubt that some sort of the form will be established for the meeting. Of course there will be some confusions and some inconveniences, not that the meeting is the first step of the training. However, if there is a hope of final success there is no need to be afraid of some temporary inconveniences. There is no alternative than to proceed and to take. In the foreign countries it is a custom to decide all the public and civil affairs through the meeting. The foreigners are man. The Japanese are also man. If we are man there are no reasons for that we cannot do a thing which a man can do. Therefore the out-live of the meeting is given below referring to several books in the foreign countries.

Procedures to hold a meeting

There will be several people who plan a consultation in order to make a road repair work through agreement of all the people of the village. They are called promotor. The promotors send a circular among the village-people, reading:

"We wish to consult with all of you as regards the road repair in order to make reckshaws pass from the south to the north of the village. You are invited to gather at the home of Mr. Kimura Ippei on Sept. 6 at 7 p.m.

(Page 4) Date: _____ _____

From Promoters So and so
So and so

To: Names of the people of Takase-mura"

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If any newspaper is published in the village the same sentences should be advertised.

Before sending the circular, the promotors should select some proper, popular person among the village or else, invite him, and ask him to assume the post of "Hironin" at the meeting. (The "Hironin" means a man who attends the meeting, explains the purpose of the road repair, and makes a speech before the assembly regarding why the repair work must be attempted. The man of the post is called "Speaker" in an occidental language. The post can never be assumed unless a person who is learned and experienced in learnings as well as in mundane affairs is selected.)

This time Sir Matsuyama, a scholar and a doctor in the village was invited as a "Hironin" (Speaker). If Mr. Matsuyama accepts his attendance to the meeting, that should be described in at the end of the above circular as given below:

"In addition Sir Matsuyama Toan will attend the meeting and deliver a lecture in accordance with our request."

After the circular was sent the promotors confer and elect among them a chairman and a secretary. The chairman should be an old man long residing in the village and of a good reference. This time Messrs. Fukai, Niemon and Hirosawa, Saisuke were appointed respectively chairman and secretary. They accepted the request of the promotors.

Now on the evening of Sept. 6, the village people gathered to the home of Mr. Kimura Ippei. But until 7.30 p.m. they were waiting at random places having an idle talk. It is a custom to wait for half an hour taking into consideration the inaccuracy of their watches. On the stroke of seven and a half Mr. Koizumi, Shinkichi will step forward and say: "Please be seated". Mr. Koizumi Shinkichi may be elected among the promotors or among the attendance of the day. It is a rule for everyone to stand up when he wants to speak.

The attendance stopped their idle talk and took their seat right. (There is no seating order. To sit on a chair is rather desirable than to sit down. If there are no chairs, footstools or benches are also good.)

(Page 6) When all the members took their seat, Mr. Koizumi, Shinkichi will speak again:

"I wish to elect Mr. Fukai, Niemon a chairman of this meeting. Of what opinion are you?"

(He who starts the consultation or argument as Mr. Kozumi is named mover. The word mover should be interpreted into a man of utterance or a speaking person.)

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When the above utterance was made Mr. Kai, Orie will stand and say:

"I second the proposal of Mr. Koizumi."

When an utterance is made for the first time a man stands from the assembly and reveals his consent to the utterance and makes a speech in favor of the opinion of the mover. This is named second. The word "second" means next, vice-, or assistant- etc. Therefore the man may be named an assistant or a vice-speaker. The mover is protagonist in No-drama and the second is deuteragonist of the same. Mr. Koizumi, Shinkichi is a mover this time and Mr. Kai, Orie is a second. It is rule that everything cannot be brought up for discussion unless there is no second. For example, if it were to be moved to elect a gangster chairman or to impose a hundred thousand yen upon a small village of one hundred households for the purpose of road repair work, there would be no one who wants to second the motion.

(Page 7) As indicated the rule of second is for preventing the too absurd motions from being presented before the assembly. Then Mr. Koizumi, Shinkichi puts a question to the assembly as follows:

It was moved and seconded to elect Mr. Fukai, Niemon chairman of this meeting. If you are for the motion, please speak that you favor the motion."

After the utterance, those in favor of the above stand up and speak "I favor the motion" and sit down.

Koizumi, Shinkichi says again: "Those opposed please stand and say that."

(It may be well not to make the voting twice as above-mentioned but to make it once saying "those in favor please say that and those opposed please say that")

If the affirmative votes are more than the negative ones Mr. Koizumi Shinkichi says: "It was decided to favor the motion. Therefore, Mr. Niemon, please take the chair."

If Mr. Fukai Niemon is so unpopular a man that the negative votes were more, Mr. Koizumi, Shinkichi says: "It was decided to oppose the motion so that the motion was not carried."

After saying that, Mr. Shinkichi may nominate another person or put the question to the assembly so as to how to select the chairman.

Be that as it may, when the chairman is decided on, he takes the chair. So far there was not a chairman and the speakers could not address any particular person. But from now the chairman should be regarded as a master of the meeting. Therefore, every speaker should address him not only in speaking but also in answering the others. The chairman is just

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regarded as the centre of the meeting and a mediator of questions & answer of the members.) Then, a speaker, Mr. Nakagawa, Hikohiro stands up and says addressing the chairman:

"I wish to elect Mr. Hirosawa, Saisuke a secretary of this meeting. Of what opinion are you?"

There will be second. The chairman will stand up and listen to the motion and second. (When the chairman hear others say anything, he must never take speakers' eyes off. He must face the speakers and listen to them in details.) He must put a question addressing everyone of the assembly and th vote should be done in the same manner as in case of electing the chairman.

(Page 9)

After voting for secretary Mr. Hirosawa, Saisuke takes the seat of secretary being instructed by the chairman. Thus the form of a meeting is made good for the first time. (This time the meeting was for consideration of the road repair of Takase-mura. And the meeting is for once the consideration not being difficult. Therefore one chairman and one secretary were sufficient. However, the consideration of the meetings of scholars or the companies of business may be done consecutively on the fixed days. In these cases it will be necessary to elect a vice-chairman in addition to the chairman. And one secretary will be insufficient. Treasurers and assistants may be necessary. It should be conducted judging from the importance of the affairs whether less officers should be elected or more. The seat may be arranged in various manner according to the situation of the room. However, the chairman's seat should heightened by about 1 shaku being furnished with a table and a chair. The seat of secretary and treasurer should be placed on an equal level to that of the assembly. They should be seated immediately before the chairman and be oriented the same as the chairman.

For the general members chairs or stools are sufficient, tables being unnecessary. The ranks of chairs may be long in depth or width or be arranged in a form of semicircle or series, according to the space. However, there should be some space between the general members' chairs and the seat of chairman and officers. And the general members should be seated towards the chairman in order that the general members can easily see the face of chairman and officers, the chairman and officers can easily look over the assembly.

A waiting place should be prepared occupying one or two rooms in the neighbourhood of the assembly. At the meeting no smoking and drinking are allowed. It is allowed in the waiting place but there are no drinks but water.

If the members want to be apart from their seat they are never allowed to do so unless recognized by the chairman.

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As for the area of the assembly about 1 tsubo for 6 of general members will be sufficient. However, the seat of the chairman and officers should be wider and there should be space for table and passage. Much more the space for the waiting place is also necessary. Therefore the whole area for a meeting should be calculated at the rate of 3 persons in 1 tsubo. For example, a meeting may be held with its attendance totaling 60 persons. Sixty divided by three give twenty. That is, space of about twenty tsubo is necessary. The room for the meeting must be prepared on a basis of this calculation. However a single room of 20 tsubo is not always necessary. Because the waiting room must be included in the area, it may be sufficient that the area in total of two or more rooms becomes more than 20 tsubo. A main temple of a Buddhist Temple or a room of a school will be suitable.)

Then the chairman makes the secretary loudly read the previous circular and says:

"As the secretary has read now you must have understood the principle of the circular. Then what are your opinion about it?"

Then Mr. Morishita, Iwakichi says:

"I move that three persons in charge should be elected in order to make them draft the plan."

If the motion is seconded, the chairman says:

"You must have heard the utterance, have you anything to say about it?"

If there are those who oppose the motion one of them may say addressing the chairman:

"Mr. Chairman, I am against the motion because of ....."

While the man speaks, the chairman must listen to him in order to make him reveal his opinion fully. All of those opposed must be listened to. If there are not further oppositions a vote must be taken on the question in usual manner. If the vote is affirmative, the chairman says:

"How should the persons in charge be elected?"

If there are no utterances or if anyone moves to entrust the chairman with the matter the chairman appoints Mr. Morishita, Iwakichi first who spoke at first about the matter and selects Mr. Koizumi, Shinkichi and Nakagawa, Hikojiro, and gives the three persons in charge.

They enter the waiting room and draft the resolution or if the draft is prepared in advance they reconsider the draft. If they are of different opinions from one another they should present their opinions respectively.

While persons in charge enter the waiting room it is a good time for the speaker to deliver a lecture before the assembly. And Mr. Matsuyama, Toan stands up and says:

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"In this village there have been famines in succession after the war. In addition we suffered from a big fire last year. And the repair of road has been neglected. At present the road is so seriously damaged that not only rickshaws but also man and horse can scarcely pass. If the road were to be left as it is, the passage world be suspended and the travellers would take a round about way far through Kawasaki-mura. If so the road would cause troubles not only for the people of this village but also for the people of other villages. It would be very regrettable for us residents of this village. Judging from the above we must proceed to the repair work by any means even though all the people are exhausted. Moreover recently the schools have gradually increased. And the future of the edudation of the people is bright. However, for the civilization the road is more important than the school. Then it will be unreasonable to neglect the repair of the road while we spend money for schools etc, etc." He makes such an eloquent speech and produces a deep impression on the attendance.

When the utterance of the speaker is finished the persons in charge step forward and address the chairman: "Mr. Chairman we have drafted the resolution and we represent it to you."

The chairman receives it and reads it, saying: "We three persons were elected to take charge of drafting a resolution as regards the Takase-mura road repair work. We agreed in deciding the following items.

1. The road of Takase-mura from the south border to the north border is 28 cho and 20 ken long and 5 ken wide. The area of it is 9,000 tsubo. The repair this time must include the making of sewarage at both the sides of the road, repair of the stone-fence, ground-levelling of the road, gravelling etc in order that there are no obstacles in passage of rickshaws.

2. The cost of repair as estimated at about 5 sen a tsubo or 450 yen in total. The sum must be contributed on a basis of allotment according to the sum of crop and the number of households.

3. The total sum of crop in this village is about 500 koku and the households are 200. The contribution must be fixed at 50 sen per 1 koku of crop. It amounts to 250 yen in total. The rest is 200 yen. It must be allocated according to the area of buildings of each household except the warehouse.

4. The repair work must be started on Oct. 1 and finished in about 40 days. The contribution must be made by Dec. 31. Any provisional expenditure because of the repair must be covered by the loan from the bank.

(Page 14) Persons in charge of drafting the resolution as regards the repair work in Takase-mura.

Morishita, Iwakichi (Seal)
Koizumi, Shinkichi (Seal)
Nakagawa, Hikojiro (Seal)

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The chairman reads the resolution as above and hands it over to the secretary and says: "The resolution is as you have heard now. Have you any thing to say about it?"

Then Mr. Wada, Yoshiro stands from the floor and says: "Mr. chairman, I favor the resolution drafted by the persons in charge." Mr. Suda, Tatsujiro says that he favors the opinion of Mr. Yoshiro.

However, Mr. Koshino Nuketa stands up and says: "Mr. chairman, I am against the motion. The people of this village are unable to contribute such a big sum of money under living difficulties at present. On the other hand. the road cannot be left as it is. Therefore we should borrow from the Prefectural Authorities. I wish to accomplish the repair work not at the cost of our village people but through the governmental dignity."

(Page 15) This utterance is seconded by nobody. Then the chairman put the original motion before the assembly for voting. If the affirmative votes are more, the chairman stands up and says: "The motion was carried. Have you further anything to say about it?"

(When a motion is made and each member is sounded it takes much time as the above instance, Messrs Wada, Suda, Koshino etc revealing their opinion respectively. Therefore the motion may be voted on without discussion. Moreover it is in reality only an appearance to elect the persons in charge of drafting the resolution. Therefore it may be well for the chairman to read.the document which was written by the promotors without the election of the persons in charge of drafting the resolution. In this case the promotors are in charge. Even the motion or the resolution is in reality not drafted at the very place of the meeting on that day. It is obvious.)

If there is no one to rise to speak, Mr. Ikai, Asajiro rises to speak: "I move to adjourn the meeting." Mr. Obata, Tokujiro seconds the motion. And the chairman speaks before the assembly: "It was moved to adjourn. Those in favor please stand and say that."

(Page 16) Here all the members stand up and voice "favor" and sit down. The chairman says: "The meeting is adjourned. Please retire." And they retire. But they are not allowed to retire before the chairman leaves from the chair.

There may be someone who wants to amend the motion in some parts even though he is favoring the motion in outline. For example, after Mr. Wada, Yoshiro spoke, Mr. Fukuzawa, Yukichi says: "It will be insufficient that the cost is estimated at 5 sen a Tsubo. It will be better to collect money at the rate of 6 to 7 sen a Tsubo, provided that the surplus if any will be paid back after completion of works. In addition it is necessary to set the date of payment ealier because the loan from banks causes interests."

If such an utterance is made and seconded, the chairman says: "The amendment of the motion was moved and seconded, those in favor of the

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(Page 17) amendment please voice that and those opposed please voice that." If the voices in favor are more, the chairman says: "It was decided to amend the motion. I wish the persons in charge to reconsider the matter." And he receives the document from the secretary and hands it over to the persons in charge.

Moreover it may be necessary to consider such matters as the treasurer, labor officers, temporary office etc which are needed in executing the repair works. And such the consideration may be unable to be done only at one session of the meeting. There are remaining many questions and it is already past eleven o'clock. So Mr. Kosugi, Tsunetaro rises to say: "Mr. chairman, this meeting should be adjourned for a while and we should confer again on the 16th at 7 p.m."

If the motion is seconded, the chairman puts the question and if voted for he says: "The motion that the meeting be held again on the 16th at 7 p.m. was carried, please gather here on that day at that time."

At this meeting there were few businesses for the secretary. The secretary is originally responsible for keeping records as regards the composition of a meeting and the business of each session. He must make public the records for the members or publish then on the press or other publications. Incase of this meeting of Takase-mura there were no regular businesses so that the records of such regular businesses were unnecessary.

(Page 18) The process of this meeting is recorded as follows:

A people's meeting of Takase-mura was held at the house of Mr. Kimura Ippei, Takase-mura on 6 September, 1874 at 7 p.m. as regards the repair of the village road. Mr. Fukai, Niemon was elected chairman and Mr. Hirozawa, Saisuke was elected secretary.

Through the motion of Mr. Morishita, Iwakichi, three persons were elected the persons in charge of drafting the resolution in accordance with the principle of the meeting. Those three are Messrs. Morishita, Iwakichi, Koizumi, Shinkichi and Nakagawa, Hikojiro. While those in charge retired to the waiting room. Mr. Matsuyama Toan delivered a speech as follows:

(Here should be described his speech.)

Those three in charge drafted the resolution and placed it before the chairman. All the members favored the resolution, which read as follows:

(Here is described the resolution.)

The meeting was adjourned without expecting to hold it again through a motion to adjourn it. (If there was anyone who opposed the motion.) Mr. Koshino, Nukata opposed the motion as follows, but there was no second.

(Here is described the utterance of Mr. Koshino.)

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(Page 19) (If there was any amendment to the motion,) after the amendment was moved by the person in charge, Mr. Fukuzawa, Yukichi spoke about the amendment as follows:

(Here is described the utterance of Mr. Fukuzawa.)

The amendment was decided and the document was handed over to the person in charge. After the adjournment was moved the meeting was adjourned at 11.30 p.m. promising the reopening of the meeting on 16 September at 7 p.m.

Generally speaking the duties of the officers from the chairman down to the others are to dispose of the business and be careful to maintain the order. It is well for the chairman to state briefly the reason for holding the meeting when he takes the chair. But he must not obstruct the assembly when they engage in discussion. Again he must not reveal his opinion about the question before the assembly. It is most important for him to listen to the others and help them clarify their opinions with some words.

The above was described for a meeting for once, but a society of scholars, business-men, women, and even children will hold meetings at regular intervals. And the parliamentary procedures for those meetings are much alike.

(Page 20) For the regular meetings it is necessary to make the regulations of the association. The regulations are (1) the constitution, (2) by-laws (3) order of business. The constitution provides the main principles of a meeting, duties of officers, etc. The by-laws explain the procedures of a meeting, and describe procedures of entering and leaving from the association, date of meetings, etc. The order of business describes the detailed program of a meeting.

Our association held a meeting for science recently. The regulations for the meeting is given below for the information of the public.

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Constitution

Chapter 1. Name of the association.

The name of this association shall be the Mita Speech Association.

Chapter 2. Officers

This association shall have one president (会頭), two secretaries (記事官), one receptionist(應接官) and one treasurer (出納官). These five shall be called the managers.

Chapter 3. Duties

Art 1. President shall be the chairman at the meetings. He shall have the right to convene special meetings and order those who are in charge anything even if it is not written in the constitution and to arrange any important thing which is not written in the constitution. However, the president shall not demand to change any rules. He shall not ballot at any meeting except in case of a tie.

Art 2. One secretary shall keep the minutes in one book and keep the names and the addresses of the members, death, resignation and removal in another book.

Another secretary shall keep the subjects discussed, names of the speakers, and the resolution.

Art 3. The receptionist shall report of the next meeting to those absent, count the ballots report it to the members, and is in charge of correspondence.

Art 4. The treasurer keep the record of income and outgoing in details, the treasurer shall report the details by request of the members at any time. He shall not pay money without approval of the president.

Art 5. These five managers shall meet once a month to discuss the business, and to decide the questions from the members, and investigate the persons who want to enter the association to report it at the next meeting.

Art 6. These five managers should write what happened during their holding office and read it before the members.

Chapter 4. Electing officers

Art 1. President and one secretary and one receptionist shall be elected at the last meeting of June and December. Another secretary and one treasurer shall be elected at the last meeting of March and September. They shall take office from the next meeting. If these occurs any vacancy, the members shall elect the successor at once.

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Art 2. The officers shall be elected by 2/3 secret ballot.

Chapter 5. Members

Art 1. Every member shall have the right to recommend any person to enter the association. Then he shall report his name, address, and occupation. Hearing the report from the managers, the members shall decide it by 3/4 vote, to let him join or not.

Art 2. Anybody shall be able to join the association as an guest member(客員). Any guest member shall never be elected as an officer. He has the right to cast a ballot, and no need of paying dues or entrance fee. However, with the exception of these they have the same rights with the other regular members.

Chapter 6. Amendments

If anybody wants to amend any part of the constitution, he shall write it and present it to the president who shall show it to the members and decide it by 2/3 vote at the next meeting.

Chapter 7. Changing the business on that day.

If anybody wants to change or postpone the business suddenly, it shall be decided by 2/3 vote.

Chapter 8. If anybody wants to discontinue the rules for a while, it shall be decided by 2/3 vote. However only one meeting shall be opened with no regard of the rules.

By - laws

Chapter 1. Meetings

Art 1. The regular meeting shall be held on every Wednesday, and Saturday from 7.30 p.m. to 10.30 p.m. during the months from October to February of the following year and from 8 p.m. to 10.30 p.m. during the months from March to September.

Art 2. The quorum shall be more than 6 attendants.

Art 3. If six members want to have a meeting besides the regular meetings, the president shall convene a special meeting. If anybody is absent at the special meeting, he shall pay penalty in compliance with Article 1 of Chapter 5.

Chapter 2. The officers taking office.

When any officer takes office he shall express his intention sincerely to fulfil his duties.

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Chapter 3. Joining the association.

If anybody wants to enter the association, he shall express his will to abide by the rules of the association.

Chapter 4. Business

Art 1. The first and third Saturday shall be called as the desultory talk days. Some members shall read some sentences of a book, make speeches, and have a lecture on some parts of a history book and ask the members for their criticism. The other days shall be called as the speech days. The members shall discuss on the all subjects given at the previous meetings.

Art 2. The president shall obsolutely question to the members on the following questions in the last thirty minutes at every meeting.

The first question: Have you ever noticed any useful articles in the books which you have read before to contribute something to the members about history, literature, and techniques?

The second question: Have you any strange stories or admirable stories to tell the members frankly?

The third question: Have you any good question to be discussed?

Art 3. Any member shall not speak over ten minutes.

Chapter 5. Dues and penalty.

Art 1. Any member who come late to the meeting, who are not earnest in duties, who does any violent conducts, and who interrupts others' speeches without any reason must pay penalty of five sen. He who is absent at a meeting must pay ten sen. He who leave a meeting without approval of the president must pay twenty five sen excluding those who are sick and on tripe.

Art 2. When one join the association he must pay one yen to the treasurer as the entrance fee and fifty sen at the beginning of every month as dues.

Art 3. If any officer is not earnest in doing his duties, penalty of ten sen shall be levied after the members' consultation. Inspite of it, if he shall does not change his attitude, he shall be discharged by 2/3 vote. (多票)

Art 4. Any member who speaks violently and slovenly and who does not care what the president says shall be livied penalty according to Article 1 of this chapter. If he still more does not change his attitude, he shall be expelled with 2/3 vote. (多票)

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Art 5. The treasurer shall call upon any member who does not pay dues and penalty after two weeks after the fixed date. If he still does not pay, he shall be prohibited to attend a meeting for two weeks. If he still does not pay, he shall be expelled.

Chapter 6. Referendum

Any member who does not agree with the judgement of the president has the right to consult it with the members. If 2/3 members including him disagree with the judgement of the president, the president shall be decided not to be right. However, before announcing it before all the members, the president shall have a chance to express his opinion.

Rules

1. The president shall take his seat at the time shown in Article 1 of Chapter 1 of by-laws(give time for fifteen minutes). When the president is absent, a temporary chairman shall be elected.

2. After all the members take their seats by order of the president, any member shall never permitted to change their seat to read books, or talk privately with each other.

3. If there is any business to be discussed, it shall be obsolutely voted before a Desultory Talk Meeting begins.

4. After anybody had a chance to speak, he shall never permitted to speak again unless there is any other member who wants to speak and who had no chance to speak yet.

5. When more than two members want to speak at one time, the president shall let the one whom he approves, the earlier one make a speech first and let the other one wait for a while.

6. While speaking, when the president or some other members stop him, he shall take his seat at once and wait for an instructions from the president.

7. Even if any member makes a motion about the business, (存意を申出す) the motion shall be fallen unless there is any member to second the motion.

8. If there is a motion of referendum, adjournment and reconsideration, it shall be voted immediately without any discussion

9. While talking on a motion, another motion shall not be made.

10. While any member speaking, nobody shall interrupt him unless there is any violation of rules of order.

11. A motion of adjournment shall be made at any time, if there is no more motion.

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12. When any member made a motion for amending the business and seconded he shall write it and put it on the desk to read it to the members for discussion by request of the president or the members.

13. Any member who made a motion on the business, the president shall amend or add the original according to the members' opinions, but if the member in charge of it refuses it and seconded, the president shall ask the members for their opinions for it.

14. As it is already explained in Article 1 of Chapter 4, the Desultory Talk Meeting is the meeting at which some members explain their opinion, or make lectures on their own written books, and other history books to be discussed by other members.

Five minutes is limited to each member to critisize it. Each member shall not exchange opinions with each other but through the president who is responsible of hearing their opinions and announce it to the other members.

15. The speech meeting means that the members make speeches on the subjects which the managers showed to the members at the previous meeting. The following three methods shall be taken up for their speeches according to the kind of subjects.

1. The members should be divided into two groups by drawing lots. One group shall be the group in favor and another group shall be the group not in favor. One member of the group in favor shall make a speech and then one member of the group not in favor shall make a speech. Thus the members shall make speeches one by one in turn.

   Since the members are divided into two groups by drawing lots, the members are not allowed to insist upon their own opinions. This is only for the study of speeches.

2. According to the kind of subjects, the member shall divide into two groups freely a group in favor and another group not in favor. Any member who wants to make a speech shall immediately make a speech, not according to the turn of the seats, but under the direction of the president.

3. If the question is not the one to be immediately decided yeas and nays, the members shall never divided into two, but one body. They shall make speeches freely on the points of merits and defects and also advantages and disadvantages truth is already known clearly, but their speeches shall be made only for the purpose of announcing their stock of knowledge.

16. The members shall speak plainly and clearly. Even the person who read English, shall never allowed to use original words arbitrarily. If any member use any original word unavoidably, he shall interprete the word so that even uneducated people can understand it.

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17. Whatever it may be, the president shall ask the members if they understand the question clearly or not before voting. At the time the president asks the members to vote, no member shall never allowed to make a speech without permission of the members.

18. No member shall never be permitted to leave the meeting arbitrarily before the president leaves, even after the motion for adjournment is made and passed.

19. During three weeks after the motion of amending the business is passed any member who is not in favor of it can make a motion for reconsideration of it.

20. When the officers resign their posts, they shall transfer the documents, register-books, and money to the newly appointed officers.

21. Incase of vote, the president shall make the members ballot or stand up at their seats.

22. No smoking, no drinking without permission of the president. However, when anyone is thirsty, water may be served.

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Constitution of the Kagawa-gun Social Education
Study Cooperative Association

Chapter I. General

Art 1. The name of this association shall be the Kagawa-gun Social Education Study Cooperative Association.

Art 2. The office of this association shall be located in the office of the Town and Village Association.

Chapter II. Purpose

Art 3. This association shall aim at improving social education in the gun in accordance with the Social Education Law, and at the same time, serving for thorough dissemination of the sound thoughts of democracy.

Art 4. In order to accomplish the abovementioned purposes, this association shall carry out the following business.

1. Study of social education and holding conferences
1. To give help and advice upon request of the members
1. Other necessary business for the accomplishment of the purposes of this association.

Chapter III. Membership

Art 5. This association shall consist of about ten members of each town and village who agree with the purposes of this association.

Chapter IV. Officers

Art 6. This association shall have the following officers

1 - president, 1 - vice-president, 1 - secretary, 1 - treasurer

Art 7. The officers of this association shall be elected at the general meeting.

Art 8. The term of an officer shall be one year, and he may be reappointed.
The term of a supplementary officer shall be the remaining period of the predecessor.
The president shall represent this association and superintend the general affairs of the association.
The vice-president shall assist the president, and act as the president in his absence.
The secretary shall keep the records and be in charge of other clerical work.
The treasurer is in charge of all accounting and financial affairs.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

Chapter V. Standing Committees

Art 9. This association shall have the following standing committees consisting of some members.

1. Planning Committee
1. Study and Research Committee
1. Audio-visual Education Committee
1. Auditing Committee

Other committees shall be formed whenever necessary.

Art 10. Each standing committee shall have a chairman. Committee members shall be appointed by the president. The chairman shall be elected by mutual election of the committee members.

Art 11. Duties of the standing committees shall be as follows:

1. Planning Committee - Planning and execution of business

1. Study and Research Committee - Research and study in various fields to improve social education

1. Audio-visual Education Committee - Promotion and dissemination of audio-visual education

1. Auditing Committee - Auditing the accounts.

Chapter VI. General Meeting

Art 12. The general meeting shall be called by the president once a year, and temporarily whenever necessary, and the following business shall be carried out.

1. Amendment of the constitution
2. Election of the officers
3. Approval of budget and settling accounts
4. Report of each committee
5. Discussions on other problems of social education

Chapter VII. Accounting

Art 13. The expenditure of this association shall be paid by assessment, profits, donations and others.

Art 14. The fiscal year of this association shall begin on April 1 and ends on March 31 of the following year.

By-laws

Art 15. This constitution shall be effective January 25, 1950

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

第二回總会に於て
訂正（二五・四）

香川郡社会教育研究協議会々則

第一章 総則

第一條 本会は香川郡社会教育研究協議会という

第二條 本会は事務所を讃岐地方事務所内に置く

第二章 目的

所村会事務

第三條 本会は社会教育法に副い郡内社会教育の向上発展を図ると共に健全な民主々義思想の普及徹底に寄與するを目的とする

第四條 本会は前條の目的を達成するため左の事業を行う

一、社会教育に関する研究と会議

一、会員の要請に應じその助言と援助

一、その他本会の事業の目的達成のため必要な事項

第三章 會員

第五條 会員は本会の趣旨に賛同する名町村十名程度のものを会員とする

第四章 役員

第六條 本会に左の役員を置く

一、会長 一名　一、副会長 一名

一、書記 一名　一、会計 一名

第七條 本会の役員はすべて総会に於て選任する

第八條 役員の任期は約一ヶ年とし但し再任をさまたげない補欠により就任した役員の任期は前任者の残任期間とする

会長は本会を代表し会務を総理する

副会長は会長を補佐し会長事故あるときは之に代る

書記は記録その他の事務をとる

会計は会計経理に関する一切にあたる

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

第六條　本会に左の役員を置く
一、会長　一名
一、副会長　一名
一、書記　一名
一、会計　一名

第七條　本会の役員はすべて総会に於て選任する

第八條　役員の任期は約一ヶ年とし但し再任をさまたげない
補欠により就任した役員の任期は前任者の残任期間とする
会長は本会を代表し会務を総理する
副会長は会長を補佐し会長事故あるときは之に代る
書記は記録その他一切の事務をとる
会計は会計経理に関する一切にあたる

第五章　常任委員會

第九條　本会は左の常任委員をおき若干名とする
一、企画委員会
一、研究調査委員会
一、視聴覚教育委員会
一、臨査委員会
一、その他必要により他の委員会をおくことが出来る

第十條　常任委員会には委員長をおく。委員は会長が委嘱し委員長は委員の互選による

第十一條　常任委員会の任務は次の通りである
一、企画委員会　本会事業の企画実施に関する事項
一、研究調査委員会　社会教育の振興に関し各般の調査研究に関する事項
一、視聴覚教育委員会　視聴覚教育の振興普及に関する事項
一、臨査委員会　会計監査に関する事項

第六章　総会

第十二條　総会は毎年一回会長之を召集し必要な場合に臨時之を開き左の事項を審議する
一、会則の変更　一、予算決算の承認
一、役員の選挙　一、その他社会教育に関する諸事項
一、名誉委員会の報告

第七章　会計

第十三條　本会の経費は負担金事業収入寄附金その他を以って之にあてる

第十四條　本会の会計年度は毎年四月一日にはじまり翌年三月三十一日に終る

附則
第十五條　本会則は昭和二十五年一月二十日より施行する

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

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Constitution of the Kida-gun Social Education Study Conference

1950

Chapter I. General

Art 1. The name of this association shall be the Kida-gun Social Education Study Conference.

Art 2. The office of this association shall be located in Kawazoe-mura.

Chapter II. Purpose

Art 3. Based on the Social Education Law, this association shall aim at improving social education of the gun and at the same time serving for thorough dissemination of the sound thoughts of democracy.

Art 4. In order to accomplish the purpose of the abovementioned purposes, this association shall carry out the following business.

1. Study of social education and holding conferences
2. To give help and advices requested by members.
3. Other necessary activities.

Chapter III. Membership

Art 5. This association shall consist of social education committee members of each town and village who agree with the purposes of this association.

Chapter IV. Officers

Art 6. This association shall have the following officers.

1 - president, 1 - vice-president, 1 - secretary,
1 - treasurer

Art 7. The officers of this association shall be selected (sen) and appointed (nin) at the general meeting.

Art 8. The term of an officer shall be one year, and he may be reappointed.
The term of a supplementary officer shall be the remaining period of the predecessor.
The president shall represent the association and superintend its general affairs.
The vice-president shall assist the president and act as the president in his absence.
The secretary shall keep records and be in charge of other clerical work.
The treasurer shall be in charge of accounts, and financial business.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

Chapter V. Standing Committee

Art 9. This association shall have the following standing committees consisting of some committee members.

1. Planning Committee
2. Study and Research Committee
3. Audio-visual Education Committee
4. Auditing Committee

Besides, other necessary committees may be organized.

Art 10. Each Standing Committee shall have a chairman. The president shall appoint the committee members. The chairmen shall be elected by mutual vote.

Art 11. The duties of a standing committee shall be as follows:

1. Planning Committee - Planning and execution of the program of this association

1. Study and Research Committee - Research and study in various fields to improve social education

1. Audio-visual Education Committee - Improvement and dissemination of audio-visual education

1. Auditing Committee - Examining the accounts

Chapter VI. General Meeting

Art 12. The president shall call the regular general meeting once a year and temporarily whenever necessary, and carry out the following business:

1. Amendment of the constitution
2. Election of officers
3. Approval of budget and final accounts
4. Reports of each committee
5. Discussions on other problems of social education.

Chapter VII. Accounts

Art 13. The expenditure of this association shall be paid by assessment, profits, donations, etc.

Art 14. The fiscal year of this association shall begin on April 1 and end on March 31 of the following year.

By-laws

Art 15. This constitution shall be effective February 8, 1950.

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

木田郡社会教育研究協議会々則案

第一章 總則

第一條 本会は木田郡社会教育研究協議会とゆう。

第二條 本会は事務所を[illegible]事務所内に置く。

第二章 目的

第三條 本会は社会教育法に副い郡内社会教育の向上発展を図ると共に健全な民主々義思想の普及徹底に寄與するを目的とする。

第四條 本会は前條の目的を達成するため左の事業を行う。

一、社会教育に関する研究と会議

一、会員の要請に應じその助言と援助

一、その他本会の事業の目的達成のため必要な事項、

第三章 会員

第五條 会員は本会の趣旨に賛同する名町村の[illegible]会員とする

第四章 役員

第六條 本会に左の役員を置く。

一、会長 一名

一、書記 一名

一、副会長 一名

一、会計 一名

第七條 本会の役員はすべて總会に於て選任する。

第八條 役員の任期は一ヶ年とし再任をさまたげない。

補欠により就任した役員の任期は前任者の残任期間とする。

会長は本会を代表し会務を總理する。

副会長は会長を補佐し会長事故あるときは之に代る。

書記は記録その他の事務をとる。

会計は会計経理に関する一切にあたる。

第五章 常任委員会

第九條 本会は左の常任委員会をおき委員は若干名とする。

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一、企画委員会
一、研究調査委員会
一、視聴覚教育委員会
一、監査委員会
一、その他必要により他の委員会をおくことが出来る。

第十條　常任委員会の任務は次の通りである。
互選による

第十一條　常任委員会
一、企画委員会　本会事業の企画實施に関する事項
一、研究調査委員会　社会教育の振興に関し各般の調査研究に関する事項
一、視聴覚教育委員会　視聴覚教育の振興普及に関する事項
一、監査委員会　会計監査に関する事項

第十二條　定期　第大章　總会
總会は毎年一回会長これを召集し必要な場合に臨時之をし開き左の事項を行う。
一、会則の変更
一、役員の選挙
一、予算、決算の認定
一、各委員会の報告
一、その他社会教育に関する諸事項の審議

第十三條　第七章　会計
本会の経費は負担金、事業收入、寄附金その他を以って之にあてる

第十四條　本会の会計年度は毎年四月一日にはじまり翌年三月三十日に終る。

附則

第十五條　本会則は昭和二十五年二月八日より施行する

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

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SOCIAL ORGANIZATIONS OF SHIKOKU

May 1949

Incl

DECLASSIFIED E.O. 12065 SECTION 3-402/NNDG NO. 775013

Social Organizations of Shikoku

May 1949

"Although there may still be some skepticism abroad, there can no longer be anyone in close touch with Japanese conditions who has the slightest doubt about the sincere desire of the overwhelming majority of the Japanese to embrace democracy. But a desire for democracy, however sincere and fervent, and a successful practice of democracy are two very different things. Possession of the former by no means assures the automatic attainment of the latter.....If popular organizations among the people, such as women's clubs, parent-teacher associations, labor unions, farmers' cooperatives, and the like, can be made to function efficiently through democratic procedure in the conduct of their meetings, the people will come to have faith in democratic methods and they will also gain the experience to make their political and governmental institutions function democratically. But if the people, through their ignorance of how to make their little organizations function efficiently, should come to lose faith in democratic procedure, the way will be opened for a return of the dictatorships of a few in all aspects of Japanese life. It is no exaggeration to say that the future of democracy in Japan may depend in no small measure upon how widely and thoroughly the Japanese people master such a mechanistic trifle as the Robert's Rules of Order....."

The preceding sentences are excempts from an editorial in the 13 November 1947 edition of Nippon Times. The writer well understoc, the importance of democratic procedure in organizations. It was encoraging to read such opinions expressed by a Japanese. He aptly put for his own countrymen the same thoughts as have prompted such intensive work with social organizations in Japan.

This study includes many different kinds of associations, but the greatest contacts have been made with Parent-Teacher Associations (hereinafter designated as PTA's), women's organizations, and youth associations. The situations are very similar throughout the four prefectures and on the whole, efforts of all team Civil Education officers have been generally along the same lines.

1. Basic Faults of Social Organizations

There are certain basic faults inherent in all social organizations. Many of them are the natural consequence of Japanese life and custom in the past. The Japanese themselves are not conscious of why certain practices are bad, because the thinking of most Japanese is still feudalistic even though lip service in all sincerity is paid to the virtues of democracy. However, until these basic faults are corrected or replaced by practices which are concerned first with the individual and his rights and privileges under a democratic rule, Japanese social organizations cannot achieve the "fairness and freedom with order and discipline" needed to "produce the maximum of efficiency."

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a. Lack of knowledge of parliamentary procedure. In the first place, the use of motions to ascertain the opinions of members or to take necessary action is practically non-existent. The old Suisen-Sansei-Igi Nashi System (Recommendation-Agreement-No objection) is still used in almost every case. Even though some effort is made to attempt to use motions, the system usually breaks down somewhere. For example, discussion of a motion pro and con may be dependent upon who will be affected by the motion. If the motion (or proposal - teian) is one favorable to influential people, there is usually little or no discussion. But, on the other hand, if the proposal is unfavorable to these influential people, there may be much discussion -- led, of course, by the influential people. Also, voting is still done in many places by voicing "Igi-nashi", by clapping hands, and by voice vote. Voice vote is still used because older people either do not want other people to know how they voted are or too "hazukashii." So, although the Japanese know about the use of motions, in very rare cases is the system used in the complete cycle of motion, second, discussion and vote.

In the second place, election of officers by nomination, secret ballot and majority vote is by no means in general use. In this procedure, as in the use of the motion, perhaps part of the process is used, but the complete election from nomination to secret ballot for election by majority vote is seldom accomplished. For example, a nominating committee may suggest names of candidates, but the election will be by recommendation. Or, on the other hand, the secret ballot may be used, but a plurality vote may elect a candidate instead of a majority vote.

In the third place, the relationships between officers, members, and committees are not understood. Even when these relationships are understood, they are not adhered to. Committees are used hardly at all, the business of the organization still being done almost entirely by the officers. Members sit back passively and let the officers direct their thinking and activities. Officers, particularly presidents, continue to express their opinions on matters under consideration and try unduly to influence the members. Some organizations have departments (bu), but they do not correspond to the usual conception of committee. Neither is the difference between special and standing committees understood by a majority of members or officers.

b. General indifference and unconcern of the members. This condition can be at least partially understood when the following possible reasons are carefully considered.

First - Regularly scheduled meetings are not held, as a general rule. In other words, in very few cases does a member know that on the second Tuesday of each month, for example, from seven to nine in the evening the organization to which he belongs without fail will be in session. This lack of planning is reflected by a large inactive membership.

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Second - A program is not planned over a long enough period of time. Most organizations make no plans except from one month to the next. Some organizations plan for a period of three or four months. However, in practically no instance is a year's program planned by a program committee for a complete organization- year.

Third - Members have no personal sense of responsibility to the organization. Even though membership in an organization is supposedly voluntary, many people continue to join under some compulsion. For example, social pressure in a school district may make it quite imperative for parents to join a PTA. Or the "invitation" of a prominent women may make a woman feel that she must be a member of a women s organization. The days of compulsory membership are still fresh in the memories of men and women. Members, on the other hand, even though joining voluntarily, are apt to be merely passive listeners and not doers. The president is still the dominating - and domineering - factor in most organizations. Members follow along with the crowd, agree with what the prominent people say, and really feel no responsibility for the success or failure of the organization.

Fourth - Members have little or no concern about the funds they pay to the organization. Many times the only contact members have with the organization is the payment of dues. They attend no meetings, expect no accounting of the money contributed, receive no benefits from dues paid, but are still considered members of the association. Receipt in the past of government subsidies and donations from wealthy members has been another factor leading to this irresponsibility of members.

Fifth - There is still too much direction from above. First there is governmental direction, from the national and prefectural governments through the gun and towns, cities, and villages. For example, the Welfare Ministry recently decided that Mothers' Clubs should be formed to assist in child welfare. The prefectural Welfare Sections sent what were virtually orders to mayors and headmen that Mothers' Clubs should be formed. The mayors and headmen, in turn, informed women's organization officers and members that they should form Mother's Clubs. In some instances, a printed constitution was handed to the organization all ready for adoption. Some women's organizations just automatically also became Mothers' Clubs. Other associations went through the motions of forming a separate Mother's Club, but had the same officers and members as the women's organization. In other words, governmental direction still meant virtually an order.

Next, there is federation direction. This tendency, fortunately, seems to be on the decline. But some local units still look to the next higher echelon for direction.

Direction by the board of directors (riijikai) is still very strong. The board still chooses the officers in many cases and still feels little sense of responsibility toward the members. The members, in turn, acquiesce to the rule of the board because they, too, feel they need its direction.

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Also to be considered are the various and sundry advisors, counsellors, directors, or whatever else they may be called. These people are usually older people (and therefore considered wiser), perhaps ex-officers, usually chosen by the president to assist him in conducting the business of the organization. Their influence may be very strong, as great deference is paid to such advisors.

The influence of the officers upon the thinking of the members has already been discussed. The gichō-kaichō system is another indication of the influence of the president, entailing a most unnatural system of a president-who-is-not-a-president.

c. Absence of good constitutions. Even a cursory examination of the constitution of almost any organization picked at random will immediately reveal how lacking are democratic principles. There is little conception of the fact that the constitution contains the rules for the organization. The worst fault of most constitutions is perhaps the absence of these rules. Japanese constitutions are vague, indefinite, and almost without exception of benefit to a few rather than of benefit to the members.

2. Correcting the Basic Faults

Because of the importance attached to the problem of social organizations on Shikoku, great efforts are being made to remedy the situation briefly outlined above. Military Government personnel and the Japanese employed in Civil Education offices are continuing to try to give simple, easily-understood assistance.

a. Publications. An attempt has been made to fill the need for a guide to procedure for social organizations by the publication of the book, "Techniques of Democracy." This book has had wide distribution throughout Shikoku. Also available to the Japanese on Shikoku are "A PTA Handbook" (revised) and "Discussion - A Technique of Democracy" (revised).

b. Posters. Large posters which can be seen by all members of ordinary-sized audiences are available both as single posters and in series. For example, a large poster shows in chart form the division of responsibilities of the members of an organization. A series of posters, as another example, shows what constitutes the order of business of an organization.

c. Conferences and training courses in democratic procedure.

Consistently planned and regular carried out conference and training courses have been given throughout the Island with the various types of social organizations. In all cases emphasis has been on teaching the know-how of conducting meetings, carrying out programs, etc.

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3. Evaluation of Progress made on Shikoku

A concrete evaluation of what has been accomplished on Shikoku is impossible. Perhaps the only way to judge progress is by considering certain trends, as indicated by newspaper articles, written reports, conversations, and observations. If a tendency is noticeable in regard to a few organizations, that same tendency may be true of many. Yet, on the other hand, what looks to be a trend may be only an isolated case. Therefore generalities based on a number of similar instances are the basis for the following remarks.

a. A growing knowledge and consciousness of parliamentary procedure. For example, a newspaper article states, ".....when the chairman (gichō) was going to start the business, suddenly Mr. K_____ presented an urgent motion. But the chairman (gichō) rejected the motion and then members began to voice objections against the chairman (gichō). Consequently the chairman (gichō) was changed....." This illustrates, for one thing, the practice mentioned in paragraph 1, b of the use of the gichō-kaichō system. On the other hand, it shows that the members realized the chairman had no right to reject a motion.

b. Some evidence of the diminishing of the power of local "bosses" or "big shots." This is particularly true where greater contact has been made with training courses or conferences on democratic procedures. In other words, the more people understand about the techniques of democracy, the harder it will be for the old system to prevail.

c. Revision of constitutions to try to make them more democratic.

d. Limitation of length of office of officers.

e. A little more understanding that the affairs of an organization are the responsibility of all the members and not just the president or officers.

f. Protest by members of "rule from above." Members are questioning whether or not a town headman has the right to tell them they must do this or that.

Speaking in a general way, some little progress has been made in working with social organizations on Shikoku. Perhaps one of the greatest achevements has been the raising of doubt in the minds of the Japanese--doubt that the old system may not be as good as the new one.

4. General Questions. In reference to letter, I Corps, 10 February 1949, subject: "Studies of Military Government Programs," the generalities referred to in subject letter in paragraph 1, a-i, are here discussed.

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a. The basic aim of the occupation is to make Japan peaceful, democratic, self-susraining, friendly to the United States, and a bulwark to communism. This statement might be considered as the reason for great emphasis being placed on work with social organizations. Most of the Japanese people are eager to understand democracy. This is particularly true of women and young people, which is a natural result of the drastic change from the former type of government to the present one. Social organizations could be the testing grounds for practice in democratic procedure. Social organizations should be experimental stations for learning the techniques of democracy --- parliamentary procedure, discussion, and how to take part in actually conducting the business of the organization. To repeat one sentence from the above-quoted editional, "It is no exaggeration to say that the future of democracy in Japan may depend in no small measure upon how widely and thoroughly the Japanese people master such a mechanistic trifle as the Robert's Rules of Order....."

b. The Economic Recovery Program is of transcending importance particularly in those aspects expressed in the nine points enunciated by the Department of Defense and announced by SCAP in ten points. Government budgets at all levels from the national organization down to the village assembly have large allocations for assistance to social organizations. This is an unwise and needless expenditure of funds, since there should be little or no supervision or contact of private social organizations by the government. The Japanese, therefore, should be encouraged to rely increasingly more upon their own resources and less upon the government. When social organizations in Japan reach the stage that social organizations have attained in the United States, for example, they could be of great help in educating their members about such projects as the Economic Recovery Program and in assisting in the carrying out of such projects. That state has not been reached in Japan, unfortunately, so greatest efforts must still be made to get organizations to the point when they can educate and inform.

c. The necessity or desirability of revising or modifying pertinent military government directives and Japanese laws and directives. Three desirable changes are recommended as far as social organizations are concerned. First, it is recommended that Social Education as such be eliminated as a government function. This should be done for two reasons. 1 - The government has no business directing and influencing private organizations such as youth groups, PTA's, women's Organizations, Girl Scouts, Boy Scouts, 4-H Clubs, etc. As long as the government continues to make policies and laws that are still telling the people what and how to think, democracy in social organizations can never be achieved. 2 - Too much money is spent by the government on social organizations. Since there is no clear-cut directive nor legal interpretation to the contrary, government subsidies are still being given to private social organizations. But that is only of minor import when

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an examination is made of educational budgets. Large sums of money are spent on social education which neither accomplish any purpose nor justify their expenditure.

Second, it is recommended that a clear-out policy be laid down by SCAP on the subject of federations. Federations should definitely be discouraged rather than encouraged. OD 19, Civil Education Program, dated 26 Feb 1947 in paragraph p says - "Encouragement and assistance in the development of sound county and prefectural federations of youth organizations." Until local units are "sound", there is no use trying to hope for good federations. The encouragement of federations further aids that old evil of "rule from the top." It is believed that this paragraph in OD 19 should be eliminated or amended to read - "Encouragement and assistance in the development of sound youth organization."

Third, it is recommended that there be no Social Education Law as proposed. A Social Education law would tend to solidify present bad governmental practices and would defeat the very objective at which it is aimed---the democratization of the social organizations of Japan.

d. <u>The best methods of implementing the program or activity</u>. The kind of assistance now being given the Japanese should be continued with emphasis being given at the local levels. In other words, prefecture-wide or national meetings should be discouraged. Nothing is accomplished by such meetings which could not be accomplished with less money at the lowest levels. In fact, sociological mass education handed down from above---any kind of "above" --- should definitely be abandoned. Such education is almost futile, is definitely wasteful, and certainly not democratic. It is still necessary, however, to work with the present leaders since they are still running the organizations. But more attention should be paid to the lowliest member. <u>He</u> is the one who needs the most help. He is the one who perhaps should oust the present dictatorial leaders who are still trying to run the organizations as they were run in war-time. <u>He</u> is the one who least understands what the word "democracy" really means. <u>He</u> is the one who still does not know that he and millions like him must assume the responsibility for his government and its leaders.

e. <u>The reduction of cost of implementing the program or activity</u>. This has been discussed in b, c, and d, above. Work must continue to be done with curtailing government funds being used in connection with social organizations. Associations must be encouraged to use local participants as speakers, members of discussion groups, etc. instead of "importing" speakers from Tokyo at a cost of ¥10,000 each plus expenses, for example. Small local meetings must be encouraged, in this respect, to save time and money spent in attending large meetings at great distances from the organizations.

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f. The simplification of the program or activity. The program if far from simple and its accomplishment will be difficult. However, if a few very basic concepts are continuously stressed over a long enough period of time, social organizations could become a real force for good in Japan. If two large subjects only -- organizational techniques and discussion techniques -- are to be thoroughly understood and practiced by members of social organizations, then assistance on these two subjects alone should be given. The solution sounds simple, but it is far from that, since the thinking of the Japanese themselves must be changed.

g. The making of the program or activity attractive and acceptable to the Japanese. The idea of social organizations does not need to be made attractive nor acceptable, since for many years the Japanese have been ardent "joiners" of organizations and even more ardent "joiners" of federations. Most Japanese also are anxious to have their organizations appear "democratic" even though they have little conception of how such a phenomenon may be accomplished. Some think that if the atmosphere is informal and if people are free to speak, the organization is democratic. But to change social organizations from their present stage to one that might be called even somewhat democratic will take a long time to accomplish after much energy has been expended. However, the desire on the part of most Japanese to attain democracy in their organizations makes the job much easier than if the goal were an undesirable, unpopular one. The desire is there; effort and time can bring about its accomplishment.

h. The overcoming of existing difficulties and obstacles which hinder the program or activity. This point has already been discussed under paragraph 1, "Basic Faults of Social Organizations." At least a partial solution was also discussed under paragraph 3, "Evaluation of Progress Made on Shikoku."

i. The need and desirability of the program or activity. Reference is made to the first paragraph of this study. There can be no doubt that social organizations could and should serve a very useful purpose in present-day Japan. In fact, if Japanese social organizations are not democratized, they will be a continual threat to Japanese democracy and American objectives in Japan. This is not to mention their very possible use by influences inimical to the objectives of the occupation. In these small associations people can learn to express themselves freely, listen objectively to both sides of a question, make up their minds as to their opinion after hearing all points of view, and in all respects put into practice the principles of democratic government. Organizations are still far from this ideal goal.

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5. Conclusion.

The subject of social organizations is much too complex to be discussed adequately in such a report as this. The pre-war and war-time organizations were the results of the thinking and philosophy of the Japanese people, based on a history of thousands of years. To change this philosophy and thinking quickly to meet the requirements of post-war Japan is an impossibility. It will take years to achieve this. This report is based upon the opinions of all CE officers of Shikoku, opinions of Japanese working in CE whose help has been invaluable, experience with organizations, newspaper articles, and surveys conducted from time to time by CE officers about various types of organizations. Accurate findings are perhaps impossible to achieve. Put this report attempts to present some of the basic information about social organizations and some possible solutions of this most complex subject.

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Social Organizations, Shikoku Military Government Region — 1 April 1949

	Ehime	Kagawa	Kochi	Tokushima	Totals
1. Total Number Of					
a. P.T.A.'s	768	329	364	455	1,916
b. Women's Organizations	250	141	180	125	696
c. Youth Organizations	348	170	249	750	1,517
d. Miscellaneous	159	150	4	None listed	313
2. Total Membership					
a. P.T.A.'s	306,838	172,431	117,524	192,305	789,098
Women	(204,559)	(68,972)	(56,099)	(57,122)	(386,752)
Men	(102,279)	(103,459)	(61,425)	(135,183)	(402,346)
b. Women's Organizations	140,000	76,944	65,500	77,517	949,961
c. Youth Organizations	128,450	34,400	43,808	68,805	275,463
Women	(82,240)	(10,320)	(17,867)	(25,549)	(135,976)
Men	(46,210)	(24,080)	(25,941)	(43,256)	(139,487)
d. Miscellaneous	2,410	2,730	170	None listed	5,310
3. Officers - Numbers Of					
a. P.T.A.'s					
President	1	1	1	1	
Vice-President	2	2	1 or 2	1,2 or 3	
Secretary	1	1	1	1	
Treasurer	1	1	1	1	
Directors, Advisors, etc.	Yes	Yes	Yes	Yes	
b. Women's Organizations					
President	1	1	1	1	
Vice-President	1 or 2	1 or 2	1 or 2	1 or 2	
Secretary	1	None or 1	1	1	
Treasurer	1	1	1	1	
Directors, Advisors, etc.	Yes	Yes	Yes	Yes	
c. Youth Organizations					
President	1	1	1	1	
Vice-President	2	2	1,2 or 3	1 or 2	

Vice-President	2	2	1 or 2	1,2 or 3
Secretary	1	1	1	1
Treasurer	1	1	1	1
Directors, Advisors, etc.	Yes	Yes	Yes	Yes

b. Women's Organizations

President	1	1	1	1
Vice-President	1 or 2	1 or 2	1 or 2	1 or 2
Secretary	1	None or 1	1	1
Treasurer	1	1	1	1
Directors, Advisors, etc.	Yes	Yes	Yes	Yes

c. Youth Organizations

President	1	1	1	1
Vice-President	2	2	1,2 or 3	1 or 2
Secretary	1	1	1	1
Treasurer	1	1	1	2
Directors, Advisors, etc.	Yes	Yes	Yes	Yes

d. Miscellaneous

				d.
President	1	1	1	Not listed
Vice-President	2	2	1 or 2	
Secretary	1	1	1	
Treasurer	1	1	1	
Directors, Advisors, etc.	Yes	Yes	Yes	

4. Officers - How Chosen

a. P.T.A.'s

Secret ballot e.	52%	70%	Majority	Majority
Recommendation	30%	30%		
Other (voice, standing, hand vote)	18%			

b. Women's Organizations

Secret ballot e.	Majority	50%	Majority	Majority
Recommendation		30%		
Other (voice, standing, hand vote)		20%		

c. Youth Organizations

Secret ballot e.	60%	70%	Majority	Majority
Recommendation	30%	30%		
Other (voice, standing, hand vote)	10%			

d. Miscellaneous

Secret ballot e.	60%	70%	Majority	Majority
Recommendation	30%	30%		
Other (voice, standing, hand vote)	10%			

5. Officers - Length of Office

a. P.T.A.'s

1 year	50%	Majority	100%	Majority
2 years	50%			

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Secret ballot e.	60%	70%	Majority	Majority
Recommendation	30%	30%		
Other (voice, standing, hand vote)	10%			
d. Miscellaneous				
Secret ballot e.	60%	70%	Majority	Majority
Recommendation	30%	30%		
Other (voice, standing, hand vote)	10%			
5. Officers - Length of Office				
a. P.T.A.'s				
1 year	50%	Majority	100%	Majority
2 years	50%			
b. Women's Organizations				
1 year	50%	Majority	100%	
2 years	50%			Majority
c. Youth Organizations				
1 year	Majority	Majority	100%	
2 years				Majority
d. Miscellaneous				d.
1 year	Majority	Majority	100%	Not listed
2 years				
6. Meeting - % of membership Attending				
a. P.T.A.'s	65%	50%	60%	55%
b. Women's Organizations	60%	50%	50%	55%
c. Youth Organizations	65%	50%	70%	55%
d. Miscellaneous	65%	50%	75%	d. Not listed
7. Meetings - Number Scheduled a Year				
a. P.T.A.'s	12	2	8	1
b. Women's Organizations	9	5	6	6
c. Youth Organizations	4	1	9	6
d. Miscellaneous	4	1	48	d. Not listed
8. Meetings - Average Held in 1948				
a. P.T.A.'s	10	2	8	1
b. Women's Organizations	6	4	6	3
c. Youth Organizations	4	1	9	3
d. Miscellaneous	4	1	38	d. Not listed

Foot Notes:

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1 year	50%	Majority	100%	Majority
2 years	50%			
b. Women's Organizations				
1 year	50%	Majority	100%	
2 years	50%			Majority
c. Youth Organizations				
1 year	Majority	Majority	100%	
2 years				Majority
d. Miscellaneous				d.
1 year	Majority	Majority	100%	Not listed
2 years				
6. Meeting - % of Membership Attending				
a. P.T.A.'s	65%	50%	60%	55%
b. Women's Organizations	60%	50%	50%	55%
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d. Miscellaneous	4	1	38	d. Not listed

Foot Notes:

a. Includes industrial & church groups, Boy Scouts, Girl Scouts, Junior Red Cross.
b. Includes Boy Scouts, Girl Scouts, YMCA, cultural groups (music, art, etc.), religious groups, etc.
c. Includes Chorus Club, YMCA.
d. Undoubtedly there are other groups, but none are listed in Social Education Section.
e. Even though secret ballot is used, plurality vote in many cases means election.

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SOCIAL ORGANIZATIONS OF SHIKOKU

May 1949

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Social Organizations of Shikoku

May 1949

"Although there may still be some skepticism abroad, there can no longer be anyone in close touch with Japanese conditions who has the slightest doubt about the sincere desire of the overwhelming majority of the Japanese to embrace democracy. But a desire for democracy, however sincere and fervent, and a successful practice of democracy are two very different things. Possession of the former by no means assures the automatic attainment of the latter.....If popular organizations among the people, such as women's clubs, parent-teacher associations, labor unions, farmers' cooperatives, and the like, can be made to function efficiently through democratic procedure in the conduct of their meetings, the people will come to have faith in democratic methods and they will also gain the experience to make their political and governmental institutions function democratically. But if the people, through their ignorance of how to make their little organizations function efficiently, should come to lose faith in democratic procedure, the way will be opened for a return of the dictatorships of a few in all aspects of Japanese life. It is no exaggeration to say that the future of democracy in Japan may depend in no small measure upon how widely and thoroughly the Japanese people master such a mechanistic trifle as the Robert's Rules of Order....."

The preceding sentences are excerpts from an editorial in the 13 November 1947 edition of Nippon Times. The writer well understood the importance of democratic procedure in organizations. It was encouraging to read such opinions expressed by a Japanese. He aptly put for his own countrymen the same thoughts as have prompted such intensive work with social organizations in Japan.

This study includes many different kinds of associations, but the greatest contacts have been made with Parent-Teacher Associations (hereinafter designated as PTA's), women's organizations, and youth associations. The situations are very similar throughout the four prefectures and on the whole, efforts of all team Civil Education officers have been generally along the same lines.

1. Basic Faults of Social Organizations

There are certain basic faults inherent in all social organizations. Many of them are the natural consequence of Japanese life and custom in the past. The Japanese themselves are not conscious of why certain practices are bad, because the thinking of most Japanese is still feudalistic even though lip service in all sincerity is paid to the virtues of democracy. However, until these basic faults are corrected or replaced by practices which are concerned first with the individual and his rights and privileges under a democratic rule, Japanese social organizations cannot achieve the "fairness and freedom with order and discipline" needed to "produce the maximum of efficiency."

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a. Lack of knowledge of parliamentary procedure. In the first place, the use of motions to ascertain the opinions of members or to take necessary action is practically non-existent. The old Suisen-Sansei-Igi Nashi System (Recommendation-Agreement-No objection) is still used in almost every case. Even though some effort is made to attempt to use motions, the system usually breaks down somewhere. For example, discussion of a motion pro and con may be dependent upon who will be affected by the motion. If the motion (or proposal - teian) is one favorable to influential people, there is usually little or no discussion. But, on the other hand, if the proposal is unfavorable to these influential people, there may be much discussion -- led, of course, by the influential people. Also, voting is still done in many places by voicing "Igi-nashi", by clapping hands, and by voice vote. Voice vote is still used because older people either do not want other people to know how they voted are or too "hazukashii." So, although the Japanese know about the use of motions, in very rare cases is the system used in the complete cycle of motion, second, discussion and vote.

In the second place, election of officers by nomination, secret ballot and majority vote is by no means in general use. In this procedure, as in the use of the motion, perhaps part of the process is used, but the complete election from nomination to secret ballot for election by majority vote is seldom accomplished. For example, a nominating committee may suggest names of candidates, but the election will be by recommendation. Or, on the other hand, the secret ballot may be used, but a plurality vote may elect a candidate instead of a majority vote.

In the third place, the relationships between officers, members, and committees are not understood. Even when these relationships are understood, they are not adhered to. Committees are used hardly at all, the business of the organization still being done almost entirely by the officers. Members sit back passively and let the officers direct their thinking and activities. Officers, particularly presidents, continue to express their opinions on matters under consideration and try unduly to influence the members. Some organizations have departments (bu), but they do not correspond to the usual conception of committee. Neither is the difference between special and standing committees understood by a majority of members or officers.

b. General indifference and unconcern of the members. This condition can be at least partially understood when the following possible reasons are carefully considered.

First - Regularly scheduled meetings are not held, as a general rule. In other words, in very few cases does a member know that on the second Tuesday of each month, for example, from seven to nine in the evening the organization to which he belongs without fail will be in session. This lack of planning is reflected by a large inactive membership.

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Second - A program is not planned over a long enough period of time. Most organizations make no plans except from one month to the next. Some organizations plan for a period of three or four months. However, in practically no instance is a year's program planned by a program committee for a complete organization-year.

Third - Members have no personal sense of responsibility to the organization. Even though membership in an organization is supposedly voluntary, many people continue to join under some compulsion. For example, social pressure in a school district may make it quite imperative for parents to join a PTA. Or the "invitation" of a prominent women may make a woman feel that she must be a member of a women's organization. The days of compulsory membership are still fresh in the memories of men and women. Members, on the other hand, even though joining voluntarily, are apt to be merely passive listeners and not doers. The president is still the dominating - and domineering - factor in most organizations. Members follow along with the crowd, agree with what the prominent people say, and really feel no responsibility for the success or failure of the organization.

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Direction by the board of directors (rijikai) is still very strong. The board still chooses the officers in many cases and still feels little sense of responsibility toward the members. The members, in turn, acquiesce to the rule of the board because they, too, feel they need its direction.

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The influence of the officers upon the thinking of the members has already been discussed. The gichō-kaichō system is another indication of the influence of the president, entailing a most unnatural system of a president-who-is-not-a-president.

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2. Correcting the Basic Faults

Because of the importance attached to the problem of social organizations on Shikoku, great efforts are being made to remedy the situation briefly outlined above. Military Government personnel and the Japanese employed in Civil Education offices are continuing to try to give simple, easily-understood assistance.

a. Publications. An attempt has been made to fill the need for a guide to procedure for social organizations by the publication of the book, "Techniques of Democracy." This book has had wide distribution throughout Shikoku. Also available to the Japanese on Shikoku are "A PTA Handbook" (revised) and "Discussion - A Technique of Democracy" (revised).

b. Posters. Large posters which can be seen by all members of ordinary-sized audiences are available both as single posters and in series. For example, a large poster shows in chart form the division of responsibilities of the members of an organization. A series of posters, as another example, shows what constitutes the order of business of an organization.

c. Conferences and training courses in democratic procedure.

Consistently planned and regular carried out conferences and training courses have been given throughout the Island with the various types of social organizations. In all cases emphasis has been on teaching the know-how of conducting meetings, carrying out programs, etc.

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3. Evaluation of Progress made on Shikoku

A concrete evaluation of what has been accomplished on Shikoku is impossible. Perhaps the only way to judge progress is by considering certain trends, as indicated by newspaper articles, written reports, conversations, and observations. If a tendency is noticeable in regard to a few organizations, that same tendency may be true of many. Yet, on the other hand, what looks to be a trend may be only an isolated case. Therefore generalities based on a number of similar instances are the basis for the following remarks.

a. A growing knowledge and consciousness of parliamentary procedure. For example, a newspaper article states, "……..when the chairman (gichō) was going to start the business, suddenly Mr. K_____ presented an urgent motion. But the chairman (gichō) rejected the motion and then members began to voice objections against the chairman (gichō). Consequently the chairman (gichō) was changed……" This illustrates, for one thing, the practice mentioned in paragraph 1, b of the use of the gichō-kaichō system. On the other hand, it shows that the members realized the chairman had no right to reject a motion.

b. Some evidence of the diminishing of the power of local "bosses" or "big shots." This is particularly true where greater contact has been made with training courses or conferences on democratic procedures. In other words, the more people understand about the techniques of democracy, the harder it will be for the old system to prevail.

c. Revision of constitutions to try to make them more democratic.

d. Limitation of length of office of officers.

e. A little more understanding that the affairs of an organization are the responsibility of all the members and not just the president or officers.

f. Protest by members of "rule from above." Members are questioning whether or not a town headman has the right to tell them they must do this or that.

Speaking in a general way, some little progress has been made in working with social organizations on Shikoku. Perhaps one of the greatest achievements has been the raising of doubt in the minds of the Japanese--doubt that the old system may not be as good as the new one.

4. General Questions. In reference to letter, I Corps, 10 February 1949, subject: "Studies of Military Government Programs," the generalities referred to in subject letter in paragraph 1, a-i, are here discussed.

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a. The basic aim of the occupation is to make Japan peaceful, democratic, self-susraining, friendly to the United States, and a bulwark to communism. This statement might be considered as the reason for great emphasis being placed on work with social organizations. Most of the Japanese people are eager to understand democracy. This is particularly true of women and young people, which is a natural result of the drastic change from the former type of government to the present one. Social organizations could be the testing grounds for practice in democratic procedure. Social organizations should be experimental stations for learning the techniques of democracy --- parliamentary procedure, discussion, and how to take part in actually conducting the business of the organization. To repeat one sentence from the above-quoted editional, "It is no exaggeration to say that the future of democracy in Japan may depend in no small measure upon how widely and thoroughly the Japanese people master such a mechanistic trifle as the Robert's Rules of Order....."

b. The Economic Recovery Program is of transcending importance particularly in those aspects expressed in the nine points enunciated by the Department of Defense and announced by SCAP in ten points. Government budgets at all levels from the national organization down to the village assembly have large allocations for assistance to social organizations. This is an unwise and needless expenditure of funds, since there should be little or no supervision or contact of private social organizations by the government. The Japanese, therefore, should be encouraged to rely increasingly more upon their own resources and less upon the government. When social organizations in Japan reach the stage that social organizations have attained in the United States, for example, they could be of great help in educating their members about such projects as the Economic Recovery Program and in assisting in the carrying out of such projects. That state has not been reached in Japan, unfortunately, so greatest efforts must still be made to get organizations to the point when they can educate and inform.

c. The necessity or desirability of revising or modifying pertinent military government directives and Japanese laws and directives. Three desirable changes are recommended as far as social organizations are concerned. First, it is recommended that Social Education as such be eliminated as a government function. This should be done for two reasons. 1 - The government has no business directing and influencing private organizations such as youth groups, PTA's, women's organizations, Girl Scouts, Boy Scouts, 4-H Clubs, etc. As long as the government continues to make policies and laws that are still telling the people what and how to think, democracy in social organizations can never be achieved. 2 - Too much money is spent by the government on social organizations. Since there is no clear-cut directive nor legal interpretation to the contrary, government subsidies are still being given to private social organizations. But that is only of minor import when

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an examination is made of educational budgets. Large sums of money are spent on social education which neither accomplish any purpose nor justify their expenditure.

Second, it is recommended that a clear-out policy be laid down by SCAP on the subject of federations. Federations should definitely be discouraged rather than encouraged. CD 19, Civil Education Program, dated 26 Feb 1947 in paragraph p says - "Encouragement and assistance in the development of sound county and prefectural federations of youth organizations." Until local units are "sound", there is no use trying to hope for good federations. The encouragement of federations further aids that old evil of "rule from the top." It is believed that this paragraph in CD 19 should be eliminated or amended to read - "Encouragement and assistance in the development of sound youth organizations."

Third, it is recommended that there be no Social Education Law as proposed. A Social Education law would tend to solidify present bad governmental practices and would defeat the very objective at which it is aimed---the democratization of the social organizations of Japan.

d. The best methods of implementing the program or activity. The kind of assistance now being given the Japanese should be continued with emphasis being given at the local levels. In other words, prefecture-wide or national meetings should be discouraged. Nothing is accomplished by such meetings which could not be accomplished with less money at the lowest levels. In fact, sociological mass education handed down from above---any kind of "above" ---should definitely be abandoned. Such education is almost futile, is definitely wasteful, and certainly not democratic. It is still necessary, however, to work with the present leaders since they are still running the organizations. But more attention should be paid to the lowliest member. He is the one who needs the most help. He is the one who perhaps should oust the present dictatorial leaders who are still trying to run the organizations as they were run in war-time. He is the one who least understands what the word "democracy" really means. He is the one who still does not know that he and millions like him must assume the responsibility for his government and its leaders.

e. The reduction of cost of implementing the program or activity. This has been discussed in b, c, and d, above. Work must continue to be done with curtailing government funds being used in connection with social organizations. Associations must be encouraged to use local participants as speakers, members of discussion groups, etc. instead of "importing" speakers from Tokyo at a cost of ¥10,000 each plus expenses, for example. Small local meetings must be encouraged, in this respect, to save time and money spent in attending large meetings at great distances from the organizations.

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f. The simplification of the program or activity. The program if far from simple and its accomplishment will be difficult. However, if a few very basic concepts are continuously stressed over a long enough period of time, social organizations could become a real force for good in Japan. If two large subjects only -- organizational techniques and discussion techniques -- are to be thoroughly understood and practiced by members of social organizations, then assistance on these two subjects alone should be given. The solution sounds simple, but it is far from that, since the thinking of the Japanese themselves must be changed.

g. The making of the program or activity attractive and acceptable to the Japanese. The idea of social organizations does not need to be made attractive nor acceptable, since for many years the Japanese have been ardent "joiners" of organizations and even more ardent "joiners" of federations. Most Japanese also are anxious to have their organizations appear "democratic" even though they have little conception of how such a phenomenon may be accomplished. Some think that if the atmosphere is informal and if people are free to speak, the organization is democratic. But to change social organizations from their present stage to one that might be called even somewhat democratic will take a long time to accomplish after much energy has been expended. However, the desire on the part of most Japanese to attain democracy in their organizations makes the job much easier than if the goal were an undesirable, unpopular one. The desire is there; effort and time can bring about its accomplishment.

h. The overcoming of existing difficulties and obstacles which hinder the program or activity. This point has already been discussed under paragraph 1, "Basic Faults of Social Organizations." At least a partial solution was also discussed under paragraph 3, "Evaluation of Progress Made on Shikoku."

i. The need and desirability of the program or activity. Reference is made to the first paragraph of this study. There can be no doubt that social organizations could and should serve a very useful purpose in present-day Japan. In fact, if Japanese social organizations are not democratised, they will be a continual threat to Japanese democracy and American objectives in Japan. This is not to mention their very possible use by influences inimical to the objectives of the occupation. In these small associations people can learn to express themselves freely, listen objectively to both sides of a question, make up their minds as to their opinion after hearing all points of view, and in all respects put into practice the principles of democratic government. Organizations are still far from this ideal goal.

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5. Conclusion.

The subject of social organizations is much too complex to be discussed adequately in such a report as this. The pre-war and war-time organizations were the results of the thinking and philosophy of the Japanese people, based on a history of thousands of years. To change this philosophy and thinking quickly to meet the requirements of post-war Japan is an impossibility. It will take years to achieve this. This report is based upon the opinions of all CE officers of Shikoku, opinions of Japanese working in CE whose help has been invaluable, experience with organizations, newspaper articles, and surveys conducted from time to time by CE officers about various types of organizations. Accurate findings are perhaps impossible to achieve. But this report attempts to present some of the basic information about social organizations and some possible solutions of this most complex subject.

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Social Organizations, Shikoku Military Government Region — 1 April 1949

	Ehime	Kagawa	Kochi	Tokushima	Totals
1. Total Number Of					
a. P.T.A.'s	768	329	364	455	1,916
b. Women's Organizations	250	141	180	125	696
c. Youth Organizations	348	170	249	750	1,517
d. Miscellaneous	a. 159	b. 150	c. 4	d. None listed	313
2. Total Membership					
a. P.T.A.'s	306,838	172,431	117,524	192,305	789,098
Women	(204,559)	(68,972)	(56,099)	(57,122)	(386,752)
Men	(102,279)	(103,459)	(61,425)	(135,183)	(402,346)
b. Women's Organizations	140,000	76,944	¥65,500	77,517	949,961
c. Youth Organizations	128,450	34,400	43,808	68,805	275,463
Women	(82,240)	(10,320)	(17,867)	(25,549)	(135,976)
Men	(46,210)	(24,080)	(25,941)	(43,256)	(139,487)
d. Miscellaneous	2,410	2,730	170	d. None listed	5,310
3. Officers - Numbers Of					
a. P.T.A.'s					
President	1	1	1	1	
Vice-President	2	2	1 or 2	1,2 or 3	
Secretary	1	1	1	1	
Treasurer	1	1	1	1	
Directors, Advisors, etc.	Yes	Yes	Yes	Yes	
b. Women's Organizations					
President	1	1	1	1	
Vice-President	1 or 2	1 or 2	1 or 2	1 or 2	
Secretary	1	None or 1	1	1	
Treasurer	1	1	1	1	
Directors, Advisors, etc.	Yes	Yes	Yes	Yes	
c. Youth Organizations					
President	1	1	1	1	
Vice-President	2	2	1,2 or 3	1 or 2	

Directors, Advisors, etc.	Yes	Yes	Yes	Yes	
b. Women's Organizations					
President	1	1	1	1	
Vice-President	1 or 2	1 or 2	1 or 2	1 or 2	
Secretary	1	None or 1	1	1	
Treasurer	1	1	1	1	
Directors, Advisors, etc.	Yes	Yes	Yes	Yes	
c. Youth Organizations					
President	1	1	1	1	
Vice-President	2	2	1,2 or 3	1 or 2	
Secretary	1	1	1	1	
Treasurer	1	1	1	2	
Directors, Advisors, etc.	Yes	Yes	Yes	Yes	
d. Miscellaneous				d.	
President	1	1	1	Not listed	
Vice-President	2	2	1 or 2		
Secretary	1	1	1		
Treasurer	1	1	1		
Directors, Advisors, etc.	Yes	Yes	Yes		
4. Officers - How Chosen					
a. P.T.A.'s					
Secret ballot e.	52%	70%	Majority	Majority	
Recommendation	30%	30%			
Other (voice, standing, hand vote)	18%				
b. Women's Organizations					
Secret ballot e.	Majority	50%	Majority	Majority	
Recommendation		30%			
Other (voice, standing, hand vote)		20%			
c. Youth Organizations					
Secret ballot e.	60%	70%	Majority	Majority	
Recommendation	30%	30%			
Other (voice, standing, hand vote)	10%				
d. Miscellaneous					
Secret ballot e.	60%	70%	Majority	Majority	
Recommendation	30%	30%			
Other (voice, standing, hand vote)	10%				
5. Officers - Length of Office					
a. P.T.A.'s					
1 year	50%	Majority	100%	Majority	
2 years	50%				
b. Women's Organizations					
1 year	50%	Majority	100%		

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Other (voice, standing, hand vote)	10%				
d. Miscellaneous					
Secret ballot e.	60%	70%	Majority	Majority	
Recommendation	30%	30%			
Other (voice, standing, hand vote)	10%				
5. Officers - Length of Office					
a. P.T.A.'s					
1 year	50%	Majority	100%	Majority	
2 years	50%				
b. Women's Organizations					
1 year	50%	Majority	100%		
2 years	50%			Majority	
c. Youth Organizations					
1 year	Majority	Majority	100%		
2 years				Majority	
d. Miscellaneous					
1 year	Majority	Majority	100%	d. Not listed	
2 years					
6. Meeting - % of Membership Attending					
a. P.T.A.'s	65%	50%	60%	55%	
b. Women's Organizations	60%	50%	50%	55%	
c. Youth Organizations	65%	50%	70%	55%	
d. Miscellaneous	65%	50%	75%	d. Not listed	
7. Meetings - Number Scheduled a Year					
a. P.T.A.'s	12	2	8	1	
b. Women's Organizations	9	5	6	6	
c. Youth Organizations	4	1	9	6	
d. Miscellaneous	4	1	48	d. Not listed	
8. Meetings - Average Held in 1948					
a. P.T.A.'s	10	2	8	1	
b. Women's Organizations	6	4	6	3	
c. Youth Organizations	4	1	9	3	
d. Miscellaneous	4	1	38	d. Not listed	

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2 years	50%				
b. Women's Organizations					
1 year	50%	Majority	100%		
2 years	50%			Majority	
c. Youth Organizations					
1 year	Majority	Majority	100%		
2 years				Majority	
d. Miscellaneous				d.	
1 year	Majority	Majority	100%	Not listed	
2 years					
6. Meeting - % of Membership Attending					
a. P.T.A.'s	65%	50%	60%	55%	
b. Women's Organizations	60%	50%	50%	55%	
c. Youth Organizations	65%	50%	70%	55%	
d. Miscellaneous	65%	50%	75%	d. Not listed	
7. Meetings - Number Scheduled a Year					
a. P.T.A.'s	12	2	8	1	
b. Women's Organizations	9	5	6	6	
c. Youth Organizations	4	1	9	6	
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b. Women's Organizations	6	4	6	3	
c. Youth Organizations	4	1	9	3	
d. Miscellaneous	4	1	38	d. Not listed	

Foot Notes:

a. Includes industrial & church groups, Boy Scouts, Girl Scouts, Junior Red Cross.
b. Includes Boy Scouts, Girl Scouts, YMCA, cultural groups (music, art, etc.), religious groups, etc.
c. Includes Chorus Club, YMCA.
d. Undoubtedly there are other groups, but none are listed in Social Education Section.
e. Even though secret ballot is used, plurality vote in many cases means election.

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"HOW TO HOLD A MEETING"
(TWO REELS)
(SHIN TOHO)

F
(650)

SCENES	NARRATION
1 - 7. TOP TITLES	
8. Animation - Primitive man	Long, long ago, the primitive man realized that what could not be done by a single person was possible if strength were combined.
9. Same	In this way, people worked together for the objective of union, and groups were born.
10. Boss of a primitive man	However, there were times when the strong ones exercised violence and ignored the rights of others for his own interests.
11. Calendar -	Even today, as in the past, people everywhere in the
12. UNO	world are joined together by common cause. That is, they are working together aiming toward a common ideal or a common objective. They are organizations like the United Nations Organization on which depends the future of the entire world.
17. Front of village meeting house	In the same way, that is clearly evident in the meetings in Japanese communities. Wherever the meeting may be held, or whoever may be assembling, or whatever the objective may be, there is some single common thing (interest). That is to say, it means that in order to make this meeting democratic, and in order to increase its fruitfulness, everyone must maintain peace and order, that is, the spirit of fair play.
18. Baseball field	For instance, as an example of a group, let us look at a baseball team. Each of them, as individuals, is
21. Strikes out	holding down his own position. However, at the same time
22. Next batter	he is working as a member of a group. All of them must observe the regulations, namely perform in the spirit of fair play.
23. Runner runs in opposite direction	What would happen if the regulations were not observed?
24. Batter and umpire whisper	Or what would happen if a few people siezed authority?
25. Inside meeting hall Chairman Pro-tem Secretary Pro-tem	Regulations for fair play have been provided for to prevent disorder, and so that the objectives of a group will not be wrecked by the authority of a "boss". Then, let us see what those regulations are, and how they protect the rights of the majority of that group.
	Recently, the rate of sickness and death among the school children of this village has risen extremely high. Children, on their way to school, or who play outdoors, are always exposed to great danger. These children need, more than anything else, the establishment of a safe and healthy playground.
27. People listen	These people are assembled here tonight to solve this problem. Last week these people adopted the regulations of (governing) this group. As everyone knows,

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though there are slight differences in accordance with the objectives of a group, the regulations

28. Pan to group of bosses

become the foundation of that group. Then let us now introduce some of the people assembled here. Over there is Mr. Ishikawa. He is a member of the Land Reform Committee and his elder brother is an obstinate land-owner. Next to him is Mr. Taguchi. He is a contractor. Then there is Mr. Watanabe who has a toy and sporting goods factory. The other three are their henchmen.

28-A.

Sitting over there is Mr. Matsumoto who works in a bank. And sitting next to him are Dr. Sasaki and Nurse Yamanaka of the Child Welfare Bureau. Next to them is Mr. and Mrs. Fujiwara who are fish dealers.

29. Chairman

The chairman pro-tem, Mr. Fukada, is a school teacher.

30. Secretary pro-tem

And the secretary pro-tem, Mr. Kokubu, is a member of the Land Reform Committee.

31. People Talk together

Now, the election of officers is about to begin.

32. Chairman — CHAIRMAN: "We will nominate the chairman."

33. WATANABE: "Chairman"

34. CHAIRMAN: "Mr. Watanabe?"

35. WATANABE: "I nominate my friend Mr. Ishikawa."

36. CHAIRMAN: "Are there no objections?"

HENCHMAN-B: "No objections."

37. CHAIRMAN: "As there are no other nominations, it has been decided that Mr. Ishikawa will be the chairman."

"Next we will nominate the secretary."

38. TAGUCHI: "Chairman"

39. CHAIRMAN: "Mr. Taguchi?"

40. TAGUCHI: "I nominate Mr. Watanabe for secretary."

ISHIKAWA: "No objections."

41. CHAIRMAN: "Then we will decided on Mr. Watanabe as secretary."

"Next we will nominate the treasurer."

42. ISHIKAWA: "Chairman"

43. CHAIRMAN: "Mr. Ishikawa?"

ISHIKAWA: "I nominate Mr. Taguchi for treasurer."

44. CHAIRMAN: "Are there no objections?"

WATANABE: "No objections."

HENCHMAN-A: "No objections."

CHAIRMAN: "Then it has been decided that the chairman will be Mr. Ishikawa, the secretary, Mr. Watanabe, and the treasurer Mr. Taguchi."

No, No!

45. Bosses are pleased

This is wrong. There seems to be a little mistake. These three were decided on because there were no other nominations.

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45-A.	Animation	Just like this man, these people have come to be able to easily use those positions for self-interests.
46.	Interior of hall Ishikawa Taguchi	It seems certain that Ishikawa will maneuver for the benefit of his land-owner brother by taking advantage of his two positions as Chairman and a member of the Land Reform Committee. In the same way, Taguchi will monopolize the work of contracting for the playground, and probably will secure the rights for its equipment.
	Watanabe	Watanabe probably will be able sell them the products of his factory.
47.	Same	Then let's hold the election over again, and let us see how it can be carried out so that the will of the people can be better manifested. The officers chosen by the will of the majority of the people must carry out the various objectives of that group. That is why such officials must be chosen by the will of the majority of the people. This is the same when electing three, or 15, or 50 officials.
48.	CU blackboard	Well, it's gotten a little better. This time more than two persons have been nominated for each office.
49.	Voting	They are now voting. They are using a secret ballot. This method gives the voter the chance to freely express his will. And it is a free method wherein each person has absolutely no restraint (placed upon him).
50.	CU black board	The results of the voting have appeared. But look, only a small number of people have voted. That is why the same people again have been elected.
51.	Voting Counts ballots CU blackboard	Then let's do the election over again. This time everyone has voted. That is a splendid thing. But wait a moment. It seems as if everyone voted only for the chairman, and the same persons were again elected for secretary and tureasurer.
52.	CU blackboard (SIT)	Let us see what they've learned this time. In order to show the real will of a gathering, that is, in order to reflect the will of the majority, sufficient candidates must be nominated by all of the people participating in this gathering.
53.	Writing ballots Voting Blackboard (SIT)	Everyone must choose candidates who will represent the will of the majority of the people. Everyone must vote. They must vote without fail for each official.
54.	Chairman pro-tem	"It is time for a recess."
55.	Recess Scene	Now you have understood how important it is to respect the will of the majority of the people in choosing officers of a group. In the same way, it is important that the majority will also be reflected in every activity of the group. Each person must share all interests with that group. Thus, each person must have a voice in all the activities of the group. For instance, let us look at the case of this group.

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The decisions reached here will immediately affect everyone. Most of the people in this group have children. Those children are always playing in unsanitary and dangerous places. If one of them becomes ill, it will affect the rest of the children. For instance, in the case of building a playground for the children, it's cost is paid for by each person in taxes...and so care must be observed that it (the money) is spent effectively.

56. New officers — The recess is over. Discussions are about to begin. Let us listen for a while.

Chairman — "Now we will start."

Ishikawa — "Chairman"

Chairman — "Mr. Ishikawa?"

Ishikawa — "Chairman, I have a motion. I think Ukinuma is suitable for the children's playground."

57. Chairman: — "Is there any second to the motion?"

58. Taguchi: — "I second the motion."

Chairman: — "Mr. Ishikawa has moved that the playground be at Ukinuma, and Mr. Taguchi has seconded the motion. I now ask your opinions."

61. Monologue

MAN-A: "Isn't that place too far from the school?....But even if I say so....."

FARMER: "Gosh, that's queer.....That out of the way place..I'll bet Ishikawa has something up his sleeve....But I can't say anything.....Ishikawa's my senior."

KOKUBU: "The land that Ishikawa's brother owns is more suitable .....He's trying not to have his land taken."

FUKADA: "Such an important question as this really should first be looked into by a committee then decided.....It isn't something that should be decided by one person....but what can I do....."

WOMAN: "Yes, it's a wonderfully healthy and safe place....right by a railroad crossing where there is a refuse dump with swarms of flies and mosquitos....but I'm a woman and....."

Announcer: But it is wrong not to say anything and adhering to a sense of obligation or sympathy, or because of connections. In problems like this one, everyone must express his opinion. Unless this is done the real objectives of that group cannot be realized.

63. Woman stands up — WOMAN: "That dirty place. It can never be a healthy and safe playground for the children! If they play in a place like that, they'll all get sick!"

ISHIKAWA: "Shut up! old woman! Woman, keep your mouth shut!"

FARMER: "It's because she's a woman that she can't keep her mouth closed. Isn't it the woman who has to take care of the children when they get sick?"

MAN-B: "You're unfair, Ishikawa....trying to make the town buy that good for nothing land just so that your own land can be saved! You're trying to get a commission, aren't you?"

Everyone: "Babble"

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CHAIRMAN: Quiet! Quiet!

66. Confusion — Well, well, this has developed into something terrible. Opinions certainly are being voiced, but what confusion. If this happens, it's almost better if no opinions were voiced at all. If this confusion continues, nothing will be accomplished. The only things that will be gained will be mutual hate and misunderstanding.

67. Baseball Field — We're reminded of that baseball scene, aren't we?

68. Meeting — The chairman must remember that he has been selected by the will of the gathering, so that the discussions are carried out briskly, so that order is maintained, and so that everyone's rights are fairly and equally observed. Thus, without the cooperation of everyone, the chairman cannot carry out his duties.

69. Anima tion — For instance, the chairman has duties similar to those of a traffic officer, to permit people to go where they wish without breaking regulations.

70. Meeting — The chairman must make it so that everyone will observe the regulations of the meeting, so that people may move toward their objective without creating confusion. Those regulations are extremely simple. First stand up when you wish to speak, then waiting for the chairman's recognition.....

MRS. FUJIWARA: "Chairman."

CHAIRMAN: "Mrs. Fujiwara?"

MRS. FUJIWARA: "I have a motion. In order to build a good playground for the children, first.....

72. — If you want to speak, first stand up and say "Chairman," and waiting for the chairman's recognition, you may then speak for the first time, what you want to say must be said simply and clearly.

MARUYAMA: "Chairman"

CHAIRMAN: "Mr. Maruyama?"

MARUYAMA: "I have a motion. I would like to have a committee of five selected to look for a suitable place for a playground, and it's cost, and to report it at the next meeting.

73. Announce — If someone wants to second the motion, that person must stand.

KATO: "Chairman."

CHAIRMAN: "Mr. Kato?"

KATO: "I second the motion."

Announce — If the motion is seconded, the chairman repeats the motion so everyone can understand.

CHAIRMAN: "There has been a motion which has been seconded to choose a committee of five to look for a suitable place for a playground, and to find out its cost, and to report to the next meeting.

74. Announce — Next the chairman requests everyone's opinion.

CHAIRMAN: "I would like your opinions."

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Announce

This gives everyone the opportunity to approve or disapprove of the motion. Those with opinions must speak, observing the regulations in the same way. At that time, the main points of the question must be voiced simply and clearly. The chairman is always careful that the speaker does not discuss subjects other than that which has been moved. If the speaker digresses, or becomes emotional, or unmannerly, the chairman takes

75. control and pushes the proceedings amicably. When the voicing of opinions is completed, the chairman decides on its adoption or rejection.

CHAIRMAN: "Are there no more opinions? Those in favor, please raise your hand. Thank you. Those opposed, please raise your hand. Thank you. Noting that the great majority are in favor, it is adopted. Then we will take up the next item on the agenda.

76. Announce Well, what do you think? Is't this way better? Both in the discussions and in the decision to adopt or reject, everyone has participated. Moreover, it has been carried out smoothly and effectively. The essential thing is that everyone await his turn and maintain the spirit of fair play. It is to carry out the questions decided by a majority vote.

77. CU Bulletin Bd. Let us look into tonight's meeting.
77-A. Hall The committee is just about to report.

COMMITTEE CHAIRMAN: "When we members of the committee proposed to the members of the village assembly the site of the playground to be newly established, the members of the village assembly voiced warm approval of our work. Weith reference to these plans, when we committee members showed the estimates for land rental, leveling and various equipment to be placed thereon, the village assembly could recognize only a part of the estimates we requested as there was not much margin in this year's budget for this village. Here, Mr. Kuroda has a proposal to make. With reference to this, we will have Mr. Kuroda tell you. Please.

KURODA: "Mr. Chairman, ladies and gentlemen. When I happened to mention this estimate last night at a meeting of the Parent-Teacher's Association, they all expressed great concern. One teacher pointed out that if the teachers, parents, and the upper classmen joined forces, they probably could do the leveling of the land themselves. If that could be done, I believe that all that would remain would be the various equipment to be used on the playground.

CHAIRMAN: "I would like to hear your opinions on the proposal which has just been made."

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WATANABE: "Chairman."
CHAIRMAN: "Mr. Watanabe?"
WATANABE: "It is certainly a pity if our plans should be upset by the lack of materials. Fortunately there is quite a bit of old lumber in my factory. If this could be utilized in some way.....and the fact is that I think I could contribute a few bats and balls.
ICHIMURA: "Chairman."
CHAIRMAN: "Mr. Ichimura?"
ICHIMURA: "I still have some toys which I played with when I was a child and I would like to contribute them."
HAYASHI: "Chairman."
CHAIRMAN: "Mr. Hayashi."
HAYASHI: "If we advertise our plan more to the people of the village, I think there would be many. Many people who would help us.
CHAIRMAN: "There have been many proposals. I would like to take these up formally and decide them by vote. What do you say?"

82.	Working on playground	Plans are carried out in this way. To do this, observe the regulations of meetings, and if we cooperate and recognize each other's rights, it will be for the benefit of ourselves, our children and ultimately the community.
84.	New grounds	The children's play is freed from danger.
85.	Cooperative farming	The farmers are participating in farmer's cooperative associations and are improving their conditions of living.
86.	Women	The women are cooperating and eliminating black marketing.
87.	Miner's meeting	Through cooperation between the miners and the management, it is becoming so the miners can work without worry.
88.	Mine	
89.	Spinning factory	Time outside of working hours for the factory girls is also their own enjoyable time.
90.	Dorm.	
91.	Closing hours	After working hours, the office workers are coming to have plenty of time to appreciate life.
92.	PTA Meeting	Through cooperation between the parents and the teachers, the opportunity is being afforded the children who will shoulder the next generation, and it is becoming so that a rich life can be guaranteed.
94.	Crowds	If the people of all sections of society who constitute the nation are justly and strongly united, that nation will develop completely.
95.	Diet	A healthy nation, just like a healthy tree, must have healthy and tenacious roots. That is, those roots are the people.

THE END

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Ehime Pref.
1949

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Doyobi-kai (Saturday Association) Constitution

Chapter I. Name

Art. 1: The name of this association shall be the Doyobi-kai.

Chapter II. Object

Art. 2: The object of this association shall be to make the pleasure of our daily life and to elevate the standard of culture.

Chapter III. Composition

Art. 3: This association shall compose of regular members and associated members.

Chapter IV. Membership

Art. 4: Any one who is interested in the purpose of this association shall be eligible for membership.

Art. 5: Any one who wants to be a member newly shall have to be recommended by a member of the association and to obtain majority approval of the members.

Chapter V. Officers

Art. 6: The officers of this association shall be a president, a vice-president, a secretary, and a treasurer.

Art. 7: The officers shall be elected by the members.

Art. 8: The term of the officers shall be one year. No officer shall be eligible for office for more than three consecutive terms.

Chapter VI. Meeting

Art. 9: This association shall hold a regular meeting on the first Saturday of every month.

Art. 10: The regular meeting of March shall be designated as the general meeting.

Chapter VII: Dues

Art. 11: The dues for regular members shall be ¥10 per one per month.

Art. 12: The dues for associated members shall be ¥5 per one per month.

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Chapter VIII: Supporters' Association

Art. 13: The Supporters' Association of this association shall consist of parents and patrons of the members.

Chapter IX. Amendment of Constitution

Art. 14: The amendment of the constitution shall need a two-thirds vote of the members present.

By-laws

Art. 1: Those who are more than 25 years old shall be associated members.

Art. 2: This constitution shall be enforced on and after 1 December 1949.

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No. 1 ~~English Speaking~~ Society E.S.S. What by?

~~MINUTES~~ J. Kushida

★ The meeting was called to order by the president. Mr. Azuma at 2.45 P.m. on 20th. Nov. 1948. Place was the hall of Tomida primary school.
After a few minutes of singing, the business meeting was called and the following members were elected to be the standing committees:

(1) Membership Committee .. Mr. Kakunodo
miss Matsuda .. miss Kume.

(2) Finance Committee .. Miss Tanaka,
Mr. Takahashi, Miss Miyagawa.

(3) House Committee ... Mr. Kawano.
Miss Imatsuda, Miss Otsuka.

(4) Program Committee -- Mr. Yamaguchi
Miss Saeki, Miss Kiyomi.

(5) Publicity Committee .. Mr. Shitakubo.
miss Yamada. Miss Ogawa.

After these elections, we decided by majority that we shall have a X mas party.
The meeting was closed at 4.45 P.M.

★ The meeting was called to order by the president. Mr. Azuma at 2 P.M. on 27th