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HEADQUARTERS  
KANTO CIVIL AFFAIRS REGION  
APO 500

RWS/mm/rn

KFW 319.2

2 November 1950

SUBJECT: Administrative Review of Nakakoma-Nishi District Office,  
Yamanashi Prefecture

TO: Chief  
Civil Affairs Section  
GHQ, SCAP  
APO 500

In accordance with paragraph 9b, Operational Directive Number 7, Headquarters Civil Affairs Section, GHQ, SCAP, dated 3 April 1950, administrative review (administrative organization) of Nakakoma-Nishi District Office of Yamanashi Prefecture made on 23 and 24 October 1950 is submitted.

FOR THE CHIEF:

1 Incl  
As indicated above  
(in trip)

GEO. B. NIBLOCK, Jr.  
Major, Infantry  
Deputy Chief

CENTRAL FILE COPY

PUBLIC WELFARE SECTION  
KANTO CIVIL AFFAIRS REGION  
APO 500

RWS/ml

31 October 1950

MEMO FOR: Record

SUBJECT : Administrative Review (Administrative Organization) of  
Nakakoma-Nishi District Office, Yamanashi Prefecture

1. On 23 and 24 October 1950, the undersigned reviewed welfare program as operated in the above-named district office.
2. Japanese welfare officials attending the conference were: Messrs. Yoda, district office chief; Yoneyama, chief, general affairs section, district office; Takayama, chief, welfare division, general affairs section, district office; Nakazawa, staff member, welfare division, general affairs section, district office; and Osaka, chief, welfare section, prefectural welfare department.
3. The Nakakoma-Nishi District Office is responsible for two guns; namely, Nakakoma and Nishi. All other guns in the prefecture are covered by a district office for each gun. The attached chart shows the structure of the Yamanashi Prefectural Welfare Department (no detailed consideration) and that of the Nakakoma-Nishi District Office. As indicated on the chart referred to above, there are six sections within the district office organization. All welfare activities are directly under the general affairs section and are handled within a division of the general affairs section. There are two other divisions in the general affairs section; namely, general affairs division and the accounts division.
4. The general affairs section has a total of 24 employees, including the general affairs section chief. Six persons are assigned to the accounts division, 10 to the general affairs division, and 7 to the welfare division. It was reported that the welfare division employees are not responsible for any work in any division other than welfare.
5. The little supervision, guidance and in-service training of district officials is provided for through the social affairs division of the welfare section of the prefectural welfare department. The prefectural welfare department has four sections, and even though it is claimed that supervision and guidance of district officials comes from the social affairs division of the welfare section, it was also indicated that prefectural welfare department officials from the other three sections, demobilization, insurance and children's sections, also contact district welfare officials. There are provisions for coordination between the welfare section and the children's section of the prefectural welfare department for coordination of supervisory and training work to the district level. As indicated by the chart, the process of reaching welfare employees at the district level is complicated. Prefectural welfare department must go from the district office chief to the general affairs

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section chief and down to the welfare division chief and his staff members.

6. Personnel and functions of the district staff were reported and discussed, as follows:

a. Mr. Takayama has been chief of the welfare division for 11 months, and prior to that time had served in the liaison section of the prefectural government. His responsibilities are DSL, Minsei-in guidance and training, Minsei-in League and the matters concerning the Law for the Welfare of Disabled Persons.

b. Mr. Nakazawa is classified as the assistant chief of the welfare division where he has been working for the past 11 months. He had formerly worked in this same division for 3½ years as a minor official. His functions and responsibilities were listed as Child Welfare Law, disaster relief, items concerning Social Work Law, guidance of private agencies supporting children's clubs and guidance of district disaster relief team.

c. Mr. Minai is classified as an official of the 5th class in the welfare division where he has been working for 11 months. His duties concern the National Health Insurance Law, insurance reports, distribution of relief supplies and the Japanese Red Cross activities at the district level.

d. Mr. Tanaka has been employed in the welfare division for 2 years and 2 months and is classified as a non-regular prefectural employee. He is responsible for the National Wayfarers' Law, rehabilitation loans, reports concerning DSL, the examination of medical aid tickets at the district level and assists in preparing mimeographed material for transmission to towns and villages.

e. Mr. Naito has been working in the welfare division for 2 years and 2 months and is classified as a non-regular employee. He is responsible for compilation of National Health Insurance reports, reports concerning repatriates and assisting in the preparation of mimeographed material for transmission to towns and villages.

f. Miss Mitsui has been in the welfare division for 2 years and 11 months and is classified as a non-regular employee. Her assigned duties include reports concerning child welfare, reports concerning institutions and the Social Work Law, Community Chest reports from towns and villages and also assists in the preparation of mimeographed material.

g. Mr. Yazaki is classified as a non-regular employee and has been working in the welfare division for 1 year and 2 months. Mr. Yazaki is a 53-year-old former principal of a primary school. His activities are unusual in that he is referred to as a special employee who was hired for the district office as a result of an order from the governor of the prefecture. At the time Hatsu-Sha #72 was put out by the Ministry of

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Welfare, the governor placed a new employee in each of the district offices. The new employee was specifically charged with the responsibility of providing "livelihood guidance to recipient families." The district officials reported that the governor felt that the assignment of the special employee partially met some of the provisions of Hatsu-Sha #72 in that a full-time paid official was visiting recipient families. Mr. Yazaki is reported to be not only visiting the families, but is also giving guidance to Minsei-in. He spends the bulk of his time in the field. It is reported that he is also doing work comparable to that of the child welfare officials. He also carries some responsibility for district activities in relation to the Minsei-in Law and the Consumers' Cooperatives Law.

7. In examining the above paragraph, it will be noted that the organization of the welfare division is inclined toward the functional type. Closer study of activities revealed that on paper the method of operation was functional, but in practice such is not true. Welfare division personnel are utilized and assigned work on the basis of expediency, rather than function. From all observation, it is possible that Mr. Yazaki is the only employee operating on a functional basis.

8. The district welfare office seems to have very little to do with the Child Welfare Law or child welfare cases, in spite of the fact that activities of this kind are listed as responsibilities. There were no figures available concerning the number of child welfare cases handled at the town or village level.

9. The district office staff is responsible for supervision, guidance and training of town and village officials responsible for welfare programs at that level. The above statement was concurred in by the chief of the welfare section of the prefectural welfare department. The methods of supervision and training are the usual ones, consisting of case conferences and visits of town and village officials to the district headquarters. The question was raised as to how the district officials responsible for training and supervision were able to identify or select town and village officials who should receive training and supervision. This question was brought up because the district officials had previously pointed out that only two towns had full-time employees who were concerned only with welfare matters. The district officials were unable to explain how they were able to select persons who should be trained and supervised. It was obvious that the little training and supervision that is given is provided for those whom the mayor of the town or village decides to send to conferences and meetings at the district level.

10. There is no evidence that a regular schedule has been established for inspection or review of welfare operations in the towns and villages covered by the district office. Neither is there any one person who carries the review and inspection function as a primary responsibility. There are no forms or check lists used by the welfare division for the purpose of review and inspection. It was indicated that the recent study

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of recipient families made at the request of the Welfare Ministry was conducted by prefectural welfare department officials in cooperation with the district officials. This review was concerned only with the families and did not involve review of the administration in the town or village office.

11. In the area covered by this district office, there are 41 towns and villages; however, there are only 36 separate town and village administrations. This results from the fact that in three instances, two or more villages have been consolidated and operate with a single administration. It was reported that in the three areas concerned, these consolidations had taken place a long time ago. No one seemed to know the exact dates of consolidation. The separate towns retain their names and physical identities, but for purposes of administration are covered by one office. In one instance, three consolidated villages are reported as having a total population of 5,002. In another instance, three villages are consolidated with a population of 5,987; and in a third instance, two villages consolidated and have a population of 2,952. Plans are to be made to conduct administrative reviews in one or more of these villages having consolidated operations. It is felt that valuable information may be secured concerning experienced operating welfare programs where town and/or village administrations have been consolidated. In the area covered by district office, there are 923 recipient families. Total population in the area is 111,009.

12. As a result of the review in this district office, several suggestions and recommendations were made. They concern primarily the assignment of personnel and functions. It is obvious that there is unnecessary duplication of work and a lack of specialization in those areas where it is possible. For example, it will be noted that three of the seven employees are responsible for compilation of various kinds of reports. This activity, because of its nature, should be handled by one person. Other suggestions concern the establishment of a system of review of town and village welfare offices. Prefectural welfare department was requested to cooperate with the district office in determining what matters should be covered in a review of town and village offices.

13. The district officials in this office have practically no inclination concerning either the present status or the possible future developments in relation to the social welfare secretaries. No plans have been made at the district level. The prefectural welfare department has done very little, other than to request funds through the prefectural assembly for the establishment of social welfare secretaries at prefectural and district levels.

ROBERT W. STEMPLE  
Chief  
Public Welfare Section

Structure of Yamanashi Ken Welfare Department  
(No Detail) and of Nakakoma - Nishi District Office

