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F
102.9

CHECK LIST FOR CI&E OFFICERS
(This Check List is for Information Only)

1. Charts, Maps and Visual Aids

a. Maps of region and each prefecture posted.
b. Do maps show status of school inspections? (note 1)
c. Are charts posted showing visually status of teacher screening, number of schools of each type, number of schools inspected, etc?

2. Files

a. Suspense file for reports.
b. Policy file (note 2).
c. Record of telephone calls.
d. Correspondence file.
e. Past schedules.
f. Weekly schedule.
g. Monthly plan.

3. Personnel

a. Have duties of each staff member been clearly defined? (note 3)
b. Are weekly staff conferences held?
c. Do you make an effort to solve the problems and difficulties being faced by CI&E personnel in the prefectures? (note 4)
d. Do you have a system of rating all CI&E personnel in your region on efficiency?
e. Are CI&E personnel doing any jobs other than CI&E work?

4. Prefectural Education Officials

a. Are they capable and professionally qualified?
b. Are they cooperative?
c. Are they working toward a real democratization?
d. Are regular visits to your office by prefectural education officials scheduled?
e. Are Mombusho directives received regularly by prefectural officials? Are they promptly disseminated to schools?

5. School Inspections

a. Who actually makes inspections? (note 5)
b. Average time required?
c. Are inspections spread over entire prefecture?
d. What types of schools are inspected? Is emphasis placed on elementary and secondary schools?
e. What are the major problems revealed by school inspections?
f. Do you have suggestions for improvement of school inspections? (note 6)
g. Techniques and methods of inspection (note 5)
h. Are inspection reports forwarded on time?
i. What is the general impression of the attitude of the school principals and teachers in your prefecture?
j. What unions or associations of teachers exist? What is your impression of them?
k. What student's organizations exist? What are their activities?
l. How can you help the school do a better job?

Supplement to "Check List for CI&E Officers"

NOTE 1:
Some system, such as colored pins, should be used to show the number and location of schools inspected. Such a system shows at a glance the areas where inspections have been made, and the areas that need attention. In conjunction with the map record, a written record of the schools inspected and the dates of inspections should be kept.

NOTE 2:
A policy file should be set up according to subjects (screening, religion, press, etc.). Material such as memos, phone conversations, correspondence, etc., should be filed chronologically according to those subjects so that all material on policy of any one subject is readily accessible.

SCAPIN's and Operational Directives could be divided and filed under headings: "Education," "Arts and Monuments," "Religion," and "Information," with each SCAPIN or OD tabbed and in numerical order for each division. A catalog sheet for each heading listing the number, subject and possibly a short description of each SCAPIN and OD could be placed in each file so as to indicate the topics under each main heading.

NOTE 3:
a. It is suggested that each CI&E officer analyze the entire job to be done by himself and staff, and then break the work down into the parts each member of the staff will perform. Each staff member should then be informed of his duties and instructed in policies, methods, standards, etc., desired in the performance of those duties.

NOTE 4:
Try to determine the strong and weak points of each member. Make an honest effort to really help each member overcome his points of weakness. Encourage him.

NOTE 5:
a. It is important that the five required monthly school inspections be made by the prefectural CI&E officer or by his assistant CI&E officer. The CI&E officer should not delegate all these inspections to his assistant, but should make some inspections himself. School inspection reports are considered too important to be handled in any other manner.

b. The five required inspection reports in no way limit the number of inspections that can be made. As many others should be made as practicable. Only five inspections need be reported on unless a situation is discovered which warrants a special report. Education specialists or other CI&E personnel might well be used in making these additional inspections, or to check schools previously inspected by the CI&E officer or his assistant, to determine results of instructions or suggestions given on previous inspections.

NOTE 6:
a. Suggestions and recommendations from the field for improvement of school inspections are welcomed by Eighth Army CI&E and will be given careful consideration.

6. Teacher Screening

a. Is your screening committee doing an effective job of screening teachers and education officials?
b. Are you maintaining close liaison with the committee?
c. Do you get regular reports from the committee and keep these reports on file?
d. Do you maintain a record, by name, of all purged teachers?

7. MG Reading Room

a. Is it in a desirable location?
b. How many books and magazines?
c. Has the reading room been publicized?
d. Who administers the reading room?
e. What is the average attendance at your reading room?

8. Civil Education Program

a. What have you done to encourage and assist in each of the projects outlined in paragraph 2 of OD 19, 26 Feb 47?
b. What handicaps are being met in carrying out these projects?
c. What phases or techniques have been especially successful?
d. Which of the projects outlined in paragraph 3 of OD 19, 26 Feb 47, are already under way? Which will be initiated in the near future?
e. Which of the new textbooks have been supplied to schools?
f. What difficulties are being faced in inaugurating the 7th year of the 6-3 plan in 1947?
g. Has long-range planning begun for the 8th year in '48 and the 9th year in '49?
h. What percentage of the 7th year students are being taught in newly established 7th year classes? Where are the other 7th year students in school?

9. Information

a. What percentage of your time is devoted to your public information program?
b. Is your program effective? (note 7)
c. Do you keep contact with local publishers, reporters, and radio station directors? Are they cooperative?
d. Is your program of assistance to other MG Sections? (note 8)
e. Do you maintain a file of authorized information materials?
f. Have you planned a line of action to:
(1) Indoctrinate the Japanese in the importance of public information?
(2) Encourage the Japanese to prepare and disseminate public information?
g. Do you keep a file of clippings of pertinent news items from local publications?
h. Are you making maximum use of available educational films?
i. Is the employment of films integrated with your planned information program?
j. What is the attitude of local Japanese officials toward your information program? (note 9)
k. Do you encourage local Japanese organizations to participate in public information activities?

b. No change from established policy or procedure should be put into effect prior to receipt for instructions from this headquarters.

NOTE 7:
The effectiveness of available media in disseminating information to specific population strata should be determined. For example, which means of disseminating information to farmers is most effective in your area, (1) Radio, (2) Newspaper, or (3) Public Meetings?

NOTE 8:
a. An effort should be made to assist other sections of Military Government in facilitating public information programs in their respective lines of endeavor. This matter should be discussed with the other MG sections to insure that they are aware of the essential nature of public information with relation to their special fields.

b. The CI&E officer must be familiar with public information programs which have been initiated in public health, land reform, rice collections, the new constitution, and various other fields.

NOTE 9:
a. An effort should be made to determine the attitude of local Japanese officials with respect to public information. Do these officials promote distribution of available information materials or do they retard its dissemination? In the latter event, corrective measures must be taken.

b. Working relations with organizations known to be furthering occupation objectives should be established and their efforts guided towards proper information activities. Such organizations may include labor unions, youth organizations, PTA's and similar groups.

Rec'd. from 9th Army 1 3 Nov 45

F

D-R-A-F-T

Check List

MILITARY GOVERNMENT TEAM CIVIL EDUCATION ACTIVITIES
(unofficial - for information only)

NOTE: This check list will only be as valuable as you make it. Some items are simple "yes" or "no" in nature, but others are designed to direct attention to areas of activity. In the latter case, the civil education officer is invited to ask himself more detailed questions: define the areas, problems, activities clearly; formulate definite plans of action to meet existing situations.

1. Civil Education Program.

a. What have you done to encourage and assist the Japanese in each of the educational projects outlined in par 2, OD 19, '47?

b. What handicaps are being met in carrying out these projects?

c. What phases or techniques have been especially successful?

d. Which of the projects outlined in par 3, OD 19, '47 are already under way? When will others be initiated?

e. Among members of self-styled "democratic" organizations, what percent do you estimate have received education and practice in democratic self-government?

f. How many women's organizations now have education programs? How many no longer rely upon men advisors?

2. Prefectural Education Officials.

a. Are they capable and professionally qualified? If not, what action have you taken to get qualified officials appointed?

b. Are they cooperative?

c. Do they recognize, and acquaint you with, professional problems arising?

d. Are they working toward a real democratization?

e. Are regular conferences scheduled at your office?

f. Are Mombusho directives promptly distributed to schools?

3. Teacher Screening

a. Is the screening committee effective and conscientious?

b. What liaison do you maintain with the committee?

c. Do you keep a file of their regular reports?

d. Do you maintain a name record of all purged teachers?

e. How many unacceptable teachers continue to "ride the pay-roll" while appealing their cases?

f. What is the average time interval for final decisions on appealed cases?

4. School Inspections

a. On the average, how many of the school inspections required are made by the civil education officer? Who makes the others?

b. What is the average time spent in a school?

c. Are inspections spread over the entire prefecture?

d. What types of schools are most frequently inspected?
e. What techniques and methods of inspection do you prefer?
f. Do you have suggestions or recommendations for the improvement of school inspections?
g. What are the major problems revealed by school inspections?
h. Which of the new textbooks have been supplied to schools?
i. What difficulties are faced in the new 8th year of the 6-3-3 plan this year?
j. Has long-range planning begun for the 9th year in 1949?
k. What percentage of the 8th year students are being taught in newly established lower secondary schools? Where are the other 8th year students in school?
l. How many students who should be in the 8th year now, under the new education law, are not attending any school?
m. What is your general impression of teachers' and principals' attitudes in the prefecture?
n. What is your impression of teachers' unions, associations, or other professional organizations, as they exist?
o. What student organizations exist? What are their activities?

5. Do you maintain continuous close liaison with the civil information officer in order to get information concerning education into public channels?

6. Civil Education Personnel.

a. Have the duties of each staff member been clearly defined?
b. Are periodic staff conferences held?
c. Do you encourage the staff to analyze their weak points, and assist them with "self-help" or "in-service" training programs?
d. What means are used to secure and retain adequate, qualified Japanese employees?

7. Files

a. Do you maintain a suspense file for reports?
b. Is your policy file set up according to subject so that all material on policy of any one subject is readily accessible?
c. Do you keep a record of significant telephone calls and interviews?
d. Are your correspondence files up-to-date?
e. Do you make weekly schedules? Monthly plans?

8. Are charts, maps, and visual aids posted to show:

a. Location and types of schools?
b. Inspected schools?
c. Areas covered by information media?
d. Active democratic organizations?

CHECK LIST

For Regional Military Government
Civil Information & Education

(For information and guidance only: This check list will only be as valuable as you make it. Some items are simple "yes" or "no" in nature, but others are designed to direct attention to areas of activity. In the latter case, the regional officer is invited to ask himself and his staff more detailed questions; to define the areas, problems, activities clearly; to formulate definite plans of assistance and action to meet the existing situations.)

1. Information Program

a. Is the civil information program coordinated with other military government section activities at regional level?

b. How have you encouraged and assisted the prefectural teams with their information programs and activities?

c. Are films promptly received by teams and effectively exhibited?

d. What measures have been taken to facilitate the use of films in rural areas?

e. What measures have been initiated to implement paragraph 6, 7, 8, and 9 of OD 57, this headquarters, dated 16 August 1947, subject: "Civil Information Activities".

2. CI&E Reading Rooms and Citizens' Public Halls

a. Have you visited CI&E reading rooms and citizens' public halls in the prefectures?

b. Are citizens' public halls activities showing healthy growth?

c. What assistance and guidance have you been able to give to team officers concerning reading rooms and citizens' public halls activities?

3. Civil Education Program

a. What have you done to encourage and assist teams with each of the projects outlined in paragraph 2, OD 19, 1947?

b. What handicaps are being met in carrying out these projects?

d. What phases or techniques have been especially successful?

d. Which of the projects outlined in paragraph 3, OD 19, 1947, are already under way? When will others be initiated?

e. Has supply of textbooks been uniform to prefectures of the region? How nearly adequate?

f. What difficulties have arisen in inaugurating the 7th year of the 6-3 plan this year? Has compulsory education been overlooked or evaded?

g. Has long range planning begun for the 8th year in 1948 and for the 9th year in 1949?

4. Prefectural Education Officials

a. Have any prefectures reported Japanese officials as unsuitable and undesirable, but apparently unremovable?

b. What assistance are you able to give teams in obtaining the appointment of qualified prefectural education officials?

5. What assistance or guidance to teams has been necessary with regard to screening committees?

6. School Inspections

a. Have you accompanied any team officer on a recent school inspection?

b. What measures do you suggest to improve the quality of school inspections?

c. Have you noted any outstanding techniques used by team officers in school inspections?

d. Are the problems met in school inspections about the same for all teams?

e. What are currently outstanding problems?

f. Are inspection reports forwarded on time?

7. Have any violations of religious directives been reported requiring action?

8. Does the Japanese Arts and Monuments Field Inspector maintain liaison with your office and inform you of significant activities?

9. Personnel

a. Have duties of each staff member been clearly defined?

b. Are weekly staff conferences held?

c. Do you make an effort to solve the problems and difficulties being faced by CI&E personnel in the prefectures?

10. Charts, Maps, and Visual Aids

a. Are maps of region and each prefecture posted?

b. Do maps show status of school inspections within the past year?

c. Are charts posted showing visually status of teacher screening, number of schools of each type, number of schools inspected, etc.?

11. Files. Do you maintain:

a. Suspense file for reports?

b. Subject file on policy as expressed by directives, personal interviews, telephone calls, etc.?

c. Record of significant telephone calls and interviews?

d. Up-to-date correspondence file?

e. File of weekly and monthly plans?

12. Reports

a. How are reports from teams processed by region CI&E?

b. How is useful or unusual information, obtained from the reports of one team, circulated for the benefit of other teams?

c. What assistance and guidance are you able to give in the solution of problems noted in the reports?

JUN 1 1 1948

F 102.8

Tokushima Military Government Team
S.C.P. Labor Section

Mission

(a) Exercise Surveillance on befalf of S.M.G.O. over the following.

(1) Promotion of Local Prefectural Government of growth of Trade Unions within the Prefecture.

(2) Relations between Labor and Management.

(3) Activities of the Labor Relations Committee.

(4) Activities of the Labor Division of the Tokushima Prefecture.

(5) Activities of the Labor Standard Bureau.

(6) Activities of the Labor Education Committee.

(b) Obtain publicity within the Prefecture of the above from the Team C.I. Officer.

(c) Procurement of Labor for M.G. & Occupational Forces by assuring fulfillment of Labor Requestions by G.L.O.

(d) Supervise method of recruitment of Labor and method of wage payments O.D. 21. 21/1. 21/3 of 1947.

(e) Report any Communistic activities within Trade Unions.

Method

(a) Labor Officer (1) Maintain close liaison with Chief of Labor Division and his heads of sections, District Labor Administration officials and Trade Union Officials.

(2) Maintain close liaison with Labor Relations Committee and their intervention in disputes and strikes. Report all strikes to Shikoku Mil Govt Region Team.

(3) Maintain close liaison with Chief of Labor Standard Bureau and District Inspectors. Check monthly a percentage of Inspectors Reports.

(4) Visit factories and companies making enquiries from both management and Union Officials re relations between both. Discuss Labor contracts and watch for new trends in accordance with O.D. 21/1 of 1947.

(5) Suggest programmes of Labor Education in conjunction with Prefectural Labor Division, Labor Education Committee and Trade Unions. Attend meetings giving talks and using SCAP pamphlets.

(6) Check with Labor Division on receipt of directives and latest literature from Labor Ministry.

(7) Advise the S.M.G.O. Tokushima Mil Govt Team of all activities and developments.

(8) Prepare monthly Activity Report as required by O.D. 21/1 of 1947.and any Special Reports required.

(9) Supervise work of office assistants.

(10) Interview and select Japanese applicants for positions within the Manning Table of Tokushima M.G. Team.

(b) Assistant to Labor Officer

(1) Maintain all office files.

(2) Maintain Card Index of all M.G. Employees.

(3) Prepare all requestions for Labor on G.L.O.

(4) Prepare data for monthly reports Q.G.D. 22, 23 and 26.

(5) " " " quarterly " Q.G.D. 24.

(c) Interpreter
Interpreter to Labor Officer and Labor office generally.

(d) Translation Interpreter
Translate document as required by Labor Officer and Assistant Labor Officer and interpret as required.

HEADQUARTERS EIGHTH ARMY
United States Army
Office of the Commanding General
APO 343

F 105
Civil Information
File

21 MAY 1948

AG 091 (Japan) (MC-CI)

SUBJECT: Schedule of Civil Information Activities

TO: Commanding Officer, Shikoku Military Government Region, APO 1050

1. Reference: Operational Directive 57, this headquarters, 16 Aug 47, subject: Civil Information Activities.

2. In order to assist military government units in implementing the provisions of the reference cited above, a schedule of civil information programs covering the period 1 June - 31 December 1948 is inclosed herewith. Programs listed therein cover the major fields of military government operations and have been scheduled in accordance with approved program plans. The schedule is intended to:

a. Increase the effectiveness of civil information activities by coordinating the efforts of all Eighth Army military government units.

b. Assure that adequate attention is given to essential information programs.

c. Minimize the expenditure of effort on non-essential and/or untimely information programs.

d. Facilitate supervision by this and other supervisory headquarters over civil information activities.

3. It is desired that military government unit commanders adhere to the subject program schedule insofar as practicable. However, reasonable latitude may be exercised in applying this schedule to local circumstances. For example, the coal production information program is applicable to the operations of military government units in Hokkaido and Kyushu but to a limited degree only to those on Honshu. The timing of local programs also may require limited deviation from schedule because of seasonal differences in the north and south of Japan. Thus, the program on rice collection should be initiated earlier in Hokkaido than in Kyushu with lesser variations in timing in regions between these two areas. Military government units will be further assisted in adapting their programs to local circumstances by the use of information

F 105
Civil Information
File

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United States Army
Office of the Commanding General
APO 343

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BASIC: Ltr Hq. Eighth Army, AG 091 (Japan) (MG-CI), subject: Schedule of Civil Information Activities

materials which will be provided by higher headquarters. These materials will be prepared and distributed sufficiently in advance to permit their use in planning each program scheduled.

4. While the attached schedule lists those information programs which can now be foreseen, additional programs may also be scheduled from time to time. Local programs, not listed in the schedule, may be initiated in accordance with circumstances peculiar to the community. However, the latter type of activity should be undertaken only when the need for it is clearly indicated. Except in unusual circumstances, scheduled programs will be given primary emphasis.

5. With minimum essential assistance from military government units, Japanese agencies involved should continue those information programs which have been initiated prior to receipt of attached schedule. National information programs initiated or approved by GHQ will continue to receive local reinforcement as described in CD 57.

6. It is desired that inclosed copies of subject schedule be distributed to military government units in your command.

BY COMMAND OF LIEUTENANT GENERAL EICHELBERGER:

1 Incl:
11 copies - Schedule of
information activities

R. SCHAFER
Lt Col, AGD
Asst Adj Gen

GHQ-RECD-MG

CI

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F 105

RLO/am

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

Takamatsu, Shikoku
6 May 1948

AG 091 (Japan) (MG-CI)

SUBJECT: Japanese Information Activities.

TO : See Distribution

1. The following letter from Headquarters, Eighth Army, dated 30 April 1948, is quoted for information, guidance and compliance. Particular attention is invited to par 3 d.

"1. Study of the Monthly Activities Reports, as well as other information coming to the attention of this headquarters, indicates that a number of governors have organized information bureaus in prefectural governments. While this is an effective means of issuing information concerning governmental activities, there is a potential danger of centralized control and the matter is one requiring careful planning and guidance.

"2. The subject is under study by SCAP, using the services of a special consultant from the United States. It is anticipated that a policy to guide military government units in the establishment and assistance of such agencies will be issued in the near future.

"3. Until such policy is received, the following principles will apply:

a. Organization of prefectural government information bureaus will neither be encouraged or discouraged.

b. Teams will maintain close observation of the activities of such information bureaus as may be organized by Japanese officials upon their own initiative.

c. Any attempts by such bureaus or any other Japanese agencies to obtain publicity by coercing representatives of information media will be discouraged.

d. A statement as to the existence or absence of such bureaus in each prefecture will be included in the next Annex E-2 report. The place of the bureau in the prefectural organization should be indicated, i.e., does the agency report directly to the governor or through some other governmental unit. Thereafter, the establishment of any new bureau or significant change in the activities of an existing bureau will be reported."

BY ORDER OF COLONEL COUCHILEN:

JOHN E. MIKKELSEN
1st Lt Infantry
Adjutant

DISTRIBUTION:
Co, Kagawa MG Tm
Co, Ehime MG Tm
Co, Kochi MG Tm
Co, Tokushima MG Tm

p10

HEADQUARTERS EIGHTH ARMY
United States Army
Office of the Commanding General
APO 343

AG 091 (Japan) (MG-CI)

24 APR 1948

SUBJECT: Japanese Information Activities

TO: Commanding Officer, Shikoku Military Government Region, APO 1050

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BASIC: Ltr, Hq. Eighth Army, MG Section, AG 091 (Japan) (MG-CI), subj: Japanese Information Activities

Thereafter, the establishment of any new bureau or significant change in the activities of an existing bureau will be reported.

BY COMMAND OF LIEUTENANT GENERAL EICHELBERGER:

R. SCHAFER
Lt Col, AGD
Asst Adj Gen

CI

HEADQUARTERS
Shikoku Military Government Region
APO 1050

FNK/yn

1 April 1948

AG 000.7

SUBJECT: Transmittal of CI Check List

TO : See Distribution

1. Transmitted herewith for your information and such use as desired CI Check List used by Kochi M.G.T. CI Officer.

2. Subject list is used primarily by MG Japanese personnel in checking effectiveness of Economics information programs.

BY ORDER OF COLONEL COUGHLIN:

JOHN E. MIKKELSEN
1st Lt. Inf
Adjutant

1 Incl:
As indicated

DISTRIBUTION:

CO, Ehime Mil Govt Team APO 1050
CO, Kagawa Mil Govt Team APO 1050
CO, Kochi Mil Govt Team APO 1050 (Info. Copy)
CO, Tokushima Mil Govt Team APO 1050

101.5 F

)CHI MILITARY GOVERNMENT TEAM
Civil Information Check List

Date:_____

Questions to farmers

1. Gun_____ Town_____ Names_____,_____
_____,_____
_____,_____
_____,_____

2. Have you read this pamphlet? (ABC of Farm Coops) Yes_____ No_____
3. Do you understand it? Yes_____ No_____
4. Have you seen poster A? Yes_____ No_____
B? Yes_____ No_____
C? Yes_____ No_____
5. Why is the NOGYOKAI being dissolved?
   a. (to free farmers from government pressure) _____
   b. (we lost interest in it) _____
   c. (orders of Agricultural Dept.) _____
   d. (Other) _____
   e. (don't know) _____
6. At the preparatory meeting for the dissolution of the NOGYOKAI was a speech made explaining why dissolve, the property disposal board, and the new Farm Coops? Yes_____ No_____ Don't know_____
7. Does your old NOGYOKAI have a property disposal board?
   Yes_____ No_____ Don't know_____
8. How many persons are on it? 5-9_____ Other_____ Don't know_____
9. How was it formed? Election_____ Other_____ Don't know_____
10. How many former NOGYOKAI directors on it? _____
11. Have they reported to members on property disposal?
    Yes_____ No_____ Don't know_____
12. What will be done with assets?
    Transfer to new Coop_____ Divide among former members_____
    Other_____ Don't know_____
13. Is there a MOMIN KYODO SOKUSHIN KYOGIKAI in your town?
    Yes_____ No_____ Don't know_____
14. What has it done? (specifically) _____
_____
_____
15. How many farmers are needed to form a Coop?
    15_____ Other_____ Don't know_____
16. How many Coops may be organized in a community?
    Any number_____ Other_____ Don't know_____
17. Who may become voting members?
    Only farmers_____ Other_____ Don't know_____
18. How many meetings have been held to discuss the organization of Coops?
_____
19. Have articles of incorporation been drawn up?
    Yes_____ No_____ Don't know_____
20. How many directors have been elected?
    None yet_____ Over 4_____ Under 5_____ Don't know_____
21. Auditors?_____ Over 1_____ Under 2_____ Don't know_____
22. How many directors are farmers?
    Over three-fourths_____ Other_____ Don't know_____
23. What will your Coop do? How will it benefit the members?
    Make loans_____ Receive deposits_____ Research_____
    Purchase for members_____ Educational activities_____
    Cooperative enterprises_____ Insurance_____ Other_____
24. Newspaper read: None_____ Kochi_____ Nippo_____ Asahi_____
    Mainichi_____ Other_____

SCHOOL INSPECTION CHECK LIST

INSPECTING OFFICER _____ UNIT _____
INTERPRETER _____ DATE _____
SCHOOL _____ ADDRESS _____
GRADE OF SCHOOL _____ PRINCIPAL _____
ENROLLMENT: BOYS _____ GIRLS _____ STAFF: MEN _____ WOMEN _____
PUBLIC _____ PRIVATE _____

1. DETERMINE BY AN INSPECTION OF THE SCHOOL

	Yes	No	Not Observed
1. Do students use forms of military courtesy in greetings among themselves or with the teachers?			
2. Are the students required to stand at rigid attention when reciting?			
3. Do the students ask questions freely of the teacher?			
4. Do the students seem usually to respond with memorized answers and recitations?			
5. Do the teachers encourage class discussion and participation?			
6. Are National Readers being used in any classes in:			
a. Morals			
b. Japanese History			
c. Geography			
7. Are any classes being given in:			
a. English			
b. German			
c. Aviation			
8. Is the Imperial Rescript on education read to or by the students?			
9. Is any religious instruction being given?			
10. Is a discussion of current events a part of the present teaching program?			
11. Are educational broadcasts used in the teaching program?			
a. Is there a speaker in every classroom?			
b. Do the students hear the broadcast regularly?			
12. Is a motion picture projector or slide projector being used in the teaching program?			
13. Does the school use a phonograph in its teaching program?			
14. Have the required deletions been made in the texts which remain is use? (spot check)			
a. Overlined			
b. Blocked out			
c. Pasted over			
d. Cut out			

KOCHI MILITARY GOVERNMENT TEAM

Civil Information Check List

Questions to mayors: Date: _____

Town _____ Mayor _____

1. How many information posters, pamphlets, or slogans have been received?
   Tax collection A.___ B.___ C.___ D.___ E.___ Black market A.___ B.___ C.___ D.___
   Farm Coops A.___ B.___ C.___ D.___ Criminal Code A.___ B.___
   _____ A.___ B.___ C.___ D.___ _____ A.___ B.___
2. What was done with them? _____
   What percent of villagers have paid national taxes? _____
   Ken _____ Local _____
3. Has any checking been done to see if official prices are posted in stores selling fresh fish and vegetables? Yes _____ No _____
4. What was result of investigation? _____
5. What has been done to stamp out local black market? _____
6. How often is fresh fish ration received? _____
7. How many meetings have been held with farmers to tell them about farm coops? _____
8. What percent of people have received typhoid immunizations? _____
9. Are plans for new Secondary Schools under way? _____
10. Are SHINGAKUSEI JISSHI JUMBI KYOGIKAI organized?
11. What specifically have they done? _____
12. How many bulletin boards in the town? _____
13. Are provisions made for their maintainance? _____

Survey Team will note:

1. Number of bulletin boards seen. _____
2. Types of material posted. _____
3. Condition of BB empty _____ posters torn _____ Outdated _____
4. Number of fresh vegetable stores visited. _____
   Number having current official price list posted prominently _____
5. Number of fresh fish stores visited. _____
   Number having current official price list posted prominently _____
6. Does it appear as if goodly quantities of fish are available outside ration channels? _____ vegetables? _____

SCHOOL INSPECTION CHECK LIST

INSPECTING OFFICER _____ UNIT _____
INTERPRETER _____ DATE _____
SCHOOL _____ ADDRESS _____
GRADE OF SCHOOL _____ PRINCIPAL _____
ENROLLMENT: BOYS _____ GIRLS _____ STAFF: MEN _____ WOMEN _____
PUBLIC _____ PRIVATE _____

1. DETERMINE BY AN INSPECTION OF THE SCHOOL

	Yes	No	Not Observed
1. Do students use forms of military courtesy in greetings among themselves or with the teachers?			
2. Are the students required to stand at rigid attention when reciting?			
3. Do the students ask questions freely of the teacher?			
4. Do the students seem usually to respond with memorized answers and recitations?			
5. Do the teachers encourage class discussion and participation?			
6. Are National Readers being used in any classes in:			
a. Morals			
b. Japanese History			
c. Geography			
7. Are any classes being given in:			
a. English			
b. German			
c. Aviation			
8. Is the Imperial Rescript on education read to or by the students?			
9. Is any religious instruction being given?			
10. Is a discussion of current events a part of the present teaching program?			
11. Are educational broadcasts used in the teaching program?			
a. Is there a speaker in every classroom?			
b. Do the students hear the broadcast regularly?			
12. Is a motion picture projector or slide projector being used in the teaching program?			
13. Does the school use a phonograph in its teaching program?			
14. Have the required deletions been made in the texts which remain is use? (spot check)			
a. Overlined			
b. Blocked out			
c. Pasted over			
d. Cut out			

Incl 5

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

Takamatsu, Shikoku
3 March 1948

AG 310.1

SUBJECT: Plans for April-June 1948

TO : Commanding Officer, Ehime Military Government Team, APO 1050
Commanding Officer, Kagawa Military Government Team, APO 1050
Commanding Officer, Kochi Military Government Team, APO 1050
Commanding Officer, Tokushima Military Government Team, APO 1050

1. References:

a. Ltr Hq 8th Army, AG 300.1 (MG-X), subj: Priority of Military Government Activities, dated 9 December 1947.

b. Ltr this Hq, subj: Military Government Activities Planning, dated 8 January 1948.

2. The increased effectiveness with which teams are carrying out their activities suggests that more attention is being given to the matter of planning. It is with satisfaction that this headquarters has observed this desirable trend.

3. In general, the plans prepared by region staff are intended to suggest and to stimulate the actual detail planning which of necessity must be done at team level. At the same time, where the indication in our plans is specific, it is expected that it will be complied with. Even though a course of action may be merely recommended or suggested, it will be followed until teams develop and are fully prepared to justify a better plan.

4. With the rise of local autonomy and with the Japanese primarily responsible for carrying out occupation programs, increased emphasis should be given to the participation of the Japanese. More plans should be developed in conjunction with the Japanese--tailor-made to fit the particular prefectural situation and within the capabilities of the Japanese.

5. With this in mind, plans of this headquarters are being issued well in advance to facilitate calling upon the Japanese to submit plans for carrying out their phase of the work. It is by encouraging the Japanese to do more planning and to carry out their plans more effectively that real progress can be made toward occupation goals.

6. Team commanders are encouraged, therefore, to develop thorough prefectural plans which will encourage the increased participation of the responsible Japanese agencies. Envision the not too distant future when we will look to them to do all necessary planning and to carry out fully the occupation programs as directed. With so few of us, now more than ever we

should look to the Japanese to assume their full responsibility. Concede that we can do more by making them do more, not only for us but for themselves. Remember we must strive constantly to work ourselves out of a job--make them do it--it's their people who will benefit.

R. E. COUGHLIN
Colonel CE
Commanding

7 Incls:
1. Annex A Legal Government
2. Annex B-1 Public Health
3. Annex B-2 Public Welfare
4. Annex C Labor Surveillance
5. Annex D Economics
6. Annex E Education
7. Annex F Information

DISTRIBUTION:

2 Eighth Army
6 BCOF
1 Ea Team
1 Ea Sec, Shikoku MG Reg
1 File

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX A

SUBJECT: Legal & Government Plan for April-June 1948

1. Collection of Taxes:

The deficit in the national revenue caused by failure to collect taxes as they fall due threatens a seizure in the machinery of Government. Furthermore it enhances the trend to inflationary finance. The seriousness of this situation is selfevident and in those prefectures where surveillance of tax collections is the primary responsibility of the Legal & Government Officer it must become his top-ranking program. In the remaining prefectures Legal Officers will cooperate closely with the Economics Officer in such surveillance.

OD 4 of 1948 indicates a twofold reason for the lag in collections: low-standard taxpayer compliance and inefficiency and irresponsibility of taxation collectors.

The first of these factors discloses a shirking of democratic responsibilities. The Constitution provides that the people shall be liable to taxation as provided by law. Legal Officers concerned will ensure that every means of publicity is exploited to remind the public of their responsibilities. In this connection the publication of the names of large defaulters might point the lesson to the 'face'-conscious Japanese.

The second factor will continue to demand close surveillance. Activities of tax collection officials must be scrutinized for evidence of delinquency and firm action initiated against offenders. Inefficiency cannot be tolerated. Assurance of strong Military Government support may be necessary to stiffen the attitude of officials against powerful defaulters who are setting a baneful example to the smaller taxpayers.

2. Economic Law Enforcement Drives:

The biggest contribution Legal Officers can make to the success of these drives is to speed the prosecution of violators (vide para 3). Legal Officers may also be called upon to give advice on legal aspects to the Economics Officer and additional personnel employed in all law-enforcement and supervisory campaigns. They will consequently be thoroughly familiar with the following matters:

a. Fish & Vegetable Distribution Controls
b. Transportation Controls
c. The dissolution of the Nogyokai and establishment of new Agricultural Co-operative Societies.
d. The Land Reform program.

ANNEX A (continued)

3. Expediting Justice:

Many of the plans prepared by SCAP and the generally admirable legislation enacted by the Japanese Diet within the spirit of the democratic constitution are foundering on the inefficient judicial system. It is manifestly absurd to apply great energy to the surveillance of economic laws and the institution of legal proceedings against violators if months pass before such cases are sent before the court, with probable further delay before decision is given. By the same token publicity plans aimed at advertising the superiority of democratic law and judicial procedures must appear inept if the courts are too cluttered with pending business to (a) ensure speedy prosecution of criminals, and (b) win the confidence of the common people as an instrument of defense against civil injury. These considerations point to the necessity of urgent attention by Legal Officers to the Japanese Courts and Procurators, and justify the assumption by this program of first priority in the present plan.

It is recognized that there is a nation-wide shortage of experienced court officials and procurators, which is felt the more acutely when economic law enforcement drives flood the court calendar with fresh cases. But the root of the matter lies deeper into the time-honoured interminable investigations and delays that have always characterized Japanese prosecutions. Procurators and judges must be remined sharply where constant milder pressure has proven ineffective that their failure to reduce the backlog of cases and consequent failure to expedite justice is a violation of the constitution (Art 37) and of SCAP Directives, and places them in peril of removal from office (vide OD 8 of 1948). Reports from several prefectures reveal close public interest in the new court procedure and it is imperative to win the public's confidence in democratic justice by making its processes run more efficiently than those of the system it replaced.

4. Local Government a Working Concern:

Scarcely less important than the improvement of the judicial system is the development of effective democratic government at the basic levels. The authors of this plan believe that until the people of village, town and city are seized with the significance of democratic procedures as the principal means to a broader conception of citizenship, efforts to achieve functioning democracy at the prefectural and national levels must necessarily fail. Translation of the provisions of the Local Autonomy Law into facts is bound to be a painfully slow process, beset by many failures, but Legal & Government officers will observe early growth carefully, be quick to commend initiative and evidences of a planned approach to local affairs, encourage the inexperienced or timid, demand action against officials for malfeasance or misfeasance. Strive to keep the officials on the job. Take action especially to preclude governors being absent in Tokyo for protracted periods instead of carrying out the duties for which elected. Vigilance will be exercised against the influence of the 'oyabun' in local affairs. The spirit of the Local Autonomy Law is utterly opposed to this well-entrenched feature of the Japanese local scene and it may be expected that the local 'bosses' will either intimidate the elected mayor and assembly or otherwise subvert their activities.

ANNEX A (continued)

Attention will be paid to the operation of Assemblies. In particular what part is being played by Standing Committees in the preparation of bylaws and bills? Are the principles of sound budgeting understood by the mayor and his advisers? Are local bodies served by competent, honest and fearless administrative officials? If local finances are straitened what is the reason; fields of potential revenue lying fallow, or the need to retrench unnecessary projects or superflous officials?

5. Supervising the Re-vamped Police:

The reorganization of the Japanese police on the dual system of rural and autonomous Municipal jurisdiction should have been completed during the currency of the preceding plan. The present plan forsees a smoothing out of the difficulties attending the inauguration of the new system and a steadily increasing efficiency in operations. The possibility of serious defects appearing in the Rural police set-up or local breakdowns in the autonomous police is not disregarded, however, and where these situations occur they will warrant thorough investigation and report by Legal Officers.

The crux of the new system is the composition and calibre of the Public Safety Commissions. There should be no difficulty in securing well-qualified Prefectural commissioners for the NRP, but the local Commissions will bear close observation. The integrity and ability of those Commissioners will be a measure of those qualities in the local Assembly. They should be men of unimpugned public reputation and high purpose, in no wise amenable to pressure by political factions, feudal 'bosses' or financial interests. These qualities supplied, the police should operate with customary efficiency, but without the oppressive tactics they resorted to in the past.

Already by the divestment of some of the functions they exercised in the past, that encroached on civic rights (e.g. 'thought control'), or that might better be controlled by some other agency (e.g. fire dept; economic inspection), the Japanese police have been considerably rehabilitated in popular estimation, and the goal, a police force respected but not feared by the law-abiding public, is within sight. Legal Officers will when observing police operations encourage all tendencies towards this end and determine what factors militate against it. If the latter are administrative the remedy lies with the Japanese people: if personal and of extreme seriousness it may be necessary for intervention by Military Government, either locally or after thorough reports have gone up, at the higher level. Here, however, as in other departments of government, it is desirable that corrective action should be initiated by the Japanese.

6. Information Plans:

Legal & Government Officers will take pains to discover whether Japanese officials are formulating plans to disseminate information to the general public on:

a. Constitution of Japan.
b. Local Autonomy Law.
c. Revised Civil and Criminal Codes.
d. The new judicial procedure.

ANNEX A (continued)

e. Re-organized police system.
f. All governmental activities.

Pre-surrender Japanese Governments and officials did not believe themselves responsible to the people, and did not therefore feel the need or obligation to explain the nature of their activities or the laws they administered. Praiseworthy plans to popularise the Constitution and other democratic measures were observable some time ago but this sort of activity seems to have lapsed. Legal & Government officers by offering suggestions and subsequent interest may do much to stimulate new plans and more energetic implementation by the Japanese officials. In particular, attendance at court proceedings by the public should be encouraged to further general knowledge of democratic laws and court procedure.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX B-1

SUBJECT: Public Health Plans for April-June 1948

1. General: The entire keynote of all work done in Public Health during the coming months should be one of increased aggressiveness. In order for the occupation to leave any lasting impression in this field Japanese health officials are going to have to be pushed beyond the limits of their own knowledge and abilities. Military Government Public Health Officers cannot afford to maintain merely simple surveillance of the known inactivities of the Japanese. All programs should be well-planned and systematically carried out by the Japanese, with the Military Government Public Health Officer actively assuring himself that the work is being accomplished. Failure of any program cannot be viewed with complacence, but the responsibility must be accurately fixed and remedial and/or disciplinary action quickly instituted. All action, should, of course, be tempered by discretion and by accurate and complete knowledge of all circumstances involved. The largest percentage of work must necessarily be with governmental officials, both health and otherwise, with secondary and purely educational interest in the private tradesmen of this country known as "doctors." The following paragraphs indicate some of the more important programs to be carried out during this three month period. Authority can be found in current directives from SCAP and Eighth Army which should be already on file and indexed with every Military Government Public Health Officer.

2. Administration:

a. Health Centers: The improvement of Health Centers is the program of top priority for this period. Implementary and budgetary Japanese directives are in effect. By the end of the first part of this period all Military Government and Japanese Public Health Officers will have had opportunity to view the model Health Center Demonstration in Suginami-ku, Tokyo. There can then be no doubt as to the proper organization and functionings of these district health offices, and each prefectural model should be rapidly set up, with all others following progressively. Where there are areas not properly covered by a Health Center, definite plans should be begun for establishment of either new Health Centers or branches. This program will require continuous close work with prefectural and individual Health Center Officials. Much of the following paragraphs and, in fact, practically all Public Health work will be a part of, and implemented by, this program.

b. Prefectural Health Department organizations must be followed through to insure that proper personnel are recruited for the various positions, that available personnel are efficiently utilized and that all portions of the organizational functions are adequately covered. Development of the laboratory section should be stressed.

c. Hospital Administrative improvement should be begun during this

period. The interest of hospital chiefs and prefectural officials should be aroused to the needs and methods for proper administrative management of all hospitals.

3. Preventive Medicine:

a. Enteric disease control planning and preparation must receive especial interest during this period. Certainly the typhoid immunizations should be completed. In order to keep the incidence of the dysenteries down, much coordination with the sanitation and educational programs must be effected (see following paragraphs).

b. Tuberculosis control programs must be continued, forcing consummation of the BCG immunization program, proper follow-up on cases found in all types of surveys, and proper use of hospitalization facilities for mild cases. The success of this program will largely rest on the success of the Health Center program.

c. Venereal Disease control programs should be furthered according to current directives, seeing that all patients, be they indigent, prostitute or general public, receive proper diagnosis and treatment. Again, much depends on the Health Centers.

d. It is expected that all immunization programs not mentioned in the preceding paragraphs will be expeditiously accomplished.

4. Veterinary affairs should be closely followed in order to improve the quality of veterinary personnel, improve detection and control of animal diseases, complete the tuberculosis and rabies control program, improve meat and dairy inspection methods, improve the sanitation and operating methods of veterinary installations, and to improve the milk supply, both quantitatively and qualitatively. Compliance with standardizing laws for meat and milk products must be forced.

5. Sanitation:

a. The formation and use of as many sanitary teams as possible must be accomplished during this period in order to prepare for the summer insect season.

b. Neighborhood sanitary associations should be discouraged from taking any disease control responsibility.

c. A systematic program of improvement of water supplies will do much to lower the summer enteric disease rate. Wide and proper use of chlorine supplies must be made. Use of the improved cement allocations must be made and a definite systematic program of well reconstruction and repair instituted.

6. Nursing affairs should stress education and the proper functions of public health nurses. Diplomates of first-class nursing schools are now

being graduated and their services should be quickly obtained to further local education programs. With their help, all the poor nursing schools on the island can be improved, in curricular and in quality of teaching. The new Nursing Procedure Manual edited and produced by SCAP should become the primary reference work in all clinical nurse training. Similarly, use must be made of freshly graduated public health nurses from the SCAP conducted schools. They must be put in positions where their knowledge will be best imparted to other nurses and where they will not be inhibited by less-educated supervisors.

7. Medical Supply matters should be concerned chiefly with the integration and solid establishment of the new ration system for controlled medicines. The general good availability of medicines and the simple methods of obtaining them should be well-publicized.

8. Medical Associations should receive increased attention in order to stimulate them to interest themselves in medical education, improvement of hospital standards and in true scientific advancement. They should be removed as far as possible from their interest in control of medical supplies. The newly elected officers should be strongly aided in establishing democratic scientific prefectural, county, and city medical associations. Professional education must be carried on wherever possible in order to lead the way in the type of thinking desired of the Japanese medical profession and to improve the knowledge, little by little, of individual and collective doctors. Much use can be made of the Public Health Officers library, of U.S. Army medical books and of the circulating professional journals.

9. All of the above programs must be aided by coordination with other sections of the Military Government Team and by forcing coordination of the Japanese Health Department with the other prefectural departments. Probably the most important other section in this respect is the CI&E. All the Public Health programs should be gone over in detail with the CI&E Officers to establish well-founded programs of health information and education. Establishment of well-planned courses in all school curricular should be one of the early accomplishments, with fulltime health consultants for the education departments and in each of the schools. The excellent information programs previously in operation should be continued and expanded.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX B-2

SUBJECT: Public Welfare Plans for April-June 1948

References:

OD No. 9, 1947, Public Welfare
Japanese Law, No. 17
Daily Life Security Law
SCAPIN 775, Public Assistance
OD No. 3, 1947, Inspection of Institutions
Public Health & Welfare Bulletin, No. 7, Nov 1947
Child Welfare Law
Weekly Bulletin, Public Health & Welfare Section, SCAP, 16, 22 Nov 1947.

1. Administrative Review: Administrative reviews conducted so far have accomplished two things: Brought to light bad administrative practices, and laid the ground work for corrective action. These reviews must continue to be conducted. More and more offices should be inspected and more training be conducted not only for those inspected but for the officials who aid in making the reviews. More and more emphasis must be placed in review of the work of those just above the Minsei-iin level (The Local Assistance Officers.) The correction of faulty practices here will not only reflect in better work of the Minsei-iin but will more and more place the responsibility of training on the Japanese officials themselves. Compilation of statistics and results of reviews should begin during this period.

2. Child Welfare Activities: Much can be done toward building a sound child welfare program by constant checking and surveillance of the reorganization of the Minsei-bu. If the most competent people available are placed in responsible positions the lack of material and background on Child Welfare matters can be minimized. Every effort should be made to secure material and publications on Child Welfare matters through CI&E libraries and through requests for periodicals from the Japan Social Work Association. A survey of personnel in the Child Welfare Section of the prefecture will aid in the early weeding out of incompetents and replacing with more able officials. It is especially important that the setting up of Child Welfare committees, and Child Welfare stations as provided for under the Child Welfare Law can be accomplished immediately. Institutions devoted to child care should be given special attention during this period of setting up and reorganization.

3. Disaster Relief: BCOF & Shikoku Military Government Region have recently published revised disaster plans. Careful study of these plans may necessitate revision of prefectural Military Government plans. Emphasis, however, should be placed on necessary revision of Japanese plans not only to assure that they are correct but to make sure that plans for handling disasters are prepared and known to all concerned down to the lowest echelons of Government. This work must be done by the Japanese but requires constant

checking and advice on the part of Military Government personnel. Availability lists of reserve supplies and money for disaster relief purposes must be current.

4. Penal and Welfare Institutions: Special emphasis must be placed on institutions which come under the Child Welfare Law. Detailed inspections of such institutions should include building plans and equipment, methods of operation, background and training of those charged with child care, budget of income and expenditures. Checks of institutions not previously visited should disclose deficiencies, rechecks should show definite improvement. Budgeting and expenses of all institutions should be given special attention.

5. Minsei-iin Training: Surveillance of Minsei-iin training should receive first priority of public welfare activities during March. A personnel status survey of the number and ability of Minsei-iin should be prepared before recertification is begun. This will form a sound basis for presenting information to the Governor of the prefecture to assure careful selection of those to be recertified. The importance of careful selection must be emphasized again and again to those who are in charge of recertification. Check sheets should be prepared for use in instruction and in training and periodic tests given to determine ability and progress. Efforts should be made to point out to the Minsei-iin their new and additional duties under the Child Welfare programs, Juvenile Reformation Act, Tuberculosis Prevention Law, and Mental Patient Nursing Law. Conferences by the Military Government Welfare Officer with the Minsei-iin Selection Committee should prove especially beneficial at this time.

6. Fund Raising Campaigns: Many faults in the methods of organization and conduct of the Community Chest campaign were brought out. These lessons learned should aid in making any future projected campaigns more successful. Efforts should always be directed at encouraging the Japanese to develop welfare programs and community activities. These programs should meet the needs of the community but the goals set must not exceed the financial ability of the people. Plans should always be in iness for fund drives to aid in existing welfare programs and to alleviate suffering in cases of disaster.

7. Foreign Nationals: Periodic checks should be made to determine if foreign nationals are receiving their supplementary rations and that foreign nationals declared indigent are provided the basic ration and the supplementary ration.

8. Other activities: Routine supervision of unofficial relief agencies should be continuous. Surveillance of distribution of winter relief clothing should be accomplished and reported on, per OD No. 9, 1948.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX C

SUBJECT: Labor Surveillance Plans for April-June 1948

1. The plan for Labor Surveillance over the 3-month period from April through June must necessarily be flexible as there is currently considerable labor unrest. In the scheduling of work to be done, there are certain deadline dates for the handing down of decisions on labor disputes; also some situations constitute major problems and therefore have to be watched carefully. The following plan is largely keyed to and governed by what happens along the labor front during the three-months period.

a. Labor Relations. Decisions of the new government that has been organized by Premier Ashida will be of major importance in following through on labor relations. Military government needs to keep in close contact with the Labor Relations Committee in each prefecture. It will be necessary to be constantly alert for new disputes and possible strikes; to make sure proper procedures are followed in negotiating contracts and settling disputes; to insist on speedy action in handling labor problems; to keep fully posted on the set-up of the Labor Relations Committee, any changes of personnel, and its aptitude for doing an efficient job.

b. Labor Education. An active program on labor education is required to meet a situation that is full of labor unrest. In the three months--April through June--steps should be taken to: (1) Encourage the activities of union education committees by giving them advice on where to obtain education materials and how to carry out their work (2) Get the Labor Administration Office of each prefecture to support labor education (3) Assist in promoting labor education by making personal contacts, noon-day talks to labor groups, suggesting the use of posters and other visual aids.

c. Growth and Development of Labor Unions. With so much unrest in labor, there is likely to be impetus to the formation of labor unions. It will be the job of military government to keep abreast of developments, and maintain records, more or less statistical, on the number of new unions and federations, how many have been brought into the labor movement, type and character of elected officers and other pertinent information.

2. There will be a continuation by Region of the Island-wide study on the general level of wages. Using a sampling method, it is proposed to accumulate data on the prevailing wage of groups such as (1) government employees (2) factory workers and (3) servants. These figures will be of value in working out standard wage scales for Japanese employees of the Occupation forces.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX D

SUBJECT: Economic Plans for April-June 1948

1. The plan for Economic work covering the period from April through June, 1948 falls naturally into certain activities which are seasonal and others which are normally carried on and have no seasonal significance. The priorities assigned by Region to the various activities has been based on and guided by the listings of Eighth Army Military Government as set forth in "Priority of Military Government Activities" dated 9 December 1947.

a. Collection of Staple Foods. This is a seasonal program which in the April to June period is at a low ebb. However, it should be ranked high in Economic activities at all times, and there should be some preliminary planning for the new collection season. Normally the wheat, barley and white potato collection begins June-July each year.

b. Staple Food Storage. Along with the collection of food, it is just as important the see that not only this food, but all food is stored as it should be. Waste is to be guarded against in this time of shortages; and inspections should be conducted with this object primarily in mind. Also inquiries and investigations should be made on the distribution. It has come to light that both collected food and imported food remain for long periods in warehouses; handling is inefficient; possibly some of the food gets diverted to other than proper distribution. Be alert to detect this and take steps to see that corrections are made.

c. Price Control and Rationing. Important in the work of price control and rationing is the special program on the control of the distribution of fish and vegetables. Reinforcement people have been working on this activity, and there must be tangible results in this and other price controls and rationing in order to head off inflation in Japan. Every effort must be exerted to get in effective work in the three months to come.

d. Surveillance on the Collection of Japanese Taxes. This program is regarded so important that there have been contentions that it should be placed in top priority. Reinforcement people are working here, and it is essential these taxes come in so the Japanese government will be a going concern paying its way. The other alternative is inflation, and a disrupted economy. Drive and initiative are required for the success of this program in the period when tax money comes in to finance the operations of the government.

e. Dissolution of the Nogyokai and Formation of new Agricultural Co-ops. While the early indications on this program seem to indicate that there will be no resistance to the forming of the new co-ops, Military Government personnel need to be alert to make sure the real objectives of the program are being attained. The object is to transfer control to the people who make up

the co-op; if the same old control from the top is being continued, then some reporting and corrective action is required.

f. Priority Operations. There has been a good deal of improvement in the operations of important industrial organizations on Shikoku. Military government should encourage the continuation of this improvement, and at the same time keep a watchful eye on the proper use of industrial resources. High priority programs, such as the repair and manufacture of coal mining machinery, must come first. All possible help should be given to the cotton spinning mills. Work toward the rehabilitation of Japanese industry on a broad front, but always make sure first things come first.

g. Shipbuilding Surveillance. During the April-June period, a number of ships now being constructed under contract for USSR will be completed. Care must be taken to see that this program works out as it should, and that the ships are delivered on time.

h. Land Reform Program. The re-sale of land to tenant farmers will be going forward during the entire three months. This is a basic program of the Occupation, and it is necessary to keep on top of the Local Land Commissions and see that tenant formers do have opportunity to buy the land and get started as independent land owners.

i. Transportation Certificates. Much of the system of controls on food and critical materials depends on the proper use by the Japanese of transportation certificates. It is the duty of military government to look into the methods used in issuing these certificates, and work toward a system which will cover all materials when shipped and insure their best use for building up the economy of Japan.

j. Export & Import Program. A few more foreign trade contracts have been secured for Shikoku products and this continues to be an economic objective in the three month period to come. Every encouragement should be given businessmen and manufacturers to go after foreign trade, and military government should be ready at all times to render aid, advice and counsel.

2. There will be a continuation of monthly conferences, and periodic trips to the field by Region personnel. In all field trips, the people from Region will accompany team personnel, and at no time will Region assume the role of an operator. It is important that the staff at Region have a working knowledge of field conditions, and contacts will be made by telephone and otherwise to work out times agreeable to Team for Region personnel to go along on field trips.

A regular monthly conference is scheduled for Takamatsu in April, and inthe next two months, unless unforeseen conditions arise, one will be held in Tokushima and the other in Kochi.

There is the continuing objective of improving and extending the coordination of the work of the teams, and of bringing the Region closer to this work. The planning program is to be pushed vigorously and urged onto departments of the Japanese prefectural and Region governments.

ANNEX D (continued)

Continuous work is planned on the electric power problem as this will be fore some time the basic factor in determining how good or how poor industrial output can be on Shikoku. The study completed several months ago provides a good foundation for this continued checking.

The major study Region is conducting on Transportation will continue through the coming three-month period. This is Island-wide in scope, and will shape up as a broad approach to one of the basic economic problems of Shikoku; and will have separate sections dealing with (1) rail transportation (2) truck transportation (3) water transportation. A second major report is also planned by Region; this is to be on Communications. Again the approach to the problem will be Island-wide, and there will be separate sections of the report on (1) mail, telephone (3) telegraph (4) radio.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX E

SUBJECT: Civil Information Plans for April-June 1948

Reference is made to:

a. O.D. 57, 16 Aug 47, subj: "Civil Information Activities"
b. Annex A, Ltr, this Hq, 8 Jan 48, subj: "Military Government Activities Planning"
c. Check List for Military Government Team CI&E Activities (Unofficially issued by Hq, 8th Army)
d. Ltr, Hq, 8th Army, 9 Dec 47, subj: "Priority of Military Government Activities"
e. Section V to Reference d, above
f. Proposed Guide for Preparation of Report Control Symbol OCIE-A
g. Report form, "Report on Civil Information Activities," Reports Control Symbol OCIE-02
h. O.D. 67, 15 Oct 47, subj: "Motion Picture Projection Equipment"
i. Incl 1, "Plan for Civil Information Activities on Agricultural Cooperative Associations," Ltr, this Hq, 20 Dec 47, subj: "Civil Information Materials on Farm Cooperative Associations"
j. Incl, Ltr, this Hq, AG 000.7, 16 Jan 48, subj: "Transmittal of Civil Information Plan on Electric Power Rationing"
k. O.D. 17, Hq, 8th Army, 19 Feb 47, subj: "Civil Education Program"
l. O.D. 3, Hq, 8th Army, 9 Jan 48, subj: "Japanese Agricultural Cooperative Program" (Especially paragraph 5, b and Incl 2, Table 5)
m. O.D. 2, Hq, 8th Army, 7 Jan 48, subj: "Electric Power Rationing Program of the Japanese Government" (Especially paragraph 4,c)
n. All CI&E Bulletins
o. Memo for IJG, AG 000.73 (18 Sept 45) CI, 19 Sept 45, subj: "Press Code for Japan"
p. Memo for IJG, AG 000.77 (22 Sept 45) CI, 22 Sept 45, subj: "Radio Code for Japan"
q. Memo for IJG, AG 000.76 (27 Sept 45) CI, 27 Sept 45, subj: "Further Steps toward Freedom of Press and Speech"

The information program on Shikoku is still in its infancy and still needs a great deal of careful organization and planning. However, there have been definite signs of progress made in the last three months--especially in the newspaper field. Newspapers are initiating programs on the bare suggestion of Military Government officers and during the last month or so have initiated programs of their own. This is the general pattern to be aimed at: Military Government starting or stimulating [illegible] programs, Military Government teaching, guiding, and prodding the Japanese to initiate and continue programs, and finally the Japanese doing the whole job with only occasional Military Government help and guidance.

ANNEX E (continued)

The Information Officer is a guidon for the Military Government team. He is the instrument through which the Team Commander and the other sections can help implement their own programs. Since Education and Information officers have many functions which overlap and are complementary--organizational work, for instance--it will be especially necessary for these officers constantly to work together. This, however, does not imply any neglect of other sections. It simply means that, due to functional overlapping, they must be especially aware of each other's functions and problems.

At present, there are two distinct methods of operating in information. One is the Information Officer himself putting out information for the team; the other is getting the Japanese to put out the information. The latter method is by far the more desirable method. While it is important for teams to get out information by making press and radio releases, by making occasional speeches, etc., it is more important for the teams to have the Japanese plan and execute information programs. It is wasteful and out of line with policy for Information officers to try personally to put out information. It is valuable and in line with policy to seek out Japanese leaders in all fields, to orient them on objectives and methods, and have them reach the rank and file Japanese. The information task then boils itself down to planning, assisting, guiding, and checking. This is the only way one man can reach many people.

1. Information System. Each Information Officer should have a clearcut system of quick, effective information dissemination for Military Government information which is not to be planned and executed by the Japanese. This system should be an almost completely automatic process which takes little of the Information Officer's time. For example, if the Economics Officer wants certain information out quickly and verbatim, it should be merely a question of mechanics to get the information out. This has been partially done by Shikoku teams and now needs only use and refinement.

2. Background Information. An Information Officer cannot work without complete or nearly complete knowledge of what he is working with. He should have information on all informational media in his prefecture. O.D. No. 57 requires two reports, QCIE-A and QCIE-02. Blank forms to be used as guides in making these reports have been distributed to each team. It is pointed out that, according to O.D. No. 71, QCIE-02, "Informational Media Guidance," is now a required recurrent report (once each quarter). It is also pointed out that compliance with paragraph 7,a of O.D. No. 57 will furnish the necessary background material for information officers. More specific information on these reports will be sent by letter from this headquarters.

3. Standard Operating Procedure. This objective is, technically speaking, the most important of all these objectives because without it no information program can possibly succeed. A good SOP will be comprised of a general plan applicable to any specific information program. It should be first an outline with remarks which has place for: situations, problems, objectives, activities of Military Government, activities and plans of the Japanese, informational media, themes, and checking for effectiveness. In other words, it would provide for appraisal, analysis, and execution. This general SOP could then be applied, by expansion or contraction and adaptation, to any specific program. An excellent example of such an SOP or plan is Inclosure 1, letter, this headquarters, AG 000.7, 20 December 1947, subject: "Civil Information Materials on Farm Cooperative Associations." Another such plan is the inclosure

ANNEX E (continued)

to letter, this headquarters, AG 000.7, 16 January 1948, subject: "Transmittal of Civil Information Plan on Electric Power Rationing."

4. Economics Programs. At present and for some time to come, the most important specific objective of information officers is the current information programs in economics. As indicated above, excellent plans have been sent out and should be studied and used. The first of the two plans noted (on Farm Cooperatives) could well be used as a laboratory project for setting up a general information system. In implementing these programs, it will be particularly important for Information officers to make spot checks on Japanese agencies, particularly prefectural government sections, to see that available informational material is actually getting out and how it is getting out. Also, there should be spot-checking of effectiveness of programs. This could be partially accomplished by other team officers who might be furnished a few pertinent questions to use on their field trips.

5. Liaison. The Information Officer will probably effect more liaison, both Military Government and Japanese, than any other Military Government officer. He must have a good grasp of all Occupational objectives; he must constantly work with other Military Government officers; he must know and work with many different Japanese agencies; and he must overlap his efforts with all Military Government and Japanese efforts. All these should be accomplished in a planned, unified manner. By the end of this period, the Information Officer should have a complete grasp of his local situation and of his contacts.

6. General. The Information Officer must bear in mind the fact that the thread of information runs through all Military Government activities and that without carefully planned and effective information and the ability to use all media according to need, Occupational objectives cannot succeed. Reference is made to paragraph 1, Memorandum to the SMGO, this headquarters, 29 December 1947, subject: "Objectives of CI&E for January-March 1948." Objectives stated in reference are still the same. Part of them have been accomplished but much more coordinated, planned effort will have to be done before a full-fledged effective information program can be achieved. It is repeated that this cannot be accomplished by individual, personal efforts of information officers among the rank and file of the Japanese people. It can only be accomplished by working through agencies, key Japanese personnel, and Japanese leaders. Paragraph 17 of reference above is here paraphrased because of its importance: Because of lack of personnel, carefully planned spreading of activities, the hiring of competent Japanese, and adherence to the ultimate objectives of the Occupation should continually be emphasized and encouraged. Perhaps the single most important concept which should be stressed--and this is a technique of action rather than a course of action—is the idea that the ultimate objective of all plans is to have the Japanese themselves plan, develop, and execute information programs. This idea should thread through all the above-outlined points and will be the real, and perhaps only, criterion of the value of Military Government work in Japan.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX F

SUBJECT: Civil Education Plans for April-June 1948

Reference is made to:

a. O.D. 19, 26 Feb 47, subj: "Civil Education Program"
b. Check List for Military Government Team CI&E Activities (Unofficially issued by Hq, 8th Army)
c. Ltr, Hq, 8th Army, dtd 9 Dec 47, subj: "Priority of Military Government Activities"
d. Section V to Reference c, above
e. O.D. 92/2, Hq, 8th Army, 27 Jan 48, subj: "Inspection of Japanese Educational Institutions"
f. Annex A, Ltr, this Hq, 8 Jan 48, subj: "Military Government Activities Planning"
g. Ministry of Education Document, Hatsugaku No. 63, 17 Feb 47, subj: "Handbook for Preparation of Execution of the New School System"

Objectives in civil education, as outlined in Reference f, above, remain the same in this plan. Although progress in accomplishing these aims has been noted, it will be necessary to complete some of them and to continue others. Progress in achieving aims of paragraph 3 have been only partially accomplished but there has been a clearing up of some of the haziness of Japanese educators and a good start made toward helping to eradicate past poor practices in school and organizational work. In other words, many of Shikoku's education and organization leaders, while not too clear on objectives and means of attaining objectives, are now willing and sometimes eager for the type of leadership Military Government CE officers must supply. As yet, too little progress has been made, however, in Military Government techniques of working. Too much effort and time is being wasted by CE officers personally attempting to conduct programs among the rank and file of teachers and laymen. There is no time for this. Long-range progress can only be measured in terms of how well the theories and practices of the new education are understood and executed. And this can only be done by working through Japanese leaders who can influence the rank and file. In other words, the CE officer cannot and should not do the bulk of the work himself; he should constantly look for Japanese leaders through whom he can work.

This period is a crucial one in Japanese education on which will depend much of the future success of Occupational objectives. The major emphasis of this headquarters, therefore, will radically change from a background-administrative one to a positive working as outlined below. This outline brings Shikoku in line with the priorities of reference d, above--priorities which could not be followed in the previous plan. Only large objectives are discussed. Such things as student participation in school government, school budgets (very important right now), etc. will naturally require the attention

of CE officers, but at present are subservient to the following main headings. Action taken and progress noted in the accomplishment of these objectives should be noted in monthly reports.

1. School Inspections. The making of school inspections remains a primary duty of CE officers. The making of school inspections in the past, however, has often been too perfunctory. The new report form will correct some of this but CE officers are urged to improve the quality of their reports mainly by making more use of "Comments and Suggestions" spaces to record their reactions to the school and its problems. While working with these new forms, CE officers are requested to form opinions of them and forward such opinions informally to this headquarters.

2. Decentralization of the School System. Decentralization is the single most important problem of this period. The main problem, of course, is in secondary education and CE officers will have to spend a good bit of their time and effort helping local authorities solve secondary school problems. The new upper secondary schools should be established by 1 April 1948. Most old middle schools wish to raise their status and become upper secondary schools and ultimate reorganization will depend to a great extent on the establishment of these schools. But at present priority should be given to lower secondary schools since they must provide for the newly-expanded compulsory education.

The Temporary Conference Groups or Planning Committees, set up by Hatsugaku No. 63, should be helped. Their immediate objective is to decide which schools should be lower and which higher secondary schools. Their basic purpose, however, is to pave the way for the new school boards. CE officers might well encourage the appointment of smaller committees of five or seven members, these small committees will hold regularly scheduled meeting with and without CE officers until such time as prefectural and city boards of education are set up. They should also be encouraged to plan and execute information programs on school decentralization (aided by MG CI officers) based on the provisions of the new law establishing boards of education. CE officers should request reports from these groups especially with regard to the expansion and construction of school plants necessary to provide for the compulsory years of education throughout the entire prefecture. This will require local surveys by local conference groups and prefectural education sections. Budget and material allocation studies should also be made and carefully scrutinized for weaknesses.

Simultaneously with the development of this work, CE officers should keep CI officers informed on developments and both should stimulate Japanese agencies to get out appropriate information as soon as the school board law is passed. A very possible source of trouble will be the membership of prefecture and city school boards (and lower boards, if the law calls for them), and much good information will be needed to ensure the nomination of worthy candidates and to get the Japanese public solidly behind the new law. In the former case, CE officers should help prefectural officials set up standards for membership on school boards.

3. Reeducation of Teachers. CE officers should plan a program for the continuing reeducation of teachers. This program would call for the planning

of a similar program by the Japanese which might well be built around the 18-point program as outlined by SCAP, CI&E, and also might use the new Teacher Consultant Handbook as background. (See also, "The Continuous Professional Education of Teachers," sent out by CI&E SCAP.) Suggested immediate major emphases might be:

a. Regular meetings of faculty study groups.
b. Special demonstration classes and discussions and analyses thereof.
c. Strong emphasis on teacher mastery of subject matter, teaching methods, and educational psychology.
d. Special help to be given normal schools and the coordination of normal school programs with points a to c, above. That is, normal schools can serve as centers of influence and should be helped and used as such.

4. Parent-Teacher Associations. During the early part of this period, a PTA pamphlet soon to be prepared and printed will be distributed to each team. In addition, a large quantity of excellent PTA pamphlets in English will be distributed to teams in the near future. (See also, "Parent-Teacher Associations," Material for Speech for MG Officers, and, "The Parents' Part in Education," sent out by CI&E SCAP.) CE officers should stress the simplest sort of foundation for PTA's with main emphases on breaking down the old large association-federation, no election of officers, principals as heads, school-supporting ideas and substituting democratic, community-minded ideas and procedures. PTA emphasis should be concomitant with all other educational activity, and teaching understanding of PTA's and their formation and running should be uppermost in mind during this period.

5. Organizations. (See paragraph, reference f, above) Other than school education, as such, this is the most important heading of this plan. The objective is still the same: to teach every member of every organization on Shikoku how to form and run an organization in a democratic manner. This is to be accomplished in a variety of ways requiring close cooperation between CE and CI officers and between Region and teams. During this period, the principal ideas are: to break down the old concepts and practices; to substitute by intensive reeducation democratic techniques; to keep all this reeducation on a simple, clear-cut, elementary level; and to arouse curiosity, interest, and activity by repeatedly stressing the need for all organizations mastering the "Techniques of Democracy." Two large information projects (printing of materials with team aid) are being worked on at Regional level and should be completed during this period. When completed, they and the pamphlet, "Democratic Organizations," will be the basic materials for accomplishing the objectives stated above. Rather than a single project, this is a concept which will take a long while to accomplish and team CE officers should use and refer to it in all their work. More specific and planned action will be taken when all the necessary material is prepared and distributed.

6. Adult Education. Too little has been done in Adult Education on Shikoku. It is suggested that the pamphlet, "Adult Education," distributed

by CI&E SCAP, be studied and that a definite start be made in the capital cities of all prefectures (Actual classes or a school). For more rural areas CPH's and PTA's are the two most effective means of a healthy start in Adult Education and these should be encouraged. (See especially pages 3,4,5, and 6, paragraphs (1), (2), (4), (5), (8), (12), and (17) of pamphlet.)

7. Women's Activities. So far, most women's affairs work has been done by Region, and will have to continue from Region. Team CE officers, however, can help greatly in backing this work up by understanding it and boosting it whenever it is possible to do so. Region will keep teams informed on all phases of this program. (See paragraph 4, Reference f, above, this period will see the expansion, along the same lines, of the program already started. There has been considerable success so far.)

8. General. It is assumed that a good part of the three-month plan, reference f, above, has been partially accomplished. CE officers should examine this plan to determine what still needs to be done and take action to do it as far as possible. Unless paragraphs 2,6,7,9,11,12,13, and 14 are wholly or mostly accomplished, success with the present plan will be most difficult. It is also emphasized that relatively little can be accomplished by CE officers working personally with the rank and file of the Japanese. It is also repeated that carefully planned spreading of activities, the hiring of competent Japanese as liaison men, the use of Japanese leaders, and adherence to the ultimate objectives of the Occupation should continually be emphasized. The end of the last plan is quoted because of its extreme importance: "Perhaps the most important single concept which should be stressed--and this is a technique rather than a course of action--is the idea that the ultimate objective of all plans is to have the Japanese themselves plan, develop, and execute all these programs. This idea, like the information idea, should thread through all the above-outlined plans and will be the real, and perhaps only, criterion of the value of Military Government work in Japan.

To whom it may concern:

Watanabe, Masasuke, a[illegible]mployee of Kochi Military Government Civil Information Section, is visiting your town to make a survey on the effectiveness of information media. You will please give him your cooperation and assistance. Opinions he expresses are not necessarily those of Military Government.

William A. Scott
Civil Information Sect.
Kochi M.G.

HEADQUARTERS
KAGAWA MILITARY GOVERNMENT TEAM
APO 1050

Takamatsu, Shikoku
26 February 1948

Memorandum to SMGO:

Subject: Objectives of Education Office for March - May 1948

Reference is made to:

a. O.D.No. 19, 26 Feb 47, subj: "Civil Education Program"
b. Check list for Military Government Team CI&E Activities (Unofficially issued by Hq. 8th Army)
c. Ltr, Hq 8th Army, 9 Dec 47, subj: "priority of Military Government Activities"
d. Ltr, Hq. Shikoku MG Region, 19 Jan 48, subj: "Objectives of CI&E for January - March 1948"
e. Report of visit to Kagawa Military Government Team, 31 Oct to 8 Nov 47, by Capt. Aebischer, Liaison and Investigation Branch, Education Division, CI&E Section, SCAP.

While education is gived priority in reference "c" above and while it appears first below, the following list of objectives is not necessarily in order or importance. Education has received first priority for the past 6 months and that is in accordance with the priority list established by 8th Army. But this has been done chiefly because it has been necessary to start practically from the beginning and attack one problem at a time. Now that the organization of the schools is well understood and liaison is established with the Education Section, it is necessary to turn to other phases of the Education Program. From now on the education work will be carried on, but emphasis will be put upon such phases of it as adult education, PTA's, democratic Youth Organization, etc.

The duties of information and education have now been separated, and the information function (never well developed) of this office will now be taken over by other personnel. Until the new information set-up is established and functioning this office will carry on the information work that it has been doing in the past. It will perhaps be a month before the new information office is ready to function.

1. EDUCATION

a. The two big educational problems now are the establishment of the junior high school and the planning for the establishment of the senior high school. Now education is compulsory through the 7th grade; next year it will be compulsory through the 8th grade. By inspection of schools (with increasing emphasis on the junior high school) and frequent conferences with members of the Education, this office will observe the new school and continually offer advice and encouragement. The establishment of the new senior high school is (if possible) an even more complex task. After that will be established the part-time course of the senior high school. The new senior high school will be established on (and from) April 1, 1948. Here again the job of assistance will be done chiefly by inspection of schools and discussing the results in conference with officials of the Education Section.

b. Sometime within the 3 month period (March-May) the Diet may pass the School Administration Law, which will decentralize education by providing for maor local control through local boards of education. This will be a most important step in reorganizing; and when it takes place will require careful supervision on the part of this office.

c. A new school report form, received at the beginning of February is a great improvement over the old form. The mere fact that it asks for detailed information about subjects that have been slighted heretofore (educational qualifica-

tion of teachers, in-service training, school relationships with the community) will give emphasis to those subjects. It is planned to introduce a variation in the method of conducting school inspections. A member of the Education Section - chief, vice chief, school inspectors-will be invited to accompany the Education Officer on some of his inspection trips. After the inspection of a school a short conference will be held with the principals and the school faculty for the purpose of discussing what was observed during the inspection and suggesting ways of improvement. In this way suggested correction can be made immediately after inadquate practices have been observed.

2. Adult Education During the period March - May this office intends to give increasing emphasis to adult education. This will be done in 2 ways. (a) The Social Education Section will be encouraged to plan and carry out programs of adult education. These may be in connection with the schools or in connection with the village office. The emphasis of these programs should be on the current situation in Japan, i.e., the New Constitution, the economic program, new welfare laws, the revision of the Civil Code, etc. (b) This office is planning a series of conferences to be held in the 3 cities and in each gun of the prefecture during March and April. It will be planned jointly with the Social Education Section and some of the sections of M. G. In these conferences also the emphasis will be upon the new status of Japan and the need for the Japanese people to understand the changes that have taken place in the country and to do something to meet its problems.

3. Organization of office The organization of the education office has developed and it has been materially aided by Region CI&E Office. The weakness of the present organization is that the main activities of the education program are handled directly by the education officer; so the scope of the activities of the office is limited by what one person can directly supervise. Certain administrative functions and routine office tasks have been delegated; and this will be done as much as possible. The chief need however is to find or develop Japanese assistants who are capable of taking over some of the major activities of the section. Much effort will be expended during the period March - May on this problem.

4. CI&E Reading Room The CI&E Reading Room, formerly located in the prefectural library in Takamatsu, has been moved to the Kamada Library in Sakaide, where better facilities are available and the books will receive excellent care at the hands of an English-speaking member of the staff. The move was wise for another reason; there will soon be a CI&E library in Takamatsu; if the reading room were left here, it would only be duplicating a service that the Library will soon be able to offer. The USAFI books alone in the CI&E reading room number about 200, a fairly respectable number, but the books need to receive a wider circulation. The custodian of the reading room will be given encouragement and assistance to see that the books are made more generally available. Perhaps they can be lent to schools on a rotation plan. Various means will be tried of bring ing the books to larger numbers of readers.

5. Parent- Teachers Associations Encouragement in developing PTA's will be given in connection with the audlt education program. There are already a number of PTA's in the prefecture, and small conferences sponsored by principals' groups and the Education Section have spread information about this kind of parent and teahcers organization. This office will continue to encourage formation of PTA's in interviews with principals during school inspections and in lectures before village and town groups. This office also plans to conduct a series of conferences with principals to explain the purpose and functions of the PTA. The conferences will be planned with the assistance of the Education Section. Well organized PTA's may well be of vital assistance to a school during the period of reorganization and decentralization of education.

6. Young Men's Associations and Women's Associations A Survey of Young Men's Associations similar to the survey of Women's organizations which was made at the end of last year has been initiated; this section wishes to know to what degree the Young Men's Associations are organized democratically. Before the end March a new chief of the Social Education Section will have been appointed, and it is expected that he will not be so interested in organizing the Young Men's Associations along the old lines as was his predecessor. The Kagawa Ken Young Men's Federation will definitely be subjected to careful investigation; and if its organization

and methods of procedure do not correspond to democratic requirements there is no reason why it should continue to exist. The organizations need instruction in democratic procedure. This section will continue to distribute the pamphlet "Democratic Organizations" supplied by Region CI&E and to explain its meaning to young men's groups, village groups, etc. The education and Social Education Section will be encouraged to work with the pamphlet in such groups as PTA's and Young Men's Associations. This section will continue to give assistance to Region Administrative Assistant who is working with the women's associations of the prefecture.

7. Planning Activities and Reports In accordance with suggestions made by Region and Miss Emily Hathaway, Hq, 8th Army, there will be more careful planning of activities. This 3 month plan will be borken down into 3 monthly schedules, and each monthly shedule will indicate in general terms the activities of each week. In order that accomplishment may be stated in as concrete terms as possible, at the end of each month an informal report will be forwarded to the SMGO and Regional Education Officer.
This report will consist of one or two-sentence statements under the various headings, indicating what progress there has been during the month or what special difficulties were encountered.

8. Operation with Japanese Officials Of utmost importance is the matter of liaison with the Education Department of the Local Government. In this matter also start was made from scratch last fall, and liaison is now fairly well developed. Meetings with chiefs of various sections in the education department are not held at regular intervals, but as matters come up that require joint action, meetings are scheduled. In January (the last complete month) there were 9 conferences between this office and members of the Education Department (Education Section 6 Social Education Section 3) In February to date (25 Feb) there have been 12 conferences (Education Section 5, Social Education Section 7).

In order to imporve liaison this office will hereafter work more closely with the head of the Education Department, Mr. Mima. Formerly this office worked with the chiefs of the sections (Education, Social Education, and Physical Training) but Mr. Mima appears to desire the new procedure. Perhaps he was not as well informed about the way the former chief of the social Education Section was handling his section as he should have been; since the removal of the chief of the Social Education Section, he has indicated his desire to be personally informed when this office has occasion for a conference with any of the sections of his department.

9. Screening of Teachers This section will continue to receive monthly reports of teacher screening and will visit as least one meeting of the committee. No particularly important difficulties in screening have come to light. Check will be made to see that the committee is complying with the latest hatsu-teki on screening. Check will also be made to see whether the central inquiry commission has returned any cases to the local committee for re-screening.

F105

HEADQUARTERS
Shikoku Military Government Region
CI&E Section

FNK/hs

29 December 1947

MEMORANDUM TO THE SMGO:

Subject: Objectives of CI&E for January-March 1948

Reference is made to:

a. O.D. No. 19, 26 Feb 47, subj: "Civil Education Program"
b. O.D. No. 57, 16 Aug 47, subj: "Civil Information Activities"
c. Check List for Regional CI&E (Unofficially issued by HQ, 8th Army)
d. Check List for Military Government Team CI&E Activities (Unofficially issued by Hq, 8th Army)
e. Ltr., Hq, 8th Army, dtd. 9 Dec. 47, subj: "Priority of Military Government Activities"
f. Section V to Reference e, above.

Although Reference e and f, above, will, in the course of 1948, be adhered to, it will be necessary during January-March 1948 to depart somewhat from the priority list of Reference f. above. This is because the needs of Shikoku CI&E are such that alteration is necessary. For example, in the priority list, Civil Information is fourth, coming after the three priorities of Education, but Shikoku's immediate priorities are the establishment of team information systems and programs and the necessity for proper administrative organization of individual team CI&E setups. These points should be borne in mind while reading the following. In short, the following forecast of activities for this period is by no means indicative of a long-range plan. It is a short-range plan necessitated by the inadquacies of Shikoku CI&E development, lack of provision for which would mean ultimate breakdown of any long-range plans based on the Eighth Army priority list.

One other most important point to bear in mind while reading what follows is that it is the belief of this Section that the single most important thing to accomplish in order to achieve Japanese democracy is the teaching to the Japanese people what might be called, "Techniques of Democracy," It is the long-range objective of this Section, therefore, to teach every member of every organization on Shikoku how to run a democratic organization. In other words, if activities were restricted to only one thing, this Section would choose the teaching of the "Techniques of Democracy" and would drop all others. And it would teach these techiniques in such a way that a cumulative effect would be inevitable, i. e., it would pick potential leaders, especially among youth, would train these leaders, and would thus try for a sort of downhill-rollin snowball of the practices of democracy.

1. Information--Although starts toward setting up information systems have been made by Region and teams, Shikoku information programs and systems as well as working with and through the Japanese on information is still far from adequate. Information, then, is still the largest, and at present, the most important of all objectives. It is emphasized again that the thread of information runs through all Military Government activities and that without adquate, carefully planned information and the ability to use all media according to need, other programs cannot succeed. (Team CI&E sections will be encouraged to make known to all other team sections that an information system is available for use by all sections and not just by CI&E sections. This should be used with care, however, because newspaper space and radio time, for example, are limited.) As far as Shikoku is immediately concerned, therefore, the information program is the most important of present positive programs and and the one which will receive the most emphasis by Region CI&E -- especially in its efforts to coordinate tean CI&E functions.

Within the next three months, all teams and Region should have a fully-developed, carefully planned, and efficiently controlled information system and information program which will include press releases, radio releases, occasional Railway Broadcast releases, coordination and dissemination of information of all Military Government functions, research, analysis of, and reporting on the principal media of information (the first six to fifteen items listed in O.D. 57), complete knowledge and mastery by CI&E officers of all media of information, publication and dissemination of pamphlets on education, democratic organizations, women's activities, committees, etc., and most important of all, gradually stimulating the Japanese--by encouragement, advice, undging, and precept--to put out their own information and to continue to do so. (This latter has been done very little on Shikoku. What has been done has been good but entirely insufficient and uncoordinated. The emphasis to be given will be such as can be expressed in the question, "What positive traces would be left in Shikoku if the Occupation were to end on 1 May 1948.")

2. Team CI&E Organization--This is mainly an administrative heading but almost as important as the information heading because without adequate administration, all positive programs run the risk of ultimate collapse from lack of efficient control and coordination. This has been a particular weakness of Shikoku CI&E setups. Definite measures have been taken to correct this weakness and more will be taken. By April 1948, it is believed that every CI&E setup on Shikoku will be at least satisfactory. Region will continue to give teams definite help by visits, by supplying certain essential items, and by advice and assistance on what constitutes an adequate CI&E set up. Emphasis will be on the establishment of setups so efficient that CI&E officers are freed from routine problems of administration and can devote the majority of their efforts to positive work. This program will include file organization, getting all necessary materials in team files (A considerable amount of necessary material seems to be missing from team CI&E files.), efficient systems for distribution of books, magazines, posters, etc., duty breakdowns, proper staff procedurem recording of telephone calls, interviews, etc., log-books, and most important, planning and review of activities.

3. Education--There will be four main things worked on in education during this period:

a. Improving the quality of school inspections and reporting thereof (OD 92, 1946).

b. Maintaing surveillance over and encouraging and assisting in the reorganization and decentralization of the school system (OD 19, 1947). Emphasis will be given to assisting in the decentralization of the school system. This is an extremely difficult and troublesome problem and CI&E officers may have to sacrifice other educational activity to this important step in school system reorganization. Decentralization should come to a head around March after the Diet passes the School Administration Law.

c. The starting of a planned program to stimulate a beginning of Adult Education on Shikoku. At the least, starts should be made in the four principal cities, even if only one or two Adult Education classes are formed in each of these cities.

d. The starting of a planned program to stimulate the Japanese to start planned programs for in-service training of teachers.

4. Women's Affairs-- This heading is equal in importance with those of paragraphs 1, 2, and 3, above. A drive will be made to start a healthy, democratic women's movement on Shikoku with particular emphasis on organizational setups along democratic lines. The meetings with selected women's organizations, started in December, will be completed, and using results of these meeting as well as results of the Women's Organizations Survey no in process, three-day meetings will be held in each prefecture of representatives of all women's

organizations. Emphasis will be given to correcting the most obvious defects of women's organizations. For example, the principal defects are: men as officers, large organizations with small periodic attendance, almost complete lack of knowledge of how a democratic organization functions, officers who have held office for more than one or two years, organizations having only one or two meetings a year, and continuation of the old Fujinkai concepts, especially the organization of an association along geographic lines. Encouragement will also be given to organizations of women other than housewives--business and professional groups. In addition to and concomitant with the above, the organization of Girl Scout troops and the training of Girl Scout leaders will be encouraged. It is believed that by May there will be troops in each prefecture and that these troops will have been organized in the proper way with adequate and responsible sponsors (women's organizations).

5. Organizations--Whenever possible, CI&E officers will be encouraged to work toward a preliminary goal of teaching organization leaders the "Techniques of Democracy." This will require very careful planning and spreading of time and activity to ensure achievement of the goal of spreading the work through leaders. By April, a definite plan should have been formed and at least a good start made with this project. Generous use should be made of informational agencies and materials--especially the pamphlet, "Democratic Organizations"--to implement the project. Ultimately, this will be one of the most important of Military Government activities.

6. Statistical and Background Information on Education and Information--By April, all teams and Region should have complete, orderly, and up-to-date state statistics on everything relating to information and education in respective ardas. Each CI&E officer should have a good general grasp of such information as well as detailed information filed and charted. Information will include number of schools in prefecture, number of teachers, pupils, secondary schools, primary schools, PTA's Citizens' Public Halls, libraries, newspapers and their circulation and effectiveness, etc. In short, the CI&E officer should be the best-informed man in the prefecture and should have a general grasp of all Occupation functions and a complete grasp of all CI&E functions.

7. Material Dissemination to Teams and By Teams--Region will continue to make poster exhibits and, using the system already in effect, will distribute them. More emphasis, however, will be given to adequate team usage of exhibits and other materials. Efforts will be continued to procure more books and magazines for CI&E Reading Rooms. More pamphlets will be printed and distributed. (See paragraph 8, below.)

8. All-Shikoku Cooperative Projects--This idea, which has had an excellent start, will be continued. By April, two more prefectures will probably have contributed to the effort to get material of value printed and disseminated to all prefectures. The next three or four printing projects will probably be: pamphlet on youth organizations, a PTA constitution, a pamphlet on committees, and something on parliamentary procedure.

9. CI&E Reading Rooms--CI&E Reading Rooms are still very inadequate. This situation will definitely be remedied by nudging the Japanese to provide adequate space. The most difficult problem, however, is still the lack of a steady flow of materials with which to stock the rooms. This problem inheres in Shikoku's remoteness from American Occupation troops and the consequent dearth of American books and magazines. Region will continue to ask for Stateside materials through Eighth Army.

10. CI&E Library--A CI&E Library (SCAP) will probably be established in Takamatsu during this period. Region and Kagawa Team will help in every way possible to make it a success. Preliminary work with Japanese officials will be started in January by Region and Kagawa CI&E officers.

11. Shikoku University--A planned effort, by means of publicity and conference, will be made to get the hitherto disagreeing interested parties to reach some sort of agreement and plan for a university on Shikoku. Region has invited Mr. McGrail of SCAP CI&E to Shikoku to help solve the problem, and Region, with team help, intends to have good ground-work ready for him so that at least a unified plan can be submitted to the Monbusho by the Japanese.

12. Field Trips--Field trips of Region CI&E officers will be increased. They should be about 30-50% of these officers' time. The main emphasis for these trips will be to help consolidate all other phases of this three-month plan, but efforts will also be made to get an overall picture of Shikoku education and information by direct and indirect observation. These trips will include those made by the Region CI&E Women's Affairs Officer. (See above, paragraph 4.)

13. Arts and Monuments--Arts and Monuments work will be continued much the same as in the past, but emphasis will be put on recent SCAP request for information. Another general report on the condition of historic sites and art objects on Shikoku may be prepared if the situation warrants it.

14. Operation with Japanese Officials--Teams will be encouraged to know and work with all Japanese personnel who in any way affect CI&E work. Regular conferences should be had with prefectural education officials, with newspaper men, with radio men, with prefectural Arts and Monuments men, with women leaders, and with any other local Japanese who can in any way help the program. By May, all such personnel should have been contacted, oriented on objectives, and put to work. Encouragement of these people and the agencies they represent to make periodic and special reports will also be suggested.

15. Reports--In line with new policy (CD 71, 1947), Region will try to furnish guidance and assistance in the reporting of monthly operations. Keynotes of this guidance will be brevity (an ideal of two pages for AnnexE) and outlining of those activities and trends which are really significant to higher headquarters in its appraisal of problems, activities, and trends which point toward the achievement of the long-range objectives of the Occupation. There will also be stimulation of special reporting when such reporting is necessary, and clear-cut distinctions between recurrent and special reports will be pointed out.

16. Screening of Teachers--Attention will be directed to the problem of the screening of teachers during this period. CI&E officers will be encouraged to establish liaison with local screening boards and to request periodic reports on the screening situation in their prefectures. In addition, each CI&E officer should know the background and facts of screening in his prefecture since screening started. In this connection, all pertinent American and Japanese directives should be carefully studied.

17. General--There will be constant emphasis on broadening of the CI&E concept. Because of lack of personnel, carefully planned spreading of activities, the hiring of competent Japanese, and adhereence to the ultimate objectives of the Occupation will continually be emphasized and encouraged. Emphasis will be away from negative and toward positive work. While CI&E officers should not disregard certain negative phases of the Occupation, plans and activities should always be mainly positive. Perhaps the most important single concept which will be stressed-and this is a technique rather than a course of action--is the idea that the ultimate objective of all plans is to have the Japanese themselves plan, develop, and execute all these programs. This idea, like the information idea, will thread through all the above-outlined plans and will be the real, and perhaps only, criterion of the value of Military Government work in Japan.

s/ Fred N. Kerlinger
FRED N. KERLINGER
CI&E Officer

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HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

Takamatsu, Shikoku
8 January 1948

SUBJECT: Military Government Activities Planning

TO : Commanding Officer, Kochi Military Government Team, APO 1050
Commanding Officer, Tokushima Military Government Team, APO 1050
Commanding Officer, Kagawa Military Government Team, APO 1050
Commanding Officer, Ehime Military Government Team, APO 1050

1. Reference is made to letter, Headquarters Eighth Army, AG 300.1 (MG-X), dated 9 December 1947, subject: Priority of Military Government Activities, copies of which have been distributed to teams.

2. The need for more effective planning and emphasis in our military government activities is clearly evident. In order to establish interim objectives, to insure better direction of effort on our part and to assist the responsible Japanese officials in pursuing orderly progress toward ultimate occupation goals, this headquarters with the assistance of teams has initiated a planning program. The plans as set forth in the attached annexes are intended as a guide to point up some of the more significant programs. They are not to be construed as relieving military government teams of responsibility under applicable directives but are offered as a matter of assistance and guidance.

3. Team Commanders are invited and encouraged to suggest to region methods and procedures for improving the effectiveness of the work. They are also invited and encouraged to request specific help, such as visits from staff sections in situations where such help may be really advantageous.

R. E. COUGHLIN
Colonel CE
Commanding

7 Incls:
Annex A - CI&E
Annex B - Economic
Annex C - Labor Surveillance
Annex D - Legal-Government
Annex E - Public Health
Annex F - Public Welfare
Annex G - New Year Statement to Press

DISTRIBUTION:
2 - ea Team
1 - ea Section
1 - file

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX A

SUBJECT: Objectives of CI&E for January-March 1948

Reference is made to:

a. O.D. No. 19, 26 Feb 47, subj: "Civil Education Program"
b. O.D. No. 57, 16 Aug 47, subj: "Civil Information Activities"
c. Check List for Military Government Team CI&E Activities (Unofficially issued by Hq., 8th Army)
d. Ltr., Hq., 8th Army, dtd, 9 Dec 47, subj: "Priority of Military Government Activities"
e. Section V to Reference d, above.

1. Information. This is the most important of all objectives. Within the next three months, all teams and Region should have a fully-developed, carefully planned, and efficiently controlled information system and information program which will include press releases, radio releases, occasional Railway Broadcast releases, coordination and dissemination of information of all Military Government functions, research, analysis of, and reporting on the principal media of information (the first six to fifteen items listed in O.D. 57), complete knowledge and master by CI&E officers of all media of information, publication and dissemination of pamphlets on education, democratic organizations, women's activities, committees, etc., and most important of all, gradually stimulating the Japanese--by encouragement, advice, nudging, and precept--to put out their own information and to continue to do so.

2. Team CI&E Organization. Emphasis should be on the establishment of setups so efficient that CI&E officers are freed from routine problems of administration and can devote the majority of their efforts to positive work. This program will include file organization, getting all necessary materials in team files, efficient systems for distribution of posters, magazines, books, etc., duty breakdowns, proper staff procedure, recording of telephone calls, interviews, etc., log-books, and most important, planning and review of activities.

3. Education. There should be four main things worked on in education during this period:

a. Improving the quality of school inspections and reporting thereof (OD 92, 1946).

b. Maintaining surveillance over and encouraging and assisting in the reorganization and decentralization of the school system (OD 19, 1947). Emphasis should be given to assisting in the decentralization of the school system. This is an extremely difficult and troublesome problem and CI&E

ANNEX A (continued)

officers may have to sacrifice other educational activity to this important step in school system reorganization. Decentralization should come to a head around March after the Diet passes the School Administration Law.

c. The starting of a planned program to stimulate a beginning of Adult Education on Shikoku. At the least, starts should be made in the four principal cities, even if only one or two Adult Education classes are formed in each of these cities.

d. The starting of a planned program to stimulate the Japanese to start planned programs for in-service training of teachers.

4. Women's Affairs. A drive will be made to start a healthy, democratic women's movement on Shikoku with particular emphasis on organizational setups along democratic lines. Emphasis will be given to correcting the most obvious defects of women's organizations. For example, the principal defects are: men as officers, large organizations with small periodic attendance, almost complete lack of knowledge of how a democratic organization functions, officers who have held office for more than one or two years, organizations having only one or two meetings a year, and continuation of the old Fujinkai concepts, especially the organization of an association along geographic lines. In addition to and concomitant with the above, the organization of Girl Scout troops and the training of Girl Scout leaders will be encouraged.

5. Organizations. Whenever possible, CI&E officers should work toward a preliminary goal of teaching organization leaders the "Techniques of Democracy." This will require very careful planning and spreading of time and activities to ensure achievement of the goal of spreading the word through leaders. By April, a definite plan should have been formed and at least a good start made with this project. Generous use should be made of informational agencies and materials--especially the pamphlet, "Democratic Organizations"--to implement the project. Ultimately, this will be one of the most important of Military Government activities.

6. Statistical and Background Information on Education and Information. By April, all teams and Region should have complete, orderly, and up-to-date statistics on everything relating to information and education in respective areas. Each CI&E officer should have a good general grasp of such information as well as detailed information filed and charted. Information will include number of schools in prefecture, number of teachers, pupils, secondary schools, primary schools, PTA's, Citizens' Public Halls, libraries, newspapers and their circulation and effectiveness, etc. In short, the CI&E officer should be the best-informed man in the prefecture and should have a general grasp of all Occupation functions and a complete grasp of all CI&E functions.

7. Material Dissemination. More emphasis than heretofor should be given to adequate team usage of exhibits and other materials. Efficient system of distribution and dissemination should be set up in connection

with prefectural and other public and private authorities.

8. All-Shikoku Cooperative Projects. This idea, which has had an excellent start, should be continued. By April, two more prefectures will probably have contributed to the effort to get material of value printed and disseminated to all prefectures. The next three or four printing projects will probably be: pahmphlet on youth organizations, a PTA Constitution, a pamphlet on committees, and something on parliamentary procedure.

9. CI&E Reading Rooms. The CI&E Reading Room situation, which is still very inadequate, should be remedied by nudging the Japanese to provide adequate space.

10. Shikoku University. Teams should assist Region in a planned effort, by means of publicity and conference, to get the hitherto disagreeing interested parties to reach some sort of agreement and plan for a university on Shikoku.

11. Operation with Japanese Officials. Team CI&E personnel should know and work with all Japanese personnel who in any way affect CI&E work. Regular conferences should be had with prefectural education officials, with newspaper men, with radio men, with women leaders, and with any other local Japanese who can in any way help the program. By May, all such personnel should have been contacted, oriented on objectives, and put to work. These people and the agencies they represent should be encouraged to make periodic and special reports.

12. Reports. In line with new policy (OD 71, 1947), team CI&E sections should carefully review their reporting technique. Keynotes of the new policy are brevity (an ideal of two pages for Annex E) and outlining of those activities and trends which are really significant to higher headquarters in its appraisal of problems, activities, and trends which point toward the achievement of the long-range objectives of the Occupation. There should be special reporting when necessary, and clear-cut distinctions between recurrent and special reports should be made.

13. Screening of Teachers. Attention should be directed to the problem of the screening of teachers during this period. CI&E officers should establish liaison with local screening boards and should request periodic reports on the screening situation in their prefectures. In addition, each CI&E officer should know the background and facts of screening in his prefecture since screening started. In this connection, all pertinent American and Japanese directives should be carefully studied.

14. General. There should be constant emphasis on broadening of the CI&E concept. Because of lack of personnel, carefully planned spreading of activities, the hiring of competent Japanese, and adherence to the ultimate objectives of the Occupation should continually be emphasized. Emphasis should always be mainly positive. Perhaps the most important single concept

ANNEX A (continued)

which should always be mainly positive. Perhaps the most important single concept which should be stressed--and this is a technique rather than a course of action--is the idea that the ultimate objective of all plans is to have the Japanese themselves plan, develop, and execute all these programs. This idea, like the information idea, should thread through all the above-outlined plans and should be the real, and perhaps only, criterion of the value of Military Government work in Japan.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX B

SUBJECT: Regional Plan for Economic Work for period January-March 1948.

1. The plan for Economic work for the next three months, and for succeeding periods, falls naturally into certain activities which are seasonal and others which are routine. The priorities of importance set up by the Region on these activities uses as a guide, a release of Eighth Army Military Government which was an inclosure of cover letter, "Priority of Military Goverrment Activities" dated 9 December, 1947.

a. Rice and Sweet Potato Collection Program. This activity was well under way by the end of December, and will require attention for several more months. Currently little difficulty is anticipated, but Military Government has placed this program No. 1 in priority, and every precaution is being taken to avoid the experience of last year when so much intensive work was required late in the rice season.

b. Staple Food Storage. There is a definite move on the part of the Japanese government to tighten up on the handling and storage of staple food and other commodities intended for distribution to the people. Emphasis has been placed on the need for these foods, etc, to be handled and stored in such a way as to prevent waste. It is the duty of Military Government to lend its assistance to this effort as much American food paid for by the American taxpayers is going to supply the Japanese people.

c. Price Control and Rationing. A new plan for the price control and rationing of fish and vegetables is now being pushed by the Central Government and by SCAP. Our assistance has been asked in a concrete way; and we have responsibilities in carrying through with a series of meetings, publicity releases and other types of surveillance.

d. Fishing. Part of the new price control and rationing program concerns fishing, and special attention is required in all phases of this activity. This includes particularly the arrival and availability of fishing supplies.

e. Dissolution of the Nogyokai and Formation of New Agricultural Co-ops. Here is another new program that is just starting. It will need constant supervision and requires routine reports which are compiled by the Japanese but have to be checked closely. The CI&E sections of each team in Shikoku are working in close contact with the Economic sections on a broad information program to aid in the formation of the new agricultural co-ops.

f. Priority Operations. During the winter months, there are severe shortages in the Japanese economy. Military Government needs to keep a watchful eye on such things as the repair and manufacture of essential

machinery, output of mines and critical industries such as chemical, charcoal and electric power distribution.

g. Shipbuilding Surveillance. The new contracts of shipbuilders on this Island make it important that close attention be given to the operations of shipyards.

h. Machines Shipped for Reparations Account. The Japanese are now preparing to ship out some machines and tools to various of eleven claimant nations who will eventually share in reparations. It will be the duty of Military Government to see that the machines are properly packed and shipped on schedule.

i. Land Reform Program. The purchase phase of this program is drawing to a close with only a few difficult localities yet to be brought 100% into the program. The local land commissions are now giving their attention to the resale of the land to tenant farmers. There may be need for some push on the part of Military Government to make sure the resales go off on schedule as they should.

j. Transportation Certificates on Shipping Designated Materials. A new program of considerable importance is beginning, and is part of an all-out effort on the part of the Japanese to get goods distributed properly. Military Government has definite responsibilities in seeing that this concerted drive against blackmarketing and allied illegal activities is effective.

k. Export-Import Program. Foreign traders have been coming to Japan for about six months now, and the volume of export business continues to grow. The bids of Shikoku manufacturers for a share of this business should be encouraged--the aid, counsel and advice of Military Government personnel will be helpful.

2. Personal contacts and the holding of meetings ia a part of the general operations of Economics units here on Shikoku, and the monthly conferences both at Matsuyama and Takamatsu will be followed by others. In December, due to the holidays, there will be no regional economic conference, but in January, one is expected to be held about the 22nd in Tokushima.

Some co-ordinating work is planned for monthly activities reports. The Island has many common economic problems and interests--each of the teams reports on these. Bringing the reports closer together is the object in mind, and some discussion along these lines is scheduled for the January conference.

On a regional level, work has been going forward on a big, over-all study of electric power. This has gone up to Eighth Army and SCAP, and there are good prospects of favorable results. The way was well prepared

for the reception of this study by personal contacts with Mr. Johnson and with Captain James of the Eighth Army. Also the matter was discussed again and again in routine telephone calls to Yokohama.

Another major study is being started by Region, and again it centers on a problem common to all prefectures--transportation. A large part of the study will be devoted to rail transport, but there will be sections on shipping by truck and by water.

Projected farther into the future is a Regional study on Communications. Again this is a problem common to all prefectures and Island-wide in scope. This will follow the transportation study, and is laid out as part of the planning program that extends three months ahead.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
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ANNEX C

SUBJECT: Regional Plan for Labor Surveillance for period January-March 1948

1. A plan for carrying on the work of labor surveillance does not hinge so much on seasonal factors as it does on what is happening currently in the labor field and timetables ahead on important conciliations, meeting of demands, and drives on the part of labor fronts to achieve objectives.

a. Labor Relations. In the next three months, ciritical times are ahead as major decisions are to be made by the Japanese government on the level of wages, allowances and other considerations which make up the demands of unions in seeking better conditions. During this period, labor fronts will be exerting every effort to achieve their ends, and Military Government has a large job to maintain a close surveillance and insist that proper procedures are followed in labor relations matters.

b. Labor Education. With such a critical time ahead in labor relations, it is mandatory that best efforts are forthcoming on Labor educations. Military Government should accept and seek opportunities to forward education through (1) the attendance of meeting (2) the making of talks, formal and informal (3) promotion of reading rooms (4) gathering of labor material for reading rooms (5) encouraging the use of posters and other visual aids such as exhibits.

c. Growth and Devlopment of Labor Unions and Federations. Month by month there has been a steady growth in the self-organization of labor unions and federations. It is important that Military Government in the months ahead keep closely in touch with this growth, its character and the tendencies exhibited.

Also there have been a number of re-organizations within existing unions and federations. In some cases, influences that were unhealthy were removed from power--in others gains have been made by interests contrary to those of the Occupation. Military Government needs to be alert to keep abreast of these developments.

2. It is the policy of Region to work specifically on Island-wide phases of labor surveillance, and a major study is set up for the period covered by this three-month plan. A start was made several months ago on the level of wages that prevailed out among the Japanese--government employees, factory workers, servants, etc. Very large differences were found to exist between prefectures, and even within a single industry-- iles--within Ehime prefecture. Therefore, Region proposes to undertake a systematic job of wage inquiry covering all four prefectures and sampling as adequately as possible the various types of employment which will reflect the situation as a whole.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX D

SUBJECT: Objectives of Legal Government Sections Throughout the Region for Period January-March 1948.

References:

National & Local Laws:
a. The Constitution of Japan
b. The Local Autonomy Law
c. Ltr this Hq 24 Dec 47, subj: Conference Tokyo
d. SCAPINS 756, 777, 1218, 1740: Exercise of Civil and Criminal Jurisdic tion (and amendments)

Military Provost Courts:
e. OD 29 of 11 Mar 46, subj: Establishment of Military Occupation Provost Courts (as subsequently modified by)
OD 29/4 of 18 Aug 47
OD 29/5 of 15 Oct 47
OD 29/6 of 6 Dec 47
f. Ltr this Hq 18 Nov 47, subj: Provost Courts

Purge:
g. SCAPIN 550 Removal & Exclusion of Undesirable Personnel from Public Office
h. SCAPIN 548 - Abolition of Certain Political Parties
i. OD 25 of 7 Mar 47, subj: Administration of the Purge of Japanese Officials (as sextended by) OD 25/1 of
OD 25/1 of 8 Dec 47

Elections:
j. OD 22 of 1 Mar 47, subj: Local Elections

1. Team Legal Government Officers will make an estimate of the situation existing in their Prefecture with reference to:

a. Activities of local authorities in connection with the Local Autonomy Law and Local Government administration. Adminstration of courts, activities of judges and political parties.

b. The administration of the purge.
c. Police efforts to eliminate large-scale blackmarket activities.

2. It is recommended that special emphasis be placed upon the activities detailed hereunder in the order set out.

a. Local Autonomy. What is the present organization of Japanese

Government in Prefecture, Gun, and City? Are the local elected bodies functioning democratically? Have the elcted officials the confidence of the people? How are key personnel selected? Are they the best qualified? What is being done to improve the quality of public service? Vide Reference c. above: Is the amendment referred to therein effectively promulgated to the people? Press or other forms of publicity will be needed to get this over. Are the Central Government agencies usurping the functions of the local elected bodies? If these agencies are encroaching on the field of the local organizations or otherwise failing to execute their proper role they should be eliminated, as inimical to the development of a healthy local democracy.

By 31 March 1948 the legal government officer should know the capabilities of the principal Prefectural officials, the Mayors of the principal cities, the judged, procurators and police chiefs. Action by Japanese should be initiated by that time to effect the removal of any officials who have proved incapable of performing their duties or who are guilty of any illegal activities. The goal is a Japanese officialdom which is capable of carrying on in conformity with democratic principles, without Occupation Force assistance or guidance.

b. Blackmarket Control. Legal Government Officers should confer with Japanese police authorities to effect tightening of blackmarket controls. Since it cannot be doubted that many leading officials are involved with gangster blackmarketeers, strong Military Government support of Japanese police efforts to suppress this commerce should be rendered. Immediate a arrest and firm punishment of these "bosses" should be made to disrupt the organized illegal procuring of critical commodities. Maximum publicity sh should be given to Military Government's determination to back the Japanese authorities to the hilt in their campaign against these elements. Where any of the latter are apprehended close surveillance by teams is essential to insure that the investigation is sufficiently complete to obtain conviction and hard sentence. Following conviction full publicity should be given the case. Shikoku being a predominantly agrarian area there is considerable illegal traffic of foodstuffs between the Island and the densely populated Kansai area of Honshu. Special efforts should be exerted to control this traffic by giving close cooperation to the Japanese police. Legal Government Officers should follow-up any significant clues offered by CCE intercepts or British Field Security Reports that might assist in the detection arrest of blackmarketeers.

It is recognized that a large proportion of the organized large-scale blackmarketing of critical commodities is carried on by Koreans and other non-Japanese nationals. In view of the present timidity of the Japanese police in relation to these elements Legal Government Officers should so encourage the police officials with assurances of full SCAP backing as to restore the initiative to the law-enforcing organs.

By 31 March 1948 the current drive to have fresh vegetables and fish distributed through the proper channels should be brought to a successful conclusion. This can be accomplsihed only by intensified police and governmental official surveillance, guidance, education and stimulation on

the part of Legal Government Officers. Co-ordination with the Economics and CI&E officers is necessary.

c. Court Administration. Are the courts conducted efficiently? Are there enough judged and procurators to expedite the business of the courts? Feudal sanctions in the past were a deterrent to litigation by the common people. Under the new constitution and revised laws far wider opportunity for redress of injury through due process of law is offered, but are people sufficiently aware of their rights to take advantage of this? Are defense attorneys thoroughly acquainted with new laws? To make a proper survey of the foregoing and give advice where it is needed or sought, frequent attendance by Legal Government Officers at Japanese court proceedings is recommended. Additionally Japanese court officials and ordinary citizens should be encouraged to attend Occupation Provost Court proceedings whenever held in the Prefecture to acquaint them with our mode of democratic court procedure. (See Reference f. above).

By 31 March 1948 Japanese police and Japanese courts should function in an orderly democratic process under the new Constitution. Police and court personnel should be thoroughly familiar with the new procedure so that the Japanese citizen, male or female, receives complete protection under the law in all matters concerning the police and the courts. Co-ordination with CI&E Officers to inform the citizen of his/her rights is essential.

d. Political Parties: Keep all political organs under close surveillance. Changes in leadership, growth or decline in membership, state of organization funds, should be reported. Do the local branches of national parties take their directions from Tokyo or Osaka or have they considerable local independence in determination of platform and tactics? Political trends over the period should be gauged and local reaction to important national plitical crises or events observed and reported.

e. New Legislation. Legal Government Officers should keep abreast of current Japanese Government legislation as published in the official Gazette. Summaries of new laws published in Government News will offer a useful lead.

f. Purge. Coinciding with the virtual completion of the purge, keep close surveillance of the administration of the purge, with particular attention to violations of the injunctions by purgees (Reference i. above). A list of the purgees should be maintained in each Legal Government Section Office, and a check made on purgees to determine they are not violating the purge.

g. Local Government Elections. In addition to the general degree of supervision required by paragraph 2a above, Legal Government Officers will observe and report on such local government elections as are held from time to time within their area of responsibility. (Reference j. above).

ANNEX D (continued)

h. Education and Publicity. Close contact must be maintained with the CI&E Officer to ascertain material that he has that concerns Legal Government. Proper publicity must be obtained covering the activities in Paragraph 2, sub-paras a to f, above. Intelligent releases of material that will inform the Japanese of their rights under the Constitution and in relation to police and courts must be made. The police and court officials must be education to operate under the new procedures that have arisen due to the new constitution.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX E

SUBJECT: Plan for Public Health Section for period January-March 1948

In planning the public health programs for the coming three months, particular attention should be paid to Section VI of the Eighth Army letter of 9 December 1947, entitled "Priority of Military Government Activities".

Plans and programs should be carried through for the consummation of the typhoid, typhus, diphtheria, smallpox and BCG immunizations and for the efficient operation of insect and rodent control as detailed in current directives amd recent conferences. Since national laws ordering reorganization and improvement of prefectural health sections and health centers are now effective, this work should be vigorously pushed, giving detailed help and remembering at all times that this is a long-range program which will be the basis for all future public health work in the country. Similarly, the reorganization of the medical associations should be reviewed to insure that the spirit of the new organization is recognized and carried through. Since the old medicine distributing companies are to become inactive during January, careful attention must be paid to the new medicine distribution system so that equitable and rapid delivery of critical medicines will be accomplished.

The preceding paragraph gives only the bare outlines of points which must be stressed. It must not be taken as a limit to the work to be accomplished nor the only subjects in which to maintain an interest. The whole broad range of public health should be covered, with a view to raising the technical standards and prestige of workers in this field.

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SHIKOKU MILITARY GOVERNMENT REGION
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ANNEX F

SUBJECT: Plan for Welfare Activities on Shikoku for period January-March 1948.

References:

OD No. 9-1947, Public Welfare
Japanese Law No. 17
Daily Life Security Law
Imperial Ordinance No. 438 (20 Sep 46)
SCAPIN 775, Public Assistance.
OD No. 3, 1947, Inspection on Institutions.

1. Administrative Review. This should receive priority during the month of January. It is necessary that the Military Government Officer work very closely with the prefectural Welfare chief in making reviews. The policy of using Japanese case workers is to be encouraged but conferences should be held with them frequently to assure that they completely understand what to do and what information is desired. There is a definite lack of administrative procedures in Japanese Welfare Offices from prefecture down to Town and Village. The prefectural Welfare chief should be informed of all deficiencies noted so pressure can be put on lower units through Japanese Channels. On the basis of reviews conducted during December and January a program of positive action can be put into practice. Rechecks even brief will determine if deficiencies are being corrected and which officials are definitely not producing results. The long-range objective of Administrative review should result in improvement to the point where Japanese Officials will be functioning efficiently.

2. Child Welfare. The New Child Welfare Law has not been received but planning for its operation can be done to advantage. Region is compiling background and informational material to be distributed to all teams. Previous surveys have shown that Minsei-iin in general are not of the calibre required for Welfare Officials. Special conferences and training devoted to their new duties in connection with the Child Welfare Law will be very beneficial. Child welfare presents many problems which require more thorough understanding on the part of Welfare Officials. Mentally handicapped children cannot be cared for just as orphans or runaways. A good positive program will aid in combating Juvenile delinquency one of the biggest problems in Japan at the present time. Outlines and plans for Minsei-iin training to put into effect immediately after elections should receive special attention during March. Plans should be made immediately for setting up a child station or center in each prefecture for placement, consultation, health examinations, guidance and other services.

3. Disaster Plans. Disaster plans should be kept current at all times. The best of plans in the prefectural office will not be effective if the planning has not been passed down to local levels. The equipment to be used

in case of fires, etc., should be periodically checked by Welfare Officials. Any changes in location and quantity of emergency relief supplies should be given prefecture wide publicity. The necessity for the Military Government Welfare Officer to be familiar with the Japanese Prefectural plan and for the Japanese Officials to know exactly what part Military Government will take in case of disaster cannot be over emphasized. Welfare Officials will find that close cooperation with CI&E in disseminating information will be very beneficial. All prefectures should be ready for a practice disaster immediately after the Region Welfare conference in February.

4. Inspection of Institutions. All inspections should be systematic and thorough based on complete check list forms. The fact that the greater amount of assistance given is through outdoor relief should not cause insitutions to be neglected. Private institutions should give the best care due to more private contributions and better trained staffs. The fact that the cost to the Government per inmate is generally higher in private insitutions should be given careful surveillance. The danger of private institutions becoming profitable businesses should be kept in mind. Penal institutions should be carefully checked for possible improvements - methods of rehabilitation - segregation of Juveniles, etc. A program of providing proper reading matter for inmates shouldlbe initiated with the cooperation of CI&E officers. The new child welfare law will provide for special childrens' institutions.

5. Welfare Administration. Working toward the improvement of administrative techniques in Japanese Welfare Office requires constant effort. The fact that so many officials are ignorant of record keeping, budgeting and objective case handling is the biggest obstacle to be overcome if the Japanese are to take over more and more Welfare Work. The training and responsibilities should be definitely understood from the top down. A prefectural Official who does the work for local offices is neglecting the prefecture as a whole. Every opportunity should be fully exploited to stress the necessity for better officials in the field of Welfare. The Military Government Welfare Officer should use his position and prestige to impress upon Governors and Mayors the necessity for appointing better administrators. Conferences held by Japanese prefectural welfare chiefs to train and instruct subordinates should be encouraged and supported by Military Government. An SOP worked out with the aid of the prefectural Welfare chief applicable to local welfare offices will aid in efficient operation and standardizing of Welfare adminstration throughout the prefecture.

6. Organization and Functioning of Military Government Welfare Sections. Close cooperation between Welfare Sections in all teams on Island wide problems and activities should be constantly improved. By the end of January all welfare offices should be set up for efficient office procedure. Region has planned a conference at Takamatsu the first week in February to cover the following subjects: Adminstrative Review, New Child Welfare Law, Disaster plans and exercises, Minsei-iin training, and priorities and plans.

ANNEX F (continued)

Any special problems, results of surveys, comments and suggestions on any matters concerning welfare should be compiled by all teams for presentation at this conference. The practice of disseminating informations between teams and Region for aid of others makes for better understanding and working together. A schedule of visitsto teams by the Region Welfare Officer has been prepared for the period 1 January to 31 March.

HEADQUARTERS
SHIKOKU MILITARY GOVERNMENT REGION
APO 1050

ANNEX G

New Year Statement to the Press of Shikoku by the Commanding Officer, Shikoku Military Government Region — 27 December 1947

During the past two years, the Japanese people have undertaken great changes in their government in order to carry out their acceptance of the terms of the Potsdam Declaration. Since coming to Shikoku some four months ago, I have been greatly pleased at the progress I have seen, and during 1948 I know I shall see even more progress made.

During 1948, I should like to see the people of Shikoku get a good idea of what is going on in Japan and in Shikoku. Second, I should like to see the beginning of a real abandonment of the feudal idea which is so strong on Shikoku. This applies particulary to the women of Shikoku. I should like to see them understand and exercise their rights and duties in a democratic society, and I should like to see the men understand how necessary this is. Third, I should like to see all organizations of Shikoku--youth associations, labor unions, women's organizations, etc.--get a good working knowledge of how a true democratic organization works. Fourth, I should like to know that the people of Shikoku know and understand their Constitution. Fifth, I should like to see a great improvement in education on Shikoku. I should like to know that every school teacher and every school official understands a democratic educational system and cooperates to achieve it. Sixth, I should like to see the establishment of a Shikoku University. Seventh, I should like to know that farmers, workers, manufacturers, merchants, and all other citizens are cooperating to help the food situation, to help increase the production which Japan needs so badly, and to help stabilize the economy. Eighth, I should like to see a continuation of the fine Public Health work which has been done in Shikoku. Ninth, I should like to see the sponsoring of a wide-spread Public Welfare program throughout Shikoku. And Tenth, I should like to see a healthy spirit of cooperation among the people and insitutions of the four prefectures to help achieve all the above things.

Please remember that the Occupation Forces are in Japan to help the Japanese people. Military Government is here to help the Japanese people achieve a democratic society. Speaking for myself, it has been a great pleasure for me to work in Shikoku and I should like to say that I think that the coming year will be one of the greatest experiences of my life because I believe that 1948 will see the growth of the roots of real democracy in Shikoku.

Shinnen O-medetoo Gozaimasu !

F 105 F

FMK/hs

HEADQUARTERS
Shikoku Military Government Region
CI&E Section

29 December 1947

MEMORANDUM TO THE SMGO:

Subject: Objectives of CI&E for January-March 1948

Reference is made to:

a. O.D. No. 19, 26 Feb 47, subj: "Civil Education Program"
b. O.D. No. 57, 16 Aug 47, subj: "Civil Information Activities"
c. Check List for Regional CI&E (Unofficially issued by HQ, 8th Army)
d. Check List for Military Government Team CI&E Activities (Unofficially issued by Hq, 8th Army)
e. Ltr., Hq, 8th Army, dtd. 9 Dec. 47, subj: "Priority of Military Government Activities"
f. Section V to Reference e, above.

Although Reference e and f, above, will, in the course of 1948, be adhered to, it wll be necessary during January-March 1948 to depart somewhat from the priority list of Reference f, above. This is because the needs of Shikoku CI&E are such that alteration is necessary. For example, in the priority list, Civil Information is fourth, coming after the three priorities of Education, but Shikoku's immediate priorities are the establishment of team information systems and programs and the necessity for proper administrative organization of individual team CI&E setups. These points should be borne in mind while reading the following. In short, the following forecast of activities for this period is by no means indicative of a long-range plan. It is a short-range plan necessitated by the inadequacies of Shikoku CI&E development, lack of provision for which would mean ultimate breakdown of any long-range plans based on the Eighth Army priority list.

One other most important point to bear in mind while reading what follows is that it is the belief of this Section that the single most important thing to accomplish in order to achieve Japanese democracy is the teaching to the Japanese people what might be called, "Techniques of Democracy." It is the long-range objective of this Section, therefore, to teach every member of every organization on Shikoku how to run a democratic organization. In other words, if activities were restricted to only one thing, this Section would choose the teaching of the "Techniques of Democracy" and would drop all others. And it would teach these techniques in such a way that a cumulative effect would be inevitable, i.e., it would pick potential leaders, especially among youth, would train these leaders, and would thus try for a sort of downhill-rolling snowball of the practices of democracy.

1. Information--Although starts toward setting up information systems have been made by Region and teams, Shikoku information programs and systems as well as working with and through the Japanese on information is still far from adequate. Information, then, is still the largest, and at present, the most important of all objectives. It is emphasized again that the thread of information runs through all Military Government activities and that without adequate, carefully planned information and the ability to use all media according to need, other programs cannot succeed. (Team CI&E sections will be encouraged to make known to all other team sections that an information system is available for use by all sections and not just by CI&E sections. This should be used with care, however, because newspaper space and radio time, for example, are limited.) As far as as Shikoku is immediately concerned, therefore, the information program is the most important of present positive programs and the one which will receive the most emphasis by Region CI&E--especially in its efforts to coordinate team CI&E functions.

Within the next three months, all teams and Region should have a fully-developed, carefully planned, and efficiently controlled information system and information program which will include press releases, radio releases, occasional Railway Broadcast releases, coordination and dissemination of information of all Military Government functions, research, analysis of, and reporting on the principal media of information (the first six to fifteen items listed in O.D. 57), complete knowledge and mastery by CI&E officers of all media of information, publication and dissemination of pamphlets on education, democratic organizations, women's activities, committees, etc., and most important of all, gradually stimulating the Japanese--by encouragement, advice, nudging, and precept--to put out their own information and to continue to do so. (This latter has been done very little on Shikoku. What has been done has been good but entirely insufficient and uncoordinated. The emphasis to be given will be such as can be expressed in the question, "What positive traces would be left in Shikoku if the Occupation were to end on 1 May 1948.")

2. Team CI&E Organization--This is mainly an administrative heading but almost as important as the information heading because without adequate administration, all positive programs run the risk of ultimate collapse from lack of efficient control and coordination. This has been a particular weakness of Shikoku CI&E setups. Definite measures have been taken to correct this weakness and more will be taken. By April 1948, it is believed that every CI&E setup on Shikoku will be at least satisfactory. Region will continue to give teams definite help by visits, by supplying certain essential items, and by advice and assistance on what constitutes an adequate CI&E setup. Emphasis will be on the establishment of setups so efficient that CI&E officers are freed from routine problems of administration and can devote the majority of their efforts to positive

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work. This program will include file organization, getting all necessary materials in team files (A considerable amount of necessary material seems to be missing from team CI&E files.), efficient systems for distribution of books, magazines, posters, etc., duty breakdowns, proper staff procedure, recording of telephone calls, interviews, etc., log-books, and most important, planning and review of activities.

3. Education--There will be four main things worked on in education during this period:

a. Improving the quality of school inspections and reporting thereof (OD 92, 1946).

b. Maintaining surveillance over and encouraging and assisting in the reorganization and decentralization of the school system (OD 19, 1947). Emphasis will be given to assisting in the decentralization of the school system. This is an extremely difficult and troublesome problem and CI&E officers may have to sacrifice other educational activity to this important step in school system reorganization. Decentralization should come to a head around March after the Diet passes the School Administration Law.

c. The starting of a planned program to stimulate a beginning of Adult Education on Shikoku. At the least, starts should be made in the four principal cities, even if only one or two Adult Education classes are formed in each of these cities.

d. The starting of a planned program to stimulate the Japanese to start planned programs for in-service training of teachers.

4. Women's Affairs--This heading is equal in importance with those of paragraphs 1, 2, and 3, above. A drive will be made to start a healthy, democratic women's movement on Shikoku with particular emphasis on organizational setups along democratic lines. The meetings with selected women's organizations, started in December, will be completed, and using results of these meetings as well as results of the Women's Organizations Survey now in process, three-day meetings will be held in each prefecture of representatives of all women's organizations. Emphasis will be given to correcting the most obvious defects of women's organizations. For example, the principal defects are: men as officers, large organizations with small periodic attendance, almost complete lack of knowledge of how a democratic organization functions, officers who have held office for more than one or two years, organizations having only one or two meetings a year, and continuation of the old Fujinkai concepts, especially the organization of an association along geographic lines. Encouragement will also be given to organizations of women other than housewives--business and professional groups.

In addition to and concomitant with the above, the organization of Girl Scout troops and the training of Girl Scout leaders will be encouraged. It is believed that by May there will be troops in each prefecture and that these troops will have been organized in the proper way with adequate and responsible sponsors (women's organizations).

5. Organizations--Whenever possible, CI&E officers will be encouraged to work toward a preliminary goal of teaching organization leaders the "Techniques of Democracy." This will require very careful planning and spreading of time and activity to ensure achievement of the goal of spreading the work through leaders. By April, a definite plan should have been formed and at least a good start made with this project. Generous use should be made of informational agencies and materials--especially the pamphlet, "Democratic Organizations"--to implement the project. Ultimately, this will be one of the most important of Military Government activities.

6. Statistical and Background Information on Education and Information--By April, all teams and Region should have complete, orderly, and up-to-date statistics on everything relating to information and education in respective areas. Each CI&E officer should have a good general grasp of such information as well as detailed information filed and charted. Information will include number of schools in prefecture, number of teachers, pupils, secondary schools, primary schools, PTA's, Citizens' Public Halls, libraries, newspapers and their circulation and effectiveness, etc. In short, the CI&E officer should be the best-informed man in the prefecture and should have a general grasp of all Occupation functions and a complete grasp of all CI&E functions.

7. Material Dissemination to Teams and By Teams--Region will continue to make poster exhibits and, using the system already in effect, will distribute them. More emphasis, however, will be given to adequate team usage of exhibits and other materials. Efforts will be continued to procure more books and magazines for CI&E Reading Rooms. More pamphlets will be printed and distributed. (See paragraph 8, below.)

8. All-Shikoku Cooperative Projects--This idea, which has had an excellent start, will be continued. By April, two more prefectures will probably have contributed to the effort to get material of value printed and disseminated to all prefectures. The next three or four printing projects will probably be: pamphlet on youth organizations, a BTA constitution, a pamphlet on committees, and something on parliamentary procedure.

9. CI&E Reading Rooms--CI&E Reading Rooms are still very inadequate. This situation will definitely be remedied by nudging the Japanese to provide adequate space. The most difficult problem, however, is still the lack of a steady flow of materials with which to stock the rooms. This

problem inheres in Shikoku's remoteness from American Occupation troops and the consequent dearth of American books and magazines. Region will continue to ask for Stateside materials through Eighth Army.

10. CI&E Library--A CI&E Library (SCAP) will probably be established in Takamatsu during this period. Region and Kagawa Team will help in every way possible to make it a success. Preliminary work with Japanese officials will be started in January by Region and Kagawa CI&E officers.

11. Shikoku University--A planned effort, by means of publicity and conference, will be made to get the hitherto disagreeing interested parties to reach some sort of agreement and plan for a university on Shikoku. Region has invited Mr. McGrail of SCAP CI&E to Shikoku to help solve the problem, and Region, with team help, intends to have good groundwork ready for him so that at least a unified plan can be submitted to the Monbusho by the Japanese.

12. Field Trips--Field trips of Region CI&E officers will be increased. They should be about 30-50% of these officers' time. The main emphasis for these trips will be to help consolidate all other phases of this three-month plan, but efforts will also be made to get an overall picture of Shikoku education and information by direct and indirect observation. These trips will include those made by the Region CI&E Women's Affairs Officer. (See above, paragraph 4.)

13. Arts and Monuments--Arts and Monuments work will be continued much the same as in the past, but emphasis will be put on recent SCAP request for information. Another general report on the condition of historic sites and art objects on Shikoku may be prepared if the situation warrants it.

14. Operation with Japanese Officials--Teams will be encouraged to know and work with all Japanese personnel who in any way affect CI&E work. Regular conferences should be had with prefectural education officials, with newspaper men, with radio men, with prefectural Arts and Monuments men, with women leaders, and with any other local Japanese who can in any way help the program. By May, all such personnel should have been contacted, oriented on objectives, and put to work. Encouragement of these people and the agencies they represent to make periodic and special reports will also be suggested.

15. Reports--In line with new policy(OD 71, 1947), Region will try to furnish guidance and assistance in the reporting of monthly operations. Keynotes of this guidance will be brevity (an ideal of two pages for Annex E) and outlining of those activities and trends which are really significant to higher headquarters in its appraisal of problems, activities,

and trends which point toward the achievement of the long-range objectives of the Occupation. There will also be stimulation of special reporting when such reporting is necessary, and clear-cut distinctions between recurrent and special reports will be pointed out.

16. Screening of Teachers--Attention will be directed to the problem of the screening of teachers during this period. CI&E officers will be encouraged to establish liaison with local screening boards and to request periodic reports on the screening situation in their prefectures. In addition, each CI&E officer should know the background and facts of screening in his prefecture since screening started. In this connection, all pertinent American and Japanese directives should be carefully studied.

17. General--There will be constant emphasis on broadening of the CI&E concept. Because of lack of personnel, carefully planned spreading of activities, the hiring of competent Japanese, and adherence to the ultimate objectives of the Occupation will continually be emphasized and encouraged. Emphasis will be away from negative and toward positive work. While CI&E officers should not disregard certain phases of the Occupation, plans and activities should always be mainly positive. Perhaps the most important single concept which will be stressed--and this is a technique rather than a course of action--is the idea that the ultimate objective of all plans is to have the Japanese themselves plan, develop, and execute all these programs. This idea, like the information idea, will thread through all the above-outlined plans and will be the real, and perhaps only, criterion of the value of Military Government work in Japan.

FRED N. KERLINGER
CI&E Officer

CHECK LIST
MIL GOVT TEAM CI&E ACTIVITIES
(unofficial - for information only)

Dec 47

NOTE: This check list will only be as valuable as <u>you</u> make it. Some items are simple "yes" or "no" in nature, but others are designed to direct attention to areas of activity. In the latter case, the CI&E officer is invited to ask himself more detailed questions: define the areas, problems, activities clearly; formulate definite plans of action to meet existing situations.

1. Information programs.

a. What percentage of your time is devoted to your civil information program?

b. Do civil information programs which have been initiated in public health, land reform, rice collections, the new constitution, and various other fields give active assistance to other military government sections' activities?

c. Do you maintain a file of information materials?

d. Do you indoctrinate and encourage the Japanese media and organizations in the importance and responsibility of preparing and disseminating civil information?

e. Do the attitudes of local Japanese officials tend to promote or to retard dissemination of available information?

f. How many Japanese organizations have been formed which further the objectives of the occupation?

g. What civil information activities do these groups have?

2. Information media.

a. What steps have you taken to assist and encourage the Japanese media agencies to seek information problems, recognize them, and plan suitable corrective activities?

b. What is the relative effectiveness of various information media in disseminating information to specific population segments? (e.g., farmers, parents, factory workers, etc.)

c. In contacts with local publishers, reporters, radio station directors, etc., is cooperation apparently eager or reluctant?

d. Do you keep a file of clippings of pertinent news items from local publications?

e. Are you making maximum use of available educational films?

f. Are films integrated with your planned information programs?

3. C.I & E Reading Room.

a. Is it in a desirable location? Are hours convenient for visitors?

b. How many books and magazines are available?

c. Are posters, charts, etc., for specific information programs displayed at the CI&E reading room?

d. How has the reading room been publicized?

e. Who administers the reading room?

f. What is the average daily attendance at your reading room?

4. Civil Education Program.

a. What have you done to encourage and assist the Japanese in each of the educational projects outlined in par 2, OD 19, '47.

b. What handicaps are being met in carrying out these projects?

c. What phases or techniques have been especially successful?

d. Which of the projects outlined in par 3, OD 19, '47 are already under way? When will others be initiated?

e. Among members of self-styled "democratic" organizations, what percent do you estimate have received education and practice in democratic self-government?

f. How many women's organizations now have education programs? How many no longer rely upon men advisors?

5. Prefectural Education Officials.

a. Are they capable and professionally qualified? If not, what action have you taken to get qualified officials appointed?

b. Are they cooperative?

c. Do they recognize, and acquaint you with, professional problems arising?

d. Are they working toward a real democratization?

e. Are regular conferences scheduled at your office?

f. Are Mombusho directives promptly distributed to schools?

6. Teacher Screening.

a. Is the screening committee effective and conscientious?

b. What liaison do you maintain with the committee?

c. Do you keep a file of their regular reports?

d. Do you maintain a name record of all purged teachers?

e. How many unacceptable teachers continue to "ride the pay-roll" while appealing their cases?

f. What is the average time interval for final decisions on appealed cases?

7. School Inspections.

a. On the average, how many of the school inspections required are made by the CI&E officer? Who makes the others?

b. What is the average time spent in a school?

c. Are inspections spread over the entire prefecture?

d. What types of school are most frequently inspected?

e. What techniques and methods of inspection do you prefer?

f. Do you have suggestions or recommendations for the improvement of school inspections?

g. What are the major problems revealed by school inspections?

h. Which of the new textbooks have been supplied to schools?

i. What difficulties are faced in the new 7th year of the 6-3-3 plan this year?

j. Has long-range planning begun for the 8th year in 1948? For the 9th in 1949?

k. What percentage of the 7th year students are being taught in newly established 7th year classes? Where are the other 7th year students in school?

l. How many students who should be in the 7th year now, under the new education law, are not attending any school?

m. What is your general impression of teachers' and principals' attitudes in the prefecture?

n. What is your impression of teachers' unions, associations, or other professional organizations, as they exist?

o. What student organizations exist? What are their activities?

p. How can you help the schools do a better job?

8. CI&E Personnel

a. Have the duties of each staff member been clearly defined?

b. Are periodic staff conferences held?

c. Do you encourage the staff to analyze their weak points, and assist them with "self-help" or "in-service" training programs?

d. What means are used to secure and retain adequate, qualified Japanese employees?

9. Files.

a. Do you maintain a suspense file for reports?

b. Is your policy file set up according to subject so that all material on policy of any one subject is readily accessible?

c. Do you keep a record of significant telephone calls and interviews?

d. Are your correspondence files up-to-date?

e. Do you make weekly schedules? Monthly plans?

10. Are charts, maps, and visual aids posted to show:

a. Location and types of schools?
b. Inspected schools?
c. Areas covered by information media?
d. Actively democratic organizations?

Shikoku Military Goverment
Headquarters and Headquarters Det. APO317

F105

EPS/kd

25 November 1947

NOTES ON REGION OPERATION

I. Region Mission:
To carry out objectives of occupation.

II. Region Policy:
1. To carry out policy established by SCAP and implemented by Eighth Army directives.
2. In its application to Shikoku Region, be guided by policies outlined by the Commanding Officer.

III. Region Responsibility:
Region Responsibility is defined in annex 6, AMM. O. No. 20, Headquarters Eighth Army, paragraph 8a (2) of which reads:

"Region Commanders will:
a. Perform surveillance missions on the regional level of the Japanese Government.
b. Coordinate the operations of the prefectural teams in their respective regions.
c. Provide an administrative office to handle the affairs of the prefectural teams in their respective regions".

IV. Situation:
1. Strive to know status of Shikoku Region is each phase of activity.
2. Endeavor to keep current our estimate of the Shikoku situation.
a. Keep up to date on the "Field Picture".
b. Determine where emphasis is needed.
c. Appraise needs to insure fulfillment of our mission.

V. Plans:
1. Proper planning is indispensable to timely accomplishments.
2. Plan ahead by preparing in advance monthly schedules for future action. Otherwise, we may become subservient to the day to day demands which may be of lesser importance and divert us from accomplishing a more important objective.
3. Integrate and coordinate plans with interested sections and with teams.
4. Plans should recognize emphasis being given to certain activities by higher Headquarters but due recognition of local needs should not be overlooked.

VI. Region Operation:

1. General Procedure:

a. Organization and functions of operational sections to be based upon Eighth Army chart.(see ltr HQ Eighth Army, file AG 300.1 (MG-X), 24 June 47)

b. Commanding Officer responsible for all policy decisions.

c. Keep the Commanding Officer advised at all times concerning matters of importance.

d. Executive and section chiefs responsible for carrying out region responsibility only.

e. Team Commanders will have full responsibility for all activities pertaining to their respective areas. In all matters within their areas, they are to be regarded as the personal representatives of General Mac Arthur.

f. Follow chain of command.

G. Region will not take any action which will infringe upon or violate in any way the team commanders responsibility.

h. Normally, all communication with the team will be through the team commander. Direct communication between an operational section at region and the corresponding section at team will be confined to routine technical matters.

I. Region will not issue orders to the Japanese, either at regional or prefectural level, unless specifically directed to do so by higher headquarters.

J. Keep mindful at all times that the Japanese Government has the primary responsibility for administering their affairs within the policies established by SCAP. The Japanese people and their officials must be kept cognizant at all times of their responsibility for carrying out the principles to the new constitution and for abiding by existing Japanese laws.

k. Avoid being maneuvered into position of interpreting directives issued to the Japanese Government.

l. Confine efforts to such functions as encouragement, stimulation, surveillance, observation and reporting.

m. Be especially cautious in the matter of publicity and public utterances. This applies to dependents as well as personnel on duty. Avoid participation in instances where mere presence might be used for ulterior purposes or place occupation force personnel in a compromising position. Avoid being quoted. Invite the Japanese to extend the courtesy of showing you all news releases involving occupation force activities or personnel before being published.

2. Section Procedure:

a. Study all pertinent directives.

b. Maintain and furnish teams with up to date lists of references to pertinent directives.

c. Maintain up to date standard operating procedures(brief outlines setting forth duties to be performed)

d. Maintain journal of section activities.

e. Prepare and submit to commanding officer or executive officer drafts of matters of operational interest to the Teams for inclusion in weekly information bulletin.

f. Maintain record of matters to be included on the agenda for monthly Team Commanders meeting.

g. Maintain record of matters to be included on the agenda for weekly meeting with CIC, Field Security and BCOF Liaison Officer.

h. Visit teams periodically to keep abreast with "field picture".

i. Study reports submitted by teams as basis for region activity.

j. Insure timely forwarding of reports to higher headquarters.

K. Assume responsibility for "action items" referred direct to sections. Take initiative to insure timely action. Clear thru Commanding Officer or Executive. Do all possible to assist, encourage and stimulate activities of teams.

VII. Reports:

1. General.

a. Insure submission of reports on time.

b. Coordinate with reports Control Section.

c. Exert every effort to improve quality and insure accuracy of reports.

d. Use graphs and statistics to advantage.

e. Report only material which can be used by or will be of interest to higher echelons.

f. Give an objective evaluation and criticism of activities.

g. State problems clearly, citing local efforts to solve. Request assistance if desired.

h. Avoid too much emphasis on incidental matters.

i. Organize reports according to various phases of each activity.

2. Region Monthly Activities Report:

a. Endeavor to give overall island appraisal throughout annexes.

b. Brief narrative basic letter to summarize major significant activities from an island standpoint.

ELWOOD F. SAXER
Major Inf
Executive Officer

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HEADQUARTERS
Shikoku Military Government Region
CI&E Section

22 November 1947

MEMORANDUM TO THE SMGO:

SUBJECT: Objectives of CI&E Women's Affairs Program for Shikoku - December 1947 - February 1948

The tentative objectives of the Shikoku Military Government Region CI&E Section Administrative Assistant for the period December 1947 - February 1948 are as follows:

a. During the week 7 - 13 December, Kagawa Prefecture.
A meeting will be held with a women's association in Takamatsu. Stress will be laid on democratic organizations in all meetings with women's associations. The pamphlet, "Democratic Organizations," will be distributed. Another meeting will be held with the officers of the associations. Specific help will be offered in program planning. A suggested activity for community service for the women's association will be the sponsoring of a Girl Scout troop. Mention will be made in speaking to the group as a whole, with concrete help given to the officers.

b. During the week 14 - 20 December, Kochi Prefecture.
Activity will be similar to that in Takamatsu during the previous week. If the women's association met with wants to sponsor Girl Scouting, a meeting will be held with a Troop Committee of women from the association. The Troop Committee will work directly with the leaders of the Girl Scouts and be the link between the troop and the sponsoring body.

c. During the week 21 - 27 December, Kagawa Prefecture.
A meeting will be held with the Troop Committee of the Takamatsu Women's Association.

d. 1 January 1948. Upon receipt of survey reports on women's organizations due at this headquarters 1 January 1948, information will be consolidated and more extensive plans made.

e. During the week 4 - 10 January, Ehime Prefecture.
Activity similar to that carried on in Kochi will be conducted in Matsuyama.

f. During the week 11 - 17 January, Tokushima Prefecture.
Similar activity will be carried on in Muya. (Considerable work has already been done in Tokushima City).

g. During the month of February.

1. A two-day meeting will be held in each prefecture of representatives of all the women's association members in the prefecture. On the first day a meeting will be held with organization officers only, and on the second day a general meeting will

be held. This will make possible, during the second day, the use of some of the officers to illustrate points to be stressed. For example, a simple skit may be presented to illustrate how to make motions, vote on motions, etc. On the first day the women could be given parts already prepared by CIAE SIGR and could practice giving the skit. Then the skit could be given on the second day in the general meeting.

2. A training day for Girl Scout Troop Committees will be held in each prefecture. This meeting might be held on the day preceding the women's association meetings. Since these women should not be the same women that are officers, this group might meet the day after the general meeting. This would allow them to attend the two meetings without, perhaps, making two trips.

3. Training courses will be held for Girl Scout leaders. The places of meetings and the length of training will depend on the number of interested women and the towns and cities they represent.

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HEADQUARTERS
Shikoku Military Government Region
CI&E Section

FMK/hs

27 September 1947

MEMORANDUM TO THE SMGO:

SUBJECT: Objectives of CI&E for October-December 1947

The objectives of the Shikoku Military Government Region CI&E Section for the period October-December 1947 are as follows:

a. Relationship of Region CI&E and Team CI&E--The first and most immediate objective is to ensure that Region CI&E works on a regional level and not on a prefectural level. Occasionally it may seem as though Region CI&E is doing team work but this will only be because it will be necessary at times to work with individual Japanese and Japanese agencies. At such times, the main purpose and emphasis will always be on all-Shikoku Island CI&E work.

b. Statistics--Compile all Shikoku educational informational statistics for Region office and for distribution to teams.

c. Office Routine--This includes all Region CI&E house-keeping: file organization, getting all pertinent SCAPIN's, OD's, informational material, etc. properly classified, filed, and indexed and sending teams copies of file lists, systematizing of distribution of material to teams, correspondence and report SOP, duty breakdown or operational SOP, etc. Emphasis will be given to CI&E Officers also cleaning up their houses, helping them do so, and orienting them on proper reporting and correspondence practices.

d. Supply--Procuring all materials locally and from higher headquarters--operational and functional--necessary for efficient and positive CI&E work of Region and teams.

e. Material Dissemination to Teams--During this period, it is planned to set up a systematic, simple, and smooth-working material dissemination system. Materials will be posters--SCAP, 8th Army, and Shikoku Region--pamphlets, magazines, books, supplies, films, etc.

f. CI&E Reading Rooms--Encourage opening of CI&E Reading Rooms in each prefecture with advice and assistance on how to do it. The main obstacle is Shikoku's remoteness from American Occupational troops and the consequent dearth of American books and magazines. This may gradually be rectified by exploiting all Shikoku personnel and their material and getting discarded Special Service magazines, by getting magazines from other areas by personal request, and best of all, by a proposed channel from the States through 8th Army. Labor pamphlets, Land-Reform materials, posters, and USAFI books will also be loaned to Reading Rooms.

g. CI&E Library--To help in every way possible-materials, personnel, publicity--in getting the new proposed Shikoku CI&E Library (SCAP) established.

h. Field Trips--This will probably be 40% of the Region CI&E Officer's and the Region CI&E Administrative Assistant's activities. It will help consolidate all other objectives and will be two-phased: 1. Help by advice and suggestion team CI&E officers in their office routine and local liaison-files, directives, CIC Liaison, Japanese official liaison, etc. --and 2. Get an overall Shikoku picture of education and informational media by direct and indirect observation. These objectives will be implemented by CI&E officers' conferences probably to be held immediately after 8th Army holds its CI&E Regional Officers' Conferences.

i. Education--CI&E Officers will be encouraged to emphasize teacher education because this is the key to adquate future implementation of SCAP educational policy. More emphasis will be given to disseminating to teachers, by all media of information, materials to help them understand the new education and their place in the democratization of Japan.

j. Adult Education--This is equal to the above (i) and ties in closely with the information program. It is hoped that one or two projects such as at least one active adult education school in each prefecture may be encouraged by the end of the year. Also, Citizens' Public Halls and PTA 's will be encouraged.

k. Broadening of CI&E concept--Since many CI&E officers have in the past only worked with schools, suggestions will be thrown out to broaden their functions in line with existing policy. In this connection, constant emphasis will be laid on mastery of directives pertinent to CI&E and general occupational directives (CD 19, CD 57, SCAPIN 550, etc.), and not allowing office routine and school matters to obscure their perspective on long-range Occupational objectives.

l. Arts & Monuments--Region Arts and Monuments men will be utilized to the fullest extent, their reports standardized, and possibly a general report on the condition of historic sites on Shikoku will be prepared.

m. Women's Organizations--By series of conferences handled by Region CI&E Administrative Assistant and planned dissemination of materials, a start will be made in the education of the women of Shikoku. First emphasis will be on a breakdown of the old Fujinkai (geographically organized and too many men mixed up in it) and a beginning of the concept of how a democratic organization works.

n. Information--This is the single largest, and at present, the most important of all these objectives. Within the next three months, all teams and Region should have the beginning of an efficient information system which will include press releases, radio releases, stimulation--by encouragement and precept--of the Japanese to put out their own information, analysis of and reporting on (in accordance with CD 57) the principal media of press and radio, dissemination of pamphlets on labor, land-reform, education, democratic organizations, etc., and gradually stimulating Japanese agencies to do the same and continue to do so. One of the main concepts which will be stressed will be that the thread of information runs through all other activities and that without adequate, planned information and the ability to use all media according to need, other programs cannot succeed. The information program is, therefore, the most important of present positive programs and the one which will receive the most emphasis by Region CI&E.

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SHIKOKU MILITARY GOVERNMENT
HEADQUARTERS AND HEADQUAR-
TERS DET. APO 317

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23 September 1947

NOTES ON REGION OPERATIONS

I. Region mission:
To carry out objectives of occupation.

II. Region Policy:
1. To carry out policy established by SCAP and implemented by Eighth Army directives.
2. In its application to Shikoku Region, be guided by policies outlined by the Commanding Officer.

III. Region responsibility:
Responsibility of region is defined in annex 8, Adm. O. No. 20, Headquarters Eighth Army, paragraph 8a (2) of which reads:

"Region Commanders will:
a. Perform surveillance missions on the regional level of the Japanese Government.
b. Coordinate the operations of the prefectural teams in their respective regions.
c. Provide an administrative office to handle the affairs of the prefectural teams in their respective regions."

IV. Situation:
1. Strive to know status of Shikoku Region in each phase of activity.
2. Endeavor to keep current our estimate of the Shikoku situation.
a. Keep up to date on the "field picture".
b. Determine where emphasis is needed.
c. Appraise needs to insure fulfillment of our mission.

V. Plans:
1. Proper planning is indispensable to timely accomplishments.
2. Plan ahead by preparing in advance monthly schedules for future action. Otherwise, we may become subservient to the day to day demands which may be of lesser importance and divert us from accomplishing a more important objective.
3. Integrate and coordinate plans with interested sections and with teams.
4. Plans should recognize emphasis being given to certain activities by higher Headquarters but due recognition of local needs should not be overlooked.

VI. Region operation:
1. General procedure.
a. Organization and functions of operational sections to be based upon Eighth Army chart. (see ltr Hq Eighth Army, file AG 300.1 (MG-X), 24 June 47)
b. Commanding officer responsible for all policy decisions.
c. Keep the Commanding Officer advised at all times concerning matters of importance.
d. Executive and section chiefs responsible for carrying out region responsibility only.

e. Team Commanders will have full responsibility for all activities pertaining to their respective areas. In all matters with in their areas, they are to be regarded as the personal representatives of General MacArthur.
f. Follow chain of command.
g. Region will not take any action which will infringe upon or violate in any way the team commanders responsibility.
h. Normally, all communication with the team will be through the team commander. Direct communication between an operational section at region and the corresponding section at team will be confined to routine technical matters.
i. Region will not issue orders to the Japanese, either at regional or prefectural level, unless specifically directed to do so by higher headquarters.
j. Keep mindful at all times that the Japanese Government has the primary responsibility for administering their affairs within the policies established by SCAP. The Japanese people and their officials must be kept cognizant at all times of their responsibility for carrying out the principles to the new constitution and for abiding by existing Japanese laws.
k. Avoid being maneuvered into position of interpreting directives issued to the Japanese government.
l. Confine efforts to such functions as encouragement, stimulation, surveillance, observation and reporting.
m. Be especially cautious in the matter of publicity and public utterances. This applies to dependents as well as personnel on duty. Avoid participation in instances where mere presence might be used for ulterior purposes or place occupation force personnel in a compromising position. Avoid being quoted. Invite the Japanese to extend the courtesy of showing you all news releases involving occupation force activities or personnel before being published.

2. Section procedure.
a. Study all pertinent directives.
b. Maintain and furnish teams with up to date lists of references to pertinent directives.
c. Maintain up to date standard operating procedures (brief outlines setting forth duties to be performed).
d. Maintain journal of section activities.
e. Prepare and submit to commanding officer or executive officer drafts of matters of operational interest to the teams for inclusion in weekly information bulletin.
f. Maintain record of matters to be included on the agenda for monthly team commanders meeting.
g. Maintain record of matters to be included on the agenda for weekly meeting with CIC, Field Security and BCOF Liaison Officer.
h. Visit teams periodically to keep abreast with "field picture".
i. Study reports submitted by teams as basis for region activity.
j. Insure timely forwarding of reports to higher headquarters.
k. Assume responsibility for "action items" referred direct to sections. Take initiative to insure timely action. Clear thru commanding officer or executive. Do all possible to assist, encourage and stimulate activities of teams.

VII Reports:
1. General.
a. Insure submission of reports on time.
b. Coordinate with reports Control Section.
c. Exert every effort to improve quality and insure accuracy of reports.
d. Use graphs and statistics to advantage.
e. Report only material which can be used by or will be of interest to higher echelons.
f. Give and objective evaluation and criticism of activities.
g. State problems clearly, citing local efforts to solve. Request assistance if desired.

h. Avoid too much emphasis on incidental matters.
i. Organize reports according to various phases of each activity.

2. Region Monthly Activities Report:
   a. Endeavor to give overall island appraisal throughout annexes.
   b. Brief narrative basic letter to summarize major significant activities from an island standpoint.

ELWOOD E. SAXER
Major, Infantry
Executive Officer

KOCHI MILITARY GOVERNMENT TEAM
Civil Information Section
Standard Operating Procedure for Information Activities

1. Functions of this section include:

a) Coordinate Military Government information activites and assist sections in preparing materials for these.

b) Keep record of information the public has received on critical programs from Military Government and Japanese sources.

c) Make general surveys to determine the effectiveness of Japanese information media.

d) On the basis of b) and c) encourage Japanese offices and media to execute their own inforamtion programs; assist them in preparation, follow up, and evaluation of these.

When it is planned to get an idea or combination of ideas across to Kochi citizens, this can be done by a variety of means, from a simple press release to a full-blown information program, utlizing newspapers, radio, posters, lectures, loudspeakers, theater slides, school study units, handbills, airplanes, and V-2 rockets.

2. The above functions will generally be accomplished by the following procedures:

a) Information direct from this section will be reported in newspapers through press releases or press conferences and over the radio on local broadcast time. Press releases are used to publish announcements, warnings, didactic matter, or statements which must be printed accurately and completely. Sections should prepare the material and submit the English copy for possible suggested revision, translation, and release by Civil Information Section. To have good news value an article should deal with situations, problems, and people which the Japanese will feel are important enough to read about. In preparing the release the section chief should ask himself: What would be my reaction to this article if I saw it in a daily paper? Canned press released from SCAP are generally of little news value unless made specific by reference to the local situation. Also these should show the relation of M.G. to the matter being publicized (if there is no relation, then the r lease should probably come from the corresponding Japanese office). These press releases will usually be printed in newspapers as written, though with occasional modifications to conform to journalistic style and space limitations. Deadline for the morning paper is 1600; for the evening paper, 1200.

Press conferences are a more effective, and in some ways more convenient method of presenting material of unquestionably good news value. However the actual writing of the article is left up to the reporter without M.G. pre-consorship, so the officer must present his ideas very clearly through a good interpreter and emphasize important points to avoid distortion. Considerable preparation and familiarity with the subject is necessary, etc, since reporters often question the interviewee concerning details. In such a case there is a danger of being caught off guard and lured into statements not in line with policy. "I don't know" is a good safe answer on many occasions; however it should not be used as a substitute for information which the officer could reasonably be expected to know. Regular press conferences are scheduled every Saturday at 1000 in the Civil Information Office; arrangements to appear at these should be made in advance, and the subject matter to released discussed with the Information Officer.

Radio releases can be used to announce meetings or call attention to information released through other media. They are handled in the same manner as press releases except the form may be altered to conform to radio announcing style.

In all such releases the aim should be to direct attention to the program rather than to the individual. If names are mentioned it will be for the purpose of furthering program publicity; photographers can be called for meetings or special occasions designed to give extraordinary impetus to a drive.

b) To enable all team members to keep abreast of local events and also know how much information the Japanese are getting on various programs, translations of daily newspaper articles are distributed to sections requesting them. A list of headlines will generally circulate by 1000 and translations be completed by the end of the day. Sections can help keep the system efficient by checking the headlines promptly and requesting only these articles of apparent consequence. A chart showing the number of national and local articles on each critical information program appearing daily in the two Kochi newspapers is on file in Civil Information Section.

Monthly reports are required from Prefectural offices concerned with public information. These list the type, and number of posters, pamphlets, and other printed matter which each section has received or made and distributed during the month; also important public meetings concerned with a particular information program. Spot checks are then made to determine the adequacy of distribution and understanding of the material. A chart showing the types of material and their disposition is posted in the Civil Information Office. In order to keep this record complete, it is requested that all M.G. section heads submit pencil memoranda of lectures made, by personnel of their sections stating date, subject, type and number of audience. Then any person can tell by a glance at the chart the amount and type of material disseminated on any information program.

c) A survey team of Japanese personnel assigned to this section is constantly visiting various sections of the prefecture to interview town officials and the general public concerning the use and understanding of information materials. They follow a check list prepared by the section chief and make consolidated reports for the benefit of other M.G. sections and Japanese offices. On the basis of results of these surveys, recommendations are made to officials on the use of information media, and information programs are planned to fill up the gaps in public understanding. Section chiefs desiring to obtain specific information from surveys should submit questions to be added to check lists, indicating to whom the questions are to be addressed. In addition, if section chiefs know of any posters, pamphlets or other material which has been distributed, they may inform this section so that a check can be made on their use. Another value of the survey is that if persons questioned are not familiar with the subjects, it may stimulate them to become better informed. A sample check list is that concerning Farm Cooperative Associations (attached).

d) When material is of sufficient importance to warrant more attention than that provided by the direct methods mentioned in a) above, a complete information program can be used. This requires the consultation and cooperative planning of M.G. and Japanese offices concerned. For prefectural departments the Public Information Division of the Social Education Section acts as coordinating agency.

An example of such a program is that conducted in the recent tax collection drive. M.G. Economics section lectured, Civil Information Section released press and radio bulletins, while the Ken Social Education Section coordinated and assisted publicity by prefectural and city tax offices. With additional suggestions by Civil Information Section the complete program included the following: A series of newspaper articles with cartoons; a conference of Tax Office and Social Education officials with newspaper reporters, and other citizens, reported in full with photographs by a local newspaper; A radio round-table discussion between officials and citizens; Radio programs: "Fairy Tale for Adults" and "Our Social Studies" concerning the why and how of taxes; Two types of color posters printed in 500 copies each and distributed throughout the prefecture for posting on bulletin boards; A color slide shown daily for a week in eight theaters of Kochi city; A printed handbill with questions and activity problems for social studies, distributed to all school chieldren; Announcements on street, theater, and railroad station loudspeakers.

Although medifications of the above will be used, each program presents a separate problem; therefore specific procedures will be planned through conferences with the sections concerned when the need becomes apparent.