

NR 200.42 (17 Sep 49)P

c. The administrative and operational organization conducting forest insect control (including research) and the programs it conducts with recommendations for the development of an effective forest insect control program and the means to implement it in Japan.

4. It is proposed that the Bureau of Entomology and Plant Quarantine and the Forest Service, Department of Agriculture sponsor the Japanese forest entomology specialist during his 90 days stay in the United States.

5. A proposed itinerary is as follows:

<u>Location</u>	<u>Duration</u>	<u>Places to be Visited</u>
Washington, D.C.	7 days	U.S. Forest Service Bureau of Entomology and Plant Quarantine
New Haven, Conn	2 days	Yale University
Upper Darby, Penn	10 days	Northeast Forest Experiment Station
Asheville, N.C.	10 days	Southeast Forest Experiment Station
Missoula, Montana	21 days	Northern Rocky Mountain Forest Experiment Station
Portland, Oregon	21 days	Pacific Northeast Forest Experiment Station
Berkeley, Calif	16 days	California Forest Experiment Station
Berkeley, Calif	3 days	University of California
TOTAL	90 days	

*H. B. Donaldson*  
H. B. DONALDSON  
Lt Col Inf  
Chief, Forestry Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese Agricultural Entomologist

1. It is recommended that a Japanese Agricultural Entomologist be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. In Japan, farm insects and other pests cause severe damage to agricultural crops each year. In the United States, recent scientific accomplishments have resulted in new chemicals being developed for insect control, and other particularly effective measures being put into practice. Japanese technicians have not had access to detailed knowledge of these recent developments. A Japanese scientist after a period of training on latest entomological practices in the U.S. can devote full time to aiding Japanese Agricultural officials in utilizing his knowledge on more effective insect control in Japan.

3. Points to be visited:

Washington, D. C.  
Wilmington, Del.  
Baton Rouge, La.  
Los Angeles, California

*T.E.R FOR*

*M. B. Williamson*

M. B. WILLIAMSON  
Chief, Agriculture Division

*Incl 7*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

HGS/WCH/WCN/cek

NR 200.42 (17 Sep 49)F1

MEMORANDUM FOR: Record

SUBJECT: Travel to United States of Japanese Fisheries  
Administrator

1. It is recommended that an English speaking member of the Japanese Fisheries Agency be sent to the United States under GARIOA Project 452 to study modern methods of fishery administration and management.
2. At the present time it is of utmost importance that the Japanese people secure the maximum yield possible from their aquatic resources. In past years a desire to secure these products has led the Japanese to encroach on the fishing grounds of other nations. At present their understanding of modern fisheries management and administration is incomplete. Therefore, it is important to train their government officials in the principles of efficient government administration and sound management of their fisheries.
3. This proposed visit to the United States will enable the candidate to learn the best conservation and administration methods in use in the United States and will place him in a position to practice these methods and advise his government with the result that greater efficiency will be secured in their program.
4. A proposed itinerary is as follows:
  - a. Approximately 30 days in Washington, D. C. Contact Mr. Newton C. James, Deputy Director, Fish and Wildlife Service, U. S. Department of Interior. Mr. James should sponsor the Japanese fisheries specialist selected for this trip.
  - b. Approximately 15 days New York State Conservation Department, Albany, New York to discuss with officials organization and activities of state fishery departments (comparable to some extent to prefectural levels in Japan).
  - c. Approximately 15 days Conservation Department, State of Michigan, Lansing, Michigan to discuss with officials organization and activities of state fishery departments (comparable to some extent to prefectural levels in Japan).

Incl 10



NR 200.42 (17 Sep 49)F1

d. Approximately 15 days in San Francisco, California. Contact Mr. Richard Crockett, Bureau of Commercial Fisheries, California Fish and Game Commission to obtain information on the organization activities of the State Fisheries Department.

e. Approximately 15 days at Seattle, Washington. Contact Director, State Fisheries Department.

*W. C. Herrington*  
WILLIAM C. HERRINGTON  
Chief, Fisheries Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

HGS/HBD/1a  
18 September 1949

NR 200.42 (18 Sep 49)Fo

MEMORANDUM FOR: Record

SUBJECT: Program for Visit to U.S. by Japanese Forest Products  
Research and Utilization Specialist.

1. One of the important forestry needs in Japan is better utilization of forest products. Japan is not producing enough wood to serve all the needs and undoubtedly will not do so for at least 50 or 60 years. Therefore it is necessary that Japan's forest industries utilize its available timber resources to the fullest. During the past decade when Japan was at war and largely isolated from American influence, the U.S. made considerable progress in wood research and utilization, whereas Japan fell far behind in new developments. It is now important to the hastening of Japan's economic recovery that advantage be taken of foreign developments in wood utilization, not to compete with foreign products but to save indigenous forest resources. Of particular importance are the following: (1) laminating methods to utilize small timbers to build up large beams; (2) the use of waterproof glues to make more durable plywood; (3) the use of hardwoods for paper pulp; (4) saccharification processes for producing alcohol and yeast from wood; (5) the use of preservatives to make wood resistant to rot and termites; (6) the use of plywood and paper cellular laminates for wall panel construction; (7) miscellaneous uses of beech wood; (8) the use of Kraft paper facing for plywood and veneer panels, methods of making wood fire resistant; (9) study the semichemical method of pulping to get higher pulp yields.

2. Upon completion of the investigation, the specialist will prepare a report to the Japanese Government embodying the following:

a. Summarized description of materials, procedures, and processes in wood utilization observed in the U.S., that are not used in Japan.

b. Recommendations as to U.S. wood utilization techniques that should be adopted or investigated for adoption into Japanese practice.

3. A proposed itinerary is as follows:

<u>Place</u>	<u>Duration</u>	<u>Places to be visited</u>
Madison, Wisconsin	58 days	Forest Products Laboratory
Appleton, Wisconsin	3 days	Institute of Paper Chemistry
Syracuse, N.Y.	3 days	Pulp & Paper Branch, Forestry School, Syracuse University.

Incl 11



NR 200.42 (18 Sep 49)Fo

<u>Place</u>	<u>Duration</u>	<u>Places to be Visited</u>
Washington, D.C.	3 days	Timber Engineering Co.
Crossett, Arkansas	4 days	Crossett Lumber Co.
Corvallis, Oregon	4 days	Oregon Forest Product Lab.
Portland, Oregon	13 days	FUS Unit, NW Forest Experiment Station
Portland, Oregon	2 days	Wooden Box Institute

*H. B. Donaldson*  
H. B. DONALDSON  
Lt Col      Inf  
Chief, Forestry Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese Plant Pathologist

1. It is recommended that a Japanese Specialist in Plant Pathology be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. In Japan, plant diseases take a relatively heavy toll from agricultural production which is already insufficient to meet the demands for food in Japan. In the United States, recent scientific accomplishments have resulted in new chemicals being developed for plant disease control and other particularly effective measures being put into practice. Japanese scientists have not had access to detailed knowledge of recent developments of plant disease control in the United States. One Japanese scientist can acquire decided working knowledge of these new developments from a period of training in the United States. He, upon return, can devote full time to aiding Japanese agricultural officials in utilizing his knowledge in more effective plant disease control in Japan.

3. Places to be visited:

Washington, D. C.  
Baton Rouge, La.  
Los Angeles, Calif.

*7 ER For  
M. B. Williamson*

M. B. WILLIAMSON  
Chief, Agriculture Division

*Aug 12*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (17 Sep 49)F1

HGS/WCH/WCN/cek  
17 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to United States of Japanese Fisheries Biologist

1. It is recommended that an English speaking member of the Research Department of the Japanese Fisheries Agency be sent to the United States under GARIOA Project 452 to study modern methods of fishery education and conservation, particularly phases relating to fresh-water fish culture and management.

2. Such study is of paramount importance to Japan because most of the effort made by them in the years before World War II consisted of improving processing methods, and expanding their area of operation without consideration for conservation. Consequently, since the areas available for fishing have been restricted, much work must be done by the Japanese to improve fisheries conservation research and practices and production at home. A study of modern fisheries management and fish culture is therefore important to educate the Japanese and enable them to care for and improve their fresh-water fisheries resources and obtain sufficient production from them without the necessity for invading the fishing grounds of other nations as they did in the past.

3. This proposed visit to the United States will enable the candidate to learn the best conservation, research and fish culture methods in use in the United States and will place him in a position to advise Japanese Government agencies and to give the methods and practices learned wide publicity in Japan.

4. A proposed itinerary is as follows:

a. Approximately 30 days in Washington, D. C. Contact Mr. Newton C. James, Deputy Director, Fish and Wildlife Service, U. S. Department of Interior. Mr. James should sponsor the Japanese fisheries specialist selected for this trip and arrange detailed itinerary.

b. Approximately 15 days New York State Conservation Department, Albany, New York to discuss management of fresh-water areas and latest methods of fish propagation.

c. Approximately 15 days Conservation Department, State of Michigan, Lansing, Michigan with same purpose as trip to New York State.

*Encl 13*



NR 200.42 (17 Sep 49)F1

d. Approximately 30 days in Seattle, Washington. Contact the Director, State Fisheries Department with same purpose as trip to New York State.

*W. C. Herrington*  
WILLIAM C. HERRINGTON  
Chief, Fisheries Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (17 Sep 49)Fa

HGS/HBD/1a  
17 September 1949

MEMORANDUM FOR: Record

SUBJECT: Program for Visit to U.S. by Japanese Silviculture  
Specialist

1. Sustained production of forest products is vital to the economic recovery of Japan and the future prosperity of the Japanese people. At the present time the forests of Japan are being rapidly depleted, thereby increasing the problem of reforestation.

a. In 1947 the area cutover exceeded the area reforested by more than 1,000,000 acres.

b. It is estimated that at least 8 million acres are in need of reforestation in Japan today. The problems of Japanese silviculturalists are to provide ways and means to reforest this area by both artificial and natural methods and to maintain a permanent forest cover thru improved methods of cutting. The most extensively used method of management in Japan today is clearcutting and reforestation by artificial means. This practice requires a large, costly, forest nursery program. There are about 12,000 acres of land used for forest nurseries.

c. About  $\frac{1}{2}$  the nursery area is in National Forest nurseries and the other  $\frac{1}{2}$  is operated by about 22,000 private owners. Primitive methods are still used at most of the nurseries and the introduction of new and improved methods such as those used in the United States would result in substantial increases in production. The silviculture specialist would inspect improved nursery practices and forest management methods used in the United States.

2. The United States is one of the leading countries in the world in the practice of reforestation by natural means. The practices require improved methods of cutting and treatment which could well be applied to timber stands in Japan.

a. Forest nurseries in the United States have developed new improved methods of operation which result in much greater yields of seedlings per unit of area than is secured in Japanese nurseries. Mechanical equipment and chemicals are used at many of the nurseries. The trip to the U.S. will give the Japanese silviculturalist first-hand observation and inspection of nursery practices and improved forest cutting methods in the U.S. from which similar methods and practices can be developed and applied to Japanese forests.

Incl 14



NR 200.42 (17 Sep 49)Fo

3. Upon completion of the investigation the Japanese silviculture specialist will prepare a report for the Japanese Government embodying the following:

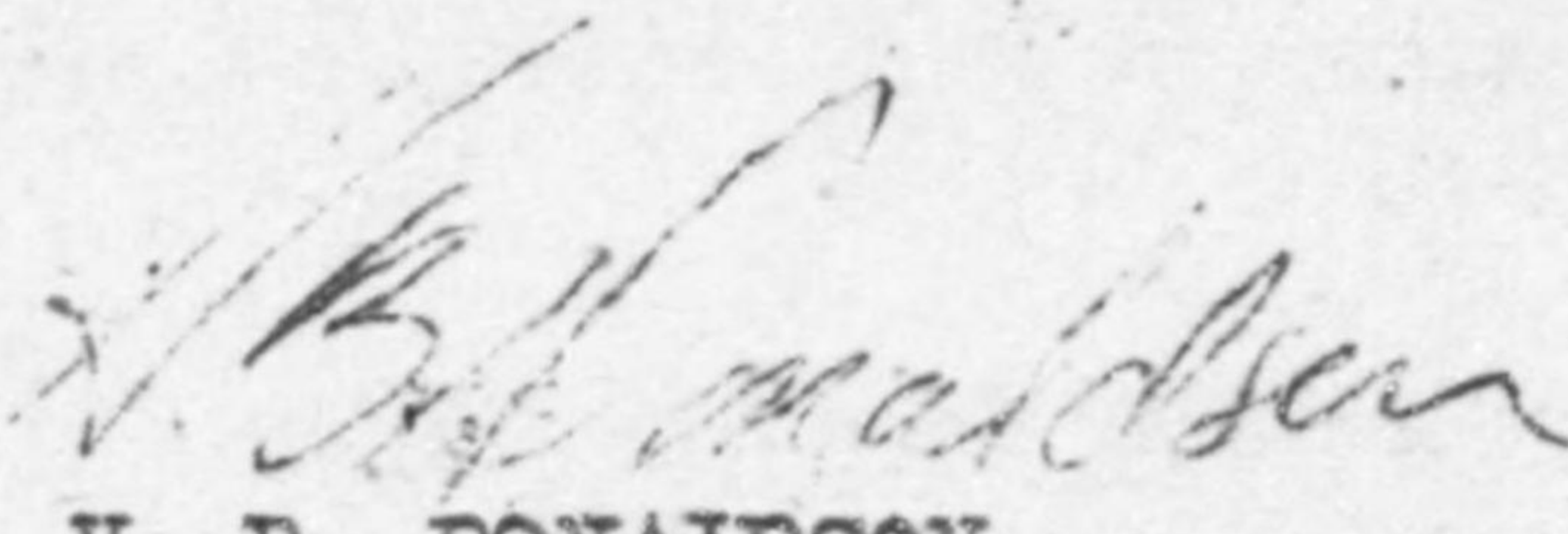
a. Recommendations as to improved forest nursery practices which would be applicable to Japanese forest nurseries.

b. Recommendations as to proper silvicultural methods to be followed in the management of forests in Japan with special reference to natural regeneration.

4. It is proposed that the U.S. Forest Service, U.S. Department of Agriculture, act as sponsoring agency for the Japanese silviculturalist during the course of his stay in the U.S.

5. The following is a proposed itinerary:

<u>Place</u>	<u>Duration</u>	<u>Places to be Visited</u>
Washington, D.C.	7 days	U.S. Forest Service
New Haven, Conn	2 days	Yale University
Upper Darby, Penn.	10 days	Northeast Forest Exp. Sta.
Asheville, N.C.	10 days	Southeast Forest Exp. Sta.
New Orleans, La	10 days	Southern Forest Exp. Sta.
St Paul, Minn	10 days	Lake States Forest Exp. Sta.
Missoula, Montana	15 days	Northern Rocky Mtn Forest Exp. Sta.
Portland Calif	15 days	Pacific Northwest Forest Exp. Sta.
Berkeley, Calif.	11 days	California Forest Exp. Sta.
TOTAL	<u>90 days</u>	

  
H. B. DONALDSON  
Lt Col Inf  
Chief, Forestry Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/ao  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to U. S. of Japanese Agricultural Information  
Specialist

1. It is recommended that a Japanese Agricultural Information Specialist be sent to the U. S. under GARIOA Project 452 for a period of approximately 90 days.

2. The Japanese Ministry of Agriculture and Forestry has instituted a national information service to keep farmers informed on recent developments in agricultural production techniques and on other matters of vital importance to farm people. The information service is only two years old and is comparatively ineffective in its accomplishments to date. The United States Department of Agriculture has a highly developed and efficient agricultural information service which contributes much to the promotion of farm programs dealing with increased production, and conservation of resources. Specialized training in the United States for a Japanese National in the field of public information would result in significant improvement of the Japanese Agricultural information service.

3. Places to be visited:

Washington, D. C.  
Ames, Iowa  
Madison, Wisconsin

*TER file*  
*M B Williamson*  
MARK B. WILLIAMSON  
Chief, Agriculture Division

*Recd 15*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (18 Sep 49)Fo

HGS/HBD/1a  
18 September 1949

MEMORANDUM FOR: Record

SUBJECT: Program for Visit to U.S. by Japanese Forest Influence Specialist.

1. A major problem in Japan is the severity of floods and erosion, originating principally from improperly managed forest areas, causing serious losses to the agricultural economy. Forest soil conservation is neglected in the current management practices of the forests in Japan. A greater recognition of the importance of forests for their watershed protection values is needed. The Forest Service and the Soil Conservation Service have for many years conducted special studies on experimental areas on the influence of forests in controlling floods and preventing erosion. The forest management specialist will be given an opportunity to visit these experimental areas and to learn first-hand the latest developments in the management of forest lands specifically for the prevention and control of floods and erosion.

2. Upon completion of the investigation the candidate will prepare a report for the Japanese Government embodying recommendations for a program for the designation and management of watershed protection forests which will give full and adequate consideration to the influence of forests on the prevention and control of floods and erosion.

3. It is proposed that the U.S. Forest Service, Department of Agriculture, act as sponsoring agency for the Japanese forest management specialist during the course of his stay in the United States.

4. The following is a proposed itinerary:

<u>Location</u>	<u>Duration</u>	<u>Places to be visited</u>
Washington, D.C.	7 days	Forest Service, Soil Conservation Service
Upper Darby, Penn	10 days	Northeast Forest Experiment Sta
Ashville, N.C.	10 days	Southeast Forest Experiment Sta
Norris, Tenn.	5 days	Tennessee Valley Authority
Holly Springs, Miss.	7 days	Holly Springs National Forest
Oxford, Miss.	7 days	Yazoo Flood Control Project
Davis County, Utah	7 days	Wasatch National Forest Flood and Erosion Control Experiment Station
Missoula Mont	10 days	Northern Rocky Mountain Forest Experiment Station
Portland, Oregon	10 days	Pacific Northwest Forest Experiment Station

Incl 16



NR 200.42 (18 Sep 49)Fo

<u>Location</u>	<u>Duration</u>	<u>Places to be visited</u>
Berkoley, Calif	10 days	California Forest Experiment Station
Glendora, Calif.	<u>7 days</u>	San Dimas Branch Experiment Station.
TOTAL	<u>20 days</u>	

*H B Donaldson*

H. B. DONALDSON  
Lt Col      Inf  
Chief, Forestry Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (15 Sep 49)MG

RGS/RYG/CSM/CD/mc  
15 September 1949

MEMORANDUM FOR: Record

SUBJECT: Visit to United States by Japanese Blast Furnace Coke Experts

1. References are:

a. Memorandum for Record, NR 641 (18 Aug 49)MG, subject: Blast Furnace Coke Program, 18 August 1949.

b. Memorandum for Record, NR 641 (30 Aug 49)MG, subject: Blast Furnace Coke Program, 30 August 1949.

2. As a means of furthering the progress already made on the blast furnace coke program it is believed necessary that at least two, and preferably three Japanese coke experts make a visit to the United States to make first-hand observation of American Coke practices. The principal objectives of such a trip would be to obtain adequate information about (1) the best American practices in producing low-temperature coke (known as "coalite" in Japan) and (2) blending, sizing, sintering, and charging iron ore, so as to make cheap pig iron when using weak coke. An additional objective would be to visit coal cleaning plants and other installations which have distinctive features. Such a trip would enable these men to prepare recommendations for new construction required in order to make Japan self-sufficient as to metallurgical coke.

3. The individuals to be sent should be experienced and adequately suited for a mission of this nature. Such individuals are available, and their qualifications may be described generally as follows:

a. They should have had general supervision of integrated steel plants, and previously have been in direct charge of blast furnace and coke oven operations. One has had engineering experience in chemicals and cement, and is now carrying on important developments and full scale operations in the field of coalite production and use for coke making. He has also had iron ore mining experience.

b. Another has had engineering experience, is supervising a large scale coking research, and his organization is now investigating the use of a new kind of "coalite". Each of these men is carrying executive responsibility for large operations and is well qualified to have a definite program worked out.

4. The following is a suggested itinerary for the recommended visit, total time about 30 days, including travel:

Incl 17



NR 200.42 (15 Sep 49)MG

a. Pittsburg and vicinity. About four days. Conferences with Messrs C. D. King (chairman, Blast Furnace and Coke Oven Committees, U.S. Steel Corp), Joseph Becker (Vice-Pres, Koppers Company, Inc, designers and builders of a large majority of American coke plants), and Joseph Pursglove, Jr, (Vice-Pres, in charge of research, development and low-temperature carbonization, Pittsburgh Consolidation Coal Co). Also visits will be made to (a) Disco low-temperature carbonization plant and adjoining coal cleaning plant (including froth flotation), (b) Clairton coke plant of U.S. Steel Corp (largest coke plant in the world), (c) new Robena coal cleaning plant of U.S. Steel Corp, and (d) Arkwright or other modern coal cleaning plant of Pittsburgh Consolidation Coal Co.

b. Warren, Ohio. One-half day visit to Republic Steel Corp blast furnace and coke plants and conferences with the coke plant superintendent, Mr J. Howard Thompson, who had charge of former extensive work with weak coke and with coalite blending experiments in Colorado and California. This plant has large blast furnaces.

c. Cleveland, Ohio. One day visit to Republic Steel Corp blast furnace with high pressure top.

d. Copperhill, Tennessee. One day visit to sintering plant of Tennessee Copper Co.

e. Birmingham, Alabama, district. Two days visit to plant of Tennessee Coal, Iron and Railroad Co (U.S. Steel Corp), with special attention to ore preparation facilities.

f. Chicago district. Two days visit to blast furnaces of Inland Steel Co, use of inwall pyrometers, etc. (Chicago district has unusually good coke available).

g. Pueblo, Colorado. Two days visit to blast furnaces and coke plants of Colorado Fuel and Iron Co, with especial attention to preparation of ore and coal and to present and past practices with unsatisfactory coking coal, with and without admixture of low-volatile coal.

h. Salt Lake City, Utah. Two days visit to blast furnaces and coke plants of Geneva Steel Co at Geneva, Utah, and also at Ironton near Provo, Utah, the latter plant getting good results with perhaps the weakest blast furnace coke in America. Ore bedding system, etc, at Geneva.

i. Fontana, California. One day visit to blast furnace and coke plant of Kaiser Steel Co. Perhaps best coke handling system in America for weak coke. Good bedding systems for ore and coal.

/s/ Caleb Davies, Jr.,  
CALEB DAVIES, JR  
Visiting Expert Consultant  
Mining and Geology Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200,42 (19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese Agricultural Extension  
Specialist

1. It is recommended that a Japanese Agricultural Extension Specialist be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. The Japanese Ministry of Agriculture and Forestry has initiated a program designed to make the services of an agricultural advisor available to every rural village in Japan. This program was developed after the elimination in 1947 of the extension system dominated by Government Agricultural Agencies. The system under development in Japan is based on the most effective working principles of such agencies as the Agricultural Extension Service and the Farm Home Administration of the U.S.D.A., together with the vocational agricultural education system in the U.S. The Japanese technicians have a limited appreciation of service for farm people and are markedly deficient in their understanding of the operation of an effective agricultural advisory system. Training of this specialist in the U.S.D.A., will contribute to the development of an effective program of primary importance to the Occupation.

3. Points to be visited:

Washington, D.C.  
Los Angeles, Calif.  
Knoxville, Tenn  
Ames, Iowa

*M B Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Incl 18*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (17 Sep 49)Fi

HGS/WCH/WCN/cek  
17 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to United States of Japanese Wildlife Specialist

1. It is recommended that an English speaking member of the Japanese Fisheries Agency be sent to the United States under GARIOA Project 452 to study new methods and techniques of wildlife management.
2. Such a study is of importance to Japan to enable her to obtain full use of wildlife resources for reclamation and commercial purposes. The present and past policy of wildlife management in Japan has lacked attention to a basic conservation principle of sustaining a high level of yield through regulation of hunting activities and the maintenance of appropriate propagation programs. Wildlife in Japan at the present time is at an extremely low level as compared to a potential sustained yield. The problem of wildlife management in Japan involves establishment of an effective and efficient administration especially in the collection of fees from hunters and the allocation and use of these funds on a national and prefectural level. A study of modern wildlife management and administration concerned therewith and the application of these principles and methods in Japan could be an important contribution to the rehabilitation of the local economy.
3. This proposed visit to the United States will enable the candidate to learn the best conservation, research and management methods in the United States and will place him in a position to advise Japanese Government agencies and to give the methods and practices learned wide publicity in Japan.
4. A proposed itinerary is as follows:
  - a. Approximately 30 days in Washington, D. C. to visit U. S. Fish and Wildlife Service, Wildlife Management Institute, National Research Council and Smithsonian Institute.
  - b. Approximately 15 days in Albany, New York to visit New York State Conservation Department and American Museum of Natural History.
  - c. Approximately 15 days in Boston, Massachusetts and vicinity to visit Massachusetts State Conservation Department, Harvard University and Austin Ornithological Research Station.

Lucl 19



NR 200.42 (17 Sep 49)F1

d. Approximately 30 days in the Central and Western States to visit National Parks and Wildlife Refuges to be arranged by Fish and Wildlife Service.

*W.C. Herrington*  
WILLIAM C. HERRINGTON  
Chief, Fisheries Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)Fo

HGS/HBD/1a  
18 September 1949

MEMORANDUM FOR: Record

SUBJECT: Program for Visit to U.S. by Japanese Forestry Research  
Specialist

1. Despite the intimate dependence of Japan's economic life on her forests, and the constantly increasing call for more and better forest products, Japanese forestry research has never been strong. Japan's own domestic needs for timber and wood fuel, as well as the reliance of her Asiatic neighbors on Japan for timber, makes it imperative that Japanese foresters learn of the best ways to conduct silvicultural research to grow trees. In the U.S. forestry research has long been underway and in the last two decades considerable advancement has been made that is unknown to the Japanese. Japanese forestry research is now being reorganized, but, before long range projects are initiated, it would be of definite advantage for the research specialists to have first-hand information on research facilities, methods, and results of the U.S. Of particular importance are the following: (1) Research on methods of pine forest management; (2) Research on methods of hardwood forest management, (3) Breeding of forest trees; (4) Research on soil stabilization and flood control; (6) Research on forest entomological control; (5) Research on forest nursery practices. It is expected that much of what the research specialist would learn in the U.S. would soon be incorporated into the research organization and programs now being developed in Japan.

2. Upon completion of the investigation the specialist will prepare a report (a) covering all forestry techniques and results observed in the U.S. that are new to Japan and (b) recommending forest investigations and methods of conducting research that should be adopted in Japan.

3. It is proposed that the Research Division, U.S. Forest Service, Department of Agriculture be the sponsoring agency for the research specialist during his stay in the U.S.

4. A tentative proposed itinerary is as follows:

<u>Location</u>	<u>Place to be visited.</u>
Missoula, Mont	No. Rocky Mountain Experiment Station
St Paul, Minn	Lake States Forest Experiment Station
Madison, Wisc	Forest Products Laboratory
Washington, D.C.	U.S. Forest Service Headquarters
Upper Darby, Phila, Pa.	N.E. Forest Experiment Station
New Haven, Conn	Yale University

*Lucl 20*



200.42 (19 Sep 49)Fo


Location

Ashville, N.C.  
Lake City, Fla  
New Orleans, La  
Crossett, Ark.

Glendora, Calif.  
Berkeley, Calif.  
Placerville, Calif.  
Portland, Oregon

Place to be visited

Appalachian Forest Experiment Station  
Southern Forest Experiment Branch Station  
Southern Forest Experiment Station  
Crossett Lumber Co.  
Southern Forest Experiment Branch Station  
California Forest Experiment Branch Station  
California Forest Experiment Station  
Institute of Forest Genetics  
Pacific N.W. Forest Experiment Station

  
H. B. DONALDSON  
Chief, Forestry Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

HGS/MBW/1a  
18 September 1949

NR 200.42 (18 Sep 49)A

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese National Rural Youth Organization  
Specialist

1. It is recommended that a Japanese specialist in Rural Youth Organization be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. The Ministry of Agriculture and Forestry has initiated a rural youth organization program in Japan as a result of occupation force recommendations. The program will help maximize farm production, develop rural democratic leadership and implement specified major reforms in agriculture. The rural youth organization would be comparable in many respects to 4H clubs sponsored by the U.S. Department of Agriculture and future farmer clubs sponsored by workers in vocational education in agriculture in the U.S. In Japan more than half of all rural youths between the ages of 12 to 20 are estimated no longer. Over half of the farm youths in that age group who are in school are not taking courses in agriculture or home making. Rural youth organizations offer a fertile field for activity in improving farm practices to maximize production and developing farm leadership through use of democratic procedures of organization and cooperative habits. The readiness of Japanese youth to follow aggressive leadership necessitates that leadership provided shall be compatible, rather than in conflict, with American ideology to insure accomplishment of occupation objectives. More than 3,300 youth project clubs have already been organized throughout Japan. This movement is not receiving the leadership required by such an important program. In the U.S., work in 4H clubs and future farmer clubs has been outstanding in its success. Sending a Japanese rural youth organization leader to the U.S. for further training is expected to result in his becoming familiar with operations in the U.S. and in his being able to exert superior leadership on the rural youth movement in Japan.

3. Points to be visited:

Washington, D. C.  
St. Louis, Mo.  
Knoxville, Tenn.  
Madison, Wisconsin

*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Luc/21*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)Fo

HGS/HBD/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Program for Visit to the U.S. by Japanese Forestry  
Education Specialist

1. Japan's forests are one of her resources of most fundamental importance. Their importance will become even greater in the next few years because of the intensified forest management that must become of general practice throughout Japan. Intensified management, however, cannot be carried out without trained foresters. There are forestry schools in Japan, but in general the methods being taught are old German methods that should not be applied to Japan's forests. With the application of new methods of forest management comes the need for new curricula and teaching methods in the forestry schools. Forestry education in the U.S. is well advanced and far superior to that of Japan. Japan not only needs more foresters but needs those foresters very well trained. Introduction into Japan's forestry education of new ideas in educational practice from America would be an important stimulus to the renaissance that Japan's forestry educational system needs so badly. It is expected that the forestry education specialist will bring back to Japan new subjects for instruction, such as aerial photography surveying and modern concepts of experimental design and statistical methods in forestry, new notions of better forest management such as improvement thinning and selective cuttings, new methods for stand improvement such as hybridization and elective breeding, and new methods of erosion control. He will also receive a new feeling for the importance of such things and soil conservation, forest influence on stream flow, and the value of forests to the general economic welfare of his country. It is expected that the forestry education specialist can quickly bring about important changes in the present educational system that would otherwise take years of slow introduction. In view of the critical status of the domestic forestry situation, it is important not to delay any and all possible improvements in the educational system.

2. On completion of the investigation, the Japanese forestry education specialist will prepare a report for the Japanese Government (a) describing in full all important differences noted between Japan and American forestry teaching facilities, subjects, and methods, and (b) recommending changes that would be desirable to introduced into Japan.

3. The following tentative itinerary is proposed:

Location

Seattle, Washington  
St Paul, Minn.

Place to be visited

University of Washington  
University of Minnesota

Incl 22



NR 200.42 (19 Sep 49)Fo

Location

Madison, Wisc  
Ann Arbor, Mich  
Syracuse, N.Y.  
New Haven, Conn  
Berkeley, Calif  
Corvallis, Oregon

Place to be visited

Forest Products Laboratory  
University of Michigan  
University of Syracuse  
Yale University  
University of California  
Oregon State University

*H. B. Donaldson*

H. B. DONALDSON  
Lt Col      Inf  
Chief, Forestry Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to U.S. of Japanese National Agricultural  
Production Planning Specialist

1. It is recommended that a Japanese specialist in Agricultural Production Planning be sent to the U.S. under GARIOA project 452 for a period of approximately 90 days.

2. In Japan, leaders in the Ministry of Agriculture and Forestry have demonstrated lack of effectiveness in the development of integrated and coordinated programs for the maximization of total agricultural production. The cost of food imports from the U. S. to Japan is directly associated with Japanese success in developing and implementing production program planning for agriculture. Success in increasing farm production results in a direct saving of U.S. dollar appropriations. The U.S.D.A., in recent years has been particularly successful in development of integrated production programs for agriculture and in causing such programs to be implemented successfully by American farmers. A Japanese Agriculture Production Program Planning specialist sent to the U.S. and trained in this field by staff members of the U.S.D.A., can be expected to aid materially in the development and implementation of effective production programs for agriculture in Japan.

3. Points to be visited:

Washington, D.C.  
Ames, Iowa  
Madison, Wisconsin

*TER For*  
*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*at # 23*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (18 Sep 49)A

HGS/MBW/1a  
18 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese National Agricultural Credit  
Specialist

1. It is recommended that a Japanese specialist in Agricultural Credit be sent to the U.S. under G<sup>A</sup>RIOA Project 452 for a period of approximately 90 days.

2. In Japan, as in many other countries of the world, the availability of funds necessary for financing agriculture production is one of the important factors affecting the economic and social stability of the farm population. The Ministry of Agriculture and Forestry has been unable to develop a farm credit system adequate to handle the short and long term credit needs of agriculture. In the United States the Farm Credit Administration has developed an effective system of farm credit. Study with staff members of the Farm Credit Administration in the U.S. would enable a Japanese specialist, upon his return to Japan, to aid the Ministry of Agriculture and Forestry in more rapid developments of an adequate farm credit system.

3. Points to be visited:

Washington, D.C.  
St Louis, Mo.  
Minneapolis, Minn.

*7 ER for*

*M. B. Williamson*

M. B. WILLIAMSON  
Chief, Agriculture Division

*Send 24*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (18 Sep 49)A

HGS/MBW/1a  
18 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese National Irrigation Engineering  
Design and Construction Specialist.

1. It is recommended that a Japanese specialist in Irrigation Engineering Design and Construction be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. The Ministry of Agriculture and Forestry has a huge program of irrigation work in operation in Japan. Included in the program is the construction of a number of engineering installations consisting of dams and associated works at the expense of large Japanese Government appropriations. Inspection of the work by competent staff members of NR/A has revealed that, in many instances, the design and construction of the installations fail to conform to sound engineering principles which have become a matter of standard practice in recent years in similar work done in the U.S. The land reclamation service of the U.S. Dept. of Interior has a program of receiving foreign specialists and furnishing technical training on recent developments in design and construction of irrigation works. Sending a Japanese specialist to the U.S. for training in this field would result in appreciable changes in current Japanese practices so that future construction work will be more economical, durable and serviceable.

3. Points to be visited:

Washington, D. C.  
Boulder, Colorado  
Knoxville, Tennessee

*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Incl 25*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42(19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese National Agricultural  
Budget and Fiscal Control Specialist

1. It is recommended that a Japanese specialist in Agricultural Budget and Fiscal Control be sent to the U. S. under GARIOA Project 452 for a period of approximately 90 days.

2. The Ministry of Agriculture and Forestry has an inadequate budget and accounting system. Lack of satisfactory fiscal reports and absence of program reports from prefectures and other agencies result in loss of control by the Ministry over funds allocated to it. The accounting section of the Ministry is not in a position to coordinate accounting activities of different bureaus in the Ministry nor is the accounting section designated as a central point of Ministry contact with the Ministry of Finance on budget and fiscal affairs. Duplication of disbursing functions exists in the Ministry. Factual material presented in budget estimates is inadequate to support requests for funds. Sending a Japanese specialist from the Ministry of Agriculture and Forestry for training in the U. S. on budget making is expected to contribute greatly toward removing some of the difficulties from the present Japanese agricultural budget operations.

3. Ninety days to be spent in Washington, D.C.

*PER FOR*  
*M B Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Send 26*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

HGS/MBW/1a  
18 September 1949

NR 200.42 (18 Sep 49)A

MEMORANDUM FOR: Record

SUBJECT: Travel to US of Japanese National Fertilizer Use  
Specialist

1. It is recommended that a Japanese specialist in fertilizer use be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. In Japan, during the current fiscal year, more than 3,000,000 metric tons of commercial fertilizer will be used by Japanese farmers. Part of the fertilizer is manufactured in Japan and supplemental quantities are being imported at a U.S. dollar cost of approximately 50,000,000. More effective use of fertilizer is of primary importance to the Occupation. In recent years in the U.S., significant new developments have taken place in the use of commercial fertilizer. One of the developments is the use of gaseous or aqueous ammonia for direct field application to supply nitrogen to growing crops. A Japanese specialist, sent to the U.S. for study with the U.S.D.A., could review latest developments in fertilizer use and bring to Japan information of value to all fertilizer manufacturers in increasing and improving fertilizer production in Japan.

3. Points to be visited:

Washington, D.C.  
Baton Rouge, La.  
Knoxville, Tenn.

*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Incl #27*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

HGS/MBW/ac  
19 September 1949

NR 200.42 (19 Sep 49)A

MEMORANDUM FOR: Record

SUBJECT: Travel to the U. S. of Japanese Agricultural Coopera-  
tive Specialist

1. It is recommended that a Japanese specialist in Agricultural Cooperatives be sent to the U. S. under GARIOA Project 452 for a period of approximately 120 days.

2. The Japanese Ministry of Agriculture and Forestry is sponsoring a farm cooperative movement whereby a major proportion of the farmers of Japan work on joint solution of programs to maximize agricultural production, maintain a stable rural economy, and provide for democratic rural organizations. The development of a cooperative program took place as a result of direct pressure from the occupation after the government-dominated agricultural central agencies were ordered liquidated. The Farmer Cooperative movement in the United States has developed effective solutions to farm problems for many years. A Japanese Cooperative specialist should be sent to the U. S. for first hand training in true cooperative principles and in the organization and operation of the various types of agricultural cooperatives in the U. S. His findings will aid significantly in further democratic development of the agricultural cooperative movement in Japan.

3. Points to be visited:

Washington, D. C.  
Madison, Wisconsin  
Los Angeles, California  
Minneapolis, Minn.  
Knoxville, Tenn.

*TEK FOR*  
*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Ind 28*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to the U.S. of Japanese Agricultural  
Census Expert.

1. It is recommended that a Japanese agricultural census expert be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. In Japan, reliable information on agriculture is a prerequisite to effective agricultural planning and development of programs to maximize agricultural production. In addition, the U.S. expenditures for food imports are affected to some degree by the accuracy of data on Japanese agriculture. Agricultural census methods in Japan fail to utilize sampling procedures and schedule techniques which are established, effective practices in the United States. Sending a Japanese agricultural census specialist to the U.S. for study would result in significant improvement in the accuracy of the Japanese agricultural census program and in a reduction in the cost of the work.

3. Points to be visited:

Washington, D.C.  
Ames, Iowa  
Madison, Wisconsin

*GER FOR*  
*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Incl #29*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to the U.S. of Japanese National Crop Estimating  
Expert

1. It is recommended that a Japanese specialist in crop estimating be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. In Japan, crop estimating work is of unusual importance. The compulsory staple food collection system uses official crop estimates as a basis for operations. In addition, the amount of food imported into Japan at U.S. dollar expense is linked directly with the estimates of domestic food production. A small margin of inaccuracy exerts a heavy influence on the amount of dollars required for food imports. The Japanese Ministry of Agriculture and Forestry crop reporting system has been in operation only two years. As a result of its work crop estimates have been improved. However more improvement is needed to insure realistic estimates of crop yields and production. It is desirable to send a crop reporting specialist to the U.S. to study latest crop reporting methods and practices and to bring all pertinent information obtainable back to Japan for use in the Japanese crop reporting system.

3. Points to be visited:

Washington, D.C.  
Ames, Iowa  
Los Angeles, California  
Denver, Colorado

*7 ER For*

*M. B. Williamson*

M. B. WILLIAMSON  
Chief, Agriculture Division

*April 30*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to the U.S. of Japanese National Expert on  
Marketing of Farm Products

1. It is recommended that a Japanese specialist in Marketing of Farm Products be sent to the U.S. under GARIOA Project 452 for a period of approximately 180 days.

2. Many thousands of tons of food are lost in Japan each year because of improper handling, transportation and storage. Japanese farm people and other persons handling and marketing farm products have essentially relatively little regard for minimizing handling losses. The extreme care given to the packaging of a few select delicacies is in direct conflict with practices followed for the major volume of staple foods, vegetables, or other farm products. A reduction in handling loss by some practicable means would result in a more nearly adequate food supply and in smaller food imports. The entire problem of marketing farm products requires increased efficiency of operation including practical packaging, reduction in elapsed time from harvest to consumption, utilization of refrigeration facilities where applicable, and a number of other improvements. In the U.S. marketing of farm products is a highly specialized operation. Sending a Japanese farm marketing specialist to the U.S. for study with a production and marketing agency of the U.S.D.A. would eventually result in a saving of significant quantities of food in Japan.

3. Points to be visited:

Washington, D.C.  
New York, N.Y.  
Chicago, Ill.  
Los Angeles, Calif.  
San Francisco, Calif.

*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

Incl 31



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

HGS/MBW/1a  
19 September 1949

NR 200.42 (19 Sep 49)A

MEMORANDUM FOR: Record

SUBJECT: Travel to the U.S. of Japanese National Expert in Soil  
Science

1. It is recommended that a Japanese specialist in soil science be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. The Japanese working on soil science problems have been unable to keep up with progress in this important field in the U.S. and in other parts of the world. Japanese soil scientists generally are not using standard international soil classification procedures and as a result, findings in Japan and in other parts of the world are not interchangeable. In addition, Japanese soil scientists have failed to appreciate and fully exploit the possibilities of using soil survey studies as a basis for increased farm production. The work of the U.S.D.A. is outstanding in this subject field. Sending a Japanese Soil Scientist to study with officials of the U.S.D.A. is expected to result in marked improvement of Japanese soil science and thus in improved agricultural production.

3. Points to be visited:

Washington, D.C.  
Knoxville, Tenn.

*M. B. Williamson*  
M. B. WILLIAMSON  
Chief, Agriculture Division

*Incl 32*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/1a  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to the U.S. of Japanese National Expert on Home  
Economics

1. It is recommended that a Japanese specialist in home economics be sent to the U.S. under GARIOA Project 452 for a period of approximately 90 days.

2. An important phase of agricultural extension work is the home living improvement work connected with it. Under provisions of the "Law for Improvement and Promotion of Agriculture", enacted by the Diet 5 July 1948, the home living improvement work has been initiated as part of the cooperative agricultural extension programs of the national and prefectural governments. The purpose of these programs is to help farm families improve their social and economic positions, basic to the rehabilitation and continued prosperity of Japan. Observation has indicated that Japanese rural home life can be greatly improved by programs of training and guidance for rural women in the preparation, preservation, and conservation of food; better housekeeping techniques and hygienic practices; home production of furnishings and clothing; and more active participation in community activities. The promotion of a home living improvement program in Japan similar to the home demonstration program in the United States presents peculiar problems. Chiefly because of the prevailing attitude on the part of most officials concerned, and the apathy of the general public toward the place of women in all community affairs, there has been slow progress in the establishment of an effective, full coverage home demonstration type of program to date. The importance of this work cannot be overemphasized yet its growth has not kept pace with that of other phases of the extension program in Japan. The Japanese are almost entirely unfamiliar with the program and few persons are qualified by training and experience to deal with it without specialized assistance. Sending a Japanese Home Economist to study in the U.S. is expected to contribute materially toward the development of an effective home economics program in Japan. The person selected should spend at least 90 days in the U.S. in the study of U.S. methods.

3. Places to be visited:

Washington, D.C.  
Atlanta, Ga.  
Chicago, Ill.  
Madison, Wisconsin

M. B. WILLIAMSON  
Chief, Agriculture Division

Incl 33



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Natural Resources Section

NR 200.42 (19 Sep 49)A

HGS/MBW/ae  
19 September 1949

MEMORANDUM FOR: Record

SUBJECT: Travel to the U. S. of Japanese National (Agricultural  
Library Service Specialist)

1. It is recommended that a Japanese Agricultural Librarian be sent to the U. S. under GARIOA Project 452 for a period of approximately 90 days.

2. The Ministry of Agriculture and Forestry has no central technical library service for its specialists working on major Japanese agricultural problems. A specialist from the U. S. D. A. spent three months in Japan in 1947 laying the foundation for a national agricultural library that would provide service for Government Agricultural specialists similar to the service provided by the U. S. D. A. Library. Because of lack of trained personnel in the Ministry of Agriculture and Forestry the project has failed. Without adequate library facilities the Ministry specialists cannot be of maximum usefulness in government programs to maximize food production nor can they intelligently plan agricultural programs for Japan. One specialist, after studying in the U. S. for 90 days could then make the initial contribution in the building of an adequate agricultural library service for the Government of Japan.

3. Place to be visited: Washington, D. C.

*NER FOR*

*Mark B. Williamson*

MARK B. WILLIAMSON  
Chief, Agriculture Division

*Encl 39*



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Public Health and Welfare Section

20 September 1949

MEMORANDUM TO: Chairman,  
"Interchange of Persons" Board

1. Under the National Leaders Program GARIOA Project 452 FY 1950, Public Health and Welfare Section desires to send a minimum of one person for approximately three months training and reorientation in the United States in each of the following categories:

- a. \*Public Health Officer
- b. \*Sanitary Engineer
- c. \*Public Health Nurse
- d. Social Welfare (Social Security)
- e. Health Education
- f. Biologics Production
- g. Nutrition
- h. \*Medical Social Work
- i. National Parks
- j. Health Statistics
- k. Pharmaceutical Affairs
- l. Japan Science Council, Medical Section

2. One person in each of the above fields is the minimum requirement. More than one person could be made available provided funds are sufficient.

3. Using the figure worked out at the last Board meeting on 15 September, that is approximately \$1,500 to send one person to the United States for approximately 90 days, the monetary request from this section would be \$18,000.

4. At one of the earlier meetings, it was brought to the attention of the Public Health and Welfare Section that the Federal Security Administration had received for it one fund in the amount of \$3,122 labeled Miscellaneous, and another fund of \$3,122 labeled U.S. Public Health Service. This should make a total of \$6,244 already committed to the credit of this section, leaving the total requirement for our minimum needs \$11,756. The \$6,244 is from funds left over from FY 1949.

5. In addition to the above 12 fields which this section desired to cover in this program, the case of Dr. Mutsuyuki Kochi, Yokohama Medical College, Yokohama, Japan, is presented for consideration by the Board. He has been offered a Fellowship in the amount of \$1,800 by Rutgers University, New Brunswick, New Jersey, for the purpose of doing research work in the field of antibiotics, primarily on streptomycin. It is considered that the training of a qualified Japanese in this field would be of great benefit to the Occupation. However, it would be noted from the attached letter to Dr. Kochi from Rutgers University that no provision is made in the Fellowship for his transportation to and from the United States. It is therefore requested that the Board favorably consider the use of funds for transpor-



tation to and from New Brunswick, New Jersey, for this man in order that he may take advantage of the Fellowship offered him.

6. It is believed that the International Institute of Education would be the logical agency to handle the details of placing the people in this program in the proper places for them to make their observations, and to take care of their financial affairs while they are in the United States. The case of Dr. Kechi would be an exception since, if he were accorded transportation, he would not require sponsorship by any agency other than the University which offered him his Fellowship. The individual in the National Park field would spend his time in the United States primarily under the National Park Service, Department of the Interior, and this section could assist the International Institute of Education by communicating directly with the National Park Service and arranging for his sponsorship. The other 11 fields mentioned in par. 1 all have a logical association with the Federal Security Administration, mainly with the U.S. Public Health Service. However, the observers would benefit most if they could visit various institutions other than those controlled by government agencies. Details of their visit in this regard would need to be arranged with these various institutions, directly or through IIE and the concerned branches of the Federal Security Administration. These suggestions are available in this section, but are not being included herewith since the program has not yet been finalized.

G. S. MULLOCHAN  
Colonel, MC  
Deputy Chief



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Government Section  
Public Affairs Division

*file  
12-12-49*

19 September 1949

MR MCCOY

MEMORANDUM FOR THE RECORD

SUBJECT: Interchange of Persons Board Meeting

*WPM  
10/5/49*

1. The second meeting of the SCAP Interchange of Persons Board was held from 1600 to 1800 hours on 15 September to consider estimates concerning the number and scope of projects to be requested by the various interested staff sections. Brig. Gen. George V. Keyser had directed the submission of these project estimates during the Board's first session, on 13 September.

2. To arrive at a tentative figure concerning project costs, it was first necessary to reach agreement on average per capita cost. After some discussion General Keyser ruled that costs would be calculated on the basis of \$1,500 per person for a 90 day project in the U.S. This figure is based on the assumption that the per diem allowance for each person would be \$10.00. It was argued that this allowance is insufficient, that it would necessitate residence in second and third class hotels, etc., with possible detriment to the entire program. General Keyser insisted, however, that Washington had strongly advised that no more than \$10.00 per day be granted, that a larger allowance might cause congressional inquiry. It was noted in this connection that half of all discussion time devoted by Congress to consideration of the \$1,000,000,000 allocation for occupied areas concerned the \$450,000 tentatively earmarked for the interchange of persons - \$234,000 for students and \$216,000 for study projects considered beneficial to the Occupation.

3. The undersigned argued that it was impossible to adopt a general policy with regard to per diem allowances which would necessarily apply to all delegations since a high level group such as the Diet delegation would undoubtedly need more than \$10.00 per day. General Keyser acknowledged that it might be necessary to give special consideration to a group such as the Diet delegation, but for all other project planning he insisted that \$10.00 per diem be used as the basis for calculation.

4. The \$1,500 allowed for each member of a 90 day mission breaks down as follows:

\$210.00	advance to cover costs of insurance, head tax, visa, shipboard meals, etc.
\$350.00	for travel
\$900.00	per diem at \$10.00 per day
\$ 40.00	for International Institute of Education, to cover administrative costs
_____	
\$1,500.00	Total



MEMO FOR THE RECORD, Subj: Interchange of Persons Board Meeting, 19 Sep 49.

5. Since a 60 day project would reduce per capita costs by \$300.00 the standard cost per person for a 60 day project was set at \$1,200.

6. Calculated on the basis of these standard costs staff section representatives attending the meeting suggested projects costing a total of approximately \$375,000. The most ambitious project proposals were submitted by CI&E, ESS, and GS, at estimated costs of \$90,000, \$70,000, and \$55,000, respectively.

7. General Keyser suggested that if each staff section, particularly those submitting the most expensive projects, would agree to a 30 per cent reduction it might be possible to approve all projects. At this point the undersigned argued that since the Board represented the entire Headquarters it must necessarily study the merits and validity of each project and that following such study priorities might be determined. Mr. Feisner, representing CCS, and others immediately protested, arguing that any detailed examination of the projects would cause unnecessary delay. Eventually, however, it was agreed that the Board must study each project, and General Keyser directed that descriptions of all projects be submitted to him by noon on Monday, 19 September, in sufficient quantity (25) to permit distribution to all members of the Board by Tuesday morning, thereby affording opportunity for study prior to the next full meeting of the Board at 0900 hours on Thursday, 22 September.

8. On Saturday, 17 September, CI&E submitted a check sheet to General Keyser requesting that an even larger fund be made available for CI&E projects. The representation was based on a radio received from Washington that morning stating a recommendation that most of the money allocated for the interchange of persons program should be utilized for so-called cultural and educational projects.

OSBORNE HAUGE  
Chief, Public Affairs Division



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
Government Section  
Public Affairs Division

SCAP Interchange Program  
1 - Mr. Power  
2 - file

15 September 1949

MEMORANDUM FOR THE CHIEF, GOVERNMENT SECTION

SUBJECT: Interchange of Persons in Connection with National Leaders' Program

WBR  
9/16/49  
Mr. McCloy

1. The first meeting of the SCAP "Interchange of Persons" Board, which has been assigned responsibility for the student and national leader program, was held on 13 September under the chairmanship of Brig. Gen. George V. Keyser, assistant to the Deputy Chief of Staff, SCAP. The chief purpose of the meeting was to discuss a reply to a Department of the Army request (Tab A) for submission of a few representative national leader projects which might serve as the basis for determining procedures for handling such visiting groups.

2. It was agreed, however, that before even a few representative projects could be approved for submission to the Department of the Army, the responsible SCAP Board should have a reasonably clear idea of the form and scope of the entire program to be recommended by the Headquarters. General Keyser directed, therefore, that staff sections submit a description of each project requested for consideration at the second Board session on 15 September.

3. As a matter of principle, it was agreed that there should be no division among staff sections of funds available for the national leaders program, as was proposed by the informal advisory committee last May. Since the program is an overall headquarters program the Board must consider each project in terms of its contribution to the over-all program rather than in terms of the desires of individual sections. On this basis the Board will make decisions and assign priorities. It was understood that considerable care will have to be exercised in evaluating projects in order to maximize the effects of the national leaders phase of the program since only \$216,000 will be made available, less than half of the \$450,000 earmarked for the entire student-leaders program. (Congress has not yet approved the appropriation, but final favorable action is expected by 1 October.)

4. Government Section has outlined three projects for submission to General Keyser (Tabs B, C, and D). The first (Tab B) calls for sending a fifteen member Diet delegation to the United States. Since this is a project previously agreed to no question will be raised concerning its acceptance. It is submitted in order to complete the project record. The second (Tab C) proposes sending a five-man delegation to study various aspects of local government operation and procedures in the United States. The third (Tab D), suggested by Civil Service Division, recommends a many-sided project relating to public personnel administration.

5. It is understood that the total available fund will not be assigned to specific projects immediately, and the project descriptions submitted today are not necessarily the only ones which will receive consideration. It is obviously desirable, however, to make this Section's needs known at the earliest possible date.

6. The Department of the Army letter (Tab A) reports that the Institute of



International Education has agreed to handle administrative procedures in behalf of Japanese groups undertaking study projects in the United States. This is unquestionably desirable in the case of most projects, including those described in Tabs C and D, since the service charge of \$30.00 per person for periods up to sixty days is considerably lower than the standard 10 per cent of total expenditures charged - in accordance with law - by any government agency undertaking sponsorship. Conclusion of a contract with the IIE may also be desirable in the case of the Diet delegation. Since, however, the US Office of Education had agreed to undertake sponsorship of the delegation's projected visit last July, it probably would be advisable now to consult the Department of the Army before making any such recommendation. Other members of the Board are inclined strongly to recommend utilization of IIE facilities in the case of all projects, since this procedure will save allocated funds. G-1 reports further that if a contract is made with IIE its facilities may be used to any extent desired. Its function could be limited to that of making necessary disbursements to delegation members and perhaps also of making housing and travel arrangements. In this situation the US Office of Education could handle arrangements for appointments, conferences, etc. in accordance with previous agreements - but the ten per cent service charge would be saved. It will be suggested, however, that action concerning sponsorship be deferred until plans for the projected visit have taken more definite form and until after consultation with DA.

7. Recommend approval of the projects described in Tabs B, C, and D for submission to General Keyser with the understanding that these are not necessarily to be considered the only or final representations to be made by this Section.

OSBORNE HAUGE  
Chief, Public Affairs Division



DEPARTMENT OF THE ARMY  
OFFICE OF THE UNDER SECRETARY  
WASHINGTON, D. C.

15 September 1949

SUBJECT: Interchange of Persons Program

TO: General Headquarters, SCAP  
APO 500 c/o Postmaster  
San Francisco, California  
ATTN: Interchange of Persons Board

1. Inasmuch as the GARIOA program for the Interchange of Persons for Japan will be stepped up during FY 50, it is thought that the thinking within the Department of the Army on this subject should be clarified.
2. It is considered by the Department of the Army that the Interchange of Persons Program is a vital part of the reorientation effort of the United States Forces in each of the occupied areas. As such, the nature of the projects and apportionment of indigenous visitors to be sent to the United States by the Various units of the Occupation Forces are likely to have a profound effect upon the final results of the occupation program.
3. The Far Eastern Commission gave serious consideration to a policy statement regarding the Interchange of Persons Program which, although it was finally not approved due to the non-agreement of one of the eleven representatives, nevertheless indicates the acceptance by the great majority of the Commission including the American Government. Reference is made to FEC 240/16, inclosure 1, which states:  

"Subject to the provisions of the following paragraphs, Japanese should be permitted to visit other countries and nationals of other countries should be permitted to visit Japan, for educational, religious, scientific, informational and general cultural purposes of a non-military character, including those of trade unions and related organizations and agencies. Such visits may include participation by the Japanese as well as the nationals of other countries in non-governmental international conferences and conventions, in either Japan or other countries."
4. In appearing before the U.S. Senate Appropriations Committee, Under Secretary of the Army, Mr Tracy S. Voorhees, made the following statements (recorded in "Foreign Aid Appropriation Bill, 1950", pages 814, 816):



SUBJECT: Interchange of Persons Program

15 September 1949

Mr Voorhees: "We have fed these people's bodies. It is essential that we do something to feed their minds with Americanism. We are strengthening these countries economically, that is, Germany and Japan, our former enemies. The purpose of this program has been to feed these people and to strengthen their economy. We must feed their minds with Americanism as well as feeding their bodies. These are former enemies. We must reeducate them to the principles of democracy and show them something of what the United States stands for. What we are doing is taking a very limited number of very promising young men and trying to teach them something about America."

"I wish I could tell you the benefit that I believe we got from the visit of Mayor Reuter here when he saw what we had and carried that word back to the Germans. I have reference now to the mayor of West Berlin. I think that it was of very great value to us. I think it is of great importance to us not to restore these people economically and at the same time neglect educating them toward America".

Senator Ferguson: "ECA has a large program, too. Now, why can we not, if we are going to educate the world, get one program and not all this duplication of you bringing a man, ECA bringing another person, and so forth? Why can we not get one program here and have one administration instead of all of this administration under every agency of the Government?"

Mr Voorhees: "I can only answer for the Army. Our program is not a duplication of any other. It is merely concerned with the attempt to reeducate in favor of the U.S. and in favor of democracy, our former enemies."

5. The following prepared statement was asked for by Chairman Ferguson and was presented for the record by Mr Tracy S. Voorhees to the Senate Committee on Appropriations, as found in "Foreign Aid Appropriation Bill, 1950, page 827:

"At the request of the commanders of the various occupied areas, a program has been developed, with concurrence of the Department of State, to bring selected approved foreign nationals to the United States to assist more effectively in the promotion of the reorientation program in these countries. The free exchange of ideas between present occupied countries and the outside world was restricted even



SUBJECT: Interchange of Persons Program

15 September 1949

before the war by the censorship policies of totalitarian governments. Materials published within the countries were distorted to a large degree. During the war, remaining contacts with the outside world were severed completely. Consequently, it is of utmost importance to the success of the United States Government program in the occupied areas that as large a number as possible of prospective leaders in all fields of political, social, and cultural life be given the opportunity to observe and study at first hand the operation of democratic institutions in the United States.

"The individuals selected for such training in the United States are chosen from many fields, such as the various levels of education, journalism, radio, governmental bodies, political parties, and labor organizations. Since a thorough and far-reaching school reform is essential for the ultimate development of democratic thinking in the former totalitarian countries, a large number of the trainees selected are young teachers and school administrators. Students preparing themselves for teaching positions are also given a high priority. It is believed that a reliable group of educators can be prepared in this way to assume leadership in the reorganization of education in their own countries.

"The program is divided into two parts, the first being the program for students and the second being that for national leaders."

6. In the light of paragraph 1 of Inclosure to the Far Eastern Commission paper 240/16 which was acceptable to all FEC members except the USSR, and testimony of the Under Secretary, Mr. Tracy S. Voorhees, before the Senate Appropriations Committee, it is suggested that the Interchange of Persons Program for Japan be so operated as to render the maximum of cultural and ideological reorientation in the Western democratic pattern. Democratic ideas and practices can best be demonstrated through the social sciences, informational, educational and related fields, civic and welfare programs, youth and social organizations, and political and juridical activities. It is recognized that in order to lighten the financial burden of the United States in supplying Japan's material needs it will be necessary to improve the skills of Japanese administrators and technologists in certain lines. However, other than GARIOA funds might be made available for such training, inasmuch as the GARIOA reorientation program is intended for the purpose of send-



SUBJECT: Interchange of Persons Program 15 September 1949

ing to the U. S. Japanese nationals of potential influence, capable of widely disseminating democratic ideas and processes upon their return to their homeland. It would seem at this time that, for the reasons given above, selection of Japanese nationals for the Interchange of Persons Program should include a preponderance of those interested in the cultural and informational fields rather than the technological fields in order to insure that the ex-enemy nation may become truly democratic and inclined toward this and other like-minded democratic peoples for the ultimate benefit of all friendly nations.

7. It is recommended that the Interchange of Persons Board of your GHQ take into consideration the suggestions contained in this letter while planning its allocation of funds to the various sections of SCAP to implement the Interchange of Persons Program. This is intended to confirm information given by Colonel Lynch to Colonel Nugent during Colonel Lynch's recent visit to Japan.

FOR THE UNDER SECRETARY OF THE ARMY:

G. P. LYNCH  
Colonel, GSC  
Chief, Reorientation Branch



14 September 1949

Project No. I: Diet Delegation Trip to U. S.

1. Purpose of Project:

To observe and study U. S. Congress, state legislatures, and political party system.

2. Agencies with which delegation members will confer:

U. S. Congress  
Library of Congress  
Selected state legislatures  
Political party headquarters

3. Number and type of delegates:

1st group

5 Diet members  
1 member, Diet Secretariat  
1 interpreter  
(2 SCAP representatives)

2nd group

5 Diet members  
1 member, Diet Secretariat  
1 interpreter  
1 member, Diet Library  
(2 SCAP representatives)

4. Length of stay:

Approximately 46 days

5. Tentative schedule:

Indefinite. Sometime during next session of Congress,  
January - July 1950

6. Sponsors:

U. S. Office of Education (as suggested in WOL 21207 by  
DA CSCAD RO, 24 June 49) or any other agency agreed upon  
following consultation with Department of Army.



14 Sept 1949

Project No. II: Local Government Delegation

1. Purpose:

To study various aspects of local government operation and procedures with particular attention given to the relationship of local municipalities and counties to state governments.

2. Agencies with which delegation will confer:

The Public Administration Clearing House, a group of 15 local government organizations affiliated with the University of Chicago.

The University of Chicago political science faculty.

Representative State, municipal, county, town and village offices at selected sites in Illinois and neighboring states.

3. Number and type of Japanese representatives:

Five delegates, to be selected by the six associations representing local government entities in Japan (Association of Prefectural Governors, Association of Prefectural Assemblies, Association of City Mayors, Association of Municipal Assemblies, Association of Town and Village Headmen, and Association of Town and Village Assemblies.)

4. Length of Stay:

Approximately 60 days

5. Tentative schedule:

Project should be initiated as soon as possible after 1 November in order to enable group to advise projected committee recommended by Shoup Mission to study the allocation of functions to the various levels of government. It is proposed that the delegation work in close cooperation with the Public Administration Clearing House in Chicago. One week would be devoted to general orientation seminars, lectures and interviews with the permanent staff of the Clearing House and with members of the University of Chicago political science faculty. For the succeeding three weeks it is proposed that the mission be split into two or more groups and follow an itinerary developed by the Clearing House, including study and observation periods at

Tab "G"



State, municipal, county, town, and village offices in Illinois and neighboring states. The fifth week would be devoted to further interviews and seminars at the Clearing House during which information and material gathered in the field would be evaluated and interpreted. There would follow two more weeks in the field for the study of specialized problems such as relationships between the federal and state governments and election practices and procedures. Tentatively it is proposed that one delegation member visit Washington to observe liaison between the states and the federal government, and that another visit New York to confer with representatives of the Municipal League and local government experts at Columbia University. The itinerary for this portion of the trip cannot be forecast exactly since it would depend in part on recommendations by the Clearing House. The final week would again be spent at the Public Administration Clearing House in Chicago for final evaluation of conclusions and judgments and for preliminary drafting of the mission's report.

6. Sponsors

The International Institute of Education



GENERAL HEADQUARTERS  
FAR EAST COMMAND  
APO 500

AG 000.8 (14 Sep 49)DCS, SCAP

Subject: Exchange of Persons Program

To: The Under Secretary of the Army  
Department of the Army  
Washington 25, D.C.

1. Pursuant to instructions outlined in WCL 41208 dated 14 September 1949, a firm program providing for travel to the United States of selected national leaders and students is presented. This program assumes availability of appropriated funds during the FY 50 as follows:

a. Carry-over from FY 49 and presently obligated with Federal Security Administration for National Leaders	\$ 35,000
b. Probable availability of FY 50 funds	<u>450,000</u>
c. Total funds available FY 50	\$ 485,000

2. WCL 42311 dated 17 September 1949 indicates that \$40,000 of Project 452 funds have been obligated to contract with IIE to cover placement of an additional 23 Japanese students during the current academic year. It is assumed that FY 50 funds have been used in this instance and that the total available funds shown in paragraph 1 is reduced by this amount, for a present total of \$445,000. The desired breakdown of this sum is \$211,969 for national leaders, \$220,400 for students, and \$12,631 for a tentative reserve.

3. Inclosure 1 presents in detail the national leaders program. It includes 59 projects and involves 151 leaders.

4. There follows a brief explanation of certain line items appearing in Inclosure 1:

a. PROJECT NUMBER approximates the chronological order in which the projects will be implemented. Suggest all future correspondence concerning any of these projects cite the project number.

b. DURATION OF VISIT indicates number of days each candidate will spend in the United States between arrival at and departure from the United States port.

c. TOTAL COST is computed as follows:

(1) To be allocated to FEC for each candidate	Head Tax	\$ 8.00
	Visa	10.00
	Insurance	10.00
	Shipboard Meals	32.00
	Misc. Expense	150.00
		<u>\$210.00</u>



(2) To be disbursed in ZI	Inland Travel     \$ 350.00 Per Diem             10.00 IIE Adm. Charge (First 30 days)    30.00 IIE Adm. Charge (Additional)        10.00
---------------------------	--

(3) For Projects which will be sponsored by FSA, a 10% administrative charge is included based on funds which will be disbursed by FSA.

d. SPONSOR for the majority of projects is IIE, because of the lower administrative cost as compared to that charged by government agencies.

e. DESIRED TIME is stated to insure presence of candidates in United States during periods when certain instructions are available or to permit absence from Japan during a period in which the candidate can be spared more easily from his duties. No objection is offered to adjustments which may prove necessary as the program is implemented.

f. ITINERARY indicates number of days to be spent at each location. The estimated travel time shown in the parenthetical statement at the end of each itinerary is to be added to the total shown under the column headed "Days."

5. The \$220,400 apportioned for students will provide for enrollment of 142 Japanese students in the academic year commencing September 1950. The funding assumptions for this program follow:

a. 60 students with scholarships, \$1,350 each	\$ 81,000
b. 82 students without scholarships, \$1,700 each	<u>139,400</u> \$ 220,400

6. For each student departing Japan, \$60.00 will be required for disbursement here. This will cover the \$8.00 head tax, \$10.00 visa charge, \$10.00 for insurance, and \$32.00 for shipboard meals. Since these students will depart during the FY 51, it is assumed that FY 51 funds will be allocated to the Far East Command during the first quarter FY 51.

7. Request allocation of FY 50 funds to Fiscal Director, Far East Command, for national leaders as follows:

FY 50, 2d quarter	\$ 25,680
FY 50, 3d quarter	<u>4,830</u> \$ 30,510

8. Pending Department of the Army concurrence with this program, no individual Japanese will be nominated; therefore, request earliest approval so that implementation of the program may begin at once.

FOR THE COMMANDER-IN-CHIEF:

1 Incl (inquit)  
 Exchange of Persons Program for Japan



I N C O M I N G M E S S A G E

UNCLASSIFIED  
PRIORITY

EFF

24 June 49

FROM: DA (CSCAD RO)  
TO: SCAP  
NR: WCL 21207

Visit of Japanese Dietmen to Congress is subj.

Part 1. AP in principle visit of Japanese Dietmen to Congress and other Legislative assemblies. Question psychological effect upon US Public and Congressmen of large Japanese Del, believing approximately 5 dietmen would not arouse question concerning expense of interchange program. Congress proposes adjournment 25 July and no other legislative bodies likely to meet for several months. Believe, if possible your end, better results achieved by sending dietmen late fall for State Assemblies and Congress, although realize diet probably in session same time. If dietmen contracted before 30 June and funds trfd to FSA before 30 June, FY 49 funds may be used up to 12 months hence. Perhaps sending 1 del now and 1 much later would be solution.

Part 2. AP 1 or 2 SCAP representatives accompanying dietmen and will arrange accommodations and apmts for del when program finalized.

Part 3. Up to \$35,000 tentatively earmarked for this project, depending on size of del.

Part 4. US Office Education will sponsor project. Request program and size of June del soonest.

ACTION: ~~6666666666~~ Corrected copy changed  
action to Govt Sec

NO SIG

INFORMATION: COMMANDER IN CHIEF, CHIEF OF STAFF, G-1, G-4, AG, GOVT, CIV I & E

83807

PRIORITY  
UNCLASSIFIED

TOO: 231741 Z  
MCN: AUA 112/23

C O P Y



GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS

CW/JPN REM/gk

UNCLASSIFIED

24 June 1949

FROM: SCAP

240907

TO: DEPARTMENT OF ARMY.....PRIORITY

Z 14695 REURAD WILLIAM CHARLIE LOVE TWO ONE TWO ZERO SEVEN PD

IN ACCORD WITH YOUR SUGGESTIONS FIRST DIET DELEGATION STUDY MISSION WILL BE LIMITED TO FIVE DIET MEMBERS CMA ONE MEMBER DIET SECRETARIAT AND ONE INTERPRETOR PAREN SEVEN JAPANESE IN ALL PAREN ESCORTED BY TWO SCAP REPRESENTATIVES PD INTEND SENDING A SECOND DELEGATION DURING LATE FALL OR EARLY WINTER FOR FOLLOW UP OBSERVATIONS OF UNITED STATES CONGRESS AND STATE LEGISLATURES PD PAREN EXPECT THAT FIRST DELEGATION WILL DEPART SOONEST AFTER FOUR JULY ONE NINE FOUR NINE PD WILL TRANSMIT NAMES AND FIRM SCHEDULE SOON AS POSSIBLE

OFFICIAL:

APPROVED:

R. M. LEVY  
Colonel, AGD  
Adjutant General

COURTNEY WHITNEY  
Brigadier General, U.S. Army  
Chief, Government Section

Copies to:  
CinC  
C/S  
AG  
CI&E  
G-1  
GS (Return)

C O P Y

UNCLASSIFIED



RESTRICTED

GENERAL HEADQUARTERS  
SUPREME COMMANDER FOR THE ALLIED POWERS  
APO 500

OUTGOING MESSAGE

GA/CFAD JFY/md

24 June 1949

FROM: SCAP  
TO: DEPT OF ARMY.....PRIORITY

For CSCAD RO. Subject is National Leaders. This msg in  
4 parts.

Part 1. Reur items DA 21 and DA 27 telecon 132100 Z, 14 Jun 49 and DA 5  
telecon 172130 Z, 18 Jun 49 between CSCAD RO and Civil Information and Education  
Section. Following is authorization for transfer of \$75,340 from \$100,000 made  
available from FY 49 funds for National Leader Program to the following listed  
sponsoring governmental agencies in the amounts stipulated, covering participation  
of 55 Japanese national leaders in Cultural Exchange Program:

Federal Security Agency (Miscellaneous)	\$ 3,122
Federal Security Agency (U.S. Office of Education)	7,805
Dept Interior, National Park	6,244
Federal Security Agency (U.S. Public Health)	3,122
Dept Agriculture	3,122
Dept Army (15 CAD) (corrected to read - (15 CAD total, in groups of 5 or less)	12,900
Dept Army (5 Corps of Transportation & 3 Signal)	12,488
Post Office Dept	3,122
Dept State	9,366
Dept Labor	1,561
Bureau Budget	1,561
Dept Commerce	3,122
U.S. Supreme Court	4,683



Dept Justice

3,122

Total:

\$ 75,340

Part 2. The sums stipulated in part 1 for each agency are based on total number of national leaders to be sponsored by each agency. These national leaders, however, will only be sent to any one sponsoring agency in groups of five or less at a time.

Part 3. \$75,340 authorized for transfer to sponsoring agencies in Part 1 above contemplates expenditure in ZI for 40 national leaders on 90 day tour of \$1,561 each comprising approximately following amounts: Salary \$1,260, inland travel \$350, administrative overhead (10%) \$161. Estimated expenses each 15 Diet men proceeding ZI (in groups of 5 or less) on roundtrip tour 42 days will approximate as follows: expense payment ZI \$462, inland travel \$300, administrative costs (10%) \$98, total \$860. Each of 55 national leaders will be paid \$210 prior departure to cover initial and incidental expenses en route. This amount is in addition to ZI payments outlined above and breakdown follows: Head tax \$8, Visa \$10, Insurance \$10, Shipboard meals \$32, Miscellaneous expense \$150, Total \$210. Request \$24,660 be allocated by radio soonest to cover advance travel and transportation costs this end.

Part 4. Reourmsg Z 14155 dated 20 June 49. \$35,000 requested in referenced radio is included in above requested allotments.

OFFICIAL:

APPROVED BY:

R.M. LEVY  
Colonel, AGD  
Adjutant General

W.A. BEIDERLINDEN  
Brigadier General, GSC  
Asst Chief of Staff, G-1

Copies to: M/R: 1. In referenced telecon items, Dept of Army made available to CINCFE an additional amount of \$100,000 for GARIOA FY 49 funds for sending national leaders from Japan to  
CinC  
C/S  
DCofS  
GARIOA  
Fiscal  
GPA  
AG



the U.S. for orientation and study under Cultural Exchange Program. Dept of Army stipulated, however, that in order to obligate the funds for the FY 50, it would be necessary that the number of national leaders and the governmental sponsoring agencies for each be reduced to the Dept soonest so that steps could be taken to transfer required funds prior to 30 Jun 49 to each government agency concerned which would act as sponsor and operate the necessary training program.

2. In coordination with G-1 and the various staff sections concerned, SCAP-CIE Section is advising the Dept of Army, CSCAD, that 55 Japanese leaders have been nominated to go abroad under the Cultural Exchange Program, also the names of the sponsoring agencies and the amounts of money which should be transferred to each in order to cover necessary expenses.

3. In telecon referenced in Part 1 of subject message, DA advised that a proportion of \$100,000 should be retained here for the purpose of making advance payments to the national leaders to cover initial and incidental expenses en route to the ZI. It is estimated that the amount required will be \$24,660 for which an itemized breakdown is given in order to advise the Dept of Army, CSCAD, as to the types of payments to be covered by this allocation.

4. Concurrence: CIE (Lt Col Nugent)



*Page 1*

Outline of National Leaders' Travel Project

A conference was held at C.I.& E. on 17 June 1949 at which the following sections were represented:

NRS	CTO
PHW	CIE
CCS	G-1
CDS	DS
ESS	

Lt. Col. Hugenat, presiding, reported that it has just been discovered that the fiscal budget of 1949 contained an appropriation for the purpose of sending Japanese national leaders to America. As the fiscal year for 1949 terminates as of 30 June, unless Japanese leaders are selected for this study immediately, contracts with the United States Government cannot be signed prior to 30 June. Local processing requires submission to the Chief of Staff, by not later than 21 June of all the necessary clearances and signing of the contracts concerned. The Chief of Staff in turn will be required to transmit a full report to Washington prior to 25 June. Although great urgency is required in completing the contracts, the details of planning of trips and the determination of departure dates may be done any time prior to 30 June 1950.

After discussion it was agreed at this conference that the nine interested Staff Sections should receive equal portions of the estimated \$86,000.00 now available. This is approximately \$10,000.00 per section. It is believed that \$2,000.00 will be adequate to afford one individual a stay in America, inclusive of all expenses, of three months. Each section is permitted to name the National leaders as well as to determine the nature of their inquiries. Should any section fail to use its opportunities to designate National leaders, its unused portions may be assigned to other sections which will be able to act immediately. CIS and G-2 clearance of all nominations from a security standpoint must be obtained before 0900 21 June.

Mutual interests of Government Section and Legal Section in the field of law enforcement, particularly in the activities of the courts and the procurators, suggests a coordination of travel projects. Legal Section suggests that two teams of three persons be formed and asks Government Section to contribute one of its five positions.

In view of the shortage of time available in U.S.A., it will be impossible for any person, however fluent in English, to make a complete study of any procedure or system in the United States. Therefore, it is suggested that these projects should stress observations and travel.



## Judicial Administration Project

### Justification and nature:

Japanese Courts and Procurators Offices face many difficult basic problems of administrative and organizational nature. With no prospect for an increase in trained personnel, growing backlogs of cases can be reduced only through a more efficient conduct of business. Both Procurators and Courts must improve their methods of action. American examples will prove valuable particularly in regard to the planning of work, the scheduling, and the hearing of cases. It is proposed that a team of three members be sent to Washington, D.C. This team would act under the sponsorship and supervision of the United States Supreme Court and the Attorney General's Office. It is anticipated that approximately two or two and one half months would be required.

### Qualifications and Candidates:

- a. The group leader must be a ranking jurist. A Supreme Court Justice, for example.
- b. Other representatives must be outstanding in their respective fields.
- c. It is imperative that all candidates have a fluent command of English.
- d. The individual's present position and future prospects must relate to work in the field of judicial and procuratorial organization.

### Recommendations:

1. That a Supreme Court Justice, a member of the Supreme Court Secretariat and a member of the Supreme Procurator's Office be named.



## Administrative Litigation Procedures Project

### Nature and Justifications:

Since 1947 Japanese Courts have had jurisdiction over cases of an administrative nature. This new type of litigation has proved difficult for courts to handle. The number of actions of this nature is steadily increasing. It is obvious that new techniques are required both for the education of judges and for the proper handling of trial and appeal. Japanese leaders will find American experiences of great value. It is proposed that a team of two or three individuals be sent to some American University. There they would study and discuss administrative problems with American authorities, and would, from time to time, make field studies and inspections of court operations and the conduct of litigation. The trip would require three months.

### Qualifications of candidates:

- a. One member of the judiciary, familiar with administrative problems and interested in this type of study.
- b. A fluent command of English, such as would permit direct and independent study.
- c. A position of prominence in the Judicial or academic field.

### Recommendations:

1. This group should consist of either a judge of a high or district court, or a representative of the Attorney General's Office.
  - a. A professor, or one with academic training, should be included.



H. W. MARSH  
77 WASHINGTON PLACE, W.  
NEW YORK, N. Y.

*File*

4-14-50

May 21, 1949.

Mr. Blaine Hoover  
G.H.Q. SCAP, Tokyo.

Dear Blaine:

I have your letter of the 13th and am glad indeed to hear from you.

Of course most of what you say about current funds and the request of C. A. D. for additional funds is information I gleaned in Washington. A couple of weeks ago while down there I learned that the new appropriation was going through and that the allotments had been determined upon so that Japan would have a very substantial amount. I am told that it will be possible to send over here at least 200 Japanese and maybe more, after July 1. Not only that but C. A. D. has discovered a trick whereby some of the money in the current budget has been committed for the Japanese and I understand it will be used to bring some Japanese here for training in education.

Since this whole project is centered in C. I. & E. in SCAP, as an educational affair, there is danger that there will be a concentration of interest in pedagogical training at the expense of training in public administration and government business. I am sending you herewith a copy of some News Notes made by the Advisory Committee on Cultural and Educational Relations with the Occupied Countries which indicates the almost exclusive interest in the educational aspects of training. The man that runs this Advisory Committee is Harold Snyder a former staff member of mine in charge of the function of training in UNRRA. In talking to him I found him eager to help guide a program for the Japanese along the lines of public administration the same as he has for the Germans. However he deals with C. I. & E. as the exclusive representative of SCAP.

The point of my writing you at some length about all this is to urge you to make sure with Col. Nugent that there will be some proportion of the Japanese who are selected for training in the States who will be selected definitely for training in public administration. I hope that the educational people in C. I. & E. are not going to gobble up everything for the training of Japanese along pedagogical lines.

I quite agree with what you say about the long term aspect of training for the Japanese. I also want to assure you that I believe that you are meeting the situation effectively by the training program you



have under Tom T. Ho. But I know you would intentionally lose an opportunity to supplement all this by missing the chance to select a few mabe only 25 or 30 of the most intelligent of the group that has already shown what it can do in N. P. A. so that they can be exposed first hand to some of our experience over here. Incidentally I think, in the process of selection, a distinction should be made between the Japanese who is prone merely to copy what he sees and do it with great accuracy as against the one who has learned to discriminate between the good and the bad and particularly that which can readily be applied to Japanese conditions and that which is inappropriate. One of the most important aspects of this project, once the Japanese are brought over here, is that they be given a month or two of fundemental orientation in American culture before they are given any actual training or exposed directly to our varieties of practical experience.

I hope you will forgive me for meddling as much as I do. You see I really feel that you are not quite adequately represented here in C. A. D. Leeds Gulick seems to be in charge of Japanese matters along this line. He was born in Japan and is I think an old friend of Shivelys. He is a very nice fellow and has been most cordial to me. Even though he himself is a pedagogue he says that some of this money should be used for training in public administration. But he has heard nothing from Japan officially about directing any of the scholarships in that direction. John Hay is also there and he too is a nice young fellow He is absorbed in carrying out the program for Germany and has heard nothing about anything you are interested in. Maybe something is being done about it of which I am uninformed. I hope so.

You dont know how much I should like to drop in on you and Eleanor - Or take one of those nice quiet restful rides around those picturesque places with you. I am especially sorry to have missed being there when Virginia Addison Soldano and her husband were there. Luther Steward tells me that he may be going back for another spell and I told him I envy him very much. Do give Eleanor my very best regards. I hope all goes well with you both.

Faithfully yours,

*Harry*  
HARRY W. MARSH



# OCCUPIED COUNTRIES NEWS NOTES

ADVISORY COMMITTEE ON CULTURAL AND EDUCATIONAL  
RELATIONS WITH THE OCCUPIED COUNTRIES

American Council on Education

744 Jackson Pl., N.W., Washington 6, D. C.

These NEWS NOTES are issued at approximately biweekly intervals to inform American organizations concerning educational and cultural activities in the occupied countries. Items may be quoted in full or in part without permission. News dealing with developments concerning Austria, Germany, Japan or Korea are welcomed for inclusion.

No. 6.

April 15, 1949.

EDUCATIONAL PROGRESS IN JAPAN. Revival and reorientation of education in Japan are moving forward rapidly under the Military Government program, according to Department of the Army authorities concerned. The change-over to the 6-3-3-4 system, approved by leading American educators, is well advanced. To this date, 91 institutions have been approved as four-year universities; 14 of them publicly operated, 65 privately run. Out of Japan's 357 institutions which could apply for such approval, 231 already have done so, with 91 approved, 34 rejected, 31 deferred and 75 still to be decided. Institutions of less than university caliber are being encouraged to join in order to make up approvable universities, and by this means several new universities already have been formed.

Adult education, an acute problem in war-stricken Japan where many persons had no opportunity for desired education over the past two decades, is spurting forward. Secondary school correspondence courses are being taken by 13,255 students, two-thirds of them over 18 years of age. The Government paid out in aid to 92 schools offering correspondence courses a total of Y13,628,650 for 1948-49. In addition, 73 approved schools hold special classes for adults, and the Japanese labor organization (equivalent to the American Federation of Labor) conducts a Labor College for adult students in secondary school subjects.

Publication of textbooks, to replace those eliminated because of their nationalistic or militaristic orientation, has been stepped up at ever-increasing tempo. To the end of the 1948 calendar year, 183,187,074 textbooks had been printed. For the school year April 1948-March 1949 the total authorized textbook program will be 188,770,900 books; and for 1949-50 the authorized printing already has reached 82,270,066 books. Concern is felt over the quality of the books published, but standards are improving rapidly. The number of textbooks issued in Japan is now 17 per student, as compared with 7 to date for each German pupil.

Replacement of the 572 schools destroyed or greatly damaged during the war is absorbing much of the energy of Japanese school administrators. Hot lunches for cold and hungry students were supplied to 6,140,000 elementary and 160,000 nursery school pupils last year, on a 200-calorie level. The program calls for raising the level to 400-calorie lunches, to be supplied to 10,000,000 out of the 18,000,000 school population in Japan, from elementary to university levels.

The Institute for Educational Leadership being conducted under Military Government auspices is proving very successful, in the opinion of all concerned. With an American faculty averaging 25 educational specialists in almost every field of school work, Japanese educators in every level attended the first 12-week session.



Enrollment included 165 actual or prospective school superintendents, in five educational divisions; 175 prospective elementary school teacher consultants, in four divisions; 136 prospective secondary school teacher consultants, in three divisions; and 74 practicing professors of education at the university level. A second session, of 11 weeks, recently completed its study. Plans are being made for extending this activity. (From a statement prepared for the Advisory Committee by Dr. Leeds Gulick, Civil Affairs Division, Department of the Army)

AMERICAN COLLEGES PROVIDE SCHOLARSHIPS FOR KOREANS. Of the Korean students who are studying in the U.S. under an agreement signed recently between the Government of Korea and the Institute of International Education, a large proportion have been awarded scholarships by American universities. The initial agreement covering a two-year period will permit 35 Korean students to study here. Government funds will pay transportation to this country and the Korean Government covering other expenses including travel home at the end of the study period.

Students at present here are taking such courses as Agriculture, Forestry, Physics, Metallurgy, Chemistry, Sociology and Education, and will be expected to apply their training toward the development of Korea. They are studying at Carleton College, Evansville College, George Peabody College for Teachers, Michigan College of Mining and Technology, Michigan State College, the University of Michigan, Oregon State College, Utah State Agricultural College, and the University of Wisconsin. It is hoped more American colleges will provide opportunities for Korean students through scholarship aid. The Institute of International Education is handling the placement of these students in colleges and will be responsible for their supervision while in the U.S.

LAND-GRANT COLLEGES URGE OPPORTUNITIES FOR STUDENTS. Scholarship aid for students from Germany, Japan, Korea and Austria in the land-grant colleges and universities of the United States has been encouraged by the Association of Land-grant Colleges and Universities, in a letter recently sent to all such institutions by President John A. Hannah of the Association, a member of the Panel on Higher Education of the Advisory Committee on Cultural and Educational Relations with the Occupied Countries.

Dr. Hannah points out that prospective students will be carefully selected by the educational administrations of the Military Government authorities involved, and that their transportation to and from this country would be provided, but that scholarship aid in the form of tuition and maintenance must be given by American voluntary agencies. He suggests that universities interested but unable to meet these costs from their own resources seek the aid of local service clubs, or of their own student bodies and faculty.

WOMEN'S CIVIC ACTIVITIES HERE IMPRESS GERMAN WOMAN LEADER. Striking contrast between German and American women's participation in public affairs was one of the most impressive aspects of American life which she observed, reports Dr. Antonie Nopitsch, German leader in religious activities, who recently completed a study tour of the United States under the auspices of the United Council of Church Women.

"Most of all," said Dr. Nopitsch, "I was fascinated by women's life and work in America. With joy and admiration, the foreigner's eye discovered behind the well-dressed and cultured American lady the early farmer's very good helpmate. Outspoken public interest, independent opinion and free decision secure her an important place in national life and in men's estimation. And how capable she is as a business and professional woman! The American woman is much more diligent



than is known in Europe. Her convenient home with all the marvelous inventions of modern household machines have not made her lazy but instead eager to participate in and support public and social life."

Impressed by the plenty and convenience of life in the U.S., Dr. Nopitsch declares that even more striking to her was "The common consideration of personal life. A whole nation seems to join in fair play, following unwritten laws. This is perhaps the real secret of democracy." Dr. Nopitsch describes herself as thrilled by the presidential election of November 2, as a demonstration of the power of a free people to make up their own minds and choose their own leaders. Comparing university life in Germany and the U.S., she feels that the emphasis upon extracurricular social activities aids students in orienting themselves as citizens of a democracy, but that such activities on the part of college students are likely to be considered "wasted time and money" to a European mind. "More impressive than anything else was the unexpected friendliness answering my very diffident approach to a former enemy country."

UNESCO LEAGUE FORMED BY JAPANESE COLLEGES. Student bodies of 34 Japanese institutions of higher learning are participating in the Osaka UNESCO League of Colleges and Universities, established last May with the aim of promoting the understanding and purposes of the UNESCO constitution throughout Japan. Among other activities, the League holds lecture and discussion meetings for students and the public, with the encouragement of the Military Government authorities. Shi Mou Lee, a Chinese, has this month been appointed to serve as UNESCO's official representative in Japan.

LIBRARY OF CONGRESS HAS KOREAN GOVERNMENT PUBLICATIONS. A complete file of the South Korean Interim Government Gazette is being prepared for use and distribution to participating libraries by the Library of Congress, which considers that it will provide invaluable source materials for students of current developments in Korea. More than 35,000 pieces of material have been sorted and processed, comprising about one-half of the Ordinances of the South Korean Interim Government, printed in Korean and English. The current official gazette (Kwanbo) of the Republic of Korea, published in Korean only, also will be available through interested libraries in the U.S. through the Library of Congress.

GOETHE BICENTENNIAL CELEBRATION PLANS. Famed scholars and leaders of contemporary world thought will participate in the American observance of the 200th anniversary of the birth of Johann Wolfgang von Goethe, the chief feature of which will be a world Goethe Convocation to be held at Aspen, Colorado, from June 27 to July 17, 1949. Among the participants will be Dr. Albert Schweitzer, Jose Ortega y Gasset, Halvdan Koht of Norway, Charles J. Burckhardt of Switzerland, Gerardus van der Leeuw of the Netherlands, and Thornton Wilder. In tribute to Goethe's profound influence upon contemporary Western thought, the Convocation will feature lectures and discussions of twentieth century problems and Goethe's work in relation to them. World literature and great music inspired by the work of Goethe will be presented in lectures and a series of concerts. Inquiry about the Convocation may be addressed to the Goethe Bicentennial Foundation, 135 South La Salle St., Chicago 3, Ill.

BOOK COUPONS USED FOR PUBLICATIONS TO AUSTRIA. The Library of Congress is accepting UNESCO book coupons in payment for microfilm reproduction of publications in many fields, at the request of purchasers in participating countries including Austria.



BOOK AID FOR GERMANY AND AUSTRIA. Under the sponsorship of a distinguished committee headed by Mrs. Gordon Lamont, citizens of Darien, Connecticut, have undertaken an intensive drive to collect suitable books and magazines for shipment to Germany and Austria. Chief emphasis is upon fair and adequate presentation of the American way of life, to convey better understanding of the U.S. to school children, students, and private citizens in the occupied countries. The appeal calls for picture books for young children, readers and story books, good literature, books on history and the social sciences, art and music, and magazines which have an educational value. Costs of packing and shipping are expected to be met by voluntary contributions. This activity is patterned upon the book aid plan initiated two years ago by Mr. John Park, publisher of the Raleigh (N.C.) Times.

PANELS ACTIVE IN CULTURAL EXCHANGES. A number of German and Austrian specialists are presently in the United States under the sponsorship of various panels and allied groups. The Panel on Public Education is sponsoring the visits of 15 German school administrators, supervisors and specialists in social studies. The Panel on Teacher Education is cooperating with the American Association of Colleges for Teacher Education in sponsoring the visits of German and Austrian teacher educators and further inspection visits to typical American schools. The Panel on Higher Education is sponsoring the visits of a number of college and university administrators. Among the earliest arrivals are Pro-Rector Leo Aemilius Kirste of the Technical University, Vienna, Dean Herbert W. Duda of the University of Vienna, and Dr. Hans Georg Rupp, Head of the Division of Universities in the Wuerttemberg-Baden Ministry of Culture.

The Youth Activities Panel is carrying on a continuing series of training visits for German youth leaders. They have recently completed an evaluation program for four youth leaders at the end of their visit and an orientation for nine others who have recently arrived. The Religious Affairs Panel has undertaken the overall supervision for approximately forty German religious leaders who are under the direct sponsorship of the individual panel members and the religious organizations with which they are affiliated. The Legal Education Panel is preparing programs for 12 German and Austrian legal experts, all of whom will arrive within the next few weeks. Several German and Austrian experts are also present or immediately expected in the fields of some of the other panels - i.e., governmental affairs, social sciences, natural sciences, and labor.

The Humanities Panel has selected Dr. Eugene Anderson to make a survey of the status of the Humanities in German education for OMGUS during the next three months.

MRS. CHIPMAN LEAVES FOR GERMANY. Mrs. Karyl Kanet Chipman, who has served as Assistant to the Director of the Advisory Committee on Cultural & Educational Relations with the Occupied Countries has gone to Germany where she will become a special assistant to the Director of the Education and Cultural Relations Division, OMGUS Headquarters. Her successor on the staff of the Advisory Committee will be Alice L. Richards, Executive Assistant, Pharmaceutical Survey, American Council on Education. Miss Richards has served in various capacities with the American Council on Education since 1939, except during the war when she was a WAVE officer in the Military Government section, Office of Naval Operations.



THE  
**CULTURAL  
EXCHANGE  
PROGRAM**

OF THE  
CIVIL ADMINISTRATION DIVISION

REVISED AS OF 30 OCT 1948  
— FOR THE PERIOD —  
1 JULY 1948 — 30 JUNE 1949

OFFICE OF MILITARY GOVERNMENT FOR GERMANY US



===== CULTURAL EXCHANGE PROGRAM =====

THE CULTURAL EXCHANGE PROGRAM  
OF THE CIVIL ADMINISTRATION DIVISION  
OFFICE OF MILITARY GOVERNMENT FOR GERMANY (U.S.)

TABLE OF CONTENTS

	<u>PAGE</u>
INTRODUCTION . . . . .	1
BASIC OBJECTIVES . . . . .	3
METHODS OF ACCOMPLISHING OBJECTIVES . . . . .	4
1. Within Germany	
a. Use of Continental and Stateside Experts . . . . .	4
b. Selection and Dissemination of Literature in Field . . . . . of Government and Civil Liberties . . . . .	4
c. Promotion of Civic and Professional Associations . . . . .	5
d. U.S. Students at German Universities . . . . .	6
e. Introduction of Social Sciences in German Universities . . . . .	7
f. Institute of Public Affairs . . . . .	8
2. Within the United States	
a. Democracy Orientation Courses . . . . .	9
b. Graduate Training in the U.S. . . . .	9
c. Professional Field Experience . . . . .	10
3. Within other Democratic Countries . . . . .	11
ADMINISTRATION OF PROGRAMS	
1. In Germany . . . . .	12
2. In the United States . . . . .	14
3. In other Democratic Countries . . . . .	15
COST OF PROGRAM	
1. Policy of Finencing . . . . .	16
2. Finencing to be Appropriated . . . . .	16
3. Finencing by Universities . . . . .	16
4. Finencing by Private Associations . . . . .	17
5. Finencing by Private Foundations . . . . .	17
6. Conclusions . . . . .	19
APPENDIX A - PROJLCTS FOR U.S. AND CONTINENTAL EXPERTS VISITING GERMANY	
1. Institute of Public Affairs . . . . .	20
2. Survey of the Civic Life in a German Community . . . . .	23
3. Civil Liberties in a Democracy . . . . .	24



CLASSIFIED BY: 11032 SEC. 5(E) AND 5(D) OR (E) NNDG # 715012

---

---

**CIVIL ADMINISTRATION DIVISION**

---

---

	<u>PAGE</u>
4. German Civil Service . . . . .	25
5. German Society for Personnel Administration . . . . .	26
6. Legislative Organization and Procedure . . . . .	28
7. Problems of Federalism . . . . .	29
8. Political Parties and Election Systems . . . . .	31
9. Training for Public Administration . . . . .	33
10. Organization Survey of Land Ministries . . . . .	34
11. German Municipal Organizations . . . . .	35
12. Exercise of Governmental Power by Non-Governmental Organizations . . . . .	36
13. Assimilation of Expellees into the German Community . . . . .	37
14. Medical Education . . . . .	38
15. Mental Health Practices . . . . .	39
16. Development of Advanced Training in Social Work . . . . .	40
17. Child Guidance and Counselling Services . . . . .	41
18. Maternal and Child Health and Welfare Surveys . . . . .	42
19. Introduction of Social Sciences in German Universities . . . . .	43

**APPENDIX B - PROJECTS FOR GERMANS GOING TO THE UNITED STATES**

1. Visits of German Officials from State and, when established, Federal Government . . . . .	46
2. Visits of German Police Administrators . . . . .	48
3. Visits of Public Health Officials . . . . .	51
4. Visits of Public Welfare Officials . . . . .	53
5. Visits of Legislators . . . . .	55
6. Visits of Local Government Officials . . . . .	57
7. Visits of Personnel Administrators . . . . .	61
8. Democracy Orientation Courses . . . . .	63



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

THE CULTURAL EXCHANGE PROGRAM  
OF THE CIVIL ADMINISTRATION DIVISION  
OFFICE OF MILITARY GOVERNMENT FOR GERMANY (US)

### INTRODUCTION

The United States and her allies have pledged themselves to assist in the creation of a democratic Germany. The first step in this direction has been taken in the dissolution of Nazi agencies and organizations and in the reestablishment in the U.S. Zone of political institutions on the basis of democratic constitutions. The second step was taken in the agreement arrived at by the three Western Powers at London when they called upon the German states of Western Germany to "draft a democratic constitution which will establish for the participating states a governmental structure of a federal type which is best adapted to the eventual reestablishment of German unity, at present disrupted, and will protect the rights of the participating states, provide adequate central authority, and contain guarantees of individual rights and freedom." This step will materialize with the adoption of a provisional constitution for Western Germany under which the German authorities will assume the responsibilities for carrying out the basic principles of democratic government which will insure that the ultimate constitutional form of German political life will be decided freely by the German people in accordance with democratic processes and that the German people will assert and defend the civil liberties of the individual and insist upon the obligation of the state and its officials as servants of the people.

While these responsibilities are placed in the hands of the Germans, Military Government will continue to exercise its authority over a minimum of key operations in the German Government. Among the rights reserved by Military Government after the promulgation of the Occupation Statute are the power to conduct Germany's foreign relations; the exercise of minimum control over German foreign trade and over internal policies and measures which relate to it; the control over the Ruhr, reparations, the level of industry, decartelization, disarmament and demilitarization; the protection of the prestige and the security of the Occupation Forces; the restitution of property belonging to other governments and their nationals and to the victims of Nazi persecution; the control over the maintenance, repatriation and resettlement of displaced persons; and the general enforcement of the Occupation Statute and of the federal and state constitutions which have been or will be approved. In addition to providing for certain occupational guarantees, Military Government is also prepared to take direct action against the German Administration when its acts threaten the basic objectives of the Occupation. Officials in the German Government may be removed from office if they are guilty of obstructing the occupation or violating Military Government laws or instructions. Likewise Military Government will suspend or nullify laws when they are in conflict with the terms of the Occupation Statute. Military Government will scrutinize the federal constitution now being drafted, as well as any new state constitution or amendments to existing constitutions with a view to insuring the development of democratic government.

Far more important than these reserved powers, however, are those measures by which Military Government will promote and assist the German people in building a new democracy. The rehabilitation of German political and social life was recognized as a paramount objective of the Occupation by the three western powers at London when they declared that "the Military Governors have the special responsibility to observe, advise and assist the federal and state governments in regard to the



CLASSIFIED BY: 1002 SEC. 5(E) AND 5(F) OR (E) NNDG # 175012

O O

=====**CIVIL ADMINISTRATION DIVISION**=====

democratization of political life, social relations and education." These interests constitute the major element in the long term program which will become increasingly important. Indeed, as Military Government withdraws from exercising its direct powers, it will seek to achieve a stable and healthy society in Germany by assisting the German people to rebuild their own political and social order.

=====**30 OCTOBER 1948**=====



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

### BASIC OBJECTIVES

Among the objectives of Military Government are to be found certain requirements of structure and procedure which are considered indispensable to a democratic government. The German governments at all levels of administration exercising their full legislative, administrative and judicial authority, must respect the freedom guaranteed in the several constitutions; must establish and preserve a decentralized and democratically representative governmental structure with such separation of power as is consistent with a system of parliamentary responsibility; must subject to democratic controls the leadership in both governmental and non-governmental organizations; must prevent monopolistic domination of the professions; must keep free and unfettered the sources of political and governmental information; and must establish and preserve systems of public employment which shall guarantee to all persons basically equal opportunity.

In preparing the German people to assume these new responsibilities, Military Government is particularly concerned with stimulating a lively citizen-government relationship which will strengthen the sense of civic responsibility and give life to a structure and procedure otherwise dead. A German government might fulfill the formal requirements listed above and still fall far short of the prerequisites of a democratic standard. The development of local self government which will afford the German citizen the opportunity of participating in his government and in the civic activities of his community, the exercise of civil liberties and of the franchise by periodic and free elections - these are the means of maintaining the sovereignty of the people and preserving the democratic character of the instruments of government. Such basic long-term objectives represent the indispensable minimum for assuring that democracy is to survive in Germany.

With the return of increased governmental responsibility to the German people and the simultaneous relinquishment of Military Government control, it is necessary to facilitate the healthy growth of a governmental organization and the acceptance of democratic principles by the exchange of democratic ideas and experiences. It is imperative that these ideas and the will to exercise responsibility and to assert civil rights take firm root in the minds and daily lives of the German people. It is especially urgent because of the threat to democratic institutions from totalitarian forms of government and politics which have attempted to exploit and exaggerate the frustrations and political despair of the German people and to discredit democratic principles and methods. The German people are acutely conscious of this threat but fail to understand the means by which they will be able to combat it. Democratic responsibility and civil liberties must be so strengthened in every German community as to assure that this threat from any totalitarian source will never develop.

To this end the U.S. Military Government recognizes the importance of extending to the Germans the most vigorous assistance in anticipation of the day when this program will become in every sense a German operation, no longer dependent upon either the financial or professional assistance of the United States. By helping the German people to help themselves, Military Government is making a specific contribution to strengthen the German sense of responsibility and the German capacity for democratic government. Thus, the eventual role of Military Government will be to render such help as will enable the German government and the German people to re-establish their political and spiritual independence within the framework of democratic principles.



175012

---

---

CIVIL ADMINISTRATION DIVISION

---

---

METHODS OF ACCOMPLISHING OBJECTIVES

1. Within Germany

a. Use of continental and stateside experts

To meet these objectives a new program has been prepared by the Civil Administration Division, Office of Military Government for Germany. This program provides for the introduction into Germany of democratic ideas and methods by means of American and European experts in the field of government to consult with German officials and other leading citizens. After consultation with German organizations and governmental agencies, specific projects have been defined in the broad field of governmental institutions and politics which these experts will pursue. These projects appear as Appendix A to this paper. For the present fiscal year eighteen projects have been outlined in terms of the nature of the project, the objectives to be realized and the methods to be employed. The recruitment of experts from U. S. and European countries has been undertaken after consultation with interested German organizations and agencies who have made known to Military Government their special needs. The cooperation of these organizations and agencies, coordinated through the Institute of Public Affairs (which is described below) will enable these experts to contribute to the solution of these special problems. It is planned that these experts will reach the desired elements of the population by public and university lectures, individual and group conferences, seminars and public forums. They will undertake their assignments, either individually or in teams, according to the nature of the project. While a three month period may be sufficient to complete certain projects, others may require six months or more. By bringing these experts into close contact with various elements of the German people and more particularly into contact with the life of German communities, it is hoped that the free flow of ideas will stimulate a lively interest in the democratic way of life.

b. Selection and dissemination of literature in the field of government and civil liberties

To the expert consultant program and the reorientation and training of Germans in the U. S. has been added a program which will make available to Germans in usable form important literature in the fields of civil liberties, general government and public administration. This is made particularly urgent by the conspicuous absence of such literature in Germany since 1933. The materials currently available are often so highly tinged with Nazi doctrine and practices as to be unacceptable for purposes of reorientation. For this reason a large volume of selected works in these fields is being made available to political leaders as well as to students and the public at large. This collection, which at present consists of approximately 3,000 volumes, will be expanded to 50,000 or 60,000 volumes in the coming year and will contain a wide selection of books, important periodicals and brochures. These materials are to be drawn from the U. S. and western European sources, and will include as well an extensive medical library made available by the United States Army and the German Foreign Office Library, now located in Berlin. Additional works in German will be available through subsequent Swiss orders, through translation contracts with German publishers and in translations of selected articles and chapters provided in the future through Institute facilities.



175012

---

---

## CULTURAL EXCHANGE PROGRAM

---

---

Adequate supplies of this literature will be retained in the library of the Institute of Public Affairs which will be maintained as a reference and research center. A detailed description of the Institute library is included in the project, "Institute of Public Affairs". The remainder are to be distributed through CAD Laender offices to German agencies or libraries where the study of public administration, public health, public welfare, and police administration is stressed. The highly technical materials procured in this program will supplement the Amerika Haus libraries.

The Constitutional Assembly at Bonn has been supplied with a library of several hundred volumes, in German and English, including general studies of governmental structures in democratic states, constitutional histories, and studies of political theory as well as a wide selection of works in more specific and technical governmental and administrative fields. The Technische Hochschule at Karlsruhe and the Speyer Akademie have also received collections. Similar distributions will continue to implement this part of the reconstruction of the German political and social structure.

### c. Promotion of civic and professional associations

Associations of professional public servants have long been existent in Germany, but civic associations composed of non-partisan groups interested in the improvement of government activities are virtually unknown. Within the last year American Military Government has sponsored a "Reorientation Program" under which civic groups have been established in cities and communities throughout the American Zone of Germany to carry on forum discussions to explain processes of local government and to recommend improvements. These forums, although in an initial state of development, have been received with great interest and enthusiasm in most communities and offer a sound basis for democratic improvement of local government.

The post-war activities of the professional associations of government officials show a marked tendency to operate along deeply ingrained legalistic and theoretical lines. For example, all of the four associations of municipal and local government officials (the Deutscher Staedtetag, the Deutscher Landkreistag, the Deutscher Staedtebund, and the Deutscher Gemeindeverband) are controlled by mayors and other top local officials who have a primary interest in scope of authority, state-local relations, election systems, general municipal legislation, and other semi-political areas of municipal government. Interest and activity in improving systems and techniques of internal local administration are almost non-existent within these associations. The need for a practical approach to problems of internal administration, however, is far greater than in most American communities.

The associations of functional specialists are not strongly organized. They have little financial support and they depend primarily on extra-curricular assistance from members. In the American Zone, in the police field, for example, there are two organized local associations of police chiefs, one in Northern Bavaria (Council of the Chiefs of City and Community Police) and one in Hesse (Association of Police Chiefs of Hesse). Recently the first steps have been taken toward a possible zone-wide association of police chiefs.

In the public health field, there are a few specialized associations in the field of T.B. control and a number of "Physician Societies" (Aertzekammer) which represent vested interests of the medical profession and as presently organized constitute a weak basis for a future over-all public health association. Plans are now under way to form such an association which would



113012

---

---

CIVIL ADMINISTRATION DIVISION

---

---

draw its members from the public health profession and the universities and which would offer a constructive program geared into the Cultural Exchange Program. Relatively better associations are to be found in the public welfare field. For example, there is a National Association of Welfare Workers (Deutscher Verein fuer Oeffentliche und Private Fuersorge) which is located in Frankfurt and which in character is comparable to the U. S. National Conference of Social Work. This Association carries on a program of social action and social research; yet attempts to facilitate discussion of problems and methods of human improvement; and it also conducts programs designed to increase the efficiency of agencies and institutions in the welfare field.

One of the functions of the Institute of Public Affairs will be to give - within the limits of its means - support to the strengthening of these professional associations of public officials.

It is essential to the success of the democratization program and to the general improvement in local democratic administration that German officials obtain first-hand contact with civic and professional associations of other countries. All German officials who are sent to the United States under the three months orientation program must have the opportunity to observe in some detail the impact of professional and civic associations on local government and in particular to observe the psychology of the better American public servants who take advantage of the assistance of such associations. At the present time the typical German official looks with hostility and distrust on such groups and fails to understand the constructive assistance which such groups can furnish to him in the effective administration of his public responsibilities.

The German professional public administration associations must assume a responsibility for establishing democratic standards of public service. Through their members they must actively promote democratic administration of government in every community, city, state and bureau of government in Germany. These standards of administration must be an important part of the codes of ethics of the associations and must be as important a part of their action programs as improvements in techniques of administration. These associations will require substantial financial and professional assistance if they are to become effective "going concerns".

American Military Government is now contributing to this process by sponsoring the re-entry of German representation into international associations of public administration. In 1949, for example, the Deutscher Staedtetag will participate for the first time since the war in the conference of the International Union of Local Authorities, to be held at Geneva. Military Government will also continue to support the democratization programs of the associations by training in the Institute of Public Affairs and by sponsoring wide dissemination of ideas obtained by German administrators returning from training programs in the United States.

d. U. S. students at German universities

An important part of the two-way process in a Cultural Exchange Program within the field of governmental affairs is the bringing of students from the United States and other democratic countries to Germany to study the social and political sciences side by side with German students. The purpose of such a program is to introduce a democratic lever in the German university community which will supplement and reinforce those democratic influences brought in from other sources. It is a program directed at the younger and intellectual element

---

---

30 OCTOBER 1948

---

---



175012

---

---

## CULTURAL EXCHANGE PROGRAM

---

---

of German society which will later have to assume the leadership in Germany's political future.

The relatively independent and informal behavior of American students may help crack the overly deferential and rigid attitude of German students, particularly in their relationships with the professors. It is to be hoped that these American students can infect the Germans with a healthy and vigorous curiosity about their curricular work and with a strong sense of their academic rights as students to have this curiosity satisfied by the university program. If such an attitude is properly planted in and developed by German students, it can be expected to have a carry-over effect in the later lives of these Germans as citizens in a democratic system where they must be conscious of their rights and prepared if necessary to assert them.

Here American students can make a particularly valuable contribution in bringing their German colleagues up to date in the latest practices of student self-government in stateside universities. German students have already shown commendable initiative in this field and should be further encouraged and assisted in this initiative by American students. Student self-government is, of course, an excellent instruction for citizenship purposes, and it can be expected to materially assist German students in realizing and accepting their civic responsibilities in their home community.

There can be little doubt of the real hunger which German students have for first-hand knowledge of practices in a democratically organized and governed community. American students can help satisfy this hunger both inside and outside the classroom by providing numerous examples drawn from their own everyday life in a democratic society. Such living examples will illustrate the meaning of democratic practices far more effectively than textbook materials. Through this association between American and German students on such matters it is to be hoped the German students will be stimulated to take a more aggressive role as citizens.

Projected for the academic year 1949-50 is a program to bring forty students from the United States and other democratic countries into Germany to do university work in the social and political sciences fields. The students selected for this program should be at the graduate level, reasonably mature persons whose personalities are such as to have some impact on the students and faculty with whom they associate. They should be persons who have some effectiveness as teachers because their work in the German universities will ideally require, of course, a good bit of indirect teaching of German students.

e. Introduction of the Social Sciences in German Universities

One of the obstacles which are in the way of democracy in Germany is the excessive legalism with which the Germans approach their political problems. This has nothing to do with respect for law. Rather it is a tendency to evade political solutions by legalistic arguments and legal arrangements which provide a purely formal answer to pressing social issues. This trend, of course, is not uniquely German, but it is particularly pronounced in German public life. Its results are the transformation of live issues into highly technical discussions of legislation or legal interpretation; a monopoly of legally-trained people in the positions where policy should be made; and a wide distance between the public and its agencies on the one hand and those who are appointed or even elected to act in the public interest on the other.



---

---

CIVIL ADMINISTRATION DIVISION

---

---

There are many aspects to the situation. It is related to the traditional respect for and insistence on caste, titles and privileges. Years of authoritative government have established the habit of regarding politics as something out of reach of the average citizen. It will be difficult to change these attitudes. It seems possible, however, to help break the monopoly of the jurists and to make officials, civil servants and citizens at large more aware of the inter-relation of the social sciences and of their contribution to the understanding of modern society.

This seems particularly possible in German universities where the social sciences have been both neglected and kept from dealing with contemporary problems. Today German universities and governmental agencies dealing with education are very eager to change this situation. Assistance in this field therefore would meet a genuine German interest and be received with appreciation. It would help to overcome the one-sidedness of professional training, particularly in the legal field, and to restore in the minds of students who are now prone to specialize in a particular field like economics, law, public finance, history, sociology, a sense of the inter-dependence of these fields and their bearing on the pressing problems to be solved in Germany today. Lack of experience, of personnel and of time will prevent German universities from accomplishing much in spite of the good intentions. (See Project in Appendix "A" on "Introduction of Social Sciences into German Universities".)

f. Institute of Public Affairs

In order to secure from various professional groups the maximum support in the pursuit of the projects undertaken by the American and European experts, it is necessary to provide some institutional framework. It is quite clear that such an institution should not be a Military Government agency but should be completely divorced from any Military Government control. While Military Government can offer substantial aid in providing personnel and materials, such an organization must be a German creation and must serve German needs. The first project in Appendix "A" to this paper describes this agency as the Institute of Public Affairs. By helping German professional groups organize this Institute, Military Government will be able to give to the Germans the means of assuming the responsibility of democratic education in the field of governmental affairs. This Institute, composed of and controlled by member organizations who are concerned with public affairs, will provide the bridge between Military Government and the several German professional elements interested in these matters. As the logical channel through which American funds and services will be available to western Germany, this Institute will serve to coordinate and give continuity not only to the work of American and European experts but to a variety of other activities in which Military Government has a vital interest, thus rendering the contributions to political rehabilitation more effective and lasting. It will not only promote research and training, civic education and community activities, but it will serve to develop the special programs of each of the professional organizations associated with the Institute as well. All of these specific projects listed in Appendix "A" will become the joint enterprises of the Institute and of Military Government. The considerable body of literature from the United States and Western Europe which will be put at the disposal of the Institute by Military Government will form the core of its research and reference library and thus serve the special needs not only of its member organizations and government agencies, but of the community as well. As Military Government withdraws from its present role in Germany, the control of the German member organizations of the Institute will become complete.



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

### 2. Within the United States

#### a. Democracy orientation courses

Though much can be done by introducing democratic thinking, traditions and techniques into Germany through people coming from abroad, all activities mentioned above will still take place within the setting of German institutions and social relations. There is much evidence that the impact of a different social climate, of free and uninhibited relations between government and people, of political and personal give and take, is strongest on Germans who visit other countries. International summer schools in Germany necessarily remain somewhat artificial. They provide an exceptional experience to people who can afford to take vacations on a democratic island with partly imported and therefore foreign features. Similar courses as part of a completely normal program of American universities, though organized for the benefit of German (and preferably other foreign) students would have much more lasting effects. Such courses could be given at universities with sufficient resources to assume full responsibility for such a group. The selection of the students should be made in terms of their potential influence in their community. Journalists, local labor union leaders, prominent-party workers, young teachers and civil servants should be included. But all participants should be chosen because of their personal qualifications, the breadth of their interests, their social consciousness and sense of civic responsibility rather than for their excellence in their respective profession. The program should be designed to offer not professional training but adult education on a graduate level, centered around a number of basic courses presenting comparative material on citizenship and civic responsibility, representative government, and citizen participation, democratic constitutional developments, civil rights and their protection, mass media of communication, their influence and self-control, pressure groups, trade unions, parties, and the political role of non-political associations. Since no professional standards have to be met discussions with guest speakers, personal contacts with external organizations or professional groups, and informal sessions should be essential features of the curriculum. Ample time should be left for field studies and individual research assignments. A project of this kind is contained in Appendix B; it is presented on a tentative basis because each university may have a different way of organizing such courses and equally successful techniques of handling them.

#### b. Graduate training in the U.S.

The enormous strides made by American universities in the theory and practice of government administration since 1918 have had no counterpart in Germany. In fact, the quality of instruction in Germany declined rapidly during the same 30-year period. In no German university today can training in public administration be obtained comparable in quality to that of American universities. In fact, adequate graduate training in public administration is unobtainable in German universities.

The effect of inadequate professional training is evident in every sphere of German public administration. For example, the concept of administrative management through budgetary control is not used. The budget is little more than an accounting document. Little or nothing has been done in the field of traffic management with the result that traffic is a confused snarl in the center of all the larger cities. Effective utilization of personnel, and sound supervisor-employee relations is an unexplored field in German government. Similar comments may be made in almost every other aspect of German public administration.



---

---

## CIVIL ADMINISTRATION DIVISION

---

---

As one means of correcting this basic deficiency American Military Government plans to send not less than 50 German administrators and professors of political science to the United States for a year of advanced training in public administration during the next school year. Virtually every field of public administration and every level of German government will be represented by these administrators. One or more administrators will be sent to the United States for graduate training in each of the following functional fields:

- (1) Public welfare
- (2) Police administration
- (3) Public health
- (4) Municipal government
- (5) Civil service administration and administrative management
- (6) State and Federal Government

Each German will be enrolled at a university having a strong program in his special field of interest. For example, specialists in government administration might be sent to Syracuse University; specialists in public welfare administration to the University of Chicago; specialists in public health to the University of Michigan.

Although the training programs will be established in terms of functional specialties the objective of orienting these administrators to their larger role as public servants in a democracy is at least as important as subject matter content. The general tendency of specialists to lose general perspective is far more pronounced in Germany than in the United States. The "public servant" concept is not widely understood and even less widely translated into objectives and operations. The curricula and contacts with American government officials and civic leaders, therefore, must be organized to give even greater emphasis to the role of the public servant in a democracy than would be necessary for Americans.

### c. Professional field experience

It is planned to offer a considerable number of Germans an opportunity to learn how democratic principles are applied to specific problems in public life through the institution of programs of professional field experience in the United States. These programs will combine observation with practical "internship" in such a way as to give the German student a clear picture of how the problem is dealt with in the United States and at the same time to provide experience having the greatest relevance to German problems. Specific projects are described elsewhere in this report for the training of German officials in public welfare, personnel administration, local government, legislation and police administration; additional projects will be developed as the need arises.

In each case the cooperation of appropriate professional organizations in the United States will be necessary in planning the field work and supervising the progress of the students. For instance, the American Public Welfare Association will be asked to play a primary role in the orientation of German welfare administrators. In the field work of local government officials, schools of public administration in various parts of the country will play a part, since it is planned to distribute these students to a large number of widely scattered



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

municipalities and counties.

Another type of training will be provided in order to develop a type of organ as important for democratic political life as the government itself, namely the non-partisan association devoted to a specific project or idea. Germans who have shown an interest in such subjects as civil liberties, tax reform or improving the civil service will be sent to the United States for a period of training with a recognized organization operating in the field in which they are interested. They will have an opportunity to learn the general outlines of the problem as it exists in the United States, together with the practical techniques involved in translating an ideal into legislative and administrative action and in securing and organizing public support. Organizations considered for this type of training include the American Civil Liberties Union, the National Municipal League, the League of Women Voters, and the Bureaus of Governmental Research in Detroit, Providence and other large cities. Training programs will be worked out so as to equip the Germans to play an active part in organizing similar groups in Germany after their return.

### 3. Within other democratic countries

Many of the projects which have been planned for the United States can be of course applied equally well to other democratic countries on the continent. This is particularly true in the case of Switzerland which has the advantage of German-speaking regions where the study of political and governmental life can be done with greater informality and ease. The active participation of the average Swiss citizen in the affairs of his community and his country provides a particularly effective example to the German visitor. Holland has an outstanding Union of Municipalities which has a well established central institute offering a wide variety of services to its membership. The International Union of Local Government Authorities is located at Brussels and has certain facilities which would be of immense value to the German visitor. Great Britain has active private organizations in the governmental field which has already invited German guests from the British Zone to participate in their programs. The the academic level, the Institut des Hautes Etudes Internationales at Geneva, Switzerland, has world-wide contacts to make it a vantage point for comparative studies in the government field of the kind planned for universities in the United States. In addition Geneva continues to be a center for important international activities which visiting Germans would have a chance to observe. The Handelshochschule at St. Gallen, and the Universities of Zurich and Basel have faculty and library resources which make them particularly suitable for similar undertakings. The extent to which university training programs could be made available in these Universities to German students and the extent to which German observers in the governmental fields could visit the democratic continental countries would be determined largely by the amount of private financing which could be made available for these purposes. Only limited, if any, financial support can be expected from the several institutions mentioned above.



PROSE SEC. 5(E) AND 5(F) OR (E) NUMBER 775012

---

---

**CIVIL ADMINISTRATION DIVISION**

---

---

ADMINISTRATION

1. In Germany

Within the Office of Military Government, there has been created an Interdivisional Reorientation committee which is chaired by the Education and Cultural Relations Division and includes among its members the Information Services Division, the Control Office and the Civil Administration Division. This committee exercises over-all policy coordination in the cultural exchange field, but within this framework, each OMGUS division participating in the program has proceeded to develop and implement specific projects. Political reorientation in the fields of government and public administration, with particular emphasis on democratic procedure, civil liberties and free public expression, is a major task of the Civil Administration Division. Related fields of public administration such as public health, public welfare, and public safety are also integral parts of the Civil Administration Division program.

Those projects described in this paper which relate to the social and political science fields in German universities will be fully coordinated in their execution with the Education and Cultural Relations Division so that they may serve as an effective supplement to that Division's programs in the university field.

The general planning and coordination of the program of the Civil Administration Division rests with its Democratization Branch in OMGUS Headquarters. This Branch fully utilizes and depends upon the assistance of the several branches of the Civil Administration Division in planning and carrying out the various parts of this program. This branch also analyzes the effectiveness of the projects undertaken and determines specific "problem areas" which are to be met as the program unfolds. The Land Civil Administration offices assist in program planning by suggesting projects, by making critical appraisals of projects under way and completed, and by executing the necessary administrative details of the program. In cooperation with other interested divisions of Land Military Government and German citizens committees, they are also responsible for local coordination of the various aspects of the program.

Military Government organization and facilities for the purposes of this program in the governmental affairs field may be expected to continue to be available for some years to come. At the present time Military Government has substantial responsibilities for providing the leadership and impetus to these cultural exchange programs, including the aid that Military Government can render the German organizations and agencies in undertaking their own individual programs. It has been emphasized that it is necessary for these German organizations and agencies to assume more and more responsibility in these matters in anticipation of the day when Military Government will withdraw completely not only from technical and professional assistance but from financial aid as well. The administrative direction and coordination of the activities of German organizations in the field of public affairs must be assumed by the Institute of Public Affairs. During the initial period the aid and assistance from Military Government will be essential to launch this enterprise and it is hoped that within five years this Institute will not only have developed to the point of undertaking the various projects planned for it, but will become a self-operating agency under the complete control of the appropriate German authorities.



SECRETARY OF THE ARMY PROSE SEC. 3(E) AND 3(D) OR (E) NNDG # 115012

---

---

## CULTURAL EXCHANGE PROGRAM

---

---

For the time being, however, there are certain functions belonging to the Institute which can only be performed effectively by American personnel. The most important of these is the organization of a public administration service designed to perform upon request administrative and organizational service of German public authorities. While this operation can later be taken over by the German staff of the Institute, it is necessary to train the German research personnel in the use of scientific management techniques which have been highly developed in America but which at the present time are unknown among the Germans. It is desirable to have a ready source of advice as to what American material is available and what America is able to contribute in dealing with the many administrative problems arising in the various technical fields which the Institute will consider. American participation in the aiding of the Institute's publications is also desirable, primarily from the point of view of seeing that American material included therein accurately represents the best which the United States has to offer. To serve these purposes, it is, therefore, proposed that in the initial period of the Institute several staff and consultative positions be filled by Americans.

---

---

30 OCTOBER 1948

---

---



---

---

CIVIL ADMINISTRATION DIVISION

---

---

2. Within the United States

To provide assistance and support in the States for the Cultural Relations Program with occupied countries a non-governmental organization has been established in Washington, D. C. This organization is called the Commission for Educational and Cultural Relations with Occupied Countries. This Commission is concerned with the very broad and over-all phases of the Cultural Exchange Program but was not designed or intended to concentrate on specific aspects of that program such as are provided for within this pamphlet. The programs which are described in this pamphlet do fall into specialized fields such as governmental affairs, political science and civic education, and for this reason require the attention of professional people who are intimately and continuously associated with these fields. It may be recalled at the time that the original over-all stateside committee was projected, specific provision was made for separate functional panels which would concentrate on the more practical problems which fell outside the general scope of the over-all committee. It is now proposed to implement this part of the plan by establishing a stateside committee on cultural exchange for governmental affairs.

Such a committee should be composed of people specifically selected for their interests in the governmental affairs field which should be broadly defined to include not only governmental administration but also the political sciences, civic education and civil liberties. Membership in this committee might well include a representative from a leading university in the government field such as the Harvard School of Government (the Littaur School) or the Maxwell Graduate School of Citizenship and Public Affairs at Syracuse, (b) a political scientist with long experience in military government, (c) the director or a prominent member of the Social Science Research Council, (d) the director of the Public Administration Clearing House, and one or more of the affiliated agencies of 1313, (e) director of a model civil service agency, (f) a representative of the Security Agency (for health and welfare aspects), (g) an outstanding police authority, (h) a representative from the United States Conference of Mayors, (i) and other similar representative agencies.

This stateside committee for Cultural Exchange and Governmental Affairs would of course work within the policy framework set by the Commission for Education and Cultural Relations but within this policy framework it would be free to plan and carry out its own programs. Among the functions in the governmental affairs field which it is hoped such a committee would carry on are: (a) to encourage establishment of the graduate democracy orientation courses described above, (b) to obtain fellowships and scholarships for Germans to graduate schools specializing in civil service, municipal management, health, welfare, police, etc., (c) to plan stateside observation programs for visiting German professional people and in this connection to enlist the assistance of appropriate sponsoring agencies in the States, (d) to recommend experts for service on the Cultural Exchange Program, (e) to recommend United States students for attendance in German universities within the political social science fields, (f) to recommend appropriate written materials for translation into German for use by German universities, government training schools, German professional associations and the Institute of Public Affairs, (g) to present the several parts of the Cultural Exchange and Governmental Affairs Program to private foundations to enlist their sponsorship and financial support of these programs.



115012

---

---

## CULTURAL EXCHANGE PROGRAM

---

---

The effective performance of the committees' work will necessitate a small permanent staff which the Civil Administration Division, Office of Military Government for Germany, proposes to make available from its own organization. This permanent staff will have the following specific duties: (1) to call meetings of the committee, prepare the agenda and policy papers for the committee's consideration and to implement the committee's decisions; (2) to conduct correspondence on the committee's behalf with universities, public agencies, private foundations and other groups whose assistance is being solicited on this program; (3) plan detailed programs for visits of German personnel to the States and to serve as a receiving and referral agency for incoming German observers; (4) to provide advisory service to these Germans in assisting them in their travel, receipt of salary payments, contacts while in the States and ultimate return to Germany; (5) to provide an information service to stateside persons who may be interested in one or another aspect of the program and more particularly to help orient American personnel being recruited for the Civil Administration Division projects in Germany.

### 3. Within other democratic countries

Whatever cultural exchange programs can be undertaken with democratic continental countries will, at the outset at least, have to be restricted to specific sponsoring agencies which have existing facilities in the government field, such as the International Union of Local Governments, the Union of Dutch Municipalities and the Institut des Hautes Etudes Internationales. It is hoped that these agencies can be persuaded to assume such sponsorship and that adequate arrangements for financial support can be effected, and if this can be done, that the German planning and implementation of this program can be assumed at an early date by the Institute of Public Affairs.



115012

---

---

**CIVIL ADMINISTRATION DIVISION**

---

---

PROGRAM COSTS

1. Policy of Financing

While the programs outlined above have, of necessity, been financed in large measure by Federal appropriations, these funds, extensive as they have been, have not been adequate to cover all the projects described in this paper. For those programs currently receiving Federal aid, there is a real danger if this assistance is prolonged beyond the initial stages of their development. Continuing financial aid would tend to over-identify these programs with Military Government. The time is fast approaching in Germany when programs sponsored by Military Government will have an insurmountable backlog of resentment to overcome. If the programs are to be acceptable and successful, the stigma of occupation administration must be removed as early as possible. For this reason Military Government is eager to withdraw from these programs as soon as their continued operation can be assured by financing from private associations, private foundations, and universities.

2. Financing to be Appropriated

For the current fiscal year ending 30 June 1949, Federal appropriations amounting to \$803,420 have been made available to cover the cost of certain of the programs outlined above. This figure may be broken down as follows:

Thirty-six U.S. experts and thirty-six Continental experts to Germany for three months (including salary, per diem, and transportation costs).....	\$220,680
Purchase of books and periodicals in the U.S. and democratic European countries.....	\$116,240
Sending 150 German experts to the U.S. for three months (including salary, per diem, and transportation costs).....	\$352,500
Office supplies and equipment, paper stocks, and salaries for the Institute of Public Affairs.....	\$ 10,000
Sending nineteen German students to universities in the U.S. (transportation costs only).....	\$ 19,000
Military Government costs for administering the total program (salaries, supplies, equipment, etc.).....	<u>\$ 85,000</u>
Total Federal Appropriation.....	\$803,420

If Military Government is to remove itself from these programs, the more obvious financial obligations which it has now assumed should steadily diminish during the next few years. It can be assumed that an exception to this would be transportation costs of the personnel associated with these programs who will travel to and from Germany and the United States.

3. Financing by Universities

During the 1949-50 semester year it is hoped that approximately ninety German graduate students, in groups of fifteen each, will be sent to universities in the United States for a year's democracy orientation course



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

presented by six of the nation's leading universities. In addition, fifty German graduate students will be selected for specific graduate training in the fields of public health, public welfare, police administration, civil service, municipal management, citizenship organizations, etc., at universities having outstanding departments devoted to these fields. Appropriation limitations will restrict Military Government's contribution to meeting only the transportation costs of the students from Germany to the United States and return. These costs have been estimated at \$1,000 per student, or a total of \$140,000 annually. The universities participating in these programs would be asked to make full tuition scholarships available for these students. In addition, the universities would be asked to provide faculty members to give specially-designed courses of study as may be required. In those instances where university faculty members are invited to participate in the Committee for Cultural Exchange and Governmental Affairs in the United States, provisions would also have to be made by the universities to meet all travel expenses relative thereto.

#### 4. Financing by Private Associations

During the current fiscal year, Military Government has set aside \$352,500 to cover all expenses of sending 150 outstanding German experts to the United States for professional field experience in the fields of public welfare, civil service, municipal management, state government, police administration, and the study of citizenship groups interested in civil liberties, municipal reform, tax reform, civil service reform, etc. Whereas Military Government has earmarked sufficient funds to cover the salary, per diem, and transportation costs of these experts, nevertheless, assistance is required from private associations in the form of making members of their staffs available to plan and develop the programs for the various functional experts, and to otherwise assist them during their three-months visit to the United States. In addition, the private associations may be called upon by their German opposites to send their top-flight staff members to Germany to assist in programs designed to revive and strengthen comparable associations in Germany. In part, the costs involved in this phase of the project would be paid out of Military Government funds which have been earmarked to pay the costs of the visiting experts' program.

#### 5. Financing by Private Foundations

Of primary concern at the moment is the specific need for financial support of the Institute of Public Affairs. The effect of monetary reform has made it quite impossible for the German state governments and German associations to assume this financial burden for the time being. On the other hand, if Military Government were to undertake a major part of these financial obligations even at the outset it would defeat any chance of success the project might have. Hence, the need for financial assistance from foundations becomes apparent. It is believed that this aid will be required for four or five years. At the end of that time the Institute should be sufficiently well organized and established to assume almost all the financial burden itself. A tentative budget estimate for the Institute is submitted below for consideration.



CIVIL ADMINISTRATION DIVISION

a. Personnel Services

Director General of the Institute.....	\$4,000	annually
Secretary General.....	2,675	"
Chief Librarian.....	2,675	"
Assistant Librarian.....	2,000	"
Director of Municipal Research.....	3,350	"
Director of the Police Bureau .....	2,000	"
Director of Public Health Center.....	2,350	"
Director of Public Welfare Center.....	2,350	"
Director of the Public Administration Clearing House.....	3,675	"
Director of Legislative Reference Library.....	3,350	"
Director, Liaison with International Bodies.....	1,675	"
Director, City Planning Group.....	2,675	"
Director, Research and Training Center.....	2,675	"
Director, Civil Liberties Group.....	2,350	"
Director, Civil Service Group.....	2,675	"
Director, Statistical Bureau.....	2,350	"
TOTAL COST, Personnel Services		\$42,825 "

b. Supplies and Equipment

Office equipment, including furniture, office supplies, typewriters, etc.....	\$13,350	for the first year
Photostat and micro-film apparatus.....	5,000	"
Lithograph and mimeograph apparatus.....	11,675	"
Newsprint for professional publications.....	10,000	"
TOTAL COST, Supplies and Equipment		\$40,025 "

c. Miscellaneous Administrative Costs

While the cost of these administrative and research services will be borne by the member organizations after the first or perhaps second year, it is clear that in the initial period these costs must be borne by private sources. These administrative and research services consist of the following items:

3 Translators.....	\$ 6,000	for the
2 Interpreters.....	3,200	first year
20 Clerks.....	20,000	"
20 Stenographers.....	20,400	"
15 Research Workers.....	27,000	"
TOTAL COST, Miscellaneous Adminis- tration costs		\$76,600 "

TOTAL PROGRAM COSTS                    \$159,450

To date Military Government has been able to meet only a fraction of the costs enumerated above. For the current fiscal year, only \$10,000 could be earmarked for the procurement of office supplies and equipment, and a few tons of newsprint. Civil Administration Division is now proposing that Deutsche Marks from the so-called Reorientation Fund be set aside to help defray the expenses of the Institute. But, even if this effort succeeds, the major portion of the budget costs will not be fulfilled due to lack of funds.



115012

---

---

## CULTURAL EXCHANGE PROGRAM

---

---

In addition to the Institute of Public Affairs program, the program to bring German graduate students to the United States depends, in part, on the willingness of private foundations to provide cost of living allowances to the students. It is estimated that these allowances would approach \$800 a year per student, or a cost of \$112,000 annually for 140 students. Financial aid is also required from foundations for meeting living costs of the forty United States graduate students selected for a year's graduate study in Germany. It is estimated that these living costs would be approximately \$700 annually per student, or a total cost of \$28,000 for the forty students.

### 6. Conclusion

It may be seen from the above that for the current fiscal year Military Government is assuming the major portion of the financial obligations required for its democratization programs in the field of governmental affairs. Transportation costs alone amount to approximately \$395,000 and if other costs such as the salaries of employees and experts and the cost of books and periodicals are added that figure is increased to no less than \$803,420. It is quite clear, however, that these programs must be considered as cooperative ventures requiring assistance from private agencies in the United States as well as from the Federal Government. There are many types of financial support which must be derived from non-governmental sources in order to avoid stigmatizing the program as Military Government propaganda. German organizations and agencies are suspicious of occupation hand-outs while enthusiastic at the prospect of support from private and hence neutral and impartial sources. Were German officials and experts engaged in this program to be paid by Military Government, the enterprise would be labeled suspect. It is in such strategic employment as this that the financial support of private agencies and foundations in the United States is required.



=====**CULTURAL EXCHANGE PROGRAM**=====

**APPENDIX A: PROJECTS FOR US AND CONTINENTAL EXPERTS VISITING GERMANY**

=====**30 OCTOBER 1948**=====



---

---

## CIVIL ADMINISTRATION DIVISION

---

---

### PROJECT INSTITUTE OF PUBLIC AFFAIRS

#### 1. Problem

The democratization of German government and politics is hampered not only by the lack of a knowledge of democratic ideas, techniques and experience in governmental and political affairs, but more particularly by the lack of an outlet for the exchange of ideas and a means whereby the Germans can develop their own instructional, research and functional programs in the fields of government. There is abundant evidence that Germans eagerly welcome the restoration of cultural ties with Western democracies. Indeed, the practical difficulty is that the German requests for cultural assistance far exceed the facilities which are available. It is clear that the time has now come to plan not merely in terms of immediate requirements, but also of a long-range program for the democratization of German administrative and political life.

#### 2. Objective

This long-range program requires the organization and development of a definite institutional center which will serve as the vehicle for introducing into Germany services and materials from the United States and from other Western democracies. It should also serve as the vehicle for developing greater German responsibility in the execution of this democratization program and as the means of facilitating the growth and coordinated activities of various German public agencies with their respective international organizations from which they may have been heretofore isolated. To meet this need the Civil Administration Division proposes to establish an Institute of Public Affairs.

The Institute of Public Affairs will be concerned with those public or governmental questions which are at present under the jurisdiction of the Civil Administration Division and which are distinct from religious, educational, literary and artistic matters assigned to the Education and Cultural Relations Division. Among the topics which fall under governmental affairs and in which democratic techniques and ideas need to be introduced are such subjects as civil liberties, the role of citizens' groups in the community, democratic training and techniques in the field of public administration, civil service, community organization and the development of institutional services in the fields of public health and public welfare.

#### 3. Method

In a broad sense the Institute of Public Affairs would be the vehicle through which the Civil Administration Division will develop the several projects described in this pamphlet. Specifically, the Institute would provide the following functions:

1. A center for visiting professors, public officials and other experts who come to Germany as a part of the exchange program of the Civil Administration Division.
2. The headquarters from which professors and practicing experts can carry on their program outside the university in the communities and in administrative agencies of government.
3. A center for offering guidance and leadership in suggesting improved programs for in-service training for civil servants and for the development of democratic public service traditions and practices.



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

4. An office to which political and social science literature is forwarded for subsequent distribution to German organizations and institutes.

5. A center for offering seminars and lectures as well as library and research facilities for the use of German officials, professors and students in the specialized field of political and social science.

6. Facilities for holding periodic conferences for German professional groups and associations in the fields of government, including joint meetings with similar groups from other countries.

7. An agency for recommending German experts and promising students in the field of government and administration for scholarships and grants-in-aid to study in American universities and governmental agencies.

8. A center for academic study in the broad fields of the social sciences with the opportunity for organizing field programs, surveys and training in all fields of the social sciences including the various aspects of civil liberties and public administration, social services and public health.

9. Research facilities in public administration to be used by the German public service.

10. Intellectual stimulus to the study and writing in the field of government in terms of the development of democratic public initiative, zeal and tradition so that as Military Government withdraws from responsibility in the over-all supervision of government such a center will become a self-operating agency between a well developed German organization and a variety of non-governmental or quasi-governmental organizations.

The Institute would be a mixed American-German enterprise. For the initial period the bulk of the financing would be from American government and from private American sources. Thereafter, as the German economy revives, it is hoped that German support will be the mainstay with the continuing assistance of American institutions.

The private American support envisaged would be from the various foundations and professional associations. Foundation funds would be made available to the sponsoring American university or universities which, in cooperation with the German university concerned, would have the primary responsibility for the organization of certain types of projects. However, this would not preclude enlisting support from numerous American and German professional organizations in the field of government and administration which could be represented on advisory or consultive committees and through which special scholarships and grants might be arranged. Although in the beginning the Institute will require extended and specific support from Military Government to carry out these functions, the Institute will become increasingly more and more a German institution self-supported and self-operated.

In all phases of the Institute the support and cooperation of a variety of governmental agencies and private organizations interested in the broad program of the Institute will be indispensable. These various agencies and organizations will be considered as associate members of the Institute and will be called upon from time to time to discuss both administrative and program problems and to advise Military Government how it can help in promoting the program. In turn the Institute will serve these various associate members by making available services and materials in the common interest of their programs.



CIVIL ADMINISTRATION DIVISION

Eventually as these members of the Institute are able to re-establish their contacts with international associations and to resume their normal functions, Military Government will withdraw from active control of the organization.

As has been indicated above, the Institute of Public Affairs will be the agency which will plan and promote the specific programs each U. S. expert is charged with carrying out. The specific projects set forth below indicate some of the special tasks which these experts will attempt to pursue within the program of the Institute.

Although the proposed Institute will be physically located in Frankfurt in the U. S. Zone of Germany, it will aim to serve the needs of all the Western zones and, it is hoped, eventually all of Germany. In view of this fact, close liaison and effective cooperation will be established with the appropriate British and French Military Government representatives so as to secure some measure of coordination of plans and efforts. In time the Institute will be affiliated with several of the German universities and technische Hochschulen as was the case with numerous institutes which existed in Germany before the Nazi regime. In addition to German connections, the Institute will be affiliated with one or several American universities, particularly those with well-developed schools of government, public administration or social sciences.



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

PROJECT: SURVEY OF THE CIVIC LIFE OF THE GERMAN COMMUNITY

### 1. Problem

The adoption of democratic methods and institutions has thus far only established certain formal aspects of democratic public life. Democratic institutions have not yet become part of the daily life of the community and the majority of the German people are not yet prepared to accept democratic responsibilities.

### 2. Objective

a. To survey community life to determine and analyze the forces which

- (1) frustrate the growth of democratic ideas and attitudes,
- (2) have prevented democratic institutions from becoming vigorous organs in the daily life of the community,
- (3) have undermined and discredited democratic methods and procedures in public affairs, and
- (4) are responsible for the failure of the majority of the German people to accept fully their democratic responsibilities.

Similarly, an analysis is required of those forces which promote democracy in the civic life of the community. An understanding of these problems will throw much light on the means to be pursued in developing democratic attitudes and strengthening democratic institutions.

b. To encourage the citizens of the community to take a lively interest in their rights and responsibilities through community activities, citizens' committees, public forums and discussion groups, and teaching by example to stimulate an interest in and a passion for the civil liberties inherent in a democratic system.

### 3. Method

The areas of this study will be a Gemeinde, a Landkreis and a Stadtkreis. In each of these areas a team consisting of two U.S. experts and two or more German experts will undertake this survey. The activities of all three teams will be under the supervision of a director who will plan and direct the collection and analysis of pertinent data and the community activities in which the experts might participate. The research will concern itself not only with statistical data but also with information gathered from group discussions and conferences with all elements of the community. The members of the teams in the course of their study will be able to offer such counsel and example and will aid the community in the fine art of good government and democratic living. Other specialists in the field, primarily concerned with other projects, will be invited to participate in this study and in the community activities projected or engaged in by the team.



---

---

CIVIL ADMINISTRATION DIVISION

---

---

PROJECT: CIVIL LIBERTIES IN A DEMOCRACY

1. Problem

The value of individual rights is not generally understood nor highly esteemed in German public opinion today. In economic adversity people are inclined to feel that food, clothing, shelter, and fuel comprise the totality of human wants. They lose sight of the deep human needs for spiritual freedom. This problem is pointed up by the results of a recent public opinion survey which showed that a substantial majority of those polled preferred a government guaranteeing economic security to one that guaranteed protection of civil rights.

2. Objective

To build a positive response in German public opinion to the moral values inherent in the respect for the dignity and responsibility of the individual; and to point out the danger of neglecting to provide adequate safeguards against encroachments on basic civil liberties.

3. Method

Methods should center upon the techniques of educating and influencing public opinion. These techniques would include the effective use of radio programs, lectures, public forums, and conferences with public officials and leaders of citizens' groups including judges, lawyers, educators, clergymen, community organizers, labor leaders, and political party officials. In all these contacts, emphasis should be placed not only on the broad principles of political and civil rights but also upon the danger arising from the totalitarian inroads into German public life and upon the means of meeting the crisis.



---

---

# CULTURAL EXCHANGE PROGRAM

---

---

## PROJECT: CIVIL SERVICE

### 1. Problem

The German bureaucracy has for decades existed as an instrument for the exercise of power of the state over the people. Unlike the practice of administrations in truly democratic countries, its relationship to the people has been that of "master" rather than of "servant". This tradition had become entrenched through such means as (a) basic training for public service, (b) entrance based on social background and military service, (c) differentials in rights and duties of officials and employees, (d) rigid and arbitrary promotional requirements, (e) difficulty of removing unsatisfactory officials from office. The problem has been further complicated by the license permitted public servants to engage in overt political activity, the lack of restriction on the right of public servants to go on strike, and their right to serve as members of the legislative bodies to which their administrative agencies are responsible.

### 2. Objective

To introduce to a body of German people, both administrators and laymen, democratic ideas and methods now prevalent in the democratic nations in the field of public personnel management and public control over the public service.

### 3. Method

A group of visiting experts in public management with a detailed knowledge of personnel techniques should be brought to Germany to carry on a combination program of both training the German personnel people and intensive democratization work with the civil service. Such experts might carry out the following assignments during a three-month stay in Germany:

a. Prepare pamphlets or articles for publication by the Personnel Society mentioned in the Project, "German Society for Personnel Administration." Such writings should be aimed at both technical and democratization problems in the German service and would be adapted specifically to German needs. Some of these pamphlets of a broader nature would be distributed throughout the top ranks of the entire German civil service.

b. Address local chapters and zonal sections of the Personnel Society on the above subjects.

c. Address resident students at the Institute of Public Affairs on such subjects. Presumably the students would represent all fields of public administration during their training at the Institute.

d. Address legislative, civic and other groups throughout the Zone with particular emphasis on the problems of establishing a democratic public service and the institution of modern personnel techniques at every level of the German government.

These visiting experts should include representatives of various European democracies and of the United States. This would assist in emphasizing to the German officials that the modern personnel techniques being introduced by Military Government are not merely American innovations.



---

---

## CIVIL ADMINISTRATION DIVISION

---

---

PROJECT: GERMAN SOCIETY FOR PERSONNEL ADMINISTRATION

1. Problem

German public administrators have so long been steeped in the German bureaucratic tradition that they are entirely unfamiliar with modern personnel methods. This problem is intensified by the absence of trained personnel technicians or personnel administrators at all levels of the public service. Civil servants now engaged in personnel work in the Laender are still unacquainted with modern personnel techniques and are not prepared to carry out on a continuing basis any modern personnel program.

2. Objective

In order to make possible the self-education of German personnel technicians, we propose that a German Society for Personnel Administration be initiated through the proposed Institute of Public Affairs.

3. Method

a. Membership in the society should be open to all personnel engaged in any phase of professional personnel work at all levels in the German governments. This would include individuals now engaged in determining salary levels and in training for the public service, university instructors in public administration and others performing personnel functions in the various state ministries. German government units, such as a Gemeinde or Kreis, should participate in the Society.

b. Purposes of the society would be to promote professional advancement through the following methods:

- (1) Publishing of a quarterly professional journal. At the outset, this journal would necessarily be small and would be limited largely to translations of pertinent articles from U. S. and British publications. However, writings by German technicians on German problems can be expected to increase in volume within a year or two.
- (2) Publication of pamphlets, including translations of pertinent pamphlets originating abroad.
- (3) Advice on personnel problems to any government agency.
- (4) Quarterly zonal or Bizonal meetings devoted to intensive exploration of technique and methodology.
- (5) Monthly meetings of local chapters, in Munich, Stuttgart, and Frankfurt-Wiesbaden. Outside speakers, either from the Civil Service Branch or visiting experts, could be provided for appropriate sessions of such chapter meetings.

c. Permanent staff for the society could be limited at the outset to one full-time professional person (who might be on the Civil Service Branch payroll) and one full-time typist-translator. The Society itself, of course, would have its own officers and committees, democratically elected by the group. The advantages of this type of organization are that it may achieve an informality not possible within the direct line of command and that it puts an emphasis on professional equality of all staff members of the personnel agencies. Such a society should provide a sounding board for new ideas on the part of German



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

technicians, provide an opening for the injection of new ideas by Civil Service Branch staff and should stimulate progressive thinking by all professional people. Participation would be particularly valuable for trainees in personnel jobs.

d. The merit of discussing freely the need for democratic attitudes on the part of public employees and the whole problem of democratization within the public service should be a primary contribution of the society. As techniques and technicians are developed the society can be sub-divided into professional committees on recruitment, classification, training, employee relations, etc. While the primary orientation of the society would be toward the public service, the addition of personnel people from industry should provide a valuable interchange of technical ideas.



---

---

## CIVIL ADMINISTRATION DIVISION

---

---

PROJECT: LEGISLATIVE ORGANIZATION AND PROCEDURE

1. Problem

German legislative bodies have not developed internal organization or rules of procedure that: (a) make possible effective presentation to the legislature of diverse points of view, (b) give voice to individual members on the floor of the legislature, (c) provide effective means of control over the administration through interpellations and question periods, (d) produce statutes containing limitations on administrative discretion through proper standards, precise definitions, and clear delegation of authority, and (e) make use of available sources of information. There were evidences of this weakness in the German legislative process even before the time of the Nazis. During the Nazi regime democratic legislative processes were completely ignored and relegated to the ash heap. Moreover, in this period and the period immediately following the war the Germans have been out of touch with the traditions and developments in legislative processes in democratic countries in the outside world. The Germans should now be enabled to find out and learn for themselves what democratic countries have been doing in this critical field so that this aspect of democratic government may become firmly rooted in German thinking on governmental problems and thereby the groundwork laid for what is hoped will later be a strong and well entrenched tradition.

2. Objective

To make the German legislative bodies more effective instruments of popular action and democratic control.

3. Method

A Legislation Bureau should be established in the proposed Institute of Public Affairs. Its functions would be to disseminate information and assistance in the field of democratic legislation and legislative techniques. To these ends it would maintain a legislative reference library adequately stocked with relevant books, both German and foreign, available to all Germans interested in legislation. Its staff would provide expert research and legal draftsmanship assistance to legislative committees. It would provide assistance and guidance to law schools and universities teaching courses in legislation by furnishing reference books and publications to them and by facilitating the exchange of literature between the German school materials. It would act to coordinate all the separate educational programs, designed to aid Germans in emphatic democratic principles to both the substances and the procedures of legislation. These would include the various "visiting experts" projects in the legislation field. The Bureau would facilitate surveys made by these experts, provide them, if necessary, with skilled German interpreters and insure the maximum benefit from such surveys by bringing their conclusions to the greatest number of German legislators and students. These surveys, as availability of experts and working time permit, should be concerned with (a) legislative procedure: rules of debate, handling of bills, printing, voting and roll-calls; (b) legislative organization: number, size and functions of standing committees, method of reporting, relation to the ministries and administrative offices, powers, party composition of committees and control of legislative organization; (c) committee procedure: role of the chairman and vice-chairman, responsibility for reporting, methods of obtaining information, public hearings, power to summon witnesses, staff assistance; (d) bill drafting: assistance to the legislative body on the technical aspect of drafting legislation so that the administrative authority is sufficiently directed and its powers made definite.



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

### PROJECT: PROBLEMS OF FEDERALISM

#### 1. Problem

As the Germans take an increasingly active interest in the problem of their future constitution, it has become obvious that their thinking in this field is rather narrow and unimaginative. It seems most desirable to have it fertilized by discussions in which authorities from outside of Germany would participate and point out some of the quite different solutions brought to the problems in other countries. The problem of federalism divides itself mainly into three fields:

a. First, there is the question of distribution of powers, and related to it, the question of administration. In Germany, a considerable number of federal functions have traditionally been exercised by Land agencies. The Land officials and local officials, who function under delegated authority for federal agencies, are thereby placed in the awkward position of serving two masters. The democratic responsibility to their own Parliaments and people becomes somewhat dubious if they are also required to execute orders of agencies not subject to local control.

Further clarification is needed as to whether the traditional technique of "Auftragsverwaltung" is a sound one, or whether, for the sake of a healthy federal structure, those limited powers conferred upon a federal government should not be exercised by it through its own agencies. While there is some experience of the latter type in Germany, the vertical division between federal and states functions is much more widely practiced in the United States.

b. Another important factor of federalism is the distribution of income. Independent sources of income are absolutely necessary for the viability of any political and social body. Insufficient attention has been given to this problem in recent discussions, and perhaps too much consideration has been given to the purely structural aspects. In addition Land governments have been reluctant to assign to municipalities independent sources of income sufficient for their major functions.

c. A third aspect of federalism to which no attention has been given yet in German discussions is the problem of concentration of economic power, which tends to suppress regional differentiations and to weaken the authority and economic independence of Land and municipalities. To cope with this economic phenomenon, the central government is forced to take over more and more powers both of control and taxation. This question must be explored in relation to decartelization and other attempts at economic decentralization.

#### 2. Objective

Accordingly, it is necessary to provide German thinking on the political, academic and administrative level with material which can be used in the preparation of a German constitution.

a. The literature and the practical experience, particularly of the United States, should be made familiar to key people in German government, in German parliaments and party organizations, and if possible, within the German faculties of law and social science.



---

---

CIVIL ADMINISTRATION DIVISION

---

---

b. Since the literature in the field of taxation is highly specialized, it needs to be pre-digested for German use and adapted to the particular problems existing in Germany. Practical solutions will have to be sought not only as far as allocation of taxes is concerned, but in the field of developing methods of common administration through agencies in which both the federal and the Land governments are represented.

3. Method

Teams of experts will establish the necessary contacts and discuss matters with influential individuals and groups in Germany. The program has to be kept completely flexible since the increasing familiarity with the different aspects and implications of the problem may induce the experts to change their methods and to shift emphasis from one to another part of the problem as well as from one to another group of people with whom they confer. The members of the team will divide their survey according to areas and problems, meet regularly during their stay to compare notes and revise their own assignments, and occasionally call round table discussions with outstanding German experts in order to check their findings and communicate their thoughts.



---

---

## CULTURAL EXCHANGE PROGRAM

---

---

PROJECT: POLITICAL PARTIES AND ELECTION SYSTEMS

1. Problem

Political parties are means by which the citizen expresses his views on public matters and through which he exercises his respective share of influence on the government. Indispensable as they are to the structure of the state they cannot under a democracy become its instrumentalities. Their functions as parties lie in the fields of policy and government formation but do not include the tasks of governing. The extension of party influence into the executive fields of government or the rigid subordination of government to party invites unfair practices and undermines the prestige of popular government, paving the way for totalitarianism.

The relationships between the political parties and the government on all levels determines to a large degree the fate of democracy of the given country. To an equal extent the fate of popular government is dependent upon the nature and structure of the parties and their relations as organizations to the rank-and-file. Party hierarchies are often wont, in order to increase the combatant effectiveness of their organization, to overstress the concepts of "party-loyalty" and "party-discipline", thus violating the rights of the individual. While intra-party cohesion is a necessity for effective government there is latent danger to the position of the individual in the uncontrolled use of these practices by party functionaries. Thus a viable democracy is concerned not only in the party-government relationship, but also in the internal structure of the functioning parties and in the degree of the control exercised by the membership over the party.

While parties in a democracy are instrumentalities through which the voter expresses his political preferences, they are not the sole factors in the field of public affairs. Independent groups and frequently public-minded individuals share with the parties the tasks connected with the "crystalization of popular will".

In applying the above principles to the present Germany we find that:

(a) German governmental life is thoroughly dominated by the political parties to the exclusion of all other groups. Party domination penetrates even the chambers of the German legislatures. Open debates in plenary sessions are almost unknown. They are superseded by discussions behind closed doors in party conferences and in inter-factional negotiations. The minority inside a party faction does not dare to bring its case before the entire house;

(b) The monopolistic control which the party exercises over the government tends frequently to obliterate the lines of demarcation between government and party hierarchy. Major governmental decisions are often made not in cabinet chambers but in party headquarters. These practices, blossoming on the debris of a totalitarian system in which party and state were fused, may spell death to the new German democracy;

(c) The political party in Germany is not only a closed association as far as outsiders are concerned, but also within the party several levels of sanctity exist, each accessible only to the corresponding levels of the party functionary apparatus. The full-time party official tends to centralize more power in his hands at the expense of the membership. It is he who usually plays the leading role in party conferences and who has a determining voice in