

775013

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(5) Item description and comment:

Includes Land Reform, Economic Stabilization Program, etc.

(6) Reproduction:  Yes  No

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Sheet no.

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775013

HEADQUARTERS  
GIFU MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

TSR/GEJ/hp

27 May 1949

319.1  
09/3

SUBJECT: Financial Aspects of Land Reform Program

TO: Commanding Officer  
Headquarters Tokai-Hokuriku Military Government Region  
APO 710  
ATTN: Natural Resources Officer

1. In compliance with letter, AG 319.1 - BA, Hq. I Corps, subject: "Studies of Military Government Programs", dated 10 February 1949, and letter, AG 319.1, Hq. Tokai-Hokuriku Military Government Region, same subject, dated 17 February 1949, the following information on the Japanese land reform program in Gifu Prefecture is submitted herewith.
2. This information is based on recommendations of the Team's Natural Resources Officer and the Prefecture Chief of Farm Land Section.
  - a. (1) Adjustment should be made in grain quotas and taxes. Many farmers are unable to meet the demands and are becoming very discouraged because of their inability to meet quotas and pay taxes.
  - (2) Farmers who are not farming their land effectively and efficiently should be made to utilize their land to the utmost production.
  - (3) It should be mandatory that any and all land reform contracts be on paper in legal form.
  - b. Too much red tape is involved in the registering of land making it very complicated to the average farmer. It is suggested that there be closer liaison between the Ministry of Agriculture and the Legal Section to simplify these transactions.
  - c. In view of high taxes, a reduction in cost of the land reform program should be the paramount issue. It is believed that a better and more efficient bookkeeping system would alleviate the excessive cost of the program to a great extent.
  - d. (1) In making the program acceptable to the Japanese, the one important factor to be considered is careful planning and allocation of



CWGT

27 May 1949

Subject: Financial Aspects of Land Reform Program

preplanting quotas. Many farmers feel discouraged because of too large quotas assigned to them.

- (2) According to the Owner Farmer Establishment Special Measure Law, the equivalent value of the farmland bought by the government will all be paid in the form of farmland securities by means of the yearly installment of both principal and interest during 24 years. Many of the farmers have paid for their land in full, thereby not taking advantage of their option of installments for a period of 30 years. The government is now holding an estimated 3 billion yen of reserve cash from farm land sales. This money could be put to work to contribute to the development of agriculture and production of food.

e. In overcoming existing obstacles and difficulties some blame is placed on the prefectural budget which now has a shortage of 2,500,000 yen. Town and village farm land committees are operating on a 3,000 yen allowance caused by the enforcement of the Nine Point Economic Program. This shortage of funds has been a deterrent to the efficient operation of the program.

f. The need and desirability of this program is a necessary part of the Japanese recovery, and it is the earnest desire of the Japanese officials connected with the program in this prefecture to efficiently carry it through to its final completion.

ADLAI C. YOUNG  
Colonel, Infantry  
Commanding



775013

HEADQUARTERS  
GIFU MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

TSR/RR/tt

091.3

29 April 1949

SUBJECT: Economic Stabilization Program

TO: Commanding Officer  
Tokai-Hokuriku Military Government Region  
APO 710

1. Reference: Memorandum Number 31, Hqs. Tokai-Hokuriku Mil. Gov't Region, APO 710, dated 23 April 1949.

2. The following are the ideas and experience of this team deemed worthy of mention pertaining to the program for economic stabilization:

a. A program sponsored by the prefectural Commerce and Industry Section, the aims of which are: to increase the prefectural output of all types of manufactured and processed products; to promote a greater degree of efficiency in production; and to maximize production for export; has been being carried on since February. Each industry in the prefecture was classified by the category under which it falls and a survey conducted by prefectural technicians was made of each industrial enterprise under each category. Thru such a survey, the causes hindering increased output were ascertained. Technicians render guidance on the technical aspects, and governmental officials attempt to find solutions to the financial and other non-technical problems which exist. A general conference is called for each category, and is attended by the management of each enterprise falling under the category. Besides an address by economics section personnel whereby the overall objectives of the Economic Stabilization Program are set forth plus a summary of how the industries represented at the conference can contribute to the economic recovery program, addresses are made by the chief of the prefectural Commerce and Industry Section and by the technical experts who surveyed the category. Thru such a program, the industrialists not only are made aware of their responsibilities towards the goal of economic stabilization but also receive valuable technical and economic information which will enable them to reduce costs and maximize output.

b. Other conferences with industrialists interested in learning the mechanics of time and motion studies and incentive wage plans have been held and management informed by Economics Section personnel of the principle features of such systems. A copy of such an address is included as Inclosure 1. There is little doubt that the adoption of such scientific methods would greatly reduce the costs of production and be a stride in the direction of economic rationalization.

MAIN FILE



GMGT 091.3

29 Apr 49

Subject: Economic Stabilization Program

c. Conferences are held with Chambers of Commerce wherein guidance for the proper channeling of the efforts of the members towards the goal of economic recovery are set forth by Economics Section personnel. Magazines and other price and style media are donated to the Chambers of Commerce for use by members; such contributions constitute practically 100 percent of the style and price information received by prefectural industries.

d. One Chamber of Commerce has established a system whereby all members make monthly deposits into a central account of a sum equal to one-twelfth of their estimated tax return for the year. Besides dividing the tax payments equally over a 12 month's period and thereby not being forced to pay a lump sum once a year, the members may utilize the fund in the form of a short term loan at interest rates much lower than those which currently prevail on the short-term money market. This system, from a viewpoint of sound economics, is deemed exceptionally admirable.

e. There is a definite feeling on the part of the prefectural government authorities and industrialists themselves, that if a uniform system of bookkeeping were adopted and enforced, unjust tax payments would no longer have to be made by enterprises.

f. In order to reduce losses of real property and prevent the consequent cessation of operations by factories caused as the result of fire, a fire prevention program for all industries is under consideration by this team.

g. An information program urging citizens to deposit their savings in banks rather than hoarding them is being undertaken since only through increased deposits can more loans to essential industries be extended. If successful, this should serve to relieve somewhat, the tightness of the money market and permit critical industries to maintain production at higher levels.

1 Incl:  
a/s

ADLAI C. YOUNG  
Colonel, Infantry  
Commanding



## EFFICIENCY IN MANAGEMENT

The productive process should operate so that the scarce agents of production will be made use of in the most efficient manner and with the minimum of waste. The test of the success of that process rests in the flow of utilities being constantly maintained at the highest possible point. We begin our analysis of the efficient utilization of the productive agents with the part played by the business enterpriser—the management of industry. Heavy economic loss is suffered through the prevalence of waste in industry. The responsibility for this waste rests primarily on management. The case against management may be summarized in six specific indictments:

"1. That seventy to eighty per cent of the inefficiency in industry has been due, and is now due, to the shortcomings of management.

"2. That management has not realized, and does not now realize, that its shortcomings are the cause of our industrial inefficiency.

"3. That management has not provided, and is not now providing, the wisest industrial leadership.

"4. That management has not accepted, and is not now accepting, to the greatest extent possible the best advice obtainable on technical and managerial matters.

"5. That management has not given, and does not now give, due consideration to the fact that it deals with efforts and human beings instead of raw material and inanimate things.

"6. That management has felt, and now feels, that workers, bankers, and politicians are responsible for the inefficiency of industry."

Viewing the serious inefficiency of industry, business executives have been slow to accept their responsibility and have preferred to place the blame usually on the so-called radical agitators, on financial pressure or on some political cause such as the tariff or a new tax bill. Executives should put to themselves the question, "Have you conserved to the fullest extent possible the time of your mental and physical workers, the time use of your equipment, tools, and facilities, the time use of your floor space, the time use of your materials in stock and in process, and of the money invested by you and in you?" By assuming such a point of view and making a scientific survey of the strength and weakness of his own plant, the business executive can make an effective start toward the elimination of inefficiency in management.

Workers are not giving to industry the best they have to give. This deficiency is due in part to the lack of information as to just what is a good day's work and how it should be accomplished. To impart this information is a function of good management, but it is a duty that is seldom fulfilled. This thought may be crystallized into four broad principles:



"First, the development of a science for each element of a man's work, thereby replacing old rule of the thumb methods.

"Second, the selection of the best worker for each particular task, and then training, teaching, and developing the workman; in place of the former practice of allowing the worker to select his own task and train himself as best he could.

"Third, the development of a spirit of hearty cooperation between the management and the men in the carrying on of the activities in accordance with the principles of the developed science.

"Fourth, the division of the work into almost equal shares between the management and the workers, each department taking over the work for which it is the best fitted; instead of the former condition in which almost all of the work and the greater part of the responsibility were thrown on the men".

The scientific method implies the solving of a problem by seeking all the facts available, classifying those facts, and drawing conclusions warranted by the facts. The essence of science is the explanation of an effect in terms of causes which grow out of the subject-matter analyzed. To meet its responsibility, management must carry over into the field of industry the scientific method. Industry must solve its problems, not merely by guesswork, intuition, or that vague fund of knowledge called experience, but by gathering industrial data, classifying those data, and drawing conclusions which will serve as a basis for future activity. To meet its responsibility, management must carry over into the field of industry the scientific method, in its approach both to the problem of physical plant operation and to the problem of the human relations within the plant. An industrial enterprise must be scientifically managed in both its physical and human aspects.

It seems strange that industrial leaders had not only to be taught this method, but also to be convinced of its practicality. To illustrate, men were, and still are, frequently hired simply by selecting at random the required number from the numerous applicants for work. Often the only training obtainable is actual experience on the job, plus some advice by fellow employees. Methods of promotion to better positions of responsibility are often developed little beyond the process of the foreman or superintendent picking out the "man that look good." There is almost no accumulated knowledge resulting from scientific investigations as to the efficiency of various types of machinery and of various methods of operation. Industry depended on the crude working out of the doctrine of survival of the fittest as the means of maintaining general efficiency. The effect on the workers in a plant was disastrous, each individual, unconsciously perhaps, seeking to do only sufficient work to hold his position.

The four principles of good management strike at the very roots of these inefficient policies. As to the first principle, instead of each man doing his job in his own way, each job should be scientifically studied until, by experimentation, the one best way to complete the work is found.



Secondly, this one best way should be taught all men doing the job, and they should be told just how long it should take to finish each appointed task. New employees should be selected after thorough examination as to physical and mental health, along with practical trade knowledge. Each man should be selected with the different requirements of the job he is to fill in mind. Thirdly, management should make a strenuous effort to convince the workers of its interest in their success; cooperation between men and management is necessary to maintain a high morale in a plant. And, finally, whatever the profit resulting from the scientific management, both men and management should share in it according to some prearranged plan.

This same method should be applied to the selection and utilization of equipment. Not only the production department, but also sales, purchasing, accounting, credit, and all other departments must make use of the same methods, adapted, of course, to their respective types of work. Industry of the future must be operated with the same scientific method a skilled chemist makes use of in his laboratory.

It is in the totally new approach to the individual job for the individual worker that the fame of scientific management has largely rested. There are four principles that must be kept in mind if the desire of the employer to obtain what he wants—low labor cost, and the desire of the worker to obtain what he wants—high wages, are to be secured. "First, each man in the establishment, high or low, should daily have a clearly defined task laid out before him. This task should not in the least degree be vague or indefinite, but should be circumscribed carefully and completely and should not be easy to accomplish. Second, each man's task should call for a full day's work and, at the same time, the workman should be given such conditions and appliances as will enable him to accomplish his task with certainty. Third, he should be sure of large pay when he accomplishes his task. Fourth, when he fails, he should be sure that, sooner or later, he will be the loser by it." The first two of these principles require scientific study as to the best way of doing the job, the planning of work ahead, and the giving of careful instructions to the worker as to how to proceed. The last two principles necessitate the development of a system of wage payment which rewards good work by extra pay and penalizes unsatisfactory work in some manner. A considerable part of the restriction of production in industry, resulting from the failure of the men to work to the fullest extent of their capacity, grew out of the failure of management to have an adequate understanding with the men as to just what constituted a fair day's work. If the workers worked too hard their rates were cut, management feeling that they were earning too much; and after the rates had been cut several times, the worker simply solved the problem by keeping up a fair rate of speed and refusing to increase the output beyond that point. Each man worked in his own way with whatever knowledge he had picked up thru his contacts with other workmen or thru his own experience in work at the trade. The scientific way of going at the problem of the individual worker's job is to find out thru experimentation the one best way the job can be done. All the workers on each kind of work can then be taught this one best way. A careful analysis of the motions involved in a certain operation, making use of the stop watch to record speeds, will yield a fund of data that will serve as a basis for generalizing as to the best way of doing that operation or job. After allowing for rest periods and other necessary causes of lost time, a



fair day's work can be determined; and all the employees, after being taught the new method, can be held strictly to such a standard in their performance. Such a standard is not a guess. It is not the result of custom. It is not due to the whim of the employer. It is the result of scientific study. Two examples will serve to illustrate the method. The most famous of all time and motion studies is that made in the unloading of such materials as ore, gravel, coke, pig-iron, and sand from railway cars, and the shoveling of these materials upon piles for use in the blast furnaces of the Bethlehem Steel Company. The simple operations of this work were; picking up of a shovelful of material, walking with it on the level some distance, throwing it down either into a car or upon a pile, and walking back again to get another load. But this work was analyzed as a time and motion study, with a view to ascertaining the most efficient way in which it could be done. The average production per man was from twelve to thirteen tons of pig-iron a day. After the study had been made, and the results put into operation, the men doing this work were carrying and loading from forty-five to forty-eight tons per day and apparently with less strain and effort than previously required in carrying the smaller quantity. Their earnings increased about sixty per cent. A second interesting study of a very simple job was made in the handling of out-going mail in a large office. The saving of just one motion per letter is important when several thousand are mailed a day. Before the study was made the girls were permitted to fold and seal the letters in their own way. A short observation of their work showed there was much room for improvement. Each motion required to fold the letter, pick up its inclosure, pick up the envelope, and insert the letter in the envelope, was carefully analyzed and an effort made to improve on the existing practice. The first attempts were very crude, but the output per girl was doubled. After the first work on the experiment was done, the output was four times greater than it had been when the girls were allowed to do the work in their own way. If these great changes in productivity are possible with a scientific time and motion study of a very simple operation the possibilities for increased efficiency for the more complex operations can be dimly realized. No operation is too simple and none too complex. One does not have to be an expert engineer or business executive to appreciate what it must mean to have all the workers doing their work in the one best way, found thru scientific experiments. Not only is productivity thus aided, but there are other merits which result from these studies. Motion analysis brings out clearly the strong and weak points of equipment. The studies furnish excellent bases for establishing incentive wages which induce the workers to exercise their full capacities by the assurance that they themselves will profit by their effort. Difficulties of course exist. It is always rather hard to determine just what the allowance for fatigue should be. Our modern studies of fatigue in industry indicate that the development of poisons in the blood, resulting from overwork, not only affect the efficiency of the worker at the time, but tend to accumulate in the system and reduce the life and efficiency of the employee. The advocates of scientific management declare that this can be allowed for, and that a properly managed plant, using the most improved methods, will, on the whole, show a gain in the average health of the employee.

There is no necessary relation between high wages and high labor cost, or between low wages and low labor cost. A high wage per man may mean a small labor cost per unit of product, if the worker is efficient and working under the best possible conditions. A low wage paid to a man who is very



inefficient and working with unsatisfactory equipment, under the supervision of inefficient management, may well result in a high labor cost per piece. The aim of good management is to keep down the labor cost per unit of output, not the labor cost per man. As a matter of fact, high wages paid an efficient man may result in a reduction of the overhead charges of a plant. A man requires a machine to operate, whether he is efficient or inefficient. When high wages are paid to a man who will produce twice as much as an inefficient worker, the output of the machine per hour is increased, and, not only is the labor cost per piece affected, but the overhead charge of the machine is less. This simple truth, if understood by every enterprizer, would aid materially in solving the wage problems of his plant. "Cheap labor" may be dear as labor cost. Whatever method of wage payment is adopted, it should seek to give justice to the worker and to bring out his best effort, if labor cost per unit of output is to be kept at a minimum.

The two basic methods of wage payment are the time rate method and the piece rate method. The time rate method means paying the workman a specified amount per hour, per day or per week, regardless of his output. The employer buys his time and the disposition of that time rests in the employer's hands. Increasing or falling output does not affect the wage. The workman knows ahead of time exactly what he will earn. Under the piece rate system the worker is paid a specified amount per piece completed. His wage then depends on the number of pieces he turns out. If he works fast, his wage is high; if he works slowly, his wage is low. The difficulty with the time rate is that it encourages laxity on the part of the worker. The difficulty with the piece work rate is that the worker tends to put out a defective article in his rush for a high record of output. Piece work must always be inspected, therefore, very carefully; and most plants have very elaborate systems of inspection when they operate under the piece rate method. From the worker's point of view, piece work has a disadvantage in that it tends to drive him. Under the time rate system the foreman must be employed to keep the worker busy, but under the piece rate system the worker drives himself.

In an effort to meet the difficulties of some of the older methods of paying wages, many experiments have been made with the incentive wage rate plan. An incentive wage rate plan is one that seeks to make the worker's wage directly dependent on his efficiency. On the basis of the average previous time of doing a job, a standard time is set, and the workman is paid a basic rate for completing the job within that time. If he completes the job in less than the standard time, he is paid a premium in addition to his hourly or daily rate. This premium is a certain percentage of the additional wage he would have earned had he worked the full standard time. The percentage of the wage premium varies in different plants where this plan of payment has been used. It may range from one-third to one-half of the wages of the time saved. Under another plan the worker obtains a standard rate for completing the job within the standard time, but the premium is a percentage of the time worked rather than the time saved. If the time of completing the job is cut to forty per cent, the premium is forty per cent. A third method is the task and bonus system. Under this method the task is analyzed under a time and motion study and a standard time agreed upon for its completion. If the task is accomplished, the workman receives a bonus in addition to his regular hourly wages for the time worked. The greater the time



saved, the greater the bonus. If the workman fails to complete the job within the standard time, he is paid only the basic rate and forfeits the bonus. As soon as the workman fails to get the bonus, his case is investigated and an effort made to correct the cause of his failure. Each workman is supposed to be constantly earning the bonus. This system is a development of wage payment and seems to fit in best with the general principles of scientific management. Whatever be the method of wage payment adopted, it is important that it be used fairly, and not as a device to speed up workers and cut the general wage level. Once the workers obtain the idea that they are simply faced with a scheme to bring profit to the employer, the system is doomed to failure. During the period of transition while adopting a new method, wages should be increased slowly at first, for the effect of creating an unduly high rate and then later being forced to lower that rate creates a very unsatisfactory condition in the worker's mind, even tho the final rate is higher than what he was originally earning.



775013

Economic and Scientific Section  
Industry Division

ABO/ETI/WKZ/KS  
14 Dec 48

## MEMO FOR FILE:

SUBJECT : Report of field trip made to Gifu, Aichi and Shizuoka Prefectures.

1. The purpose of the trip was to inspect representative production facilities, methods and processes employed in the manufacture of those commodities classified Hardware and Household Goods Group industries, more particularly, pertaining to those commodities for export.

2. The following factories (with locations and products being manufactured) were visited during the period 2 Dec. through 8 Dec. 1948.

| Factory  | Location                | Main Products  |
|--|-------------------------|--|
| I Okamoto Cast Iron Works                      | Gifu-City               | Cast iron rice bowls, cauldrons, charcoal irons and pans.                          |
| I Saki Cutlery Co                              | Saki-Machi<br>Gifu-Ken  | Cutlery  |
| I Yamada Cutlery Mfg. Co.                      | Saki-Machi<br>Gifu-Ken  | Pocket knives  |
| I Saki Tokushu Riki Mfg. Co., Ltd.             | Saki-Machi<br>Gifu-Ken  | Pocket knives, scissors.   |
| I Nippon Safety Razor Co., Ltd.                | Saki-Machi,<br>Gifu-Ken | Safety razor sets & blades<br>(Feather brand)                                      |
| I Suzuki Violin Mfg. Co., Ltd.                 | Nagoya                  | Violins, violas, cellos,<br>bass viola, ukuleles, guitars,<br>violin bows.         |
| I Toyo Gakki Mfg. Co., Ltd.                    | Nagoya                  | Guitars, ukuleles  |
| S Nippon Musical Instruments<br>Mfg. Co., Ltd. | Hanamatsu               | Pianos, guitars, harmonicas,<br>reed organs, accordions,<br>xylophones, furniture. |
| S Tanryu Bgei Co., Ltd.                        | Hanamatsu               | Harmonicas, furnitures   |
| S Tokai Gakki K.K.                             | Hanamatsu               | Harmonicas   |

Incl 1



| <u>Factory</u>             | <u>Location</u> | <u>Main Products</u>   |
|----------------------------|-----------------|--|
| > Kawai Gakki Seizo Sho    | Hanamatsu       | Harmonicas, xylophone  |
| > Shizuoka Match Co., Ltd. | Shizuoka        | Matches  |
| > Shizuoka Match Co., Ltd. | Shimizu-City    | Match splints  |
| > Riden-Denka Kogyo K.K.   | Shizuoka        | Aluminum ware, almite pans, almite lunch-boxes, almite household utensils. |

3. Besides the officials of the above firms directly concerned with production, the following individuals were interviewed:-

|                 |  |
|-----------------|--|
| Capt. Johnson   | Economic Sec. Shizuoka M.G.                          |
| Mr. K. Kiriya   | Chief, Nagoya Bureau, M.C.I.                         |
| Mr. S. Fukuoka  | Chief, Daily Nec. Sec. Nagoya Bureau, M.C.I.         |
| Mr. Y. Miyauchi | Representative, Japan Musical Instrument Association |

4. It is evident from this inspection trip that there is ample equipment, facilities and technical knowledge and skill in Japan to produce such commodities as cutlery, ironware and aluminum ware, kitchen utensils, musical instruments, furniture and matches in quality and types to meet export as well as domestic requirements.

Material shortages remain to be impediments to better quality and greater quantity production.

The need for supplying manufacturers with critical materials for export or government sponsored production programs is imperative. Piano manufacture requires imported piano wire for higher notes (amounting to approximately one-third of the wire requirements) and also allocations of wool for hammer felt and cloth for all vital movement points. The manufacture of furniture and musical instruments require in addition, glue of the best quality.

It has been recognized, however, that the quality of above commodities has generally been improving.

*W. K. Sakayama*  
W. K. Sakayama

Hardware and Household Goods Group



775013

HEADQUARTERS  
GIFU MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

19 May 1949

SUBJECT: Enforcible Return of Smuggled Korean

TO: Masao Yamada  
Gifu Prefecture Police Troop  
Gifu, Honshu

1. Reference your letter of 19 May regarding:

- a. Boku Shokai
- b. Jyo Eijun
- c. Ri Heiretsu

2. As the above named individuals are illegally in Japan, you are hereby advised and authorized to take immediate steps to have them deported.

AIDLAI C. YOUNG  
Colonel, Infantry  
Commanding



GIFU  
MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

NA/HJR/so

AG 091 - BA

1 June 1948

SUBJECT: Japanese Wildlife Sanctuaries and Public Hunting Grounds.

THRU: Commanding General  
Headquarters I Corps  
APO 301

TO: Commanding General  
Headquarters Eighth Army  
APO 343

1. In compliance with letter AG 091-BA, Headquarters I Corps, 22 May 1948, subject as above, the following report is submitted:

| a. Sanctuaries (No Hunting Areas)                      | <u>Purpose</u>   |
|--|--|
| <u>"Kinrokyu"</u>                                      |  |
| (1) Gifu City  | Public Park, Human safety precaution, Bird protection.   |
| (2) Kogima-mura, Ibi-gun                               | Conservation of deer. About 25% of area off limits to hunters.   |
| (3) Southern area of Kani-gawa in Noto-mura, Kani-gun. | Scenic conservation (Japan Alps), Monkey protection.   |
| (4) Takamine, Sakashita-machi, Ina-gun                 | Small migrating bird protection. Present law prohibiting netting of small birds. Recommend this be classified as hunting area. |

Areas 1, 2, 3 above confirmed. Area 4 should be reclassified as hunting area.

b. No Shooting Areas, "Juryo Kinshi Kuiki"

|                            |   |
|----------------------------|---|
| (1) Ikebe-mura, Yoro-gun   | Waterfowl protection. Duck netting area.                          |
| (2) Hirakawa-mura, Ina-gun | Waterfowl protection, Duck netting area, human safety protection. |

Areas 1 and 2 above confirmed. No additions or deletions.

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775013

GMPT AG 091-BA

1 June 1948

SUBJECT: "Japanese Wildlife Sanctuaries and Public Hunting Grounds".

c. Areas Where Specified Animals or Birds Are Protected-  
"Hokoku Kinshi Kiuki"

Purpose

- (1) Ikeda-yama, Ibi-gun,  
Gifu-ken

Deer conservation

Area above confirmed. Recommend following additions:

- (2) Ono-gun
- (3) Yoshiki-gun
- (4) Takayama City

Pheasant for three year period starting 1 Nov 48.

"  
"

d. Hunting Grounds "Syoku"

- (1) Kajima-mura, Ibi-gun
- (2) Iwate-mura, Fuwa-gun
- (3) Togawa, Higashi-mura, Gujo-gun.
- (4) Ikeda, Kasuga-mura, Ibi-gun

Areas 1, 2 and 4 confirmed. Area 3 removed from this category to allow unlimited shooting of wild bear for crop conservation.

e. Joint Hunting Grounds - "Kyodo Shiryochi"

- (1) None

f. Natural Monuments - "Tenren Kinen Butsu"

- (1) Suhara Shrine, Suhara-mura, Breeding place of broad-billed rollers.  
Mugi-gun, Gifu Prefecture
- (2) Yatsui-mura, Gujo-gun Habitat of giant salamander.
- (3) Takata-mura, Gujo-gun Habitat of eels.

Above areas confirmed and verified.

2. Officials have had no trouble with violation from Japanese, but during the last duck hunting season occupation personnel, believed to be from Mie Prefecture, violated the no shooting directive in Ikebe-mura, Iore-gun duck-netting area.

FRANK G. SEITZ  
Lt. Col., Inf.  
Commanding



775013

HEADQUARTERS EIGHTH ARMY  
UNITED STATES ARMY  
Office of the Commanding General  
APO 343

AG.091 Japan (MG-E)

21 APR 1948

SUBJECT: Letter of Transmittal

THRU: Commanding General, I Corps, APO 301

TO: Commanding Officer, Gifu Military Government Team,  
APO 25, Unit 2

The attached letter of commendation (Incl. 1) to the Governor of your prefecture, subject: "Fulfillment of Rice Quota," will be delivered to the addressee.

BY COMMAND OF LIEUTENANT GENERAL EICHELBERGER:

8

1 Incl  
As above

*R. Schaffer*  
R. SCHAFER  
Lt Col, AGD  
Asst Adj General

AG 430 - BA

1st Ind

EFH/eec/mc

Hq I Corps, APO 301, APR 27 1948

THRU: CO, Tokai-Hokuriku Mil Govt Region, APO 710

TO : CO, Gifu Mil Govt Team, APO 25

It is requested that the attached letters of commendation (Incls. 1 and 2) be delivered to the Governor of your prefecture.

BY COMMAND OF MAJOR GENERAL SWING:

2 Incls:  
1. n/c  
2. Added

*H. C. Hanshaw*  
H. C. HANSHAW  
C. W. O. U. S. A.  
ASST. ADJUTANT GEN.

478240

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BASIC: Ltr, Hq Eighth Army, AG 091 Japn (MG-E), dtd 21 Apr 48,  
Subj: "Letter of Transmittal."

*WMM*

2nd Ind

GNM/ss

Hq Tokai-Hokuriku Mil Govt Region, APO 710, 1 May 48

TO: Commanding Officer, Gifu Mil Govt Team, APO 25

MAY 6 1948

For compliance with basic communication.

BY ORDER OF COLONEL DUMONT:

*Walter O. Wade*

WALTER O. WADE  
Capt, Inf  
Adjutant

3 Incls:  
1 & 2 n/c  
3. added

3867 MAY 1948



775013

HEADQUARTERS EIGHTH ARMY  
UNITED STATES ARMY  
Office of the Commanding General  
APO 343

Governor Kamon Muto  
Gifu Prefecture  
Gifu, Japan

My dear Governor:

It has been brought to my attention that your prefecture has succeeded in collecting its assigned rice collection quota for the past season. The completion of this goal has apparently been difficult and has required personal sacrifice on the part of some farmers.

It affords me great pleasure, therefore, to extend my congratulations to you, to other prefectural officials and to the farmers of your prefecture responsible for the attainment of the quota.

With the assistance of increased incentive goods and pre-planting quotas, your task should be easier next season. The pre-planting quota in particular should be of great assistance. The farmer will be able to determine beforehand how much he will be required to raise and therefore alleviate the necessity for turning in any portion of his retention quota in order to fill his assigned collection quota.

With cordial regards,

/s/ R. L. Eichelberger  
/t/ R. L. EICHELBERGER  
Lieutenant General, USA  
Commanding



775013

HEADQUARTERS I CORPS  
APO 301 (Kyoto, Honshu)

Governor Kamon Muto  
Gifu Prefecture  
Gifu, Japan

Dear Governor Muto,

1. May I take this opportunity to extend to you my congratulations for the successful completion of the 1947 rice crop collection quota in your prefecture.

2. It is noted with pleasure that your prefecture reached 100% several months ahead of the date it was reached last year, in spite of an increased quota of 21%. This indicates to me that you and the farmers of Gifu are aware of the importance of the food collection program towards the economic rehabilitation of your country, and of the necessity for local communities to subjugate their own interests to the common good of the Japanese people.

3. It is essential that Japan's imported food requirements be kept to a minimum in order to conserve the nation's scarce foreign exchange received from exports for use in buying badly needed raw materials. For this reason, it is my hope that you will continue to impress upon the farmers in Gifu prefecture the fact that they must deliver every hyo or kan of food in excess of their own needs to insure uninterrupted reconstruction in Japan.

4. Please extend to all members of your staff my congratulations for their past efforts in accomplishing the rice collection quota.

Cordially yours,

J. M. SWING  
Major General, USA  
Commanding

Incl 2



775013

HEADQUARTERS  
TOKAI-HOKURIKU MIL GOVT REGION  
APO 716 (Nagoya, Honshu)

Governor Kamon Muto  
Gifu Prefecture  
Gifu, Japan

Dear Governor Muto:

Through the conscientious effort and diligence of your people, your prefecture has successfully attained the collection of 100% of the current rice quota.

It is no doubt that farmers of your prefecture went through a great deal to accomplish this end, and it is with a great pleasure that I extend my congratulation to you and to the farmers in your prefecture.

I hope that for next crop season farmers in your prefecture will surpass their effort over this year and increase the production by 10% so that the people of Japan will have a brighter outlook for the future.

Cordially yours,

F. G. DUMONT  
Colonel, Infantry  
Commanding



Incl 3



775013

GIFU  
MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

Governor Kamon Muto  
Gifu Prefecture  
Gifu, Japan

Dear Governor Muto:

The successful conclusion of the rice collection program in Gifu Prefecture for the past season reflects great credit on you and the other officials of the prefectural and local governments who have devoted their time and effort so conscientiously to it. The farmers of Gifu Prefecture can be exceedingly proud of the important contribution they have made to the economic security of Japan.

The willingness and ability of the Japanese people to exert every effort towards their own rehabilitation to the eventual goal of self-sufficiency is the strongest evidence which will persuade the people of the United States to continue and increase their assistance to Japan. I know of no more impressive example of Japanese determination to achieve economic recovery than that provided by the farmers in their compliance with increased rice quotas during the past season.

It is hoped that the same spirit of determination and democratic cooperation in working towards the future of Japan will be evident during the coming staple foods collection period and that Gifu Prefecture will be even earlier in completing 100% collections and more outstanding in exceeding 100%.

Please convey to your staff and to the local officials and farmers my most sincere congratulations for their accomplishments during the past season.

FRANK C. SEITZ  
Lt. Col., Inf.  
Commanding



775013

Reports Control Symbol 48/E/IE/1

GIFU  
MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

NA/tt

091.31

5 August 1948

SUBJECT: Special Report on Foreign Trade Conditions

TO: Commanding Officer  
Tokai-Hokuriku Military Government Region  
APO 710

In compliance with telephonic instructions received 28 July 1948, the following report on problems related to foreign trade in Gifu Prefecture is submitted.

1. Chief difficulties encountered during the initial stages of customer contact are reported to be as follows:

a. Foreign traders are coming to deal increasingly with purchasing agents rather than directly with manufacturers. This results in lack of up-to-date knowledge on the part of the latter as to just what sort of goods are wanted on the market.

b. Orders and sample orders are being received from foreign concerns with whom the exporters have had no past dealings. Consequently, they have no information as to the credit rating of the prospective buyer or his business standing in his own country. No channel exists thru which the local manufacturers can secure such information. As a result of this situation, most exporting manufacturers are wary of expanding into new markets.

2. The complexities of red tape and delay involved in securing approval to export continue to be a source of frequent complaint. One month is generally reported to be the minimum time required for such applications to process thru the various Ministries of the Japanese Government and SCAP. Since it is understood that it takes only 24 hours for an application to clear SCAP, the bulk of the delay occurs between Boeki Cho and the various Japanese ministries. It is necessary for any exporter to maintain a full-time agent in Tokyo to expedite his applications thru the various channels by personal contact. The same processes and the same time loss must be gone thru again to secure a permit to ship.

3. Financial difficulties being experienced by exporters are the following:

a. Banks will finance them on the strength of approved contracts only. Consequently, manufacture prior to contract approval is,

MAIN OFFICE



GMGT 091.31

5 Aug 48

Subject: Special Report on Foreign Trade Conditions

at best, a risk and, as is often the case, impossible. This frequently makes compliance with the time element in contracts either impossible or unnecessarily costly because of overtime work. It is understood that the ceramics industry has concluded an agreement with the Bank of Japan whereby they will receive advance financing on the basis of submitted applications. The plan, however, has not actually gone into operation.

b. Manufacturers claims that their costs are still being calculated assuming wages to be based on the ¥1,800 level. This cannot be confirmed at this headquarters but, if true, certainly reflects an unrealistic cost basis. Other costs are properly calculated on the basis of the recently revised price structure.

c. Actual payment for merchandise is delayed longer than necessary in all cases by the number of hands thru which the application for payment must pass and, in cases of government-to-government sales, by shortages of revolving funds in the hands of the Japanese Government.

4. Altho priority transportation is granted finished products designed for export, such priority can rarely be obtained for shipment of the necessary raw materials to the factories. This factor slows production completion times considerably and, in cases where private transportation must be provided in order to complete contracts, increases costs abnormally.

5. The following conclusions and recommendations are submitted:

a. With regard to the problems cited in Par. 1, the Japanese, of course, desire the early establishment of a Foreign Trade Information Agency. This agency would have offices in the various trade centers of the world and, from there, would keep local manufacturers posted as to the market demands, reliability of purchasers and would also be in a position to settle manufacturers' claims. Until such time as an agency of this sort can be realized, it is believed that consideration should be given to the establishment of an agency, possibly a branch of Boeki Cho, which would be provided the necessary contacts to check credit standing and other pertinent characteristics of prospective buyers as well as to accumulate and disseminate to exporters periodic up-to-date market information. Reducing the risk involved in expansions of production facilities and in entering new markets is paramount to the expansion of the export trade.

b. Sufficient time and experience should have made it possible for the Japanese Government, by this time, to simplify and consolidate the agencies processing paper necessary for permits to export and ship. Reduction of the time and effort necessary to secure approval of such permits would solve, not only that problem itself, but also reduce the



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deleterious effects the time lag has on the finances of exporters.

c. It may be possible for financial organs to arrange the earlier backing of manufacturing enterprises in response to export contracts. If the arrangement cited in Par. 3 a. has actually been made, then it is assumed it might be extended to other industries.

d. If it has not already been done, legitimate cost accounting should accept the current actual costs of labor in computing permitted selling prices and conversion rates.

e. Arrangements for payment to manufacturers for exports should be streamlined to the maximum extent consistent with efficiency and adequate control. Lack of revolving capital is a serious factor to nearly all exporters.

f. It is recognized that the burden currently placed on the transportation systems of the nation permit extension of priority to few additional fields. Such priority should be granted raw materials for export merchandise if and when the movement of more critical commodities permits.

6. In addition to the information submitted above, it is believed that local military government teams can be of greater assistance promoting foreign trade if they are provided information of the following nature periodically:

a. Any changes in export procedures and typical failures to comply with the procedures which cause exporters delay in securing approved permits.

b. Occasional market summaries, indicating the types and styles of merchandise which is in demand on the foreign market.

c. Indications of trends in the direction of which specific industries can plan procurement and production.

d. Any other information which will permit up-to-date intelligence as to the foreign trade situation.

FRANK C. SEITZ  
Lt. Col., Infantry  
Commanding



775013

091.1

RECEIVED  
0800  
26 June 1950

HEADQUARTERS  
TOKAI-HOKURIKU MIL GOVT REGION  
APO 710 (Nagoya, Honshu)

25 June 4

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|----------|-------------------------------------|
| C O.     | <input checked="" type="checkbox"/> |
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| SMF/af   | <input checked="" type="checkbox"/> |
| P. W.    |                                     |
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| P. H.    |                                     |
| E. O. O. |                                     |
| D. E. T. |                                     |
| S. E. T. |                                     |

SUBJECT: Local Autonomous Legislation

TO: Commanding Officer, Aichi Mil Govt Team, APO 710  
 Commanding Officer, Gifu Mil Govt Team, APO 25  
 Commanding Officer, Ishikawa Mil Govt Team, APO 301  
 Commanding Officer, Mie Mil Govt Team, APO 710  
 Commanding Officer, Toyama Mil Govt Team, APO 301

1. Japanese officials in all prefectures are constantly reminding the region that they lack funds with which to carry out the Local Autonomous Program.

2. It is desired that Prefectural Assemblymen be encouraged to pass revenue raising legislation.

3. The following suggestions for raising revenue may be helpful in advising Japanese public officials in the field of legislation:

- a. Dog license
- b. Fishing license
- c. Boat license
- d. Bicycle license
- e. Motorized vehicle license
- f. Licensing of organized groups who solicit funds from the public
- g. Mercantile Tax
- h. Bath tax
- i. Electric Pole Tax
- j. Hunting license
- k. Miscellaneous tax, such as local sales, house, land tax etc

4. Excellent progress has been made in some prefectures by the passage of legislation in the field of traffic, pedestrian and sanitation control. Fines for failure to comply with the law are usually made a part of the statute. Legislation to compel bicycle riders to stop at each intersection should be encouraged.

TO: GIFU MIL GOVT TEAM  
APO 25



775013

Subj: "Local Autonomous Legislation"  
dtd 25 June 48

5. It is desired that vigorous efforts be made to assist the Japanese in carrying out the local autonomous program.

BY ORDER OF COLONEL DUMONT:

*Walter O. Wade*  
WALTER O. WADE  
Capt, INF  
Adjutant



775013

GIFU  
MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

EJM/yf

10 August 1948

SUBJECT: Local Communist Meeting

TO: Commanding Officer  
Tokai-Hokuriku Mil Govt Region  
APO 710  
ATTN: Legal and Government Officer

1. On 28 July 1948, a meeting of 295 males and 16 females was held in Gifu City at Citizens' Public Hall. The purpose was to protest against the bombing in Saga, Kyushu, of Tokuda and was obviously Communist inspired.

2. The following slogans were displayed: (a) Severe punishment of terroristic groups; (b) Sweep out the violent power of anti-Communist militarism; (c) Against the oppression of workers; (d) Smash into pieces the facism by means of a democratic peoples' front; (e) Stick to peace and independence.

3. The meeting began at 0800 with Heikichi Isokawa presiding. The following persons spoke: (a) Kowa Matsuo, candidate for membership in the Prefectural Committee of Japan Communist Party; (b) Kin So Kei (Korean), Chairman of Gifu-ken Headquarters of Korean League Youngmen's Committee; (c) Kenkichi Ukai, Vice-chairman of the Gifu Council of the CIO; (d) Mitsuyasu Tsuchida, Lawyer (currently one of seven lawyers defending five members in the Gifu Tax Democratization League Case); (e) Hideo Imamura, delegate from Communist Headquarters in Tokyo (one of the five defendants in above mentioned case).

4. Following are extracts from the speeches:

a. Kowa Matsuo

The terroristic plot against Mr. Tokuda and the attempted assassination of Togliatti in Italy are closely associated with each other in Europe and Asia, and the latter is an expressive indication of the oppressive policy on us by the governmental authorities.

According to the recently issued Police Duty Exercise Law the police are allowed to go to public meeting places to control the speech and actions of the people, and we can say it is the same as re-appearance of the former secret police and the Peace Maintenance Law (Chian Iji Ho).

All the news on current world topics appearing now in the



CMGT

Subj: Local Communist Meeting

10 August 48

Japanese press are entirely untrue, as these are sourced exclusively from U.P., A.P., and Reuters neglecting the other big world known press agencies such as Tass which we have in Russia.

As you know these three press agencies are backed by American capital. Under such circumstances it is quite natural that all the news we are allowed to read every day is entirely limited to those beneficial to America, and any news detrimental to their interest would never come up.

The U.S. is now well stocked with immense amount of munitions which they produced during the war. The U.S. is spreading such dangerous news all over the world with intentions to sell these munitions to China and others at an exorbitant price.

The U.S. is not sending us any materials essential to our rehabilitation. All we are getting from them are wheat, sugar, etc. which were produced there abundantly and are being left unused with the price dropped to a very low level.

This is what they call the Marshall Plans, and we can not but flatly oppose such a plan.

b. Kin So Kei

For the past thirty years we Koreans have had to groan under the oppression of the Japanese Government, but even now the detestable oppressive hands continue to fall upon us. We can see its pattern best in the incident which occurred in Kobe regarding the Korean Schools. This incident was handled in a most undemocratic manner.

We shall never stop our fight to get our people who were involved in the above case set free. In this we ask for your whole-hearted cooperation.

c. Kenkichi Ukai

I entered the Communist Party recently to fight against the selfishness of the capitalists. Our party is always endeavouring to bring about a world where the general people can live easily on their own earnings but the capitalists try to deter our aims by sticking up for their own interests. I am sure the more you study about Communism the more you will understand how righteously we, the Communists, are acting.

The terroristic violence wreaked upon our leaders in Italy and Japan recently is nothing but a great menace against Democracy.

d. Mitsuyasu Tsuchida

The fact that Mr. Tokuda was assaulted by the White Terroristic Group indicates expressly that in Japan there still remains some militarism and anti-Communism.

There are many other examples which are enough to show that we, the wage earners, are placed under heavy suppression by the authorities.

Let all of the democratic organizations in this Prefecture unify to destroy the oppressive Facisms against us so that we can establish a peace-loving, bright nation.



10 August 48

CMGT

Subj: Local Communist Meeting

## e. Hideo Inamura

The violence which occurred in Kyushu was neither anything aimed at the individual, Tokuda, nor at the Communist Party, but was an indication of terrorism which was directed against the whole working class. This is the tendency which prevails not only in Japan, but all over the world, and our Japan will be totally blocked out again by Facisms unless we do not stage our desperate fight right now.

Of late the Japanese Government has been propagating that the inducement of foreign capital is only the way to reestablish Japan. But you must know this is an entirely silly program, as there would be no country which would be willing to help us for nothing; on the contrary such a plan would mean a heavier burden on our future.

It looks to me that everybody thinks the letter sent to the Japanese Government recently by SCAP deprived us of the right to go on strike, but it is not true, as under the new Constitution which was approved by the Far Eastern Committee, we are guaranteed the right of collective bargaining accompanied by strike.

5. Similar meetings were held in Ogaki City and Mino-machi on 30 July and 1 August. Seventy-five persons attended the former and three hundred the second. The speakers and speeches were practically the same as those described above.

FOR THE COMMANDING OFFICER:

SIDNEY T. MIXON  
Major, Infantry  
Adjutant



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09/11  
GIFU  
MILITARY GOVERNMENT TEAM  
APO 25, Unit 2 (Gifu, Honshu)

EJM/yf

13 September 1948

SUBJECT: Local Autonomy Program

TO: Commanding Officer  
Tokai-Hokuriku Mil Govt Region  
APO 710  
ATTN: Legal and Government Section

1. Reference: Section I, Memorandum Number 64, Headquarters Tokai-Hokuriku Mil Govt Region, dated 17 Aug 48.

2. A program of education on Local Autonomy was carried out in Gifu Prefecture between 15 August and 31 August 1948 by the Civil Information Section with the assistance of the Legal and Government Section. Fifteen conferences were held throughout the Prefecture and members of PTA's, women's organizations, youth groups, etc., were invited from each gun. The general public were also invited. A total of 4,553 attended. Of these 2,675 were men and 1,878 were women.

3. It was decided at a conference of Civil Information Officer, Legal and Government Officer, Gifu Bar Association President, Chief Procurator and Social Education Section Chief that four speeches would be written on the following topics: "Spirit of Democracy in Government and Society", "New Relations between the Government and the People", "New Relations and Responsibilities of People toward the Government" and "Civil Liberties". A great deal of time was spent in writing, translating and discarding speeches written under the last three titles by the three Japanese offices concerned. Finally the Civil Information Officer laid out three outlines and accurate speeches resulted therefrom. The first speech was written by the Civil Information Officer.

4. Either the L & G or CI officer attended each of the conferences and gave the first speech. It was generally well received as indicated by questions asked in the question period. The other three speeches were read by a teacher, a judge or procurator and a lawyer respectively. As far as possible speakers were chosen from the localities in which the conferences were held.

5. The conference time was divided as follows: 1000 to 1045, Military Government; 1045 to 1115, Questions and Answers; 1115 to 1200, Educator; 1300 to 1345, Judge or Procurator; 1345 to 1430, Lawyer; 1430 to 1440, Recess; 1440 to 1530, Questions and Answers.



CMGT

13 Sept 48

Subject: Local Autonomy Program

6. In general the interest in the conferences was greater in the rural areas than in the more heavily populated areas as indicated by audience participation in the question periods. As a rule the large majority of questions asked were directed at the Military Government representative. Some of these questions were:

- a. Define democracy.
- b. How does one collect information on candidates running in large elections?
- c. What does Military Government think about the Emperor's present status?
- d. How does a democracy react to an emergency?
- e. Is not forced selling under the Land Reform Law a violation of Constitutional rights?
- f. Why and to what extent is the United States interested in the recovery of Japan?
- g. What does "equality" mean when used to describe "democracy".
- h. What is wrong with neighborhood and ward association?
- i. How should respect be accorded to high officials in a democracy?
- j. How can we overcome the one-candidate election when most people will not run because they fear the disgrace of losing?

Toward the end of the series of conferences several attempts were made by young men to utilize the question period to make communistic speeches.

7. It is anticipated that the four speeches will be revised, condensed and published in pamphlet form along with the more important questions and answers. These pamphlets will be published and sold at cost by youth organizations as a public service.

8. In the opinion of the Legal and Government Officer, the program was a definite success, not so much as an educational program on the Local Autonomy Law as on democracy as a whole. It would have been better had



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GMGT

13 Sept 48

Subject: Local Autonomy Program

three excellent Japanese speakers been selected and used at all fifteen conferences. Naturally, some of the many Japanese who spoke were very good while others were mediocre. The people showed enough interest to warrant the planning of similar programs in the future.

FOR THE COMMANDING OFFICER:

SIDNEY T. NIXON  
Major, Infantry  
Adjutant