

MERRA: Training Course



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August 29, 1944
CAWA No. 166

Mr. Michael Menshikov,
Deputy Director-General,
Dupont Circle Building,
1344 Connecticut Avenue,
Washington 25, D. C.

For attention: Mr. Harry Cassidy

Dear Mr. Menshikov,

I trust our recent summary of training activities in the Balkan Mission gave you sufficient information on our training programme.

I believe you will be interested in the attached typical weekly report from the Commandant of the UNRRA Training Camp to the Director of Personnel, and the Minutes of a meeting of the UNRRA Committee on Training.

If you wish further data, or have suggestions to make, may we hear from you.

Yours sincerely,

(signed)

William T. Matthews
CHIEF OF MISSION

WEEK 20th - 26th AUGUST

Several courses have been in progress, and driving instruction for mobilised personnel.

The Camprcraft Course was attended by an average of 25 mobilised personnel. It consisted of a lecture on pertinent subjects every day, followed by practical work (i.e. tent-pitching) and demonstrations.

Two Serbo-Croat classes are given daily, attended by 16 people.

A small group of ten US personnel arrived during the middle of the week and will follow the Orientation course for the coming week, before being assigned.

(SGD) B. JENNINGS-BRAMLEY

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MINUTES OF THE MEETING OF UNRRA COMMITTEE ON TRAINING

MONDAY, August 21, 1944.

The UNRRA Committee on Training met on Monday, August 21, under the Chairmanship of Mr. Lewis Rohrbaugh, Director of Personnel. These members were present:-

Major Anderson	Mr. Lindsay (CCVS)
(Representing Col. Green, Camps)	Dr. Sinclair-Loutit (Health)
Miss Arnstein (Health)	Captain Marsh (Distn. & Transport)
Mr. Barratt-Brown	Major Milford (AML)
(Office of Chief of Mission)	Mr. Pierce (Displaced Persons)
Mr. Brownbridge (Welfare)??	Mrs. Severeid (Greece Mission)
Mr. Camara (CCVS)	Mr. Tolley (Reqs. & Supply)
Mr. Curtis (CCVS)	Mr. Williams (Indust. Rehab.)
Mr. Greenstein (Welfare)	Mr. Rezak (Yugoslavia Mission)
Miss Janson-Potts	Mrs. Jennings-Bramley
Camp Training Officer)	(Commandant, Training Camp)

1. UNRRA ORIENTATION COURSE

A. The first problem before the Committee was the evaluation of the present UNRRA Orientation Course for all new arrivals in Cairo. This course now includes seven lectures, covering a five-day period. Mrs. Jennings-Bramley read a report which she had previously submitted to Mr. Rohrbaugh, reviewing the programme to date:-

The machinery set up for sending all new personnel to Maadi for the course had not been entirely effective, because: -

- (a) Personnel arrived in groups too small to justify taking the time of AML officers and others for lectures.
- (b) Not enough advance notice of arrival of personnel was given to the Training Camp to allow it to properly arrange lectures.
- (c) Some employees had been taken over immediately on arrival by the various Headquarters Division and put to work on planning, without being sent to Maadi for orientation.

It was recommended that a schedule of courses be furnished each Division, and that so far as cable advice permitted, two days' notice be given the Training Camp after arrival of the personnel, before lectures are scheduled, so that lecturers can be properly notified. The Committee recommended to all bureaus and divisions that all personnel be sent to Maadi immediately on arrival, be quartered there, and go through the Training Course as a matter of rule, exceptions to be made only in cases where it is of extreme urgency and importance that the individual be used immediately on arrival for essential planning. Mr. Rohrbaugh indicated a directive would be issued on this and that once posted to Camp, personnel would remain there for the duration of the course.

B. The Committee then considered the Orientation Course from the content standpoint. It was the consensus that the course was adequate, filled a definite need, and should by all means be continued, both for UNRRA Headquarters staff, and for Voluntary Society personnel, even though, because of the varied backgrounds and previous training of personnel in the U. S. and U.K. it was unavoidable that parts of the ground covered in this Orientation Course might have been covered in an individual's previous training. Individual needs for additional material and special emphasis on particular phases of training could be met in the supplementary training period, whether in Division Headquarters, in planning at Maadi (for Voluntary Society and Welfare personnel) or in the Camps Division.

2. SUPPLEMENTARY TRAINING FOR VOLUNTARY SOCIETY PERSONNEL

Mr. Brownbridge, who had met the same morning with Unit Leaders, Miss Potts and Dr. Sinclair-Loutit, was tasked to report to the Committee, for its consideration and comment, plans for unit training of Voluntary Society Teams, which must await issuance of team equipment and transport. Voluntary personnel are now engaged in individual training as Drivers, Driver-mechanics, and as groups in language study. Since team equipment will be issued to UNRRA on September 28th and in some cases can probably be sorted and issued by September 15th, Committee agreed that Unit Training should begin not later than September 15th. In the meantime units shall meet as groups, organizing living arrangements on team unit lines, and thinking in terms of field operations.

The Chairman appointed a Sub-Committee to formulate definite plans for mobilization of units for training, to outline the training programme, determine priority of training phases, and to set deadline dates for completion of phases of training. The Committee was directed to put these plans in operation as quickly as possible. Membership of this Sub-Committee on Unit Training for Voluntary Society Personnel is as follows:-

Mr. Brownbridge, Chairman	Miss Janson-Potts
Dr. Sinclair-Loutit	Miss Pilkington (Vol.Soc.)
Major Milford	Mr. Curtis (Vol.Soc.)

The Committee recommended to the above Sub-Committee that Unit Training should be on technical lines, closely supervised by the UNRRA Health and Welfare Divisions, should cover the scope of the entire programme as defined by UNRRA and AML, and should include practical discussions and exercises on the carrying out of such programmes in the field.

3. SUPPLEMENTARY TRAINING FOR REGULAR UNRRA EMPLOYEES

It was indicated that each Division and Bureau had followed through on plans made at an earlier meeting, had developed plans for training, supplementary to the orientation course, and in various degrees had placed these plans in operation after discussion with the Personnel Division.

4. HEADQUARTERS GENERAL GROUP ACTIVITIES

The Committee considered possible activities coming under the scope of training and orientation for UNRRA Headquarters personnel. (Greek instruction has been under way; Serbo-Croat was to start the same day.) It was felt important that the personnel of one Functional Division have a picture of the plans and progress of planning of the other divisions, and of the organization as a whole. It was also considered important for the morale and team spirit of the entire organization that group activities such as sight-seeing excursions be arranged, and possibly luncheon meetings, patterned after the Washington luncheon meetings, at which Mission Chiefs and heads of Functional Divisions would give brief progress reports. A Sub-Committee with the following membership was appointed to arrange such functions: -

Captain Marsh, Chairman
Mr. Barratt-Brown
Mrs. Severeid, Secretary.

Louis Severeid, Secretary

MINUTES OF MEETING ON TRAINING AND
MOBILISATION OF VOLUNTARY SOCIETY
UNITS, HELD AT THE UNRRA TRAINING
CAMP ON TUESDAY, August 22nd.

Present:	Mr. Barratt-Brown (in the chair)	- UNRRA
	Lt. Col. Taylor	- AML HQ (Greece)
	W/Cmdr. Paynter	- AML HQ (Greece)
	Lt. Col. McCrae	- AML HQ (Yugoslavia)
	Lt. Col. Mark	- AML HQ (Yugoslavia)
	Major Heyd	- AML HQ (Yugoslavia)
	Lt. Col. Trail	- AML HQ (Albania)
	Major Miller	- AML HQ (Albania)
	Capt. Pozzi	- AML HQ (Albania)
	Lt. Tullis	- AML HQ (Albania)
	Major Langworthy	- CLO's Office (UNRRA)
		AMHQ (Balkans)
	Major Milford	- CLO's Office (UNRRA)
		Training AMHQ (Balkans)
	Mr. McNabb	- UNRRA Albanian Mission
	Lt. Col. Samnington	- UNRRA Health Division
	Dr. Sinclair-Loutit	- UNRRA Health Division
	Mr. Brownbridge	- UNRRA Welfare Division
	Mr. Rees	- UNRRA Welfare Division
	Mr. Sanford	- Joint Sec. CCVS
	Mr. Lindsay	- Joint Sec. CCVS
	Mrs. Jennings-Bramley	- Commandant UNRRA
		Training Camp
	Mrs. Janson-Potts	- Training Officer,
		UNRRA Training Camp

I. Order of priorities for mobilisation of units.

Agreed as follows:

1. That types of units most needed, if necessary, to the exclusion of all others, in the opening days of entry into the Balkans, were as follows:
 - A. MSTU'S complete except for ambulance drivers for each of the territories.
 - B. Relief units for each of the territories.
2. That to meet this need a paper mobilisation should be prepared so that medical supply and transport units could be obtained from the personnel recruited for other medical units and now in the Middle East, and that Mr. Sanford, Mr. Brownbridge and Dr. Sinclair-Loutit should work out this mobilisation in consultation with the Voluntary Societies and the representatives of AML, and should make proposals on the best use of the remaining personnel for units.
3. That priorities as between relief units and medical units must be referred for a decision by AMHQ (Balkans). (In the light of the fact that the present ratio of personnel in the Middle East was three medical to two relief, compared with the requested figures which were in the ratio of four medical to one relief)

4. That as between the different medical units, priorities should be as follows:

- A. MSTU's.
- B. MHFAU's.
- C. WPU's. (Except for Yugoslavia, where these units should have lowest priority)
- D. MMCI's.
- E. FBU's.

5. Territorial assignments must be left for decision in the light of events by AMHC (Balkans), but units with experience and interest in particular territories should not be dissuaded from concentrating during the training period on those territories, and after the paper mobilisation of personnel into the three MSTU's, at least one MHFAU and FBU be assigned to each territory. It should, however, be made perfectly clear to all personnel that they may have to be assigned to some other territory than that to which they are expecting to go.

6. As more personnel specifically recruited for MSTU's become available, personnel who had been withdrawn to make up the required number of MSTU's would, as soon as possible, be released to return to their own units.

II. Individual training for personnel of units before mobilisation.

Agreed as follows:

- 1. First priority for individual training must be given to medical stores clerks at SABDMS for personnel who might have to become members of medical stores units.
- 2. Second priority must be given to obtaining adequate training for all of the drivers who will be taking vehicles on charge.
- 3. Hygiene courses should be completed before mobilisation by personnel attending them.
- 4. Mobilisation of units should not be held up for individual training of any other personnel, but training in e.g. malaria control, personal malaria precautions, emergency field cooking, short courses in hygiene and tropical medicine, should be covered as part of unit training.
- 5. Laboratory technicians, whether for MHFAU's or FBU's, should be left on their courses or at their work until definitely required.

III. Mobilisation of units.

Agreed as follows:

- 1. Mobilisation of units as planned should proceed despite the paper mobilisation into MSTU's.
- 2. Units should draw equipment and mobilise as soon as the large proportion of their personnel are ready, and if necessary without the personnel attending SABDMS courses and personnel on leave.

The following schedule should be followed:

- A. One RRU and one MHFAU on September 2nd.
- B. A further six units on September 9th.
- C. A further seven units on September 16th.

This schedule to complete the numbers as on the appendix attached to the note calling the meeting.

4. Mr. Sanford to obtain the release of personnel from the camps and from the Medical Division and to issue the postings to Madi.
5. Mr. Sanford, Mr. Brownbridge and Dr. Sinclair-Loutit to work in consultation with the CCVS and AML on proposals for building the available Greek and American personnel into existing units, with particular reference to their replacing personnel who might have to be mobilised into the MSTU's.
6. The Chairman to see that UNRRA takes up this proposal officially with AML and CCVS.
7. All units to proceed to Mena Camp as soon as they have drawn equipment and are able to move off.
8. All personnel should have a medical examination and grading before mobilisation from a medical board composed of Medical Officers from AML, UNRRA and CCVS.

IV. Staff for training and mobilisation purposes.

Agreed as follows:

1. Personnel to be used for base duties if they failed to pass the necessary medical examination for all personnel being mobilised into units.
2. Unit quartermasters to be used before the mobilisation of units for drawing and dividing up the equipment under the direction of a permanent quartermaster to be provided by UNRRA, and then to be responsible for taking over their own unit equipments.
3. A formal approach to be made by UNRRA to AML for the provision of clerks to assist with the control of equipment.
4. UNRRA to inform the CCVS of the need for staff for base duties in connection with the Mobilisation of units, both now and later in the territories, in view of the non existence of such personnel in AML and UNRRA plans.

V. Unit training.

1. Unit training to be the responsibility of the technical divisions of AML and UNRRA, working together.
2. Training plans to be coordinated by Dr. Sinclair-Loutit, the UNRRA Medical Training Officer, and Mr. Brownbridge, the UNRRA Welfare Training Officer.

3. Unit training to cover at least the following:

- A. Drawing, knowledge and packing of equipment.
- B. Attaining of unit self sufficiency.
- C. TENTS.
- D. Experience of survey work.
- E. Convoy driving.

UNITS IN M.E. 20. 8- 44		F.A.U.				B.R.C.S.			S.C.F.		I.V.S.P.		J.R.U.		CCRA		YWCA		G.I.S.		T O T A L			
		Greece	Yugoslavia	Albania	Dodecanese	Greece	Yugoslavia	Albania	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Albania	Dodecanese		
M.H.F.A.U.			2	(x)	1	2			1	1										3	3	(x)	1	7
B.(?) U.		1	1			1	1/3				1		1			1	1			5	3	1/3		8-1/3
M.(?)P.U.											1									1				
F.A.U.		1/6	1/3																	1/6	1/3			fraction
P.H.W.W.					2	6			2											7	2	2		11
M.S.T.U.	Stores officers		4		2		1														5		2	7
	Dispensers		1				3														4			4
	Veh. Mech.		1																		1			1
	Stores drivers		10				2														12			12
R e s e r v e s			1								2		1											4

(x) 1 of the two Yugoslavia teams, for Albania if Albania opens first

OTHER UNITS AND PERSONNEL POTENTIALLY AVAILABLE IN THE M.E.

I	<u>Yugoslav Refugees</u>	
	Public Health Welfare Assistants	240
	and in addition if possible:-	
	Drivers	(100)
II	<u>Greek Refugees</u>	
	P. H.W.A.S.	40
III	<u>Greek Red Cross of Egypt</u>	
	25 Public Health Welfare Assistants	25
	2 M.H.F.A.U.S.	26
	6 Stores Officers and Assistants	6
	1 M. C. Bacteriologist	1
	3 Interpreters	3
	T O T A L	61
IV	<u>Palestine Jewish Relief Council</u>	
	10 P.H.W.A.S.	10
	23 M.H.F.A.U.S.	26/39
	2 W.P.U.S.	4
	1 R.R.U.	10
		50/63
V	<u>Alexandria Voluntary Ambulance Unit</u>	
	10 M.S.T.U. drivers	10

Distribution:

P. T. Division
 Health "
 Welfare
 D. P.
 Areas
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PROVISIONAL
RELIEF TRAINING PAPERS
from Middle East

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These papers have been prepared in the light of experience gained in the Middle East. They have not yet been officially approved, and should therefore be regarded as provisional. In particular, the details given in the later pages may be modified officially. For the present they are for private circulation only.

I. QUALIFICATIONS OF THE RELIEF WORKER

The most important qualities needed in relief work are matters of character and temperament. Common sense, adaptability and initiative are obvious essentials. Specialist and expert knowledge and previous experience of various kinds of relief in different countries will be extremely valuable, notably in medicine, hygiene and sanitation, catering, transport, accounting, office work and refugee welfare but for the most part it is more important that every member of a team should have a simple basic knowledge of all the subjects together with a general capacity to take over any job in an emergency.

Good health, and the ability to work for long hours in difficult conditions with few or none of the amenities of civilization are important additional factors. In the special circumstances of this work, mental and emotional poise will be as important as physical health. Above all there will be the need for endless perseverance and a real concern to get the job done in spite of all difficulties and discouragements.

All workers should be able to grasp the essential problems involved in new situations as they arise, be able to act quickly and to report clearly on the main needs. It is a desirable asset, though not, according to past experience, an absolute essential, that workers should speak the language of the country to some extent; apart from the difficulty of obtaining interpreters in some areas, it is often impossible to trust them to convey instructions accurately and much delay and trouble may be caused.

It is of great importance that relief workers should be able to get on with people:-

1. It will be necessary to work together with representatives of the Military Authorities, and for this considerable understanding of Army procedure and, particularly in operational areas, of the elements of security, will be essential.
2. It will be necessary for a member to be able to work easily in cooperation with the rest of his team and to agree to that amount of discipline and respect for the authority of the leader necessary for smooth working of the team as a whole.
3. More important than either of the first two will be the need for getting on with the people amongst whom the team is working. No relief workers should take advantage of their position in the country to which they go. They should avoid bartering and spending of money at rates of exchange which will probably be greatly in their favour. They should respect always the local customs, institutions, religions and habits of the people they are amongst, and in particular the local officials whose guidance will often be invaluable and should always be sought.

Special patience and understanding will be needed also for dealing with refugees whose hardships and frustrations may have made them awkward, illogical and uncooperative.

Strong prejudices in matters of local politics are obviously undesirable and relief workers should refrain from intervening in political or religious questions. Relief may become the most powerful of political weapons and relief workers can only retain their right to assist in the work of relief if they maintain a scrupulous impartiality, and if they refrain entirely from abusing their position by making capital either for themselves or their societies or their own countries or for any particular opinion or belief out of their relief operations. They would immediately abrogate their position if they set any discriminatory conditions on the provision of service and supplies unless it be a purely administrative discrimination decided upon by the Relief Mission in favour of those in greatest need or in certain badly hit areas. On the other hand, in order to maintain their non-discriminatory position, relief workers may be forced to enter to some extent into political affairs where non-intervention would mean passive acquiescence in the attempt of the strongest section of a community to use foreign relief workers and supplies for their own selfish sectional purposes. In these circumstances relief workers can only do one of two things, either insist that their principle of assistance according to need shall be adhered to or withdraw. Otherwise they will be held to approve of oppression and to be betraying their own professed beliefs.

All workers should bear in mind the psychological dangers inherent in the situation of "giving" and "receiving" relief. It can quickly lead to a feeling of inferiority and an attitude of resentment on the part of the recipient and of superiority on that of the giver with all the consequent bitterness that arises between the privileged and the dispossessed, both individually and nationally. If the worker is conscious of this danger he can take steps to mitigate the situation in every possible way, to encourage a feeling that relief means cooperation and partnership in the common aim of reconstruction rather than a one-sided act of charity. He will need to know how best to use the services of local individuals and societies without creating further problems of alleged favouritism or offending other groups. But the worker must be constantly on his guard to ensure strict equality of treatment for all groups, religious, racial and political, even in the smallest matters. Throughout, relief workers should remember that their immediate task of emergency relief is only the first stage of the long term work of rehabilitation and should try to see the whole process in perspective.

In administering camps there are a number of special points to be borne in mind:-

1. Prevention is always better than cure; if there is a choice between saving the lives of two or three people by cure and preventing the danger of disease spreading to the many, the latter course must always be taken.
2. Most of the personal problems of camp life can be solved when every member of the camp is fully occupied.
3. Relief work in camps as elsewhere is only a palliative. Therefore, the first aim should be to shorten the time of camp life and to bring to an end the necessity for relief.
4. Relief workers should not worry overduly about criticism and ingratitude; these are only the result of circumstances.

5. Relief workers should never give definite advice quickly but should listen, to find out what a person really wants to do.
6. Promises should never be given which cannot be fulfilled. Relief workers should be very guarded in all statements; camps are hotbeds of rumour.
7. Personal influence is the greatest factor in smoothing out difficulties. Patience and tolerance should be combined with firmness.
8. As much privacy and freedom as possible should be available in any camp for all its members.

II. REFUGEE AND CAMP PROBLEMS

- (a) The problem of displaced people.
- (b) Causes of displacement and of destitution.
- (c) Needs of refugees and destitute persons.
- (d) Material provision, shelter, food, clothing.
- (e) Psychological needs and provision; rehabilitation; camp discipline; etc.

(a) THE PROBLEM OF DISPLACED PEOPLE. This problem is likely to be the greatest that relief workers will meet in the territories of Europe as they are liberated from Axis rule. Without counting the armies, prisoners of war, and forced labour gangs, it is estimated that the number of people throughout Europe displaced from their homes runs into several millions. Some will have had to settle in villages and towns where the food supply is already considerably decreased by the blockade and by the breakdown of distribution due to the over-riding needs of the war; others on the other hand may have settled down in food producing areas. The actual military operations during liberation will create still more refugees. In addition, an Axis policy of "scorched earth" may further aggravate all the problems of displacement.

When territories have been freed, refugees may start moving homewards, away from the areas of fighting and will soon become involved in areas of existing destitution and with existing refugees who have temporarily settled down. When this happens there is the greatest danger that initial efforts to deal with one refugee problem may create another still larger one to be dealt with. News that food and/or clothing is available at a refugee camp or in a certain district will soon spread and the camp or district will inevitably become flooded with destitute or semi-destitute people who have come in from quite wide areas around. Those who are refugees from distant parts will have to be sorted from those who have come from nearby, and different arrangements made for each.

Refugees from distant parts and homeless people will need permanent or temporary camp accommodation according to the length of time before rehousing, billeting or resettlement becomes possible. Destitute and semi-destitute people flooding into an area will need food in addition. In the long run whole new settlements may have to be built. In the process of resettlement, movements across the length and breadth of Europe may have to be organised and a string of transit camps established.

The most serious danger in these great movements of people is not so much the military embarrassment; movements will be fairly easily controlled in an operational area and will not be so great in the case of an advancing allied army as of a retiring one, (i.e. in France in 1940). The danger lies in the uncontrolled spread of epidemics similar to those after the last war which killed more people than all the fighting of four years. In areas where typhus and malaria were unknown before the last war these diseases are today endemic. Such areas will spread again unless the most rigid methods are adopted for controlling movements of refugees and for disinfecting all those who leave "dirty" districts for "clean". Refugee camps and overcrowded villages will provide ideal conditions for the spread of disease. Wherever large numbers of people are gathered together or on the move, regular disinfection and medical inspection will have to be carried out at all the control points and transit camps. The sanitation and living conditions of overcrowded villages will have to be watched with extreme care.

Hygiene and sanitation will be the first demands of the emergency period immediately after the liberation of countries, but there will be other almost equally urgent needs - shelter, warmth, food and clothing. In considering provision to meet these needs, two things should be kept continually in mind by all relief workers:-

1. The tremendous hospitality of the peasant folk of Europe and particularly of the Balkan peoples. Every possible use should be made of this generosity by relying, wherever possible, upon billeting to solve accommodation problems and on local voluntary assistance from mayors, priests, schoolteachers, nuns, innkeepers etc. to solve personnel problems. If these people are appealed to in a friendly and imaginative manner as partners in dealing with the appalling problems of relief and rehabilitation of their own kinsfolk, the response in effective help will far exceed that of whole armies of soldiers or relief workers setting out to do the job "for the people", and incidentally the first step towards rehabilitation itself will have been taken.

2. The simple and arbitrary division of any country into producing and non-producing areas, i.e. roughly into country and towns. This division will enable relief workers to distinguish between their quite different needs and to make provision accordingly. Where refugees, for the emergency period, are accommodated in producing areas, not only will the danger of creating new refugees by introducing relief supplies be to some extent avoided, but the non-producing districts can be rid of some of their overcrowding and of the aggravation of an existing food and accommodation shortage. Relief supplies can then be limited to non-producing districts and the problem of supply distribution eased.

(b) CAUSES OF DISPLACEMENT AND DESTITUTION. The causes have already been suggested in the foregoing and it remains for them to be listed. There are two separate distinctions to be made amongst the various types of refugees:-

1. Refugees can firstly be divided into:

- (A) Those who have become temporarily established in their new surroundings.
- (B) Those who are on the move.

(A) Those who are 'static' and who have reached some place probably far away from their homes and have settled there for some time before the liberating armies arrive either:

- (i) because they have found work and food, or
- (ii) because compulsion, danger of disease, danger of air attack, persecution or political shifts of population keep them away from their homes.
E.G. the outer Germans who were forced to move into greater Germany before the war.

(B) Those who are on the move for the following reasons :-

- (i) They desire to return to their own homes at once having been refugees for some time.
- (ii) They have recently been forced to move away from military operations, or are being kept away from them by the army.
- (iii) They have fled from disease, or are being kept away from an area of disease.
- (iv) They are in search of food and livelihood.

The numbers in (A) will gradually decrease as conditions slowly return to normal and, as more and more regions are freed, more and more refugees will wish to join those under (B) who are on the move back. Those demobilized from the Forces and from guerilla bands, those freed from forced labour gangs, refugees to the Allied territories, and prisoners of war, etc., will swell the ranks of (B) at a later stage.

2. The second important distinction is between refugees who are :-

- (C) Temporary
- (D) Permanent.

(C) The more temporary refugees will be those :-

- (i) Whose homes are temporarily in enemy hands or in an area of fighting.
- (ii) Whose homes have been destroyed by air attacks, or other military operations which have however left other homes of friends and neighbours with whom they can be billeted.
- (iii) Whose homes need only repairs.
- (iv) Who have left home in search of food, either at refugee camps or at the places where relief supplies are being landed.
- (v) Whose loss of livelihood, e.g. in fishing, agriculture or local factories can be repaired fairly soon by the return of normal conditions and the introduction of fishing nets, fertilizers, agricultural implements, and by the restarting of local industry.
- (vi) Whose homes are in areas of epidemic disease, but which can in time be cleared up to some extent.
- (vii) Who were compulsorily moved for political reasons, or to provide forced labour and can return at once to their homes after the liberation of their countries.
- (viii) Who were in the Armed Forces or were Prisoners of War and have homes standing to return to.

(D) The more permanent refugees will be those:-

- (i) Whose homes are, and may continue to be for some time, in enemy hands, or in areas of fighting.
- (ii) Whose homes have been destroyed together with those of all their neighbours, friends and relations, leaving them nowhere in which to be billeted. E.g. devastated villages.
- (iii) Who have fled great distances to allied or neutral territories; e.g. those already in refugee camps in the Middle East and in East and Central Africa.
- (iv) Whose means of livelihood is utterly lost, e.g. orphans, wounded and disabled or permanently debilitated.
- (v) Whose homes were in areas which will for some time to come be the subject of negotiations at the Peace Treaty.

(c) NEEDS OF REFUGEES AND DESTITUTE PERSONS. Refugees may require any or all of the following:-

- 1. Shelter
- 2. Food
- 3. Household equipment
- 4. Clothing
- 5. Medical treatment
- 6. Precautionary health measures

The needs of refugees will vary according to the first distinction made among types of refugees, i.e. whether they are 'static' or on the move, - (category (A) or (B)).

(A) Those who are 'static' can be presumed not to require shelter, though they may need some household equipment. They may be in some need of food particularly if their new homes are invaded by further tides of refugees. They may need clothing, where their clothes have become worn and torn after long years without replacement. They may need medical attention due to previous lack of hospital facilities and drugs. The greatest needs will, however, be where refugees are living in overcrowded quarters and here the first essential will be to take precautionary health measures, e.g. extra sanitation and prophylactic disinfection, etc. and in doing this to deal with the village population as a whole - refugees and inhabitants alike.

(B) Those who are on the move will need shelter, (camp accommodation or billets), food and clothing, particularly if theirs have been destroyed together with their other possessions or worn and torn by travel. Food will be an urgent need for the many who will be suffering from malnutrition. Reports from the International Red Cross from Greece reveal however that, as winter draws on, the lack of clothing is becoming an even more serious need.

They will probably not need more than a very few items of household equipment, e.g. knives, forks, spoons, plates, mugs, etc., as they will not be provided with permanent accommodation. Medical inspection and treatment and precautionary health measures will be more important with these people than with any others; for it is those on the move who will be liable to carry disease with them as they travel.

(d) MATERIAL PROVISION, SHELTER, FOOD, CLOTHING, ETC.

The provision made for the various needs of refugees will vary less according to whether they are 'static' or on the move than according to the second distinction made amongst types of refugees, i.e. whether they are of a temporary or permanent nature. Some of these who are 'static' when found may be able to be returned rapidly to their homes, thus easing the problem. Others who are found on the move, nevertheless may have to be permanently accommodated because they cannot for political, health, or military reasons return to their homes.

(C) Provision for temporary refugees will have to be of an emergency, and often of a very makeshift nature. Temporary camps may be set up in groups of houses, flats, large buildings, etc. but the emphasis should be on billeting and rehousing, or in the case of transit camps, on homeward transmission and re-settlement of refugees in their own villages if they are nearby. Where people need food alone, this should not be provided in camps: in very many cases there will be no definable camp to deal with but an overcrowded village where the needs will be for extra food, disinfection, medical inspection, and other precautionary health measures, - particularly in the matter of increased sanitation facilities. In this case the whole village must be dealt with as one 'camp', - refugees and inhabitants alike. If possible a portion of the village should be wired off as a "dirty" section. The local mayor or most popular "orator" will have to be called upon to appeal to the people to observe this line. Shops, local retailers, and houses will have to be used for stores, food and clothing issues. A village or small town camp will mainly involve organisation of the existing services to provide for the extra numbers. There will probably be very limited supplies from outside and the best and greatest possible use of local resources and local production will have to be made. In larger towns and cities something much more closely approximating to a refugee camp as normally conceived will be required. Schools, halls and large buildings will be taken over and separated off to create a self-contained camp. Supplies will have to be brought in of food, stores and clothing, but even here provision for temporary refugees should not be on too generous a scale for fear of increasing the numbers; the emphasis should always be on disposal and resettlement. With temporary camps the maximum use should be made of all local voluntary societies' assistance, local good-will, and local labour, - if necessary paid, possibly not with money but with food. In Greece, camps should if possible, be set up in villages where the Swedish-Swiss Commission is already operating. Housing, sanitation and cooking arrangements will all have to be of an improvised nature with as much of the work done by the refugees themselves as possible. This latter may be limited by their physical strength which will be weakened by starvation, long marches, etc.

(D) More permanent refugee camps will largely be established as self contained units, separate from their locality, which ex hypothesi can be assumed to be already overcrowded. More permanent refugees will be sorted out from the more temporary refugees at the emergency camps. Improvements will be able to be made gradually in the accommodation available. More permanent structures, completely new buildings and even completely new villages may be built. Thoroughly adequate food and clothing supplies should be available and may be distributed without fear of increasing the refugee population. Amenities should be available in the camp, - canteens, school for children, needle work, and occupational training. Many of these camps may continue in existence

for years after the war and, though everything should be done to resettle refugees in or near their own homes, this permanent need must be borne in mind.

It must be remembered that in general it is not the function of a camp to provide:-

1. an alternative to the reorganisation of the distribution of food and other supplies through the normal channels;
2. medical relief on a large scale;
3. large scale storage and distribution of clothes.

unless a refugee camp proves for a short period to be a convenient centre for:-

1. extra nutrition in a particularly badly hit region;
2. general medical examination and instruction, and disinfection of the locality;
3. emergency clothing distribution.

In this case, extra whole-time outside help will probably be needed for this purpose by any relief team sent into an area to establish a camp or camps.

(c) PSYCHOLOGICAL NEEDS AND PROVISION; REHABILITATION; CAMP DISCIPLINE; ETC.

Refugees will be found suffering from the results of a complete breakdown of normal community life. Physical hardship, persecution, loss of relatives, destruction of possessions, the disappearance of their familiar social background, - any or all of these will go to make for a complete sense of having broken adrift, common to nearly all refugees. This may manifest itself in that "refugee mentality", which is a relapse into individualism, the attitude of "every man for himself", - and at its worst may become a crude scramble to reach some degree of personal security without regard for one's neighbours. People in refugee camps who are still in their own district will more easily resume normal life than those who have long been out of touch with their own particular social set-up.

This sense will tend to be aggravated by camp life where food and certain services are supplied for refugees and their own responsibility is thereby greatly reduced. Refugees will be driven in on their own families and will stick together in family units, (particularly in the Balkans where this is a strong characteristic in normal times), and in groups of family units, with a persistence that should not be questioned and will have to be taken into account in allocating accommodations. The more that is 'done for' refugees the less grateful will they probably seem to be and the more they will demand for themselves and their own families.

The loss of community responsibility aggravated in camp life will show itself in what will appear to be a general irritability and unreasonableness, in indifference to the care of communal property and even in the misappropriation of camp equipment for personal use. It is likely that, on the one hand, food will often be wasted and, on the other, that certain individuals will not feel that there is anything wrong in trying to obtain more than their fair share. There may be a general laziness and indifference in all matters of hygiene and sanitation, in the form of personal uncleanness, often amongst normally scrupulously cleanly people, and the misuse or complete disregard of sanitary

equipment. This will partly be due to ignorance and a generally primitive normal standard of living; and partly due to complete lack of experience of camp conditions and the necessary hygiene precautions required when large numbers of people are grouped together; far more however, it will arise from the loss of self-respect and responsibility due to hardship, insecurity and general breakdown of normal life.

Relief workers must expect to be distressed and mildly shocked at this attitude. They should be ready for it and should not react to it by blaming the refugees unjustly, by shouting at them, by losing their own temper and poise, by trying to 'force' them into better behaviour, and least of all by saying and thinking "these people are hopeless, they can be given no responsibility at all".

The only hope for their rehabilitation is that they should feel once again responsible for their own lives and for those of their fellow citizens. This can be done by associating them from the very first in the work of the camp itself, by electing a number of proved members of the camp as a house committee, - some from each section of the camp if the camp is so divided. They should be made responsible for seeing that the different jobs get done, such as the cleanliness of cookhouses and messrooms, washing up, efficient working of the sanitary patrols and sanitary squads, etc., etc., as well as for general welfare in the camp. As many refugees as possible should have jobs to do in the camp. If the women have their own cooking and the cleaning of their own rooms to do they will be far happier. All these problems will be eased where the camp is in reality simply an overcrowded village and the refugees have one and all a daily task to be about. Where these are not obvious and natural, useful tasks must be organised for refugees, - digging latrines, drains, cleaning swamps and similar anti-malarial work, cobbling, carpentry, tinsmiths work, etc.

Camp discipline will be bound up in this whole question of refugee mentality and sense of responsibility. The best camp commandant will be one who combines a maximum of consultation and use of the refugees themselves with absolute firmness. No rigid legalistic firmness nor prohibitive and negative regulations will be of any use, but a constructive singleness of mind tempered with tact and understanding and tolerance will soon win the support of the refugees. An easy popularity may be gained by allowing refugees their own way, but it will be unlikely to last because the way of one man is rarely that of another. Much can be done by the positive influence of example and by encouraging and showing confidence in those refugees who have been most co-operative and public spirited.

Relief workers must expect continued complaints, sometimes genuine but often frivolous and quite false. All complaints must be given a fair hearing or general dissatisfaction will grow from the smallest matter. What matters is not so much the actual content of the complaint, but the frame of mind which gives rise to the complaint. It is this which must be understood and dealt with as far as possible. Relief workers may meet guile and trickery and even open knavery, but they must bear in mind always that refugees may have temporarily lost their sense of relative values and that the cause of this abnormal behaviour lies in an abnormal situation which should be made as near to normal as camp life will permit. They will also meet generosity, tolerance, kindness and patience in the face of great suffering that will prove a humbling and salutary experience that may help them in dealing with those who have been more

disorganized. Little things, - such as, a sympathetic attitude, promise of investigation, the immediate execution of all promises, - (no promises should EVER be made which cannot be fulfilled), sense of humour, a personal interest in an individual's private life and family affairs, - these can all be shown without loss of authority, without loss of face, and with great enhancement of the willingness with which refugees will volunteer. Once they are willing to work and have been enveigled into taking responsibility again, they are well on the path to recovery, and the need for the relief worker will be over.

This should always and everywhere be the relief workers' final aim, - TO BECOME UNNECESSARY AS SOON AS POSSIBLE.

III NOTES ON PERSONAL HEALTH & HYGIENE

The preservation of good health is an absolutely vital necessity in relief work. Any member of a unit who fails to observe the obvious precautions outlined may be endangering not only his own efficiency and even his life, but also the efficiency and lives of the other members of the unit.

1. One man in each unit should from the start be made responsible for the health and the general welfare of all the members of the unit.

He should be responsible for the first-aid kit of the unit and for its dispensing.

He should also take responsibility for the health precautions of all those working with the unit - e.g. cooks, disinfecter personnel etc.

2. The following general points must be carefully watched not only by this man but by all relief workers:-

(a) Sufficient sleep must be taken and adequate time off. Efficiency is not increased in the long run by long hours. Regular hours and habits are of the greatest value in maintaining health.

(b) An adequate and well-balanced diet must be ensured. No member of a unit can be allowed to share his rations with refugees however parlous their condition. That this may require an almost inhuman discipline is suggested by the following quotation from a relief worker in the Russian famine area after the last war:

"You must be prepared to have people crying for food on your doorstep while you eat your evening meal and find them lying there dead in the morning".

(c) Feeding utensils must be kept clean and all members must take care to ensure that this is so wherever they eat.

(d) Water must be sterilised (all personnel will be issued with their own sterilising sets) and milk and water should be boiled. It may in some places be necessary to avoid eating butter owing to the risk of typhoid infection.

- (e) All fresh fruit and vegetables must be cooked except thick skinned fruits which should be thoroughly washed.
 - (f) All cooking and kitchen arrangements must be regularly inspected. Food must be inspected for signs of disease or deterioration. Cooking staff must be inspected for disease and to ensure that they are observing the necessary hygiene precaution.
 - (g) Scrupulous cleanliness of body and clothes must be maintained.
 - (h) Inoculations must be kept up to date.
 - (i) A vigorous campaign against flies in and around the unit's quarters must be kept up by means of swatting, building of fly-traps, etc.
3. In malarial areas, long sleeves, ties and long trousers must be worn and mosquito nets slept in at night. All members must keep up the Mepacrine course. The anti-mosquito cream must always be applied by anyone leaving his net or a mosquito-proof room at nights.
4. In typhus areas, the following precautions must be taken:

- (a) Anti-typhus clothing must be worn by all members working on disinfection or nursing typhus cases where the disinfection arrangements on admission to hospital are inadequate.

PERSONAL HEALTH

- (b) Anti-typhus clothing must be kept free from tears and holes, which would render it useless, and the openings for arms, neck etc. must be covered with greased bandage or something similar to prevent lice from entering.
- (c) Adequate sleeping bags must be used where members are sleeping in peasants' houses, railway trains etc.
- (d) After disinfection work members should disinfect themselves and iron their clothing at mid-day and in the evening. (Irons are included in the units' equipment).
- (e) Body and clothing should be inspected each night for vermin.
- (f) Each member must try to have at least one hot shower bath every week, whether he is working on disinfection or not.
- (g) Laundry arrangements should be made so as to provide a clean change of underclothing for each member once a week.
- (h) Head hair should be kept short, particularly at the back and sides, and body hair should be shaved.
- (i) Communal use of bedding, clothing and towels should be avoided.
- (j) General relief workers in a typhus area will not need to wear the anti-

typhus clothing, but must carry out all the other precautions and should wear raincoats down to their knees with long boots or puttees.

(k) Outer garments should be taken off by members on returning to their quarters at mid-day and in the evening and should be hung up outside (in extreme cold the lice will be killed by the next morning) or ironed (where the material allows of this) or dropped at the entrance into a wooden chest of crude unwhizzed naphthalene.

(i) Fur coats should be worn with the fur inside.

5. All members of the unit must report any illness immediately to the member responsible for the units' health.

6. No member of the unit can be allowed to run unnecessary risks.

7. Members of any unit should remember that the standard that they set and the example that they show will be copied by the people amongst whom they are working and should act accordingly.

IV. NOTES ON THE REGISTRATION OF REFUGEES

The importance of an immediate registration of all those who come to a refugee camp cannot be overstressed. Registration is required for the following purposes:-

1. To sort out those who come from nearby and do not need accommodation in camp from those who are genuinely homeless or destitute. To do this, registration must reveal not only the present or last place of residence but the original home town or village.
2. To establish various categories among the refugees, i.e. families; women alone; men alone; orphans; so that they can be appropriately accommodated and a rough estimate made for the clothing, food, etc., required.
3. To furnish a basis for disposal of refugees after temporary periods in camp; i.e. billeting; rehousing; transfers to more permanent camps. For this the cause of indigence or homelessness should be recorded in the registration.
4. To provide the information necessary for making a Central Register of Displaced Persons in any country. Such a register could form the basis of a Searcher Service for reuniting families inside any country and for an international register of displaced persons who have been moved out of their own country.
5. To provide the details necessary for making up a set of refugee (camp) cards, which can be used by the camp authorities in conjunction with an identity disk issued at the same time against the card. The purpose of this is:-
 - (a) Each refugee has a number which can be used extensively instead of his name, which may be mistaken for others and difficult for a foreigner to understand.

- (b) Cards and disks can be used by the adjutant and other officers for organising movements of refugees between camps, to billets, etc.
- (c) Easily kept numerical rolls can be made and used for checking against the presentation of identity disks, so as to ensure fair issues of food at meals.
- (d) On the card the M.O. can fill in the health category (for work within the camp), date of injections, last disinfection and any important medical treatment.
- (e) Against the disk and card the quartermaster can issue stores and clothing and ensure a fair distribution and fill in records of these for future use.

N.B. These cards will not only be of value for one set of camp authorities but for future reference by officers of other camps to which the refugee may be moved. They will also be of use to anyone else who is concerned with bulk clothes distribution etc.

The following items are therefore necessary for registration:-

1. Office, or, if necessary, simply an open space wired off and with a small single file entrance and separate exits; tables and chairs for the registrars and for the person issuing disks. Refugees will file past the tables by families and their particulars will be entered (on the sheets designed for the purpose, see below) by local people who have previously been instructed in the job, acting as registrars, e.g. schoolmasters or schoolmistresses or priests. Each registrar should have an assistant issuing the identity disks, after checking the number against the card. This will all be under the direction of the Welfare and Registration Officer. Queue controllers and ushers will also probably be needed from local police and other volunteers.
2. Identity Disk for each refugee to keep. This should be metal or fibre to prevent disintegration, it should have a hole in it and with it there should be a piece of string to go through the hole and tie round the neck. It will be stamped with a letter indicating the particular camp serial letter and with the refugee's individual number. It is absolutely essential for each refugee, including infants, to have a registration number because of the similarity and difficulty of local names for the foreign relief worker, and particularly for the quartermaster who has to issue clothes, stores, etc., at a great speed to large numbers.
3. Interleaved Book, of sets of four sheets in different colours with the following information, (see specimen cards, fig. 1). printed in the appropriate foreign language as well as in English.
 - (a) TOP SHEET, on paper.
 1. Space should be provided for names; refugee No.; date of registration; No. of national registration; sex; date of birth; home and last address; occupation; nationality; religion. Also for the name, number, age and any relevant note on all other accompanying members of the family.

2. On the back. There should be space for possible method of disposal; details of arrival and reason for present state; details of despatch to home or other camp etc., with dates; details of medical examination, and any immediate treatment recommended or taken; health grade for work; dates of injections and last disinfection.

(b) SECOND SHEET, on paper

1. On the front As with top sheet, front
2. On the back. Space for possible disposal; details of arrival and reason for present state; details of despatch with dates; billeting officer's notes.

(c) THIRD SHEET, on paper. As second sheet.

(d) FOURTH SHEET, on stiff cards.

1. On the front. As with top sheet, front
2. On the back. Space for camp occupation; health grade; rate of pay; details of items, quantities and dates of issue of stores articles. (A suggested number of essential items should be printed on the card).

FIGURE 1.

1	Surname,	Christian names,	Refugee No.
	Sex,	Date of birth,	Date of registration.
	Domicile	Identity Card No.	
	Occupation,		
	Last address,	Nationality,	
		Place of birth,	
		Religion	

Members of Acc.			
Family	Name	Refugee No.	Age

Husband/Wife			
Father			
Mother			
Children OR 1.			
Brothers & 2.			
Sisters 3.			
4.			
5.			

[illegible]

MACHINERY OF REGISTRATION

First of all the whole system and use of the cards should be explained to the interpreters, registrars, and disc-issuers who have been chosen for the job, and experiments should be made to ensure that the system is fully understood.

One or other of the following methods will then be used for the actual registration, according to the length of time available.

METHOD A. (When there is ample time for registration, and no danger of holding up, e.g. disinfection by the length of time taken).

1. Each refugee family is interviewed by the Welfare and Registration Officer or his staff and the front side of the top sheet is filled in with complete details on each individual member's card, carbons copying details onto the front sides of sheets 2, 3 and 4. On the back side of sheets 1, 2 and 3, where possible disposal, place arrived from and reason for present state will be filled in. Each individual refugee, including the smallest children, must have a

different set of registration sheets, but each individual has the basic details of the other accompanying members of his family filled in on his sheet. This facilitates easy cross reference between families.

2. Each refugee is issued with an individual numbered identity disc, numbers following in sequence for each member of a family. The number of the disc will be entered on the set of sheets, "Refugee No.". The disc should be hung round the neck and the refugees should be told that they must not lose the discs, as they will have to show them for meals, clothes' issues etc.

METHOD B. (When there is not time for all the forms to be filled in completely at the first registration).

1. Each refugee family will present itself for registration, but only one set of sheets will be filled in for the whole family. This will give the complete details of the head of the family and the name, refugee number, age and occupation, under the "Remarks" column, of the accompanying members of the family.

2. Each individual member of the family is issued with his or her identity disc according to the numbers on the head of the family's card. Batches of discs should not be issued to the head of the family for him to distribute. No difficulty will be found in keeping the family together. Indeed it will generally be found hard to keep them sufficiently apart to issue the individual discs!

3. The four sheets can then be passed to a "quiet room" where the clerks can complete the remainder of the families' sheets. In this way they can be much more tidily filled in without the haste and interruption of the registration table. If refugees are moved on immediately after registration the accompanying family members' cards can be filled in when they arrive at their destination.

4. Sheet 2 will be kept by the Welfare and Registration Officer for use in trying to arrange for the refugee's dispatch or for passing the refugee on to a local billeting officer. After the refugee has left the camp, this sheet will be kept in the Camp offices as a permanent record of all refugees who have passed through.

5. As soon as the full details have been entered on the top side sheet 3 is sent along to the Central National Register of Refugees, if such a body is constituted and if not to Mission H.Q.

6. Sheets No. 1 and 4 will be sent to the M.I. Room. There the doctor, or his assistant, will medically examine the refugee, fill in his health grade for work, and also enter up any injections as they are done. Disinfection will be recorded when refugees return from the disinfection centre.

7. Sheet No. 1 will be returned to the adjutant's office for filing, - (this will be after all injections, etc. have been entered by the doctor).

8. Sheet No. 4 will be sent along from the M.I. Room to the quartermaster to await the arrival of refugees from the disinfection centre.

9. The quartermaster with a number of estimators will check the refugee's

identity discs against the number on Sheet No. 4 (card, "Q-M copy"), and make an estimate of clothing acquired. This should be kept until the initial issue of clothes, etc., is made when the card can be filed for recording future issues.

10. When the refugee leaves the camp he will either be given his Sheet No. 4 (card) to take with him, or it will be sent with the convoyeur. In addition, in order to warn the commandant of the camp to which the refugee is proceeding or the billeting officer of the area to which he is sent, and to check any tampering or forging, Sheet No. 1 will be sent by post or messenger before the move takes place.

METHOD C. (When there is no time for forms to be completed at all).

Each refugee family presents itself for registration and a set of sheets for each member of the family has just the surname and number entered on it. At the same time an identity disc with the same number is issued. This means that registration will have to be done all over again later, but at least numbers are known and each refugee has some form of identity within the camp for issues of food, stores, etc.

After registration, sets of sheets will be used in the following ways:-

1. Numbers of sets and numbers of discs issued will be counted and checked against each other to discover the total number of refugees and any mistakes.
2. Sets of sheets should be sorted into boxes - one for all the top copies and separate boxes for each of the others, - and the sheets of all the members of one family clipped together.
3. From the sheets the Welfare Officer should mark off a form as below (fig.2) dividing the refugees into their age groups and at the same time noting the refugee numbers of people with useful occupation. This may be done during registration, but will probably be more easily dealt with immediately afterwards by the clerk in the "quiet room." The importance of this form is to provide a basis for estimating numbers of babies needing milk, men and women needing special rations, school children needing schooling, men to be sorted out for work in camp or for the services, etc.

/Figure 2/

AGE GROUP	MEN	WOMEN
<u>Over 50</u> 1844 - 1893		
<u>40 - 50</u> 1894 - 1903		
<u>30 - 40</u> 1904 - 1913		
<u>20 - 30</u> 1914 - 1923		
<u>20</u> 1923		
	and so on, down to	
<u>4</u> 1939		
<u>3</u> 1940		
<u>2</u> 1941		
<u>1</u> 1942		
<u>0</u> 1943		

MATERIALS REQUIRED FOR RECEPTION & REGISTRATION

Based on 1000 persons

1. TO BE CARRIED WITH TEAMS

Books of sets of interleaved registration cards, printed	sets.	1200
Binders for above		6
Individual identity discs, metal or fibre. Prefixed and numbered.		1000
Individual identity discs, blanks.		200
String in lengths to go around neck		200
Figure and letter dies, (0-9*	set	1
Carbon paper to size of reg: cards.	shts.	75
Indelible pencils		24
Pencil sharpeners		4
Arm bands for registrars, queue controllers		50
Shoe boxes (to keep sets of cards in) (2 or 3 colours)		20

2. TO BE OBTAINED LOCALLY

Tables (approx. 6 ft.)		5
Chairs		5
Room space		
Outside space for waiting, "pens"	sq. ft.	300* (per 100 people)

PERSONNEL REQUIRED FOR RECEPTION PROCEDURE

1. <u>TEAM MEMBERS</u>	The Welfare & Registration Officer (In charge of operation)	1
	The Hygiene and First Aid Officer, (Controlling routine in M.I. Room)	1

The General Duties Officer (Controlling disinfection centre and movements etc.)	1
The Adjutant (Controlling accommodation)	1
The Quartermaster (in charge stores issue)	1
	<u>5</u>
	<u>==</u>

2. LOCAL HELPERS

Registrars	4
Identity disc issuers	4
Queue controllers,	6
Guides to billets, etc.	up to 10
Local doctor, for medical inspection	1
Women in M.I. Room (? nurses)	2
Disinfector operators (Supervisors, controllers)	10
Barbers	6
Stokers for serbian barrels	10

V. NOTES ON CLOTHING DISTRIBUTION

The distribution of clothes may have to be undertaken :

- (i) For special sections of the population - e.g. school children, those in hospital, special workers. There will be no great difficulty about this type of distribution as stocks of clothing from voluntary societies which can only be issued free will be appropriate for distribution to these special categories and a fair distribution can be issued by the hospital or teaching staff or by the workers employers.
- (ii) In temporary and permanent camps where people are destitute and unable to make their own purchases. The possibility of distributing the raw materials rather than the finished articles and getting the women to make up their own things should always be borne in mind. The methods of organizing such camp distribution are described in A below.
- (iii) The general population. It must be remembered that it is reported that the need for clothing in parts of the Balkans is greater even than the need for food. The method of organizing such a general issue is described in B below.

Two main points have to be borne in mind in making a distribution of clothes, firstly, to ensure a just distribution and secondly to ensure a speedy distribution. Speed can in some cases be sacrificed to ensure complete justice. In other cases complete justice may have to be sacrificed in the interests of speed.

To ensure justice and to clothe those who are the most needy, it will be much easier to distribute clothes only in camps. By the use of the registration cards it will be possible for the quartermaster of any camp to know the number of

items issued from time to time to every refugee. These records will be maintained on the fourth copy - (Quartermaster's copy) - of each refugee's individual registration card. Every refugee in the camp, including the smallest children, will have had a registration card, made out at the time of registration complete with fourth (Quartermaster's) copy. This card will always remain in the possession of the Quartermaster, and must in no case be given to the refugee to keep until he leaves the camp. It will then be handed on to the next Camp Quartermaster. The reverse side of the fourth copy of the registration card will have printed on it a list of the items of most general issue, and a space for the date of the issue, - see specimen card above. There will also be space to add the names of other articles which may be available for issue to the refugees.

On the other hand, if issues of clothing are only made at camps, there will be the great danger of filling the camps with people who are not properly destitute or refugees. General clothing distribution throughout a whole area may therefore be required in many cases.

A. Clothing Distribution in Camps.

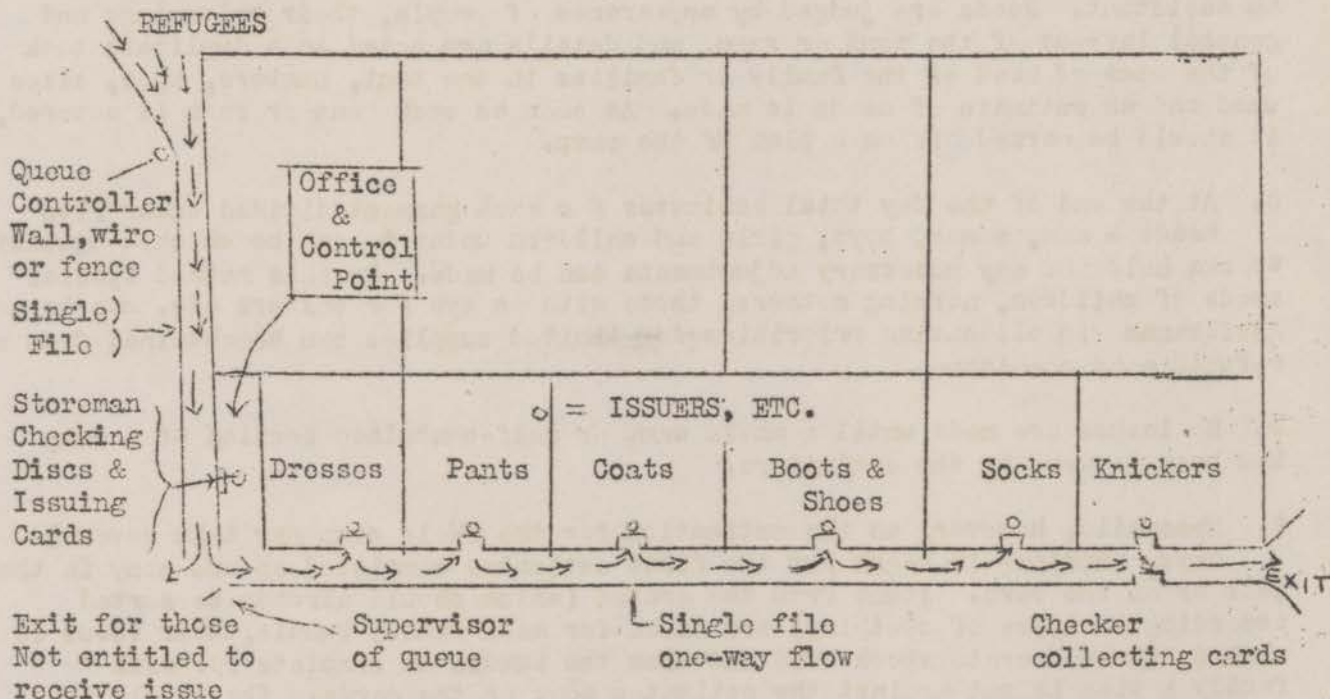
Several methods can be employed according to the speed at which the job must be done and the number of personnel available to help with the work.

Method 1 (where few personnel are available and speed is essential)

1. A rough initial estimation of need will be made at the time of registration by an estimator who may be either the Registration Officer or the Quartermaster. Items that seem to be required will be marked off on the back of the card (fourth copy).
2. Totals will be checked against the clothing available and adjustments made accordingly.
3. The time and place of a general distribution will then be announced.
4. The refugees will queue up outside the stores, mechanical means, wire fences, etc., being employed as well as a supervisor to ensure that the queue becomes a single file before reaching the control point of the stores. The queue supervisor should be careful to have a wall behind him or he may be carried away by the press. On reaching the control point counter the refugee will produce his or her identity disc; the storoman will pick out the corresponding card from the filing box and, if the refugee is entitled to the issue in question, will hand the card to the refugee. The card will already have the items marked on it which the refugee is to receive based on the initial estimation. These will probably vary from one refugee to another; so there must be some method of ensuring that refugees cannot write on the card extra items for issue, e.g. by marking the items on the card with a special rubber stamp.
5. Each refugee will pass along in front of the various counters from which different items are being issued. The appropriate articles will be issued and the refugee's card correspondingly stamped with the date opposite the items marked for issue on the card, and the card handed back to him. After passing before all the counters from which he is entitled to draw, the refugee reaches the end, where his card will be collected from him by a checker and the

articles he or she is carrying checked against those marked for issue on the card. By this method there can be no favoritism or possibility of anyone receiving more than his due which those responsible for the distribution cannot detect and rectify immediately. Moreover the method can be used for either single or multiple issues - i.e. for issues of the same items to all refugees or of different items to different refugees.

In all cases there must be a continuous and one way flow of people - mechanical aid will no doubt be necessary. Below is a diagram which shows how this system would operate.



Method II (where few personnel are available for the work and speed is essential and in addition only one article of clothing is being issued)

Refugees will come straight up to the issuing counter with their identity discs. The storeman, instead of picking out their corresponding card, will have before him a sheet, typed out in columns of a hundred, of all the numbers of the refugees who are entitled to draw on the particular issue in question.

As each refugee presents his disc and the article is issued, the corresponding number is struck off the list. The Quartermaster's copies of registration cards are brought up to date later on.

The advantages of these first two methods are, firstly, that it will nearly always be necessary, where clothes are available in any camp, to make an immediate issue of essential clothes etc. to all refugees. Secondly, there is a great advantage in only staging an issue when this is going to cover a large part of the whole camp. Otherwise a very great deal of time is spent at the store's control point sorting out the sheep from the goats, for it must be

fully understood that whenever an issue of clothes is announced the whole camp will turn out to see what is going free. In practice it may be quite impossible to publish that only such and such are eligible for a particular issue and to expect that only these people will turn up at the stores.

Method III. (Where speed of distribution is not very important and adequate personnel are available either from relief staff or from local volunteers or from refugees themselves)

1. An estimate is made of the minimum needs of each refugee family by systematic tent to tent or house to house visits by one member of the relief staff with an assistant. Needs are judged by appearance of people, their belongings and general lay-out of the tent or room, and details are noted in a duplicate book of the name of head of the family or families in the tent, numbers, ages, sizes * used and an estimate of needs is made. As soon as each tent or room is covered, it should be marked off on a plan of the camp.
2. At the end of the day total estimates for each garment divided under five heads - men, women, boys, girls and children under 4, can be checked against stocks held and any necessary adjustments can be made. By this method special needs of children, nursing mothers, those with an eye for colours etc. can be met. Assistance in allocating priorities for limited supplies can be obtained from a refugee camp committee.
3. No issues are made until a whole camp or self-contained section of a camp has been covered by the estimators.
4. Meanwhile, however, as the estimation for the whole camp may take several days, bundling is begun for the first estimates completed on one copy in the book or on the card. Items from the crates (which should already be sorted according to types of clothing) are taken for each family bundle, their issue is marked off on a crate stock card and when the bundle is complete for each family a tick is put against the estimates book or the cards. The bundle is then tied up together with the ticket attached bearing the number of the head of the family.
5. Bundles are stacked in numerical order and, as soon as the estimation of one camp or section is completed, are placed on a truck which passes down the refugee lines. Two helpers have a list of tents or rooms in the order of stacking of the bundles and the bundles are handed to the head of each family.

Time and personnel required where this method was employed in a fairly complete issue of clothing at Nuserat camp were as follows:-

- 2 people full-time estimating
- 2 people full-time sorting and bundling
- 3 extra helpers for distributing

can estimate total needs of 4,000 refugees in 10 days
and complete distribution in 12 - 14 days.

Speed was found to increase with knowledge of stocks and of the general level of requirements. After the first few weeks when personalities among the

* and shapes and sexes of members. Alternately, the registration cards are

refugees were revealed it became possible for one man to run the whole clothing distribution with a complete staff drawn from refugees whom he had instructed in the method.

The merits of the method are that a fair distribution of limited supplies can be made according to careful estimates of proven needs and, as the refugees do not queue and do not see the stocks, the competitive instinct is not roused. In the case quoted above, which was with Greek refugees, there were less than 2% complaints in the whole distribution. In addition no complicated stores and issuing building or counters are required. On the other hand, the method does require a considerable time to complete and either an adequate staff from outside of time to train refugees to do the job.

B. General Distribution of Clothing outside Camps.

Where clothing is issued outside camps it will be possible and necessary to take longer time and greater care over the estimation of needs. It is unlikely that at any one time sufficient stocks will be available to allow of anything approaching a 100% distribution. It will not therefore be possible for clothes to be issued through the normal channels and controls and checks will have to be carefully developed. Where possible, of course, people with experience like the local retailers should be used but they will have to be called in as issuers in a planned distribution for camps or for the general population. The following method is therefore suggested, the large number of staff envisaged being assumed to be made up mainly from local people and to be justified by the large scale of the distribution.

1. A general assesment of need should be made before any clothing is distributed. This should be based upon the considerations below and checked against the supplies available.

- (i) The knowledge of the local authorities and of local voluntary workers. But as in feeding, Mayor's lists or priorities should be treated with caution.
- (ii) The category of the person, age, employment etc.
- (iii) The looks of the person.
- (iv) Outside medical advice.

2. For the more detailed assessment, the best method will be to obtain the help of a local committee of assessment which will combine all the political and religious elements in the area. This Committee can then consider all the points above and assess individual need under the supervision of the team leader or deputy who will have to guard against any possible abuses e.g. the deliberate donning of rags, political bias and the favouritism of the issuers.

3. The members of the team and local helpers should be allocated by the leader to cover the following jobs :-

- (i) Interviewer - member of team to check what each applicant needs and make out a card for the applicant accordingly. He will have to base his decision on his own knowledge and intuition and the guidance of the committee of assessment.

- (ii) Issuers - local people. They will only be able to issue what is indicated on the card. The actual issue will be checked by the checkers against the card as the refugee goes out and there should therefore be no room for favouritism here.
- (iii) Supervisors - members of team. They will be assisted by local police and volunteers in marshalling the queues, dealing sympathetically but firmly with complaints, maintaining order, etc.
- (iv) Checkers - members of the team. They will check the articles which the people actually take out with them, by comparing them with the list on the card.
- (v) Checkers' assistants - government officials and local volunteers. They will assist the checkers.
- (vi) Storekeeper - member of the team. He will be responsible for controlling all bulk stocks and for making batch issues to the detailed issuers as they require more.

4. With the staff thus deployed, the distribution can go ahead:-

- (i) First the successful applicant for clothing is given by the interviewer a card or paper with name and other identification particulars and the list of the articles that the interviewer has indicated should be issued. The card should have a printed list of articles and the interviewer should initial those to be issued or stamp them with a special rubber stamp to prevent the adding of extra items by the applicant or the issuers.

CLOTHES ISSUE CARD

SURNAME.....		REGISTRATION NO.....	
Christian Names.....		SEX.....	
ADDRESS.....		AGE.....	
		ROUGH HEIGHT.....	
		BOOT/SHOE SIZE.....	
ARTICLE	QUANTITY	AUTHORIZED STAMP	DATE
Overcoat			
Jacket or wool dress			
Trousers/skirts or shorts			
Shirts or blouses			
Vests			
Pants or knickers			
Socks or stockings			
Knitting wool			
Terry towelling			
Flannellette			
Sanitary towels			
Boots or shoes			
.....			

(ii) The applicant then goes to the issuing counters at the place where the distribution is being made to be issued and fitted. This may be in a different building from the interviewer as the latter may be interviewing for other purposes as well - e.g. cash relief or food. There is a danger of a black market for the sale of cards being established between the two buildings but an occasional check on the registration particulars by the checkers will provide some control of this.

(iii) Provided that the details of clothes to be issued are decided in advance, the issuers can be local people. Local retailers have invaluable experience of sizes, and likes and dislikes of individuals. Numbers of issuers required will depend upon the pace of the arrival of applicants from the interviewers.

Spanish Civil War experience showed that in an emergency two interviewers six issuers and one checker could deal with 200 people in four hours. 5 interviewers with 20 issuers and 3 checkers should be able to deal with 5000 people in a week.

5. The place where the issues are made need not be under cover, except in bad weather, nor very elaborate. A similar design to that suggested for camps will be found to be the easiest to manage - where a stream of people pass in single file past a series of counters at which one or two articles are given out and the appropriate items ticked on the card. The Supervisors will stand at the entrance to the line and others will have to control the queue at the entrance. The checkers will stand with a supervisor by the exit at the end of the issuing line and will check off the items in the possession of each individual against those listed on his card and then retain the card. Two points should however be noted about the issuing area:-

(i) The supervisors standing at the entrance should have a wall behind them or they will be pushed into the issuing line and even trampled on or impaled against the barbed wire by an impatient and excitable crowd.

(ii) Available supply may fall far below demand and great needs may have to go unsatisfied so that greater needs may be met. Normally law-abiding people may be driven to desperate deeds - and there must be some method of ensuring that articles issued cannot be thrown over a wall or passed through a fence between issuing and checking in order that people may obtain a second article when their card is checked and they are found to be short.

6. At the end of the day a rough totalling of items issued against stocks and cards held will show whether any leakage is taking place, and, if there is considerable disparity, a careful watch can be kept the next day. Spot inspections can be made of a section of cards if there is some suspicion of a leakage through the issuers.

7. Clothing for refugees may be available only in extremely limited supplies. The two sources of supply will be:-

(A) Relief Mission.

(B) Red Cross, or other relief societies' supplies.

- (A) Relief Mission stocks, if available, will be drawn as instructed from the Relief Mission.
- (B) Relief Societies' stocks, if available, will probably be held in a central stock pile in each territory.

Demands for stocks should, in both cases, be forwarded to the Relief Mission headquarters, explaining fully the need for the articles desired. In the cases of voluntary societies' supplies, the representative of the official civilian department will probably be consulted before the Relief Mission arranges for issue to the camp from whatever stocks are available. The Relief Mission will, however, probably be responsible for arranging delivery.

Stocks of clothing are unlikely to be sufficient for more liberal distribution than is needed to maintain life and health. Instructions will be issued from time to time by the Relief Mission headquarters regarding the clothing policy to be adopted.

8. The team leader will also be issued with instructions from Relief Mission HQ as to the rules to be followed in regard to payment for articles issued and as to the standards of issue to be aimed at. There will be certain special instructions with regard to the stocks of clothing from voluntary sources. Reports of such items issued will have to be made separately from the normal reports to headquarters. Normal reports will be made by sending the cards into headquarters for accounting purposes with summaries attached to indicate items issued.

9. Six lists are included below which should prove useful if relief team or camp staff takes on the responsibility for large scale distribution of clothes. Except in the case of the last list, stocks to be carried have not been indicated as this depends entirely on the stocks available and on the clothing policy being followed at the time. The lists merely indicated the types of clothes etc., which must be obtained if possible, and provide guides as to relative sizes.

- List (A) List of articles which can justifiably be considered as absolutely essential for men and women.
- List (B) List of articles which can justifiably be considered as absolutely essential for children
- List (C) List of items found to be necessary for a camp of 7000 Greek refugees to cover basic needs in a cold wet climate.
- List (D) Proportion of men, women and children - (up to 16 years) - which may be considered fairly representative in a normal refugee camp.
- List (E) Proportion of ages in children up to 16 years in a normal refugee camp.
- List (F) Proportions of sizes in children's footwear.
- List (G) List of other essentials which will have to be carried for immediate issue to refugees, showing stocks to be carried.

N.B. The articles in the following two lists (A) and (B) are all included in the Post War Requirements Bureau "basic wardrobe" list.

<u>LIST (A)</u>	Overcoat	for Men and Women
	Shoes	Men and Women
	Towels	Men and Women
	Dresses, wool	Women
	Skirts	Women
	Knickers	Women
	Sanitary towels	Women
	Wool	Women
	Shirts	Men
	Trousers	Men
	Jackets or Pullovers	Men
	Underpants	Men
	Boots	Men

<u>LIST (B)</u>	Overcoats	for Boys and Girls
	Shoes	Boys and Girls
	Towels	Boys and Girls
	Vests	Boys and Girls
	Dresses	Girls
	Skirts	Girls
	Knickers	Girls
	Pullovers	Girls
	Shirts	Boys
	Trousers OR shorts	Boys
	Jackets OR pullovers	Boys
	Underpants	Boys
	Diapers	Infants

To get a rough estimate of stocks required in the various children's sizes, put the order on basis of 1100 per 1000 children to cover error, and calculate on the age proportion list, (D).

<u>LIST (C)</u>	Men's shirts	500
	Men's socks	500
	Women's nightgowns	1640
	Women's skirts	1185
	Women's dresses	1715
	Women's sweaters	1455
	Women's blouses	1025
	Women's stockings	500
	Girls' skirts	475
	Girls' slips	420
	Girls' dresses	470
	Girls' blouses	560
	Boys' shirts	675
	Boys' shorts	800
	Children's sweaters	1260
	Children's socks	500
	Children's pyjamas	710
	Small children's dresses	375
	Layettees	69
	Boots & Shoes, all ages, all sexes	4000

Also required but not essential: Underclothing for men, and women's handkerchiefs.

LIST (D)

In 1000 refugees: (in abnormal
population where men of
fighting age in Army)

	<u>Abnormal</u>	<u>Normal</u>
Men	150	320
Women	350	330
Children (under 14)	500	350

LIST (E)In 1000 children

4 years	120
5 "	115
6 "	105
7 "	95
8 "	90
9 "	85
10 "	80
11 "	75
12 "	70
13 "	60
14 "	50
15 "	30
16 "	25

LIST (F)Per 1000 BoysPer 1000 Girls

<u>Sizes:</u>	<u>Pairs</u>
11½	125
12	115
12½	105
13	95
.	.
1	85
.	.
2	80
2½	75
3	70
.	.
4	65
.	.
5	60
6	60
7	35
8	30

<u>Sizes</u>	<u>Pairs</u>
11½	125
12	115
12½	105
13	95
13½	85
1	80
1½	75
2	70
2½	65
3	60
3½	60
4	35
4½	30
.	.
.	.
.	.
.	.

LIST (G)

Knives, table
Forks, "
Spoons, "
Plates, steel
Mugs, E.I.

1000
1000
1000
1000
1000

Blankets, G.S. 4
Palliasses

1500
1200

(in List (G))

(It may be necessary to insist that all the above/should be
handed back to the camp authorities on discharge of each
refugee).

VI

NOTES ON RATION AND CALORIE SCALES

FOOD QUANTITIES AND VITAMIN DEFICIENCIES

A. RATION SCALES AND QUANTITIES

1. The Ration Scale, - for feeding refugees and others in the Balkans or in other parts of Europe is not yet determined. Some idea of the quantities involved and the weight of ration for 1,000 people can be gained from the following scale which is the one provided for refugees in the Middle East. A blank column and additional space for different items have been provided on the chart below so that the caterer can fill in the correct quantities according to the scale in force in the territory in which he is working.

	<u>Ounces</u>		<u>Pounds</u>	
	<u>Men</u>	<u>Women</u>	<u>Men</u>	<u>Women</u>
- 1 Bread	14	10	875	625
- 2 Meat (Fresh)	6	6	375	375
Rice	1½	1	94	62
- 3 Potatoes	6	6	375	375
Vegetables (fresh)	6	8	375	500
Onions	2	2	125	125
Macaroni	2¼	1½	141	94
- 4 Peas/Lentils/Beans	2	1	125	62
- 5 Fruit (fresh)	4	4	250	250
Cheese	½	½	32	32
Oil (cottonseed)	2½	1½	157	94
- 6 Milk (fresh)	2½	8	157	500
Jam	1	1	62	62
Margarine	1	1	62	62
Tea	1/8	½	8	31
Sugar	1½	2½	94	157
Salt	½	½	32	32
Pepper	1/100	1/100	1	1
Fuelwood	32	32	2000	2000
TOTALS (excluding fuel)			3340	3439

- The above marked items have the following equivalent issues when the basic items are not available.

1 Biscuits	9	8
2 Meat, frozen (with bone)	4	4
" " (boneless)	3	3
3 Onions and	1	1
Rice	1 $\frac{1}{2}$	1 $\frac{1}{2}$
4 Oatmeal or	1 $\frac{1}{2}$	1 $\frac{1}{2}$
Flour	1 $\frac{1}{2}$	1 $\frac{1}{2}$
5 Fruit (dried)	1 $\frac{1}{2}$	1 $\frac{1}{2}$
6 Milk (tinne)	1	3/5

2. The Food Quantities required, per number of portions (e.g. basic unit of 100) must be determined by the ration scale. This is an obvious, but nevertheless, important point. The caterer will immediately exceed his ration scale if he provides too large portions to every individual. For the general guidance of the caterer the following list gives the food quantities per 100 portions for certain dishes based on the British soldiers' scale in the Middle East. It will certainly need considerable reduction to bring it even into line with any refugees' ration scale, - (such as the one above). A blank column has been left in order that the caterer may fill in the quantities which are appropriate for his ration scale.

FOOD QUANTITIES FOR 100 PORTIONS

	<u>Refugee Scale</u>	<u>M.E. Soldiers Scale</u>
Apple rings (apple charlotte)		8 lbs.
Apple rings (apple pie)		8 lbs. (or 30 lb. fresh)
Apple rings (apple pudding)		6 lbs.
Apples fresh (apple fritters)		12 $\frac{1}{2}$ lbs.
Apples fresh (apple baked)		35 lbs.
Apples fresh (apple dumpling)		25 lbs.
Bacon (with bubble & squeak etc.)		12 $\frac{1}{2}$ lbs. prepared
Bacon, plain		25 lbs. unprepared
Beans, haricot or butter		10 lbs.
Beef (roast, etc. etc.)		37 $\frac{1}{2}$ lbs. unprepared
Beef (minced, cottage pie, etc.)		25 lbs. prepared
Butter or Margarine (per meal)		3 $\frac{1}{2}$ lbs.
Beetroot		28 lbs. prepared
Carrots		40 lbs. unprepared
Cabbage		50 lbs. unprepared
Cheese		6 $\frac{1}{2}$ lbs.
Figs		12 $\frac{1}{2}$ lbs.
Fish, kedgeroe, etc.		20 lbs. cooked
Fish, cakes		12 tins
Flour (suot puddings, baked rolls, etc.)		16 lbs.
Syrup (in lieu of jam or marmalade		12 lbs.
" (for puddings)		6 lbs.
Jam (tea meal)		12 lbs
" (for puddings)		7 lbs.
Liver (breakfast - with bacon)		12 $\frac{1}{2}$ lbs.
" (dinner)		25 lbs.

	<u>Refugee Scale</u>	<u>M.E. Soldiers Scale</u>
Marmalade (breakfast)		7 lbs.
Milk (fresh - for tea, coffee, cocoa)		6½ pts.
" (fresh - for porridge)		5 pts.
" (for white sauce)		2 gallons
Mutton (boiled, braised, roast, stuffed)		37½ lbs. unprepared
Mustard (for table use)		2 oz.
Onions (fried, braised)		33 lbs.
Oatmeal, or Oats (porridge)		8 lbs.
Peas, dried		10 lbs.
Pepper (for table use)		2 ozs.
Potatoes, dinner (old)		65 lbs. unprepared
" , dinner (new)		56 lbs.
" breakfast or supper		32 lbs. unprepared
Salmon (tinned) tea meal		19 lbs.
" (tinned) fish cakes etc.		12 lbs.
Sausages (with bacon & potatoes etc.)		12½ lbs.
" (as meat for sausage cakes, etc.)		25 lbs.
Sugar (for tea, coffee, cocoa, or porridge)		3 lbs.
Tea (for breakfast or tea)		12 ozs.
Turnips		50 lbs. unprepared
Tomatoes (fresh - with bacon etc.)		25 lbs.
Vinegar (with salads or tinned salmon)		5 pts.

B. CALORIE SCALES AND REQUIREMENTS

1. Basic Scale. - The basis of the imported supply of foodstuffs for liberated territories is to bring consumption up to:-

2000 Calories per person, per day

2. Points of Need. - It will, however, be necessary to make variations within this figure so as to allow for the greater needs of children, nursing mothers and workers. This will be possible where a system of communal cooking is in force together with either total communal feeding, or communal feeding for the children and workers and family feeding for the rest.

Where possible, the following extra Calorie provision should be made at the expense of the non-priority groups:-

75	per hour of work, for	LIGHT WORKERS
75/150	" " " " "	MODERATE WORKERS
150/300	" " " " "	HEAVY WORKERS
300/up	" " " " "	VERY HEAVY WORKERS

In famine areas the following priorities are the ones to be followed where there are only very limited supplies available:-

Approximate proportions in
normal Balkan population
of 1000

1. Workers (aged 15 to 39)	365
2. Schoolchildren (3 to 14)	
3. Infants; expectant & nursing mothers	355-(25 exp. & nursing mothers)
4. 40 to 59 age group	180
5. The aged (over 60)	100

The proportions in the camp of the different priority groups listed above must be obtained by the caterer as soon as possible from the registration office.

(ii) Actual diets can be calculated from this table, e.g.

SEPCIMEN QUANTITIES OF DAILY ESSENTIAL FOOD

12 ozs. semolina or unpolished rice, or 16 ozs. of wholemeal flour (1100 calories, of which 150 are protein);

8 ozs. of peas, beans or soya flour (700 calories, plus 170 protein calories);

1 oz. of corned beef (30 first-class protein, plus 30 calories of other origin)

Total.....2030 Calories

This example has been calculated as follows :-

(a) 350 protein Calories must be supplied. Of these the bulk, say 200 protein Calories, must come from "protein foods".

	<u>Protein Calories</u>	<u>Total Protein & Fat-CH</u>
8 ozs. peas, contain	170	870
1 oz. corned beef, contains	30	60
	<u>200</u>	<u>930</u>

(b) 930 Calories have been supplied; the remaining 1100 Calories must come from "Calorie" foods, e.g. wheat or rice.

16 ozs. wheat OR		
12 ozs. rice	150
		<u>1100</u>
<u>TOTALS</u>	350	2030

(iii) This diet is designed primarily to supply Calorie and some protein requirements, since these are of first importance in a famine area. The quality and quantity of the protein supplies is considerably below normal standards. As soon as possible, the diet should be supplemented by foods containing

- (a) more first-class protein (meat, milk and cheese);
- (b) more vitamins (the use of vitamin concentrates may be considered here, especially cod-liver oil, halibut-liver oil and yeast; and ascorbic acid where required);
- (c) minerals.

The purpose of this priority scale is to promote the revival of industry and agriculture. Also to feed first of all those who are engaged in assisting the relief unit in work in the camp and outside. The purpose is not necessarily to feed up the most undernourished as it is possible that they may be unable to help the community.

It is important to remember that the number being fed must not exceed the number who can continue to be fed on the rations supplied from base and the local suppliers. Consideration must be taken of the next harvest.

3. Emergency diet. - The following emergency diet has been taken from "Famine" by M. Asquith (Oxford University Press, 2/-). It is based on the assumption that protein deficiency, particularly in a famine area, will have been severe; current requirements and deficiencies must be made good; one sixth of the total weight of a diet should consist of protein, and of this two thirds should be first class protein.

350 Calories are therefore the "protein Calories" in the diet outlined below.

(i) SIMPLE FOODS GIVING TOTAL FAT-CARBOHYDRATE & PROTEIN CALORIES PER LB.

<u>Food</u>	<u>Total Calories</u>	<u>Fat-CH Calories</u>	<u>Protein Calories</u>
Semolina	1500	1384	116
Unpolished rice	1500	1320	180
Wholemeal flour	1120	960	160
Peas & beans (dry)	1600	1100	500
Soya flout	1620	1120	500
Skimmed milk (dry)	2060	1400	660
Corned beef	1440	930	510
Bacon	2890	2640	250
Peanuts	2820	2340	480
Chocolate	2500	2344	256
Dates	1620	1588	32

The addition of calcium lactate to the flour may be considered advisable. All iron-containing foods are important, and fresh vegetables must of course be utilised wherever possible, particularly carrots, turnip-tops, potatoes and cabbage.

4. Minimum Emergency Ration. - The following emergency diet was found by the Society of Friends working in Spain with trekkers to be enough, with small extras, to keep famine away. It should be packed in packages to last one week; it is economical in weight though somewhat bulky.

Dried milk (full)	100 gms.	
Dried skimmed milk	100 gms.	
Biscuit (sholwmeal)	150 gms.	
Fat (veg: soya)	15 gms.	
Sugar	25 gms.	
<u>TOTAL</u>	<u>390 gms.</u>	<u>1720 Calories</u>

5. Approximate Calorie Values, Etc. - The following tables are given as an added guide to the Caterer in stepping up the emergency diet given above:-

(i) Comparative Calorie Values.

	<u>Calories per Gramme</u>
Protein	4
Carbohydrates	4
Fat	9

(Atwater & Bryant scale of value)

(ii) Approximate Percentage of PROTEIN, CARBOHYDRATE, FAT, MINERAL ELEMENTS, WATER, in some common foods -----

	<u>Protein</u> %	<u>Carbohydrate</u> %	<u>Fat</u> %	<u>Mineral</u> %	<u>Water</u> %
Beef, raw	20	0	10	1	69
Beef, roast	27	0	15	1	57
Pork, roast	25	0	23	1	51
White fish, steamed	18	0	2	1	79
Eggs	12	0	12	1	75
Milk	3	5	4	1	87
Cheese	25	0	37	4	34
Butter	0	0	85	2	13
Potatoes, boiled	1	20	0	1	78
Cabbage, boiled	1	2½	0	½	96
Bananas	1	23	0	1	75
Apples	½	14	0	½	85
Bread	8	55	1	2	34
Sugar	0	100	0	0	0

(iii) Calorie Values for Some of the Common Foods

	<u>Calories per oz.</u>
Bacon, back, fried	169
Bacon, gammon, fried	126
Bacon, streaky, fried	149
Beef, corned, tinned	66
Beef, salt, boiled, lean	76
Beef-steak, lean, fried	78
Beef, topside, roast, fat ONLY	255
Ham, boiled, lean	62
Ham, boiled fat ONLY	246
Liver, ox, covered with flour, fried	81
Mutton chops, grilled, lean	97
Mutton chops, grilled, fat ONLY	248
Mutton, leg, roast, lean	83
Pork, leg, roast	90
Pork, loin, roast, fat ONLY	212
Sausages, beef, fried	80
Sausages, pork, fried	89
Tripe, stewed	29

Calories per oz.

Bloaters, grilled		72
Cod, with batter, fried		40
Cod, steamed		23
Haddock, steamed		28
Herring, cvd. with oatmeal, fried		75
Kippers, baked		57
Mackerel, covered with oatmeal, fried		53
Plaice, steamed		26
Salmon, tinned		39
Sardines, tinned in oil		83
Beans, baked, tinned		28
Beans, broad, boiled		13
Beans, haricot, boiled		27
Beans, runner, boiled		2
Beetroot, boiled		14
Cabbage, boiled		2
Carrots, boiled		6
Cauliflour, boiled		3
Leeks, boiled		7
Lentils, boiled		29
Lettuce, raw		3
Marrow, boiled		2
Onions, boiled		4
Onions, fried		102
Peas, fresh, boiled		15
Peas, dried, boiled		30
Peas, tinned		26
Potatoes, old, boiled		25
Potatoes, chipped, fried		72
Spinach, cooked		8
Swedes, boiled		6
Tomatoes, raw		5
Tomatoes, fried		21
Apples, eating	fresh and raw	15
Bananas	" "	24
Black currants	" "	9
Figs, green	" "	13
Grapes, black and white	" "	19
Greengages	" "	15
Lemons	" "	5
Melon, yellow	" "	7
Olives, in brine	" "	30
Oranges	" "	11
Peaches, fresh	" "	11
Pears	" "	13
Pineapple	" "	14
Plums	" "	12
Red-currants	" "	6
Apricots	dried	56

Currants	dried	75
Dates	"	77
Figs	"	66
Peaches	"	66
Prunes	"	50
Raisins	"	76
Sultanas	"	77
Almonds		170
Hazel nuts		190
Brazil nuts		183
Chestnuts		82
Cocomuts		104
Peanuts		172
Walnuts		156
Butter		226
Cheese, Cheddar		127
Cheese, rindless		106
Eggs, poached		45
Margarine		226
Milk, fresh		20
Milk, skimmed, condensed, sweetened		82
Milk, whole, condensed, sweetened		106
Suet		261
Biscuits, plain		128
Bread, brown		68
Bread, white		76
Cornflour		108
Flour, white		110
Oatmeal		120
Rice, polished		109
Tapioca		111
Chocolate, milk		148
Chocolate, plain		142
Cocoa powder		125
Golden syrup		92
Jam		81
Marmalade		82
Sugar		116

C. VITAMIN DEFICIENCIES.

Table of the Main Points about Vitamins

A, B₁, C, and D

	Chief results of deficiency	Principal sources of each Vitamin
Vitamin A	Infections of mucous membranes, xerophthalmia night-blindness	Halibut liver oil; cod liver oil; milk cream; butter, cheese; liver; suet Oranges & yellow fruits; vegetables & greens.
Vitamin B ₁ or Anceirin	Beri-beri Nervous strain	Yeast, Marmite; unpolished rice; wheat germ; oat-meal; brown bread; pork; ham; liver; kidneys and other meats. Fish; eggs; nuts; peas; beans; and other vegetables.
Vitamin C or Ascorbic Acid	Scurvy	Fruit & Green vegetables
Vitamin D or Calciferol	Rickets	Halibut liver oil; cod liver oil; eggs; summer milk; butter; cream; Sunlight

*mling -
Training
Camp.*

August 29, 1944
CAWA No. 166

Mr. Michael Menshikov,
Deputy Director-General,
Dupont Circle Building,
1344 Connecticut Avenue,
Washington 25, D. C.

For attention: Mr. Harry Cassidy

Dear Mr. Menshikov,

I trust our recent summary of training activities in the Balkan Mission gave you sufficient information on our training programme.

I believe you will be interested in the attached typical weekly report from the Commandant of the UNRRA Training Camp to the Director of Personnel, and the Minutes of a meeting of the UNRRA Committee on Training.

If you wish further data, or have suggestions to make, may we hear from you.

Yours sincerely,

(signed)

William T. Matthews
CHIEF OF MISSION

WEEKLY REPORT ON UNRRA TRAINING CAMP FOR THE

WEEK 20th - 26th AUGUST

The average strength of Trainees and mobilised personnel has been 88 for this week.

Several courses have been in progress, and driving instruction for mobilised personnel.

The Orientation Course, consisting of six lectures, mainly illustrating the AML plans, was given by senior AML Officers to a small group of new arrivals from the States. About 12 attended the lectures.

The Campcraft Course was attended by an average of 25 mobilised personnel. It consisted of a lecture on pertinent subjects every day, followed by practical work (i.e. tent-pitching) and demonstrations.

Four Greek language classes are given daily, attended by about 30 people. Each one lasts an hour, but most of those attending also stay for the Class more advanced than they are assigned to, in order to get more practice. A great deal of private study is done.

Two Serbo-Croat classes are given daily, attended by 16 people.

Nineteen people, beginners and those requiring more truck-driving practice, were given at least an hour a day's instruction by our own transport section.

A small group of ten US personnel arrived during the middle of the week and will follow the Orientation course for the coming week, before being assigned.

All Team Quartermasters have been called up for work in the Camp on the mobilisation equipment and stores.

(SGD) B. JENNINGS-BRAMLEY

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MINUTES OF THE MEETING OF UNRRA COMMITTEE ON TRAINING

MONDAY, August 21, 1944.

The UNRRA Committee on Training met on Monday, August 21, under the Chairmanship of Mr. Lewis Rohrbaugh, Director of Personnel. These members were present:-

Major Anderson
(Representing Col. Green, Camps)
Miss Arnstein (Health)
Mr. Barratt-Brown
(Office of Chief of Mission)
Mr. Brownbridge (Welfare)
Mr. Camara (CCVS)
Mr. Curtis (CCVS)
Mr. Greenstein (Welfare)
Miss Janson-Potts
Camp Training Officer)

Mr. Lindsay (CCVS)
Dr. Sinclair-Loutit (Health)
Captain Marsh (Distn. & Transport)
Major Milford (AML)
Mr. Pierce (Displaced Persons)
Mrs. Severeid (Greece Mission)
Mr. Tolley (Reqs. & Supply)
Mr. Williams (Indust. Rehab.)
Mr. Rezak (Yugoslavia Mission)
Mrs. Jennings-Bramley
(Commandant, Training Camp)

1. UNRRA ORIENTATION COURSE

A. The first problem before the Committee was the evaluation of the present UNRRA Orientation Course for all new arrivals in Cairo. This course now includes seven lectures, covering a five-day period. Mrs. Jennings-Bramley read a report which she had previously submitted to Mr. Rohrbaugh, reviewing the programme to date:-

The machinery set up for sending all new personnel to Maadi for the course had not been entirely effective, because: -

(a) Personnel arrived in groups too small to justify taking the time of AML officers and others for lectures.

(b) Not enough advance notice of arrival of personnel was given to the Training Camp to allow it to properly arrange lectures.

(c) Some employees had been taken over immediately on arrival by the various Headquarters Division and put to work on planning, without being sent to Maadi for orientation.

It was recommended that a schedule of courses be furnished each Division, and that so far as cable advice permitted, two days' notice be given the Training Camp after arrival of the personnel, before lectures are scheduled, so that lecturers can be properly notified. The Committee recommended to all bureaus and divisions that all personnel be sent to Maadi immediately on arrival, be quartered there, and go through the Training Course as a matter of rule, exceptions to be made only in cases where it is of extreme urgency and importance that the individual be used immediately on arrival for essential planning. Mr. Rohrbaugh indicated a directive would be issued on this and that once posted to Camp, personnel would remain there for the duration of the course.

B. The Committee then considered the Orientation Course from the content standpoint. It was the consensus that the course was adequate, filled a definite need, and should by all means be continued, both for UNRRA Headquarters staff, and for Voluntary Society personnel, even though, because of the varied backgrounds and previous training of personnel in the U. S. and U.K. it was unavoidable that parts of the ground covered in this Orientation Course might have been covered in an individual's previous training. Individual needs for additional material and special emphasis on particular phases of training could be met in the supplementary training period, whether in Division Headquarters, in planning at Maadi (for Voluntary Society and Welfare personnel) or in the Camps Division.

2. SUPPLEMENTARY TRAINING FOR VOLUNTARY SOCIETY PERSONNEL

Mr. Brownbridge, who had met the same morning with Unit Leaders, Miss Potts and Dr. Sinclair-Loutit, was asked to report to the Committee, for its consideration and comment, plans for unit training of Voluntary Society Teams, which must await issuance of team equipment and transport. Voluntary personnel are now engaged in individual training as Drivers, Driver-mechanics, and as groups in language study. Since team equipment will be issued to UNRRA on September 28th and in some cases can probably be sorted and issued by September 15th, Committee agreed that Unit Training should begin not later than September 15th. In the meantime units shall meet as groups, organizing living arrangements on team unit lines, and thinking in terms of field operations.

The Chairman appointed a Sub-Committee to formulate definite plans for mobilization of units for training, to outline the training programme, determine priority of training phases, and to set deadline dates for completion of phases of training. The Committee was directed to put these plans in operation as quickly as possible. Membership of this Sub-Committee on Unit Training for Voluntary Society Personnel is as follows:-

Mr. Brownbridge, Chairman	Miss Janson-Potts
Dr. Sinclair-Loutit	Miss Pilkington (Vol.Soc.)
Major Milford	Mr. Curtis (Vol.Soc.)

The Committee recommended to the above Sub-Committee that Unit Training should be on technical lines, closely supervised by the UNRRA Health and Welfare Divisions, should cover the scope of the entire programme as defined by UNRRA and AML, and should include practical discussions and exercises on the carrying out of such programmes in the field.

3. SUPPLEMENTARY TRAINING FOR REGULAR UNRRA EMPLOYEES

It was indicated that each Division and Bureau had followed through on plans made at an earlier meeting, had developed plans for training, supplementary to the orientation course, and in various degrees had placed these plans in operation after discussion with the Personnel Division.

4. HEADQUARTERS GENERAL GROUP ACTIVITIES

The Committee considered possible activities coming under the scope of training and orientation for UNRRA Headquarters personnel. (Greek instruction has been under way; Serbo-Croat was to start the same day.) It was felt important that the personnel of one Functional Division have a picture of the plans and progress of planning of the other divisions, and of the organization as a whole. It was also considered important for the morale and team spirit of the entire organization that group activities such as sight-seeing excursions be arranged, and possibly luncheon meetings, patterned after the Washington luncheon meetings, at which Mission Chiefs and heads of Functional Divisions would give brief progress reports. A Sub-Committee with the following membership was appointed to arrange such functions: -

Captain Marsh, Chairman
Mr. Barratt-Brown
Mrs. Severeid, Secretary.

Louis Severeid, Secretary

MINUTES OF MEETING ON TRAINING AND
MOBILISATION OF VOLUNTARY SOCIETY
UNITS, HELD AT THE UNRRA TRAINING
CAMP ON TUESDAY, August 22nd.

Present:	Mr. Barratt-Brown (in the chair)	- UNRRA
	Lt. Col. Taylor	- AML HQ (Greece)
	W/Cmdr. Paynter	- AML HQ (Greece)
	Lt. Col. McCrae	- AML HQ (Yugoslavia)
	Lt. Col. Mark	- AML HQ (Yugoslavia)
	Major Heyd	- AML HQ (Yugoslavia)
	Lt. Col. Trail	- AML HQ (Albania)
	Major Miller	- AML HQ (Albania)
	Capt. Pozzi	- AML HQ (Albania)
	Lt. Tullis	- AML HQ (Albania)
	Major Langworthy	- CLO's Office (UNRRA)
		AMHQ (Balkans)
	Major Milford	- CLO's Office (UNRRA)
		Training AMHQ (Balkans)
	Mr. McNabb	- UNRRA Albanian Mission
	Lt. Col. Sappington	- UNRRA Health Division
	Dr. Sinclair-Loutit	- UNRRA Health Division
	Mr. Brownbridge	- UNRRA Welfare Division
	Mr. Rees	- UNRRA Welfare Division
	Mr. Sanford	- Joint Sec. CCVS
	Mr. Lindsay	- Joint Sec. CCVS
	Mrs. Jennings-Bramley	- Commandant UNRRA
		Training Camp
	Mrs. Janson-Potts	- Training Officer,
		UNRRA Training Camp

I. Order of priorities for mobilisation of units.

Agreed as follows:

1. That types of units most needed, if necessary, to the exclusion of all others, in the opening days of entry into the Balkans, were as follows:
 - A. MSTU'S complete except for ambulance drivers for each of the territories.
 - B. Relief units for each of the territories.
2. That to meet this need a paper mobilisation should be prepared so that medical supply and transport units could be obtained from the personnel recruited for other medical units and now in the Middle East, and that Mr. Sanford, Mr. Brownbridge and Dr. Sinclair-Loutit should work out this mobilisation in consultation with the Voluntary Societies and the representatives of AML, and should make proposals on the best use of the remaining personnel for units.
3. That priorities as between relief units and medical units must be referred for a decision by AMHQ (Balkans). (In the light of the fact that the present ratio of personnel in the Middle East was three medical to two relief, compared with the requested figures which were in the ratio of four medical to one relief)

4. That as between the different medical units, priorities should be as follows:

- A. MSTU's.
- B. MHFAU's.
- C. WPU's. (Except for Yugoslavia, where these units should have lowest priority)
- D. MMAC's.
- E. FBU's.

5. Territorial assignments must be left for decision in the light of events by AMHC (Balkans), but units with experience and interest in particular territories should not be dissuaded from concentrating during the training period on those territories, and after the paper mobilisation of personnel into the three MSTU's, at least one MHFAU and FBU be assigned to each territory. It should, however, be made perfectly clear to all personnel that they may have to be assigned to some other territory than that to which they are expecting to go.

6. As more personnel specifically recruited for MSTU's become available, personnel who had been withdrawn to make up the required number of MSTU's would, as soon as possible, be released to return to their own units.

II.

Individual training for personnel of units before mobilisation.

Agreed as follows:

- 1. First priority for individual training must be given to medical stores clerks at SABDMS for personnel who might have to become members of medical stores units.
- 2. Second priority must be given to obtaining adequate training for all of the drivers who will be taking vehicles on charge.
- 3. Hygiene courses should be completed before mobilisation by personnel attending them.
- 4. Mobilisation of units should not be held up for individual training of any other personnel, but training in e.g. malaria control, personal malaria precautions, emergency field cooking, short courses in hygiene and tropical medicine, should be covered as part of unit training.
- 5. Laboratory technicians, whether for MHFAU's or FBU's, should be left on their courses or at their work until definitely required.

III. Mobilisation of units.

Agreed as follows:

- 1. Mobilisation of units as planned should proceed despite the paper mobilisation into MSTU's.
- 2. Units should draw equipment and mobilise as soon as the large proportion of their personnel are ready, and if necessary without the personnel attending SABDMS courses and personnel on leave.

The following schedule should be followed:

- A. One RRU and one MHFAU on September 2nd.
- B. A further six units on September 9th.
- C. A further seven units on September 16th.

This schedule to complete the numbers as on the appendix attached to the note calling the meeting.

4. Mr. Sanford to obtain the release of personnel from the camps and from the Medical Division and to issue the postings to Mardi.
5. Mr. Sanford, Mr. Brownbridge and Dr. Sinclair-Loutit to work in consultation with the CCVS and AML on proposals for building the available Greek and American personnel into existing units, with particular reference to their replacing personnel who might have to be mobilised into the MSTU's.
6. The Chairman to see that UNRRA takes up this proposal officially with AML and CCVS.
7. All units to proceed to Mena Camp as soon as they have drawn equipment and are able to move off.
8. All personnel should have a medical examination and grading before mobilisation from a medical board composed of Medical Officers from AML, UNRRA and CCVS.

IV. Staff for training and mobilisation purposes.

Agreed as follows:

1. Personnel to be used for base duties if they failed to pass the necessary medical examination for all personnel being mobilised into units.
2. Unit quartermasters to be used before the mobilisation of units for drawing and dividing up the equipment under the direction of a permanent quartermaster to be provided by UNRRA, and then to be responsible for taking over their own unit equipments.
3. A formal approach to be made by UNRRA to AML for the provision of clerks to assist with the control of equipment.
4. UNRRA to inform the CCVS of the need for staff for base duties in connection with the Mobilisation of units, both now and later in the territories, in view of the non existence of such personnel in AML and UNRRA plans.

V. Unit training.

1. Unit training to be the responsibility of the technical divisions of AML and UNRRA, working together.
2. Training plans to be coordinated by Dr. Sinclair-Loutit, the UNRRA Medical Training Officer, and Mr. Brownbridge, the UNRRA Welfare Training Officer.

3. Unit training to cover at least the following:
- A. Drawing, knowledge and packing of equipment.
 - B. Attaining of unit self sufficiency.
 - C. TENTS.
 - D. Experience of survey work.
 - E. Convey driving.

UNITS IN M.E. 20. 8- 44		F.A.U.				B.R.C.S.			S.C.F.		I.V.S.P.		J.R.U.		CCRA		YWCA		G.I.S.		T O T A L			
		Greece	Yugoslavia	Albania	Dodecanese	Greece	Yugoslavia	Albania	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Greece	Yugoslavia	Albania	Dodecanese		
M.H.F.A.U.			2	(x)	1	2			1	1										3	3	(x)	1	7
B.(?) U.		1	1			1	1/3				1		1		1	1				5	3	1/3		8-1/3
M.(?)P.U.											1									1				
F.A.U.		1/6	1/3																	1/6	1/3			fraction
P.H.W.W.					2	6			2											7	2	2		11
M.S.T.U.	Stores officers		4		2		1														5	2		7
	Dispensers		1				3														4			4
	Veh. Mech.		1																		1			1
	Stores drivers		10				2														12			12
R e s e r v e s			1								2		1											4

(x) 1 of the two Yugoslavia teams, for Albania if Albania opens first

OTHER UNITS AND PERSONNEL POTENTIALLY AVAILABLE IN THE M.E.

I	<u>Yugoslav Refugees</u>	
	Public Health Welfare Assistants	240
	and in addition if possible:-	
	Drivers	(100)
II	<u>Greek Refugees</u>	
	P. H.W.A.S.	40
III	<u>Greek Red Cross of Egypt</u>	
	25 Public Health Welfare Assistants	25
	2 M.H.F.A.U.S.	26
	6 Stores Officers and Assistants	6
	1 M. C. Bacteriologist	1
	3 Interpreters	3
	T O T A L	61
IV	<u>Palestine Jewish Relief Council</u>	
	10 P.H.W.A.S.	10
	23 M.H.F.A.U.S.	26/39
	2 W.P.U.S.	4
	1 R.R.U.	10
		50/63
V	<u>Alexandria Voluntary Ambulance Unit</u>	
	10 M.S.T.U. drivers	10

Distribution:

P. T. Division
 Health "
 Welfare
 D. P.
 Areas
 Sect.