

where feeding is the only activity. Group feeding of children is desirable where it can be a regular part of a school program, of recreational activities or of maternal and child health and welfare activities. However, services actually in operation at the time of liberation should be provided as long as the need for this type of aid continues.

b. Special Aid to Fatherless Children

It has been customary in Greece to consider children whose fathers are dead or missing as eligible for placement in an orphanage. In order to enable widows to keep their children with them the public assistance system should make certain provisions which will enable widows to take care of their children in their own homes.

c. Day Nurseries

In some instances children may require care away from their homes during the whole day or for only a few hours during the day. This might be essential to give parents time to make arrangements for re-establishing the home or to find a new location or to permit employment, or where children need special medical care on a part-time basis. Where need does exist for the care of children away from their homes during part of the day, day nurseries should be established in accordance with standards covering such items as daily program, health and sanitation, personnel, determination of admissions, selection of age groupings, fire prevention and safety precautions, equipment.

d. Schools

Schools should be reopened as quickly as possible. Every effort should be made to use school buildings for their proper purpose and to try to secure other quarters for other programs. It will be expedient, where necessary, to assist in extending the school program to include feeding, health inspection, after school playgrounds, etc.

e. Recreation and Youth Programs

The re-establishment of recreational programs will be important for children who have been deprived of many normal childhood activities during the occupation.

Young persons beyond school leaving age but with little or no education will require special help in the way of vocational guidance and training, work opportunities, etc.

4. Care of Children Outside Their Own Homes (Care of Homeless)

Special consideration must be given to those children who have no family or whose families for various reasons are unable to care for them adequately. Programs for these children should include the following:

a. Registration of Homeless or Unattached Children

Immediate steps should be taken to register and obtain all possible details about each unattached child and to find among adults in shelters, camps or other places the families, relatives or friends of these children. Arrangements should be made as early as possible to require the registration of every child who is orphaned or separated from his family. This is essential to insure the protection of all children and should include children taken into the homes of families or persons during the occupation who may not apply for relief or assistance. This requirement should be extended to institutions of all kinds, orphanages, refugee camps, emergency shelters, organizations, etc., which may have assumed temporary responsibility during the war period for the care of children. Otherwise these

children might never come to the attention of the relief organization and might become swallowed up in a permanent institutional population and never be found by their families.

It may become necessary to establish a Central Registry to which information regarding children whose families cannot be located can be sent. Requests from families seeking a lost child would be received at this Registry and checked against its records.

A special memorandum is being prepared covering the establishment and operation of such a Registry and system for the registration, identification, and reuniting of lost children with their families or relatives.

b. Child-Caring Institutions

In the emergency period as well as later unattached children and children needing special services should be cared for in quarters separate from adults or family groups.

Institutions now being operated should be assisted to maintain adequate standards of care. If it is necessary to establish special institutions for children during the emergency period, these should be regarded as temporary. As quickly as possible appropriate plans - reunion with own families, placement with relatives, transfer to more permanent institutions, etc., - should be made for the long-term care of homeless children.

c. Foster Family Care

It is generally accepted that, failing his own home, each child should have the nearest substitute to his home - placement with relatives or with approved foster parents. This involves careful consideration of prospective foster parents, arrangements for subsidy or payment to foster parents and for continued supervision of the child and foster family after placement has been effected. Therefore, any program of placement in private homes should be undertaken only under the guidance of a child welfare consultant or through established local agencies customarily performing this type of service.

In Greece subsidies to relatives or payments to families to care for children other than their own may be continued under the direction of those agencies now reported to be carrying on some of this work. It may be possible, also, even in the emergency period for these agencies to undertake responsibility for investigating and supervising those children already being cared for by families, thus extending their work.

d. Rest Homes or Rehabilitation Centers for Children

It may be anticipated, in view of the limited hospital facilities and the serious need for hospitalization, that children will be discharged from hospitals to make room for other patients as soon as they can be considered well even though they may still be in such a weakened condition that they constitute a possible hospital return if sent to their families immediately. Special rest homes or rehabilitation centers should be provided for such children along the same lines as those that were set up in Greece to care for children following the famine of 1941-1942. These homes would not be hospitals or preventoria, but would be intended only for the temporary supervised care of well children until they were considered strong enough to return to their families.

5 October 1944

WELFARE DIVISION - GREEK MISSION

U.N.R.R.A.

OCCUPATIONAL TRAINING AND SELF-HELP
PROJECTS
APPRECIATION & PLAN

I. OBJECT

A. Military Stage

1. Responsibilities as Advisers and Technical Consultants

a. To provide advice and technical counsel on all phases of occupational training and self-help projects as requested by ML and the Greek authorities. The term occupational training and self-help projects includes:

- 1) The re-establishment of home industries and skills; such as the spinning and weaving of clothing and other household articles, the production and preservation of home food supplies to assist families in acquiring these basic necessities.
- 2) The training of persons who have no trade in such trades as seamstress, blacksmith, cabinet-maker, shoe-maker, etc.
- 3) The provision of constructive work opportunities; such as clothing alteration centers, sewing centres, mobile canning centres so that families may help to provide some of their basic requirements.

b. To provide advice and technical counsel, as requested by ML and the Greek authorities on training programs designed to assist Greek nationals in developing an effective staff in performing occupational training services.

2. Responsibilities as Agent of ML

- a. To supervise UNRRA occupational training program and personnel.
- b. To serve as liaison with Greek authorities as requested with respect to all matters connected with occupational training and self-help services.

B. UNRRA Stage

1. To provide technical advice and assistance to the Greek authorities on all phases of occupational training and self-help services in accordance with plans agreed upon between UNRRA and the Greek Government. (First Session, UNRRA Council, Res. 9, paraphrased).
2. To provide such assistance and service as may be necessary to help Greek authorities in re-building and developing a program of adequate occupational training, home industries, and self-help measures.

II. FACTORS

A. Military Stage

1. Supplies

1. Supplies

- a. At present, there is an over-supply of raw cotton and wool in the world market. As a result of the war and occupation, the Greeks will be in need of clothing. Rural families, customarily, spin and weave clothing from raw wool, and make bedding and mattresses from raw cotton.
- b. Out of an approximate 250,000 looms in homes before the war, an estimated 25,000 will still be usable.
- c. In normal times Greece produced an insufficient supply of food. War and occupation will have further disrupted production. An estimated one-fourth of the rural population will not have been displaced and will have the necessary hand tools with which to produce a family food supply.

2. Loss of Skilled People

- a. As a result of war disruption, many villages do not have the services of such skilled people as the seamstress, carpenter, shoe-maker, blacksmith.

3. Lack of Opportunity for Learning Trades

- a. Veterans and other war-wounded in hospitals or convalescent homes will need occupational therapy.

5. Occupational Training and Home Industry Development Prior to 1940.

- a. The silk industry has been one of the outstanding occupational developments since the last war. It afforded the chief source of livelihood for refugees remaining in permanent settlements. This industry also made it possible for rural families to make needed clothing and to supplement their incomes by making marketable products. The Near East Foundation, the Agricultural Bank of Greece, and Church Orders in Greece were instrumental in the development of the silk industry.
- b. The Agricultural Bank of Greece, the Near East Foundation, and farm schools such as the American Farm School of Salonika had begun work with rural families, before the war, on improved methods of food production. The main emphasis was on year-round gardens, preservation of fruits and vegetables, improved care of subsistence live-stock, and an elementary knowledge of nutrition and its relation to family health.

6. Occupational Training and Home Industries in Refugee Camps of the Middle East

- a. Greek families at Nuseirat and Moses Wells have been spinning and weaving clothing from raw wool. They have, also, made shoes and household articles from salvage materials. Boys have been given training in such trades as carpentry, shoe-making, and girls have been given assistance in sewing, weaving, and in training as nurses' aides.

B. UNRRA Stage

It is anticipated that the factors during the UNRRA stage will, in general, be similar to those of the military stage except that the first emergency will have been passed; steps will have been taken to stabilize families in communities, some internally displaced persons will have been re-settled;

the facilities for securing raw materials will be more available; steps will have been taken to re-open schools and vocational guidance will have been included; steps will have been taken to help Greek public and private agencies in re-establishing their pre-war programs; a staff will have been partially trained to assist Greek authorities in stimulating and organizing occupational training services and self-help opportunities.

III. PLAN

A. Military State

1. Duties of the UNRRA Welfare Division in Connection with Occupational Training and Self-Help Opportunities

Under the control of ML and within the scope of the ML Relief Plan:

- a. To advise and assist Greek authorities in the development of plans for giving needy persons an opportunity to produce some of their basic requirements through constructive work opportunities.
- b. To advise and assist ML and the Greek Authorities in surveying occupational training needs of those persons who have not had the opportunity to learn a skill or trade-with particular regard for those in the adolescent group.
- c. To advise and assist Greek authorities in formulating plans and programs to meet the occupational training needs of persons in need of this service.
- d. To advise and assist Greek authorities in the development of programs for the re-establishment of home skills and industries. As a result of re-establishing and developing skills, families can supply some of their basic necessities, such as food, clothing, etc.
- e. To maintain close liaison with other UNRRA divisions, particularly the Agricultural Rehabilitation and Health Divisions.
- f. To consult with other members of the welfare staff in regard to the inter-relation of occupational training and self-help programs with other welfare functions.

2. Organization

a. Headquarters

- 1) The occupational training and self-help aspects of the program of the Welfare Division, UNRRA, Greek Mission shall be the responsibility of the designated Welfare Specialist; who will work under the general direction of the Director of Welfare.
- 2) Headquarters staff will consist of the Welfare Specialist responsible for the development of occupational training and self-help opportunities, and other needed assistants or consultants whose responsibilities will be similar to those of the welfare specialist.

b. Field Organization

- 1) The District and Regional Welfare Officers, will be immediately responsible for carrying out occupational training and self-help programs in their areas.
- 2) The Welfare Specialist responsible for occupational training and self-help services, as required and as requested, shall

- a) Provide consultation to district and regional welfare officers.
 - b) Make studies and surveys and on this basis recommend programs in districts and regions.
 - c) Organize and operate occupational training and self-help programs within districts or regions.
- 3) Where necessary, District Welfare Specialists shall be employed to assist in carrying out occupational training and self-help programs; under the administrative direction of the District Welfare Officer but under the technical supervision of the Headquarters Welfare Specialist in this field.

c. Voluntary Agency Personnel

Working under the agreements between UNRRA and the voluntary agencies and subject to the operational control of ML, voluntary agency personnel will have responsibilities in stimulating and assisting in the development of occupational training and self-help programs, when and where there are needs for such services.

3. Types of Occupational Training and Self-Help Activities

Some of the programs listed below will not be initiated during the military stage, but the development of plans with Greek authorities will be undertaken in such phases of the program as requested by them during this period.

a. The Re-establishment of Home Skills and Industries.

1) Production of Subsistence Food

- a) Provide assistance in the growing of a year-round vegetable garden by making available information on improved methods of planting and cultivation in order to obtain maximum production.
- b) Provide assistance in the growing of a home orchard by making available information on the selection and care of indigenous fruit trees.
- c) Provide assistance in the raising of a home poultry flock by making available information on improved methods of feeding, sanitation, general control of diseases, and adequate housing. Housing should be adapted to existing means, and within the family's scope of provision.
- d) Provide assistance in the production of honey by making available information on improved methods of production. Hymettus honey, produced in certain areas of Greece, is a well-known product.
- e) Provide assistance in the production of a home milk supply by making available information on improved methods of the care and maintenance of sheep and goats.

These phases of this program will be planned in close cooperation with the Agricultural Rehabilitation Division of UNRRA. The main approach will be with farm women, who, traditionally, have helped to produce the family food supply.

2) Preservation of Surplus Foods for Home Use

Preservation of food is important from a nutritional standpoint. Although areas within a country may have a mild climate, year-round growing of food is affected by such factors as too little or too much rainfall.

Therefore, it is important to have preserved foods that can be used during these periods. The methods used in food preservation are:

a) Drying

The drying of foods has been one of the most common methods of food preservation in Greece. It requires little or no equipment, and the main emphasis would be on improved methods, sanitation.

b) Brining

The brining of food, particularly kraut, is common only in certain sections of Greece. A factor influencing this is the high cost of salt, which has been a government monopoly.

c) Canning

Canning of food will require equipment, and the use of pressure cookers on a community basis would be the most satisfactory plan in the beginning. A limited number of these could serve several villages by rotating during the canning season. Additional canning supplies, jars, tops, or tin cans or sealers will be needed and this cost within the family's budget must be considered. Home canning is little known in Greece, but Greek rural leaders recognized the need for it before the war. Since this is not a well-known method, it should be gradually initiated.

3) The Making or Repairing of Articles needed for Family Use

a) Clothing

According to present reports, sufficient material will not be available for making all needed clothing. However, sewing centers in some areas, may be desirable for making yard goods into clothing. Such centers could be used for the repair, alteration, and dyeing of second-hand clothes sent into the country. The Greek War Relief Association has collected approximately 7,000,000 garments, and the American Red Cross will have garments to send in.

b) Raw Cotton

Mattresses and bedding can be made from raw cotton. An estimated 100,000 individuals will be in immediate need of such articles.

c) Furniture

Some furniture can be made or repaired from salvage materials.

4) Spinning and Weaving for Home Use

a) Silk Industry

The development of this industry had reached a high degree before the war. In sericulture the time element is important, for silk worms can be raised in six weeks to two months. No equipment is necessary. Hand or wheel spindles can be easily made at home. Hand looms for weaving are inexpensive. By this method families can help to meet their clothing needs as well as supplementing their incomes with making articles for sale.

b) Raw Wool

Greek rural families have been accustomed to making clothing from spinning and weaving raw wool. Best results are obtained by mixing long and short fibre wool, ranging from 44 to 50 per cent ratio. Simple spindles and looms can be made at home.

5. The Training of Persons who Have No Trades

These programs would be designed to meet the needs of those who have had no opportunity to learn trades, and to meet the needs of villages for these services. Training with the secondary object of supplementing incomes from the finished articles, could be given in such trades as:

- 1) Woodworking - cabinet-makers, carpenters.
- 2) Sewing
- 3) Blacksmithing
- 4) Carpet-weaving
- 5) Shoe-making
- 6) Leather-working

In addition, training in these and other skills could be given to the war-wounded, with the two-fold purpose of occupational therapy, and acquiring skills or trades for future work.

6. The Provision of Constructive Work Opportunities

Provision of constructive work opportunities does not necessarily mean that these must all be on a community or group basis. Work opportunities can be given to families in their own homes, for the making of such articles as previously described, by assistance in the provision of supplies. Other work opportunities can be provided on a community bases such as those previously mentioned, sewing and canning centers. In addition, work opportunities can be provided for individuals in the development of such needed projects as :

- 1) Sanitation surveys
- 2) Malarial control work

B. UNRRA Stage

The plan for the UNRRA stage will be made after there has been opportunity to observe conditions in Greece, how the plan for the Military Stage needs modifying or changing to meet conditions there.

APPROVED BY:

1. Balkan Mission, Division of Welfare - 6 October, 1944
2. Illegible - 14 October, 1944

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

GREEK MISSION

GENERAL REGULATIONS - Welfare Division

Responsibilities of the
Welfare Division:

Subject to the general supervision of the
Chief of Mission:

1. The Welfare Division is responsible for providing advice and technical counsel on all phases of relief and welfare as requested by the Greek authorities. The term relief and welfare include:

- (a) Assistance such as food, clothing, shelter and other basic necessities of life made available for persons unable to provide for themselves or their dependents, and
- (b) services for individuals requiring special help.

2. The Welfare Division is responsible for providing such assistance and service as may be necessary to help the Greek authorities in re-building and developing a program of adequate welfare services.

3. Welfare Division is responsible for all negotiations and relationships with foreign Voluntary Relief Organizations.

Responsibilities of the
Director of the Welfare
Division:

4. The Director of the Welfare Division is responsible for the effective accomplishment of the objectives of the Welfare Division. In carrying out these objectives the Director will

- (a) provide such advice and technical counsel as requested by the Greek government in planning, initiating and operating the necessary welfare services in Greece;
- (b) co-ordinating the objectives and plans of the Welfare Division with the plans and objectives of the other Divisions of UNRRA.
- (c) provide administrative and supervisory leadership in the development of effective operational plans within the Welfare Division. He will be responsible for the delegation and division of responsibilities within the welfare staff.

Organization of Division:

5. The Welfare Division will carry out its responsibilities through three sections:

Policy Section
Field Operations Section, and
Office Management Section

The Policy....

General Regulations, Welfare Div.

The Policy Section will be responsible for the development of Welfare policies.

The Field Operations Section will be responsible for the organization and direction of field operations of the Welfare Division.

The Office Management Section will be responsible for the office management functions.

The Chief of the Policy Section will also serve as Assistant Director of the Welfare Division, and in the absence of the Director will serve as Acting Director of Welfare.

6. Headquarters Staff

It is the responsibility of the Headquarters staff to provide technical service to the District staffs in carrying out the responsibilities of the Welfare Division. Technical service may be supplied through the development of suggested guide materials, and directives, and through individual consultation with District staff members. Upon request of the District, Headquarters staff will make studies, or surveys and recommend programs for the districts and regions.

7. Field Operations

In each district there will be a District Welfare Officer who is administratively responsible to the District Director, and under the technical supervision of the Welfare Division.

Duties of District Welfare Officer.

8. The District Welfare Officer will be responsible for organizing, planning and directing the services of the Welfare Division. The responsibility, however, for the provision and operation of welfare services for the population rests with the Greek Government.

Examples of Duties and Responsibilities

9. To work with local authorities, community leaders and welfare agencies in ascertaining their welfare needs and to provide advice and technical counsel in planning, initiating and operating needed welfare services within the district; to strengthen or re-establish national and local welfare agencies as quickly as possible.

10. To provide advice and technical assistance in the initiation of methods of authorizing relief supplies to persons

(1) who are without resources to procure them through normal channels, and

(2) who have...

- (2) who have special needs for which provision must be made.

(These plans shall be carefully coordinated with those for general distribution); to provide advice and technical counsel in the care of children, such as homeless children, delinquents and others in need of special services whether in their own homes, in foster homes or in institutions; to advise and assist in the establishment of centres where information, advice, counselling registration, and related services may be made available; to advise and assist in organizing programs of emergency feeding and emergency shelter and in the organization of occupational training and self-help projects; to promote the best utilization of the resources of Welfare Agencies concerned with welfare problems in the district, to promote cooperation among them, and strengthen such agencies so that they may assume full responsibility for meeting welfare needs as soon as possible; to promote broad participation of responsible local leaders and groups in the welfare planning.

11. To direct the Welfare personnel of the district staff; to requisition supplies, personnel and equipment necessary to carry out the Welfare Division responsibilities; to direct and supervise the personnel of foreign voluntary relief agencies cooperating with the UNRRA program; to cooperate with other UNRRA personnel and with the appropriate authorities to assure that welfare services are administered in accordance with approved policies and plans; to maintain liaison with the appropriate authorities concerned with the welfare activities of the military or governments, or governmental and inter-governmental agencies; to report periodically through appropriate channels to the Welfare Director, presenting pertinent information, such as the following with respect to welfare activities in the area served by the Mission;

- (a) extent and effectiveness of current and welfare activities;
- (b) Welfare needs for which provision should be made,
- (c) Appropriate means whereby resources of voluntary societies may be coordinated with the UNRRA program to the best advantage; and do such other work as is required.

General Regulations - Welfare Div.

Field Welfare Officer

12. Under the supervision of the District Welfare Officer, the Field Welfare Officer will have welfare responsibilities in designated areas.

The duties of the District Welfare Officer, paragraphs 9 and 10 above, will also be duties of the Field Welfare Officer.

13. He will perform such duties of the District Officer in his absence as are directed by that officer, he will maintain close liaison with other UNRRA officials and divisions in the localities to which he is assigned, or in which he visits, and he will use such initiative and discretion as will further meet the welfare needs of such localities. He will perform such other duties as may be directed by the District Welfare Officer or in his absence by the District Director.

Reports:

14. The Director will submit periodical reports to the Chief of Mission and will report without delay all important occurrences and, in particular upon any matters affecting the maintenance of relationship with the Greek Government.

15. The Director is responsible that the Budget allocated to his Division is not exceeded without prior approval of the Chief of the Mission. He is authorized within the limits of such approved budget to engage or discharge local personnel. In the event of any emergency occurring in the field which in the opinion of the Director entails the expenditure of funds not sanctioned in the Budget he may, on his own discretion, if there is no occasion for prior approval, make such payment provided he informs the Chief of the Mission and the Accounting Officer, as soon as possible and gives the reasons for his action.

Relations with other functional units:

16. The Director of the Welfare Division, in planning programs, will maintain close relationships with the other Division.

17. The Welfare Division will work jointly with the Health Division in services which have both health and welfare implications, i.e. child-feeding centers.

18. Close...

18. Close collaboration will be maintained with the Distribution Division. The Welfare Division has no responsibility for the distribution of any commodities. Its function is to assist the Greek Government to determine those persons who are in need of these commodities.

19. The Welfare Division has responsibility for the welfare of displaced persons within Greece. There will be joint collaboration with the Displaced Persons Division in planning services to meet this problem.

20. Although the Welfare Division is primarily responsible for relationships with voluntary agencies, the Division will refer to other UNRRA Division those matters falling within their jurisdiction.

Relations with District
Director:

21. The District Director is administratively responsible for the welfare services in his district. The Headquarters staff personnel will consult with the District or Regional Director on all aspects of the Welfare responsibilities. Headquarters staff will assist the District Director in every possible way to make the Welfare Services effective and the District Director kept informed of all their activities while in the district. Copies of directives and suggested guide material will be sent to the District Director for his information as to welfare planning.

22. In the event of a serious divergence of view arising between the District Director and a representative from Headquarters staff, the latter will refrain from any action in which the District Director is unable to concur until instructions have been received by the District Director from the Chief of the Mission, after he has considered the District Director's report on the circumstances and consulted with the Director of the Welfare Division.

UNITED NATIONS

RELIEF AND REHABILITATION ADMINISTRATION

BALKAN MISSION

October 12th, 1944.

WAREHOUSING PLAN AND APPRECIATION

In accordance with the Resolutions adopted by the Council at Atlantic City, New Jersey, in November/December 1943 under General Policies Resolution No. 1 Part II, and Resolution No. 12 (insomuch as warehousing is necessary to house and protect supplies during their transit from producer to consumer), and Resolution No. 17 (Storage of Supplies), this memorandum acquires authority for issue.

OBJECT Its purpose is to describe the principles, operation and procedure, necessary to adopt for a system of warehousing to cover all the supplies of an expedition requiring storing, housing and protection, during transit from the arrival at the Port to their destination, (i.e. the wholesaler in regard to food), except for their receipt and removal from vessels to the appropriate warehouses, and for that period when they are in transit, both of these operations being under the jurisdiction of the Transportation Section.

During the intermediate period between the functions of the A.M.L. control and the taking over by the U.N.R.R.A. representative, the information contained under this subject must be carefully perused and preparation made for its operation, as time progresses (that is, if it has not already been put in force at the commencement of the A.M.L. period of occupation).

It will be found that the information contained herein is and efficient guide for reference when installing warehouse operations and control, and for the successful and satisfactory working thereof on the general basis of U.N.R.R.A. principles and the duties adhering thereto, and consequently should be utilized as the necessity arises.

- FACTORS
- (1) The Warehousing Section responsibility commences when the supplies arrive at the entrance to the Warehouse and have been checked, and signed for by a responsible senior official, and ends upon the receipt of a signature from the person, or persons, authorized to give one in acknowledgment of the goods received.
 - (2) The procedure adopted in the operation of the working and recording of Warehouses must be of the simplest nature, so that it is easily understood and workable, but at the same time its simplicity must be operated in such a way as to be both foolproof and loss proof.
 - (3) Schedules of operations must be arranged immediately advice of goods coming forward by sea is received, such advice to be cabled by the senders, when the cargo leaves the Country of origin.
 - (4) A special Salvage Section will be located (at the Port of receipt or Base Warehouse) for the purpose of checking, repairing and completing damaged and pilfered cases, etc.
 - (5) The Mission office and warehouses must at all times be in a position to advise those concerned with the stock position, at that period, of any given item, for this

purpose stock records will be kept at all warehouses and copies of such records sent to Mission Centres weekly.

- (6) All forms must be numbered consecutively, so that the possibility of the continuity of records and returns is never in doubt.
- (7) The heaviest and mostly handled items must be placed in the Warehouse in a convenient spot where handling will be the minimum. The lighter and easiest handled commodities being the farthest away from both the entrance and exit.
- (8) Warehouses must have as few exits as possible, recommend:-
 1. receipt dock of the necessary size according to the quantity passing through; and
 2. despatch of a similar capacity only.
- (9) All windows and other entrances should be barred where they are approachable.
- (10) Conveniences should be situated from the inside of the warehouse in a position which cannot allow the passing through of goods to outsiders.
- (11) Persons entering must deposit their clothes and cases in a special cloak room and when leaving be scrutinized by the police at exit, where shortages are prevalent.
- (12) Warehouses situated on the outskirts of towns, should be at convenient road centres, for easy collection of supplies, to avoid congestion, and more commodious accommodation can usually be found in such vicinities.
- (13) Work at Warehouses must be on a regular day to day basis and not on the arrival of supplies, hard work, overtime, etc., until cleared and then nothing to do until the arrival of further supplies.
- (14) The A.M.L. warehouse will be staffed by local labour, so that when the Military move out, it is possible for the Warehouse to be taken over by the Government, with the UNRRA representation there in a purely supervisory position.

Otherwise we are setting up a permanent post-war establishment unless we eventually consign supplies from Countries abroad, direct to the Government at the Docks and close down the base Warehouse, not a very satisfactory procedure considering the accommodation occupied.

(15) Classification of supplies

To operate in conjunction with the A.M.L. it is necessary to classify our supplies, first under the name of the department to which they are assigned by the A.M.L., and then under the various trade headings. The A.M.L. number their depots as follows:-

- | | |
|----------------------------------|------------------------|
| Depot 1. Supplies and Provisions | Depot 4. Hosp. Equip., |
| 2. Construction Stores | Drug etc. Stores |
| 3. M.T. Spares, R. Signal Stores | 5. Railway Stores, |
| | Coal, Port |
| | Equipment, etc. |

Depot 1. will therefore classify the goods handled in the warehouse as:-

- | | |
|----------------------------|----------------------------------|
| A. Canned Meats, Fish. | L. Clothing - Service. |
| B. Cereals | M. Medical Supplies (&Sanitary) |
| C. Pulses | N. Soaps |
| D. Cheeses | O. Agricultural Supplies (Seeds) |
| F. Fats | Fertilizers, etc. |
| G. Sugars | P. Machinery (Agri.) |
| H. Tea & Coffee | Q. Veterinary Supplies |
| I. Milk - Tinned & Dried | R. Newsprint |
| J. Boots and Shoes | S. Stationery |
| K. Clothing, etc. Civilian | T. Toilet Requisites |
| | U. Chemists Sundries. |

Deppt 2

- A. Tractors
- B. Spares
- C. Water Chemicals
- D. Road making and repair
- E. Bridging Building & Repairs
- F. Ports " "
- G. Hospitals " "
- H. Refugee " "
- I. Docks " "
- J. Camps " "

Depot 4

Hospital Equipment
Drugs
Medicines

Depot 3

- Motor Trucks
- " Repairs
- " Accessories
- " Spare parts
- R. Signal Store requisites -
Telephones.

Depot 5

Railway Stores - Locomotives
Permanent way requirements
Wagons - Carriages & equipment
Coal

OPERATIONS

- (1) The Warehouse operation described in this manual should be carried out under all ordinary circumstances, but if it so happens that owing to local conditions it cannot so operate, then on the consent of the Chief Warehousing Officer, suitable alterations may be made.
- (2) As soon as goods are unloaded on the Ship Side, a representative from the Warehouse must be present to be able to advise the Warehouse Manager of what type and quantity of commodities he can expect to arrive. The Warehouse Manager can then make preparation for its receipt by having the space allotted and the manpower available to immediately handle same on arrival, to keep the transport wheels turning and to avoid waste of time.
- (3) As it is generally understood that the route, supplies will take during the course of their distribution, is:-
 1. Warehouse (Main at base Ports)
 2. Distributing Warehouse (Inland)
 3. Wholesaler Local vicinity.
 4. Retailer purchasing from local
wholesale,
and
 5. Consumer buying entitlements, etc., at local shops.

In addition to the consideration and suggested programme for the operation and supervision at Main Base Warehouses, it is necessary to fit in a scheme for the working of the distributing Warehouses.

In this case the general working will be of a similar nature to the main warehouse with the following additions:-

- A. The in-takes will be of much smaller weight and only in keeping with the total population of the vicinity served.
- B. It may be possible to house supplies under one roof instead of at separate depots as may be the case at the Ports.
- C. It may also be necessary to have assembly bays for the purpose of getting together items of a smaller nature which require preparation such as weighing and packing (to save the transport delay).
- D. More despatch checkers will be required, owing to the numerous items and requisitions.
- E. As goods will be taken away by the wholesalers representatives and there will be many smaller packages about them at the Base Warehouse, an instruction must be made and rigidly carried out, that no one be allowed in the warehouse proper, except those authorized.

RESPONSIBILITIES OF WAREHOUSE OFFICER

1. The control of the receipt of supplies at the UNRRA warehouse from the transport delivering same.
2. The safety of supplies whilst in the Warehouse against loss by careless handling, pilfering or mis-direction.
3. The stacking of supplies in warehouses and the lay-out in general.
4. The correct dispatch of supplies requisitioned to the various agents entitled to same.
5. An accounting system covering both the quantity and value.
6. The settling of all claims made for goods damaged, pilfered or short delivered.
7. The careful and complete checking of goods received and dispatched.
8. Hours of duty.
9. The handling of cash whether it be for goods, wages expenses or petty cash.
10. Security of secret information.
11. Suggestions for improvements.
12. Office control of all supplies, both in and out.

13. Cooperation with all administration officials.
14. The working of the staff in harmony and complete unity.
15. Economy in labour, transport and packing materials.
16. Gambling and irregular dealings between members of the staff.
17. Hygiene, sanitary bins, lavatories, washing facilities, etc.
18. General compliance to the instructions issued by those in authority.
19. Staff: Safety
Health and
Welfare
20. Security of premises, Keys, etc.
21. Unauthorized persons on the premises.
22. Guarding of the premises.
23. The cleanliness of the Warehouse.
24. Damage to property, furniture, fittings and fixtures.
25. Lay out to save time and to insure goods being easily available to avoid transport delays and vans standing idle.
26. Periodical visits at any time of the day or night to Warehouse under their jurisdiction.
27. Adaptability of the premises available to the best advantage.
28. Periodical inspection of tinned goods, cereals, cheese etc.
29. Irregular transaction possibilities.
30. Stocks Condition
 Dispatch rotation
 Returns
 Control
 Surpluses
 Shortgages
 Handling
31. Wastage.
32. Vermin
33. Loading and unloading facilities at each warehouse.
34. The care of empty containers.
35. Recognizable commodity markings on goods outgoing.

HOW TO STACK SUPPLIES

1. Stacking must depend on the size and shape of the package or sack.

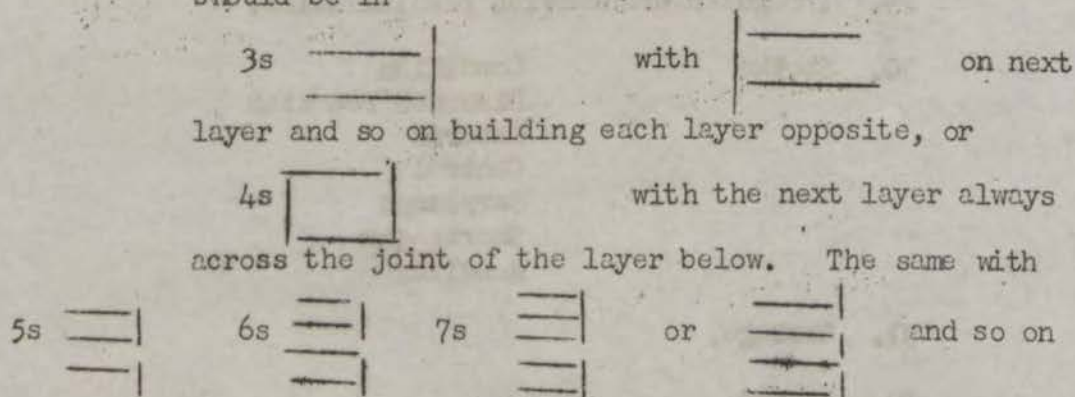
2. On every occasion goods should be packed above the level of the Warehouse floor on dunnage, at a distance when possible, high enough to sweep under, especially where there is a trace of dampness, vermin or out in the open.
3. Goods stacked in the open must be well covered with a waterproof protection, which must slant at least a little to allow rain, etc., to immediately drain off as it falls.
4. All coverage in the open must be complete and securely tied around the stacks to avoid pilferage and the direct and continual exposure to the atmosphere.
5. To keep the bottom of stacks off the floors or ground such dunnage as duck-boards, Rail sleepers, logs, bricks, concrete slabs, or spare track lines, can be used.
6. It is better to build in the open a number of small stacks of commodities than large ones, because they are easier to handle, to inspect, to use and replace, less risk of damage by the sun and rain, more convenient for stock-taking and issues, and where "turning" is necessary, it becomes a more simple operation.
7. All stacks must be tallied showing the number in the stack and receipts and issues entered immediately they are made.

METHODS OF STACKING

1. Case Goods. It is essential for all supplies to be stacked in such a manner as to render stocktaking easy and convenient, consequently each item packed in cases of the same commodity and size must be the only ones included in the stacks.

The building of stacks must be uniform and in line with the gangways, and despatches taken therefrom in correct rotation as received.

When cases are square the method recommended is on the pyramid principle, others according to the space allotted should be in



space being left between cases where it is considered necessary for the air to penetrate between cases. The height of square case stacking must be carefully watched and stacks not made of a height which may be dangerous to passers by.

CHEESE

The stacking of cheese in crates should be as open as space will allow and not high, as the necessity for supplies to be continually scrutinized and turned is obvious and must be carried out continually. Again, it is a commodity which will be first attacked by rats and

mice, and if stacked close together for a while will encourage nests of these vermin.

SACKED GOODS.

The most awkward items to stack are grain, sugar, rice, etc., as they have a tendency to slip when stacked too high and they begin to bulge at the centre and becoming top heavy slide down into a heap.

Stacking should be made as often as possible in Fours with the next layer built

over the joints of the lower layer and Sixes

cross wise with the ears

of the sacks to the centre, as this tends to bind each layer.

All stocks of canned goods, cereals, cheese, etc., must be periodically examined to ascertain that they are not becoming out of condition, or liable to abnormal deterioration before being issued.

THE MISSION CHIEF WAREHOUSING OFFICER

He will be situated and operating at Mission Headquarters.

be responsible for the satisfactory and efficient working of all warehouses in the Mission through his Warehousing Officers.

keep records of all stocks on hand, stocks coming forward, and issues.

arrange transfers from one centre to another on the advice of his Mission Director.

contact the Industrial Rehabilitation Division regarding the securing of warehousing accommodation, its facilities and suitability.

report to his Mission Director special incidents, claims and the stock position.

keep in close contact with the Chief Distribution and Transport Officers at Mission Headquarters.

personally investigate all warehouse complaints other than those which can be settled locally.

circulate all warehouses with the District Director advice re prices of those items to be "charged out".

pay periodical visits to the Warehouses under his jurisdiction to check up on routine, operation, conditions and improvements.

assist AML in engaging the senior UNRRA personnel for warehousing.

check and consider all warehouse requisitions for additional working equipment.

be responsible for the security of secret information.

attend all conferences and discussions connected in any way with warehousing held at Mission Headquarters.

advise all concerned on the method to adopt on the

correct storing of the items warehoused.

complete along with other returns so required a stock return weekly showing the position at each warehouse and a total analysis of the essential supplies on hand in the Mission Area.

RECEIPT OF SUPPLIES.

The arrival of goods at warehouses must in all cases be checked by a responsible officer, care being taken that they are in perfect condition, or where there is damage or pilferage same is reported as such in correct detail.

After the goods have been carefully scrutinized and checked, a signature will be given by the Senior Officer (whose signature has been taken and lodged with the Transport Section for reference) acknowledging the receipt of same.

All goods as received will then be entered in the Receiving Report (see copy attached).

The goods will then be stacked in accordance with the information contained in this manual and in the specific space allotted for that commodity in the lay-out of the W/H.

I/CS of dept's will at this stage enter on the Bin Card (see attached) in the receipt column the total amount to hand after checking and examining the amount received, and add it to the stock on hand.

The Receiving Report will be written out in duplicate and the top copy passed into the W/H Gen. Office as soon as the goods received have been recorded and signed for by the checker receiving same.

Upon receipt in the Office of a copy of the R.R. an entry will be made on the stock card for that specific commodity (see stock inventory card attached) and the number of the entry into S. Card noted on the R.R. it will then be passed to the Supplies accounts section who will check up with the account received for the goods and pass accordingly.

Attached to the copy of the R.R. sent to the Office, will be the signed copy of the consignment note received with the goods; this will obviate the possibility of error in entry or a difference between the amount dispatched by the sender and the invoice received for the goods.

C L A I M S

Consignments short-delivered, damaged or pilfered form the basis of all claims and must be recovered and followed up in the following manner.

A claims form must be made out in triplicate (see attached) one to be handed to the person responsible for the shortage, one to the Chief Warehousing Officer and one retained in the Claims Book.

When the claim has been acknowledged (or at the end of 7 days) an invoice is to be sent to the person (s) concerned for the full charge of the loss. When payment has been made for the loss advice must be sent to the C.W.O. giving full details of the settlement whether in cash or kind.

REQUISITION FOR SUPPLIES

Upon receipt of an order duly signed by the ruling authority, it will be taken over by the W/H Office Section, who will record its receipt and then have typed a delivery invoice receipt with four copies.

The original invoice duly signed by recipient will be retained in the office.

STOCK RECORDS

Inventory (stock) cards will be kept by the general office from records of entries taken from the R.R. and invoice releases. The Warehouse physical stocks will be continually checked with the bin cards, visible on all stocks of supplies.

The Office index stock cards are entered in the initial stage with the goods on order and due to arrive, giving the date and reference of the authority under the first column, the stock as entered on the R.R. will be the first entry of receipts and the amounts released through invoices the issues. Each card to show a balance on hand for reference purposes.

Periodic check stocks of various items must be taken at any time of the day, and difference if any, must be accounted for in all cases and circumstances.

In addition to the foregoing, all tally sheets must be totalled and checked with the stock on hand of each commodity at the end of each working day.

1. RECEIVING REPORT

(Form No. 100-W)

This report shows the following :-

Date
Place
Warehouse No.
Over and short report No.
Invoice or B.L. No. being received
Vendors name and address
How shipped
Quantity
Description
Bin location
Unit price and total price
Checkers name
Warehouse officers name
Remarks column

This report must be made out for all supplies showing exact quantities received in warehouse and promptly posted to inventory cards - (Form No. 102-W).

If shortage or overage occurs a copy of the O & S (average and shortage) report must be attached before final filing. All sets of receiving reports shall be numbered starting 1 and on.

2. OVERAGE AND SHORTAGE REPORT

(Form No. 101-W).

This form, or report is closely associated with form No. 100-W

-10-

(RECEIVING REPORT) and is used only when a difference occurs between a B.L., invoice or delivery ticket and the actual receipts. It shows the receiving report number it is associated with and must be attached to that receiving report, automatically becoming a part of it.

Also shown in:

Date
Warehouse No.
Place
Rec. report No.
Checkers name
Warehouse officers signature
Quantity
Description
Location
Unit Price
Total price
Remarks

This report consists of original and 2 copies, each must be attached to the corresponding receiving report - One to remain in warehouse files one to the consignor and one to Mission Office - It will give full explanation of differences.

3. CARD INVENTORY

(Form No. 102-W)

A card inventory (perpetual) will be set up for each commodity and posted from the receiving report promptly after receiving report has been verified, showing:

Receipts
Commodity
Date set up
Warehouse No.
Place
Commodity enroute
Date recd.
Quantity
Receiving Report No.
Total received to date
Issues
Date of withdrawal
Quantity "
Delivery report No.
Requisition No.
Balance on hand

This report shall be kept by an inventory clerk and posted from the receiving reports and delivery reports; it is very important posting and must be kept up to date. This is a very simple record to keep and will give instant information regarding any commodity, showing quantity when received, date of all withdrawals, balances on hand, also receiving requisition and delivery records pertaining to each receipt and delivery. The cards must be kept together in a box file and must not be removed from the warehouse office. When physical inventory of warehouse stocks are made, cards must be verified with stocks.

The cards are especially useful in giving warehouse officer instant information without having to make a physical check when filling orders, for supplies from the recognized sources.

4. BIN CARDS

Form No. 107-W (Tally Cards)

Bin cards are attached to the front of a bin and shows the following:-

Bin No.
Commodity
W. H. No.
Date supplies recd.
Quantity recd.
Quantity shipped and date (Issues)
Requisition No.
Balance in stock

This is a very simple but efficient record and must be posted from receipts and withdrawal records. It is designed to keep those posted in the warehouse proper actually on the goods the exact amount contained in the bin and as a double check on the permanent Inventory Cards.

5. DELIVERY RECEIPT

(Form No. 103-W)

On each withdrawal a delivery receipt is signed to show proof of delivery, one copy to be given carrier, one copy to purchaser, original retained (containing original signature, in warehouse and one copy to Mission office). This receipt shows the following:-

Date
Warehouse No. (delivering warehouse)
Place
How shipped via - Truck, train, boat
Consignee and address
Quantity
Description
Price per unit
Total price
Signature of carrier
Checker's name
Authority for shipment

6. INVENTORY - WAREHOUSE NO.

- (Form No. 105-W)

This is to be used as a weekly report to Mission Office for the express purpose of keeping that office informed to the quantity of stocks of essential commodities in each warehouse, where all of the Inventories can be combined, giving a total of all supplies and location. The combined reports of each Mission will be forwarded to the Balkan Mission Hq. where a total of all Mission office reports will be compiled, giving a total of all supplies in the Balkan States, so that information is available each week to be used by Procurement Welfare, Public Health, Washington and London if desired. This gives a picture of the stock on hand position and must be dispatched from the warehouse to Mission Office by the quickest possible route.

7. PARTIAL DELIVERY TICKET

(Form No. 104-W)

This form is used only when the conveyance cannot carry the entire load at one time, the driver is given a ticket showing quantity carried on that load, one copy retained in warehouse, on the last load he is supplied with our regular Delivery Report described above. When completed all forms 104/W will be attached to Del. Rep. Form 103/W and passed to the W/hs Office. This ticket shows the following: -

Consignee
Date
Warehouse No.
Place
Del. Report No.
Quantity
Description
Receivers Signature
Checkers "
Approved by -----

8. INDIVIDUAL PURCHASE RECORD

(Form No. 106-W)

Consignee's name
Address
Date
Permit No.
Value

This is to show the amounts purchased by each wholesaler Office record only, unless copies are required by Mission Headquarters.

9. ORDER TO REQUISITIONS

(Form No. 108-W)

This form is to be used in requesting supplies etc.

Showing name of place, date, warehouse No., amt. wanted.
For what purpose (stock, whse use replacement) Signature
of Govt. and UNRRA Officers.

10. CASH VOUCHER

A voucher must be signed for all cash paid out and signed by person receiving monies. This will be entered on a cash ledger and held for audit. This receipt becomes a permanent UNRRA record.

Voucher shows: -

Date
Warehouse No.
Place
To whom paid
AMT.
Receivers signature
Warehouse Officers approval

RECAPITULATION

The system in use is designed to cut out all unnecessary forms and accounting and to full complete accounting for all stocks, supplies, etc., and to give instant information covering receipt, quantity in warehouse, deliveries, locations, dates, stocks enroute, prices and values. It will be the duty of each warehouse officer to see that all records are posted daily and kept up to date.

Form No. 100-W -- RECEIVING REPORT

To be used when checking goods received in at warehouses and other receiving points operated by UNRRA.

Form No. 101-W -- OVER & SHORT REPORT

To be made out in detail covering differences between amounts called for an B.L., invoices, delivery tickets and the actual amount received by UNRRA. Also to be used covering loss, breakage etc. This report must be attached to form number 100-W and considered a permanent part of form 100-W.

Form No. 102-W -- INVENTORY CARD

This card is posted from form No. 100, also form No. 103 and must be posted daily. Cards should be filed in alphabetical order in a box file.

Form No. 103-W -- DELIVERY REPORT (INVOICE)

This is to be used covering deliveries or shipments, or transfer from warehouses and immediately posted on form No. 102-W.

Form No. 104-W -- PARTIAL DEL'Y REPORT

This form is used only when customer is unable to transport his order at one time or makes several trips within one day. Upon completion of his order, form No. 103-W is made from form No. 104-W. Forms No. 104-W are attached to forms No. 103-W and become a permanent record of deliveries - use form No. 104-W only if necessary.

Form No. 105-W -- INDIVIDUAL - PURCHASE RECORD

This form is posted from form No. 103-W and is for office information only.

Form No. 107-W -- BIN CARDS

This form is posted from forms No. 100-W and No. 103-W.

Form No. 108-W REQUISITION

Distribution

Bureau of Areas
Bureau of Supply
Personnel and Training
Bureau of F&A
Treasurer

Mrs. Rydman

U.N.R.R.A.

Notes on Economic and Financial Policy

by E.M.H. Lloyd, Economic and Financial
Adviser, Balkan Mission. October 10th.,
1944.

① M. Mandlikos
② C. K. Johnson
③ Supply
④ G. K. Kautsky
Additional
copies to be pre-
pared; get
working from B.S.

Residing
Bureau
Bureau

D.G.
Sakulinski
Rayton
Feller
Carson
Jackson

At the time of writing the first instalments of relief supplies are being taken by the armed forces into parts of Greece and discussions are taking place with the Yugoslavs at Bari about the supply of relief to Yugoslavia. Plans for the relief of Albania are still in the air. However much we may seek to pursue a common policy in the Balkans, the application of the policy may differ considerably in the three countries. In Greece allied forces are helping an emigre Government to establish itself in the face of enemy resistance, currency chaos, an acute shortage of goods and internal strife. In Yugoslavia the Partisans are in virtual control of the country and may not welcome outside intervention. In Albania there is no recognised authority with whom to negotiate. These notes will be confined to comments upon the Greek situation.

2. The outstanding problems are (i) supplies and (ii) currency. U.N.R.R.A. has no primary responsibility at this stage but during the next few weeks decisions will be taken and precedents established which will closely affect U.N.R.R.A.'s future operations. During the military period U.N.R.R.A. personnel will be acting as observers and helpers attached to the military.

Supplies.

3. During the first few weeks supplies of most things except flour will be below even the military programme owing to the time lag between shipment and arrivals. Food supplies will be well above the Swedish-Swiss level but only about half the Greek Government's "agreed" demand. Noticeably lacking will be clothing and shelter material. In other items there will be progressive improvement as shipments arrive.

Proceeds of Sale.

4. During the military period proceeds of sale of relief goods will go to the Greek Government and, unless the decision is changed, the military will merely obtain receipts for quantities handed over. During the U.N.R.R.A. period proceeds in local currency will have to be paid into a special account and the Greek Government will only be allowed to draw on this account for approved purposes. This will raise issues of policy which will need discussion with Washington. The proceeds of sale of relief goods will have an important bearing on fiscal and monetary policy; the question is being studied in connection with the draft agreement with the Greek Government.

Financial Assistance.

5. The Greek Government's application for relief will need to be carefully scrutinised from the financial angle. In certain respects, though not in others, it appears probable that total resources may have been under-estimated, e.g. local supplies of wheat are put at 250,000 tons from the current harvest compared with

a more.....

a more probable figure of 360/375,000 tons.

Exports.

6. The possibility of early resumption of exports will need to be examined. During the military period there is no provision for assisting exports. U.N.R.R.A. will be interested in seeing a resumption of exports if only to reduce the financial assistance needed for relief and rehabilitation. The extent to which spare parts, fertilizers, packing materials etc. can be provided to rehabilitate export industries may raise questions of policy.

Payments in Local Currency.

7. During the military period the pay of the troops and that part of the allowances to U.N.R.R.A. personnel which has to be paid in local currency may be met in the first instance by the issue of B.M.A. notes, against which credit will be given in pounds or dollars. During the U.N.R.R.A. period local currency requirements will be met from proceeds of sale of relief goods. The precise interpretation of the Montreal decisions on this subject may raise questions of policy on which a decision will be sought.

Monetary Policy.

8. The position at the time of writing is that Greece has virtually a gold currency in circulation consisting of sovereigns and other coins imported both by the Germans and by the British. Possibly about 2 million sovereigns are in circulation which, at their current quotation in drachmae, are worth about fifteen times the total of notes and bank deposits. Wages as well as prices are now expressed in gold and to an increasing extent gold coins are used as a medium exchange.

9. Discussions are proceeding in London about the fixing of a rate of exchange for the paper currency and various formulae have been suggested involving a greater or lesser degree of over-valuation. If the old drachmae are too much over-valued the Government will be committed to a long-drawn-out and artificial deflation of prices and wages which it may be unable to enforce. Strict application of the original Varvaressos formula (which ignores the role played by gold) might result in a sharp disequilibrium between internal and external prices and considerable risk of a continuance of the black market, against which statutory price control would be powerless.

10. U.N.R.R.A.'s task of ensuring equitable distribution would be much facilitated by a policy which allowed a substantial fall of prices to take place through the free play of market forces in the initial stages of liberation; and thereafter by the establishment of equilibrium between wages and internal and external prices without too frequent changes in the rate of exchange. This is not going to be easy but the fact that the Greek Government will receive the proceeds of local currency in full during the military period will give it a powerful weapon for monetary control. If a sound policy is pursued there need be no resumption of inflation and a successful policy of stabilisation would reduce the necessity for price control and the danger of black market activities.

Fiscal Policy.

11. When U.N.R.R.A. comes into the picture it will need to urge the necessity for a sound budgetary policy involving adequate taxation, including of course indirect taxes. Some phrases in the draft agreement with the Greek Government, which limit the imposition of taxes on goods imported by U.N.R.R.A., may need reconsideration. Imported goods will need to be sold at the appropriate local price, which will not necessarily be the same as the landed cost expressed in drachmae.

Price Policy.

12. One of the chief difficulties that will be met with in the early stages is the wide differences of prices in Athens, in the islands and in other parts of Greece. To fix uniform prices for the whole of Greece might be a serious blunder; and to delegate powers of price fixing to local authorities might hamper the restoration of equilibrium. A solution depends primarily on the restoration of communications so that prices may largely adjust themselves through the operation of market forces. The extent to which price control by decree will be necessary or practicable cannot be determined until the results of monetary policy and the fixing of exchange rates are known.

Collection Schemes for Grain and Oil.

13. Urgent attention will need to be given to schemes for collection of home produce, particularly cereals and olive oil. Attempts at compulsory requisitioning are to be avoided but an effective buying monopoly will need to be established with control of bottle necks at flour mills and oil refineries. The pre-war system of grain marketing under the auspices of the Agricultural Bank may be revived.

Inducement Goods.

14. Energetic and timely efforts must be made to collect the olive oil crop from the districts where there is a surplus in order to increase the fat ration in Athens and other towns. In order to ensure success it will be necessary to offer a price containing an element of inducement but even this may be insufficient unless producers have the opportunity of buying something with the money offered. The best solution seems to be to use some of the coffee and sugar as inducement goods to be sold at prices adjusted to the price fixed for olive oil. The military programme includes a supply of coffee and a small additional supply of sugar designed for this purpose. During the U.N.R.R.A. period it will be necessary to decide whether coffee and sugar may be used for the purpose of securing equitable distribution of wheat and olive oil. If U.N.R.R.A. supplies cannot be used in this way it may be necessary to arrange that the Greek Government should use part of its own resources for acquiring coffee and other inducement goods.

Industrial Rehabilitation.

15. During the military period a limited amount of raw material will be provided for restarting consumer goods industries, particularly textiles and soap. It will be for the Greek Government to make appropriate arrangements for financing the industries concerned, many of which will have had their capital wiped out. It will also be essential for the Government to insist on limitation of conversion margins so as to prevent profiteering. In the initial stages it may be necessary for the Government to buy the whole output in order to ensure control of distribution. At a later stage payment would be made direct by licensed distributors.

16. To help in the refinancing of essential industries the Government may need to create an industrial corporation which would take shares or debentures in return for the provision of funds. During the U.N.R.R.A. period difficult questions may arise as to the line to be drawn between spare parts and new machinery required for

rehabilitation.....

rehabilitation and new machinery involving reconstruction and development. Decisions will also have to be taken as to how far rehabilitation may be provided free by a Government subsidy and how far it should be paid for over a period of years. These decisions, like those on budgetary policy, will be primarily for the Greek Government but, if U.N.R.R.A. is to be concerned both with the disposal of imported supplies and with the use of local currency proceeds, questions of U.N.R.R.A. policy will necessarily arise.

Payment of U.N.R.R.A.'S Services in local currency.

17. Difficulty is likely to arise in reconciling (i) the need for U.N.R.R.A. to maintain an adequate check on the distribution of supplies and on the disposal of the proceeds of local currency and (ii) the natural desire of the Greek Government to reduce to a minimum the number and cost of U.N.R.R.A. personnel and to manage its own affairs without undue interference. At the time of writing this clash of two opposing points of view is unresolved in the case of Yugoslavia and has been tacitly postponed in the case of Greece. It would undoubtedly help towards a solution if local currency requirements of U.N.R.R.A. personnel could be kept down to the minimum in order that it should not be said that a number of U.N.R.R.A. officials were living at the expense of a poor country. At present the number of U.N.R.R.A. personnel accompanying the military forces into Greece is hardly sufficient to carry out the full measures of supervision and checking contemplated as necessary during the U.N.R.R.A. period. During the military period there will be a minimum of control and a precedent will be set which it will be difficult to change when U.N.R.R.A. takes over. This may raise important issues of policy on which some practical compromise will have to be worked out.

CAIRO.

12th. October, 1944.

5 October 1944

TO: Mr. Xanthaky
FROM: Cicely A. Ryshpan

I have just received a copy of the Tentative Welfare Plans for Greece, Yugoslavia and Albania, sent by Harry Greenstein, Director, Welfare Division, Balkan Mission, to Mr. Menshikov on 7 September 1944, and I notice certain possibilities of confusion and overlapping between the Welfare and Distribution Division personnel, which I am sure you have noticed, but which I think deserve comment.

In the plans for Yugoslavia the objects of the Welfare Division are stated to include

"(d) In cooperation with the Division of Health, Displaced Persons, Supply and Distribution, Transportation and other appropriate divisions or units the establishment of plans to meet problems of mutual concern."

This seems to indicate a recognition on the part of the Welfare Division that the distribution of supplies is one which is of concern to the Distribution Division.

However, in the plans for the Greek Mission the responsibilities of the Welfare Division in the military stage are stated as:

"a. To provide advice and technical counsel on all phases of relief and welfare as requested by AML and the Greek authorities. The terms relief and welfare include

- (a) Assistance such as food, clothing, shelter, and other basic necessities of life made available for persons unable to provide for themselves or their dependents ..."

The responsibilities of the Welfare Division as agent of AML are stated as

- (b) To serve as "liaison with local authorities with respect to all relief matters and specifically with respect to arrangements for the distribution of relief goods."

Finally, under III, Plan A, Military Stage, the Duties of the UNRRA Welfare Division, are stated as including "To advise and

5 October 1944

assist the Greek authorities in the development of plans to provide food, clothing, and shelter for needy persons in their own homes or on their own land."

Similarly, under the plans for Albania under II, Object, the statement is made that it includes the "provision of relief (i.e. food, shelter, clothing) for the destitute." Under the "Functions of the Division" (in Albania) the statement is made that it is "To assist in the distribution of supplies and any registration necessary for a proper system of rationing."

I take it that, in practice, the Welfare Division will confine its activities to the distribution of relief supplies to those persons who cannot be cared for by the normal channels established for the distribution of goods. The Distribution Division personnel would have primary responsibility for advising the AME and the several governments during the military period and the governments in the civilian period with respect to distribution plans. However, the definition of "destitute" in countries so ravaged as Greece, Yugoslavia, and Albania is one which may present difficulties. I would think that there should be an attempt made in Washington to clarify the respective responsibilities with respect to distribution of the distribution and welfare personnel. Following that, or simultaneously with it, an attempt should be made to ascertain from Cairo how they view the respective responsibilities of distribution and welfare people in the field.

CC: Mr. Menshikov
Mr. Gladieux
Dr. Welk

Date: **SEP 3 - 1944**

TO

Routing Order	Name	Room No.
	<i>C. A. Beckhaus</i>	<i>323</i>

The attached is forwarded for reasons shown below:

- | | |
|---|---|
| <input type="checkbox"/> Action Required | <input type="checkbox"/> Concurrences Incomplete |
| <input type="checkbox"/> Information | <input type="checkbox"/> Approval Lacking |
| <input type="checkbox"/> Circulation | <input type="checkbox"/> Not Enough Copies |
| <input type="checkbox"/> Confirmation of Dispatch | <input type="checkbox"/> Choice of Communication Medium |
| <input type="checkbox"/> For Your Files | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |

Remarks:

RETURN TO COMMUNICATIONS SECTION ROOM 323



FROM: Communications Section, Bureau of Areas

Beckhaus

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

8, Sharia Dar El-Shifa - Garden City - Cairo

Telephone: 47816

September 7, 1944
CAWA No. 179

TO : Mr. M. Menshikov, Deputy Director General
UNRRA, Washington 25, D. C.

FROM: Harry Greenstein, Director of Welfare Division, Balkan Mission

Re : Tentative Welfare Plans for Greece, Yugoslavia, Albania,
Monthly Report for August.

ATT: Welfare Division

Enclosed find copies of Tentative Welfare Plans just completed for
Greece, Yugoslavia and Albania. Also monthly report for August.

ENC:

29th August, 1944

UNRRA - GREEK MISSION, Appreciation and Plan,
Welfare Division.

I. OBJECT.

A. Military Stage.

1. Responsibilities as Advisers and Technical Consultants.

a. To provide advice and technical counsel on all phases of relief and welfare as requested by AML and the Greek authorities. The terms relief and welfare include

(a) Assistance such as food, clothing, shelter, and other basic necessities of life made available for persons unable to provide for themselves or their dependents and

(b) Services for the personal rehabilitation on individuals requiring special help.

b. To provide advice and technical counsel, as requested by AML and the Greek authorities, on training programs designed to assist Greek nationals in developing an effective welfare staff.

2. Responsibilities as Agent of AML.

a. To supervise UNRRA personnel.

b. To serve as "liaison with local authorities with respect to all relief matters and specifically with respect to arrangements for the distribution of relief goods." (From message dated August 11, 1944 from ASWAR from COS CITE CCAC to Wilson for FHGEC USAFIME for AMHQ Balkans.)

B. UNRRA Stage.

1. To provide technical advice and assistance to the Greek authorities on all phases of relief and welfare in accordance with plans previously agreed upon between UNRRA and the Greek Govt. (First Session, UNRRA Council, Resolution 9, para 5, paraphrased)

2. To provide such assistance and service as may be necessary to help the Greek authorities in rebuilding and developing a program of adequate welfare services.

II. FACTORS.

A. Military Stage.

1. Conditions in Greece.

a. Estimate of persons in need.

Studies are under way to show as accurately as possible the number of persons who are in need of relief and welfare services in Greece.

AML estimates that there are 150,000 persons who are "totally destitute", i.e. in need of immediate food, clothing, and shelter. However, it is anticipated that many more persons will be in need of varying amounts and types of relief: food, clothing, shelter, welfare services. These persons are in addition to those who may be described as totally destitute.

b. Loss of Means of Livelihood.

"Owing to various factors, such as destruction of crops and villages as reprisals, guerilla operations, failure to carry out normal sowings and the spread of disease owing to lack of medical supplies, a large proportion of the normal rural population is no longer self-supporting." (From AML, Greece, Relief Dept. A & P)

A large proportion of the urban population formerly engaged in commerce, industry, the professions, maritime occupations, etc., are not gainfully employed.

c. Missing Persons.

As a result of the war many individuals and groups have become separated from other members of their families and households. One of their greatest concerns will be to find these missing persons. Services to help in locating and returning these missing persons will be needed not only at Assembly Centres but also in communities throughout Greece.

d. Displacement of Population.

As a result of enemy action many Greeks have been forced from their homes. These displaced persons come under several categories such as the following, each requiring relief and welfare services of one kind or another:

- (1) Those who are internally displaced but able to return home as soon as transportation and communications are re-established.
- (2) The Homeless, who are living in makeshift shelters in the woods and mountains.
- (3) The internally displaced who have found adequate, though temporary, shelter with relatives or friends.
- (4) Soldiers who have been unable to return to their island homes or restricted areas or who are fighting with the guerilla bands.
- (5) Displaced persons who will need help in tracing missing relatives.
- (6) Those nationals of other countries who must be repatriated.

- (7) Those Greek nationals in other counties who are to be returned to Greece.

These are mainly men who will be returned from forced labor and persons returning from refugee camps.

The number of persons who are displaced is reported to be increasing. Estimated figures run as high as 1,100,000. The influx to cities and large towns has been very great; Athens is reported to have between 400,000 and 600,000 refugees.

e. Relief now being given.

Existing relief organisations operate only in certain districts and, generally speaking, only in centers of communication. The rural areas which normally comprise some 70% of the population have received but limited assistance because of restrictions by the enemy, lack of facilities for distribution and inadequacy of supplies.

f. Existing Relief Organisations.

- (1) "Certain Relief Organisations are at present doing Relief work in GREECE. Of these the most important are the Joint Relief Commission (JRC) controlled by the Swedish-Swiss delegates of the International Red Cross, and the Greek Red Cross Society."
- (2) "The JRC operates in certain districts of the mainland, in CRETE and in some of the Islands. It has been excluded from THRACE, MACEDONIA, Northern Thessaly and the IONIAN ISLANDS and, by guerilla activities and lack of transport, from many rural areas of the interior."
- (3) "A request has been made, through the Foreign Office, for the JRC to continue doing relief work after the enemy withdraws." (From AML - GREECE - Relief Dept. A & P.)

g. Factors Limiting Welfare Operations.

- (1) Limited transportation.
- (2) Limited supply.
- (3) Limited non-Greek personnel.
- (4) Limited function of AML and UNRRA personnel.

h. Finance.

- (1) "British Military authority sterling paper currency will be taken into the country at a rate of exchange to the drachmas to be determined at the time by His Majesty's Treasury."
- (2) "Supplies will be sold for drachmas or BRITISH MILITARY authority sterling."
- (3) "The price of each commodity will be worked out on cost plus handling charges before entering the country."
- (4) "Relief for destitute will be given where possible in cash in drachmas through local Greek authorities." (From AML - GREECE - Master A & P - "subject to confirmation by War Office")

B. UNRRA Stage.

It is anticipated that the factors during the UNRRA stage will in general be similar to those of the military stage except that the first emergency period will have passed; increasing employment should have reduced the number of persons in need; many missing persons will have been located and returned to their homes; communications and transportation should be on a more normal basis; a considerable staff should be partially trained; and finances should be in a more stable condition.

III. PLANA. Military Stage.1. Duties of the UNRRA Welfare Division.

- // a. To advise and assist the Greek authorities in the development of plans to provide food, clothing, and shelter for needy persons in their own homes or on their own land.
- b. To advise and assist the Greeks with respect to welfare services for the personal rehabilitation of individuals requiring special help, such as, children, displaced persons, missing persons, the aged, handicapped, etc.
- c. To advise and assist AML and the Greek authorities with respect to welfare responsibilities in the care of displaced persons in:
 - (1) The cities or towns where a number of them have found adequate shelter with relatives or friends;
 - (2) Refugee centres which may be required but which should be liquidated as early as possible by re-establishing the refugees in their home communities;
 - (3) Convoys and rest centres which may be required in returning displaced persons to their former homes.
- d. To advise AML and the Greek authorities with respect to collaboration with organisations, private and public, which are concerned with the operation of relief and welfare activities in Greece.
- e. To perform for the Greek Mission welfare duties along comparable lines to those specified for the Welfare Division of the Balkan Mission.

2. Organisation.a. Headquarters

- (1) The UNRRA Welfare Division is under the executive control of the Director of Welfare.
- (2) Headquarters Staff will consist of the Director of Welfare and six welfare specialists, with specialties as follows: child welfare, general relief, emergency feeding, emergency shelter, occupational re-training and self-help projects, and camp welfare. One specialist will be designated as the senior specialist who will be assigned certain executive and administrative responsibilities in addition to his regular duties.

Specialties may be shifted and other modifications and additions made as required. Additional personnel may be added either by the seconding or employment of Greek nationals as needed.

b. Field Organisation:

- (1) The field staff will be organized for six districts and eleven regions in accordance with the field organization of the AML Relief Dept. A. and P.
- (2) District Headquarters will consist of a district welfare officer and one field welfare officer for each Region. One welfare officer, provided for in the budget, will be used for emergency assignments. Additional personnel may be added either by the seconding, or employment of Greek nationals as needed.

c. Voluntary Agency Personnel.

- (1) To assist UNRRA and AML in carrying out their relief and welfare responsibilities.
- (2) Subject to conditions agreed upon between UNRRA and the voluntary societies, such personnel will be utilized as conditions and needs within Greece require.
- (3) AML Relief A. and P. calls for 10 Relief and Refugee units. At the present time it is impossible to determine how many and where Relief and Refugee units will be available for service.

3. Local Welfare Center, or Poste de Secours.

- a. The local welfare center is the local administrative unit for carrying out welfare responsibilities. These welfare centers will be located at places readily accessible to persons requiring their services. Although it may not be possible to cover all relief and welfare services in the same building, it is desirable to keep such services grouped close by together and combined, where possible, in the same building with related services, such as health.

- b. These welfare centers are intended to provide some or all of the following facilities:

(1) Family and Child Welfare Services.

(a) Determination of Need.

Food, clothing, shelter and other necessities of life are precious commodities in Greece. Any carelessness or unfair disbursement of such commodities will be properly resented by the Greek people and might jeopardize the continuance of imported supplies. The greater the need and the less the supply the more important it is that irregularities be avoided. The Welfare Division will be prepared to advise AML and the Greek Government with respect to general procedures for determining economic need. A special memorandum covering this problem under varying conditions and during different periods is in the course of preparation.

(b) Authorisation of Assistance to Meet Needs.

During the emergency period when staff and qualified personnel are limited, aid may be authorized to individuals and families certified to be in need by local representative committees. Lists of needy persons drawn up by these committees would be based upon specifications or standards of need prepared by the local committee and approved by a representative of the Ministry of Health and Welfare.

For all assistance disbursed, the signature or witnessed identifying mark of recipients would need to be produced before subsequent aid would be available to the local committee. Any substantial variations between the specifications or standards as agreed upon and the facts as to distribution would be taken into consideration in determining further allocations of goods and financial aid to that locality. Any person dissatisfied with any decision of the local committee should have an opportunity for a hearing before a representative of the Ministry.

(c) Method of Relief Payment.

"Relief for destitute will be given where possible in cash in drachmae through local Greek authorities."
(From AML - Greece - Master A & P)

(d) Care of Homeless Children.

Every effort should be made to insure that a child, wherever possible, is cared for by his own family or relatives. One of the first tasks, therefore, should be a uniform registration of all children being cared for in orphanages and of all unattached children being temporarily cared for by families other than their own. This registration will expedite the restoration of children to their families.

When a child has no family or when his family is not able to care for him adequately, it is preferable that he be given substitute parental care with an approved foster family under continued supervision. Provision must be made, however, for institutional care for those children who cannot adjust in a foster home or who may benefit from group living because of their mental, physical, and emotional needs.

(e) Aid to Widow with Children.

It has been customary in Greece to consider children whose fathers are dead or missing as eligible for placement in an orphanage. In order to enable widows to keep their children with them the public assistance system should make certain provisions which will enable widows to take care of their children in their own homes.

(f) Other Welfare Services.(2) Soup Kitchens.

Soup kitchens should be avoided to as great an extent as possible, since experience shows that the Greeks are strongly opposed to mass feeding programs. For this reason the JRC has found it necessary to discontinue many soup kitchens. It is preferable to distribute food through the issuance of cash relief, enabling needy persons to purchase their food through the normal channels and to resort to group feeding only in exceptional circumstances.

(3) Children's Canteens.

It is not considered desirable to establish congregate child feeding centers under artificial circumstances where feeding is the only activity. Congregate feeding of children is desirable where it can be a regular part of a school program, of recreational activities or of maternal and child health and welfare activities and is especially appropriate insofar as the distribution of milk is concerned.

However, programs actually in operation at the time of liberation should be continued, generally under the same auspices, so long as the need for this type of aid continues.

(4) Clothing.

In the distribution of clothing it is important that individuals have freedom of choice, within the limit of available supplies, with respect to type, size, and color of garments and, where possible, the alternative of buying piece goods rather than finished garments. Ordinarily this can best be accomplished through money payments sufficient to enable persons to buy needed clothing through commercial channels.

However, in a number of localities the amount of clothing available in the market plus the amount that can be imported will be so small that distribution through commercial channels is not practicable. Under these circumstances clothing needs can be met through cash assistance plus authorization to purchase imported clothing at the government warehouse.

The number of authorizations issued should not exceed the number of garments available. - The authorizations to purchase clothing should contain identifying information and not be transferable.

The development of occupational and self help opportunities, such as providing materials and

(NOTE: It has been noticed by the Communications Section that Item (1) is not in evidence.)

other assistance for sewing, will be an important part of the welfare program.

(5) Medical Advice and Attention.

The determination of the need of individuals for medical or hospital care is not a welfare function. Nevertheless there are matters which will require the closest kind of co-operation on the part of the health and welfare divisions. If necessary care must be paid for, the determination of the ability of persons to pay for such care is a welfare function.

(6) Information Services.

Experience in England has shown that the provision of information services available to the entire public is an important and worthwhile service. It is believed that this service is so important that it should be an integral part of every local welfare center.

(7) Refugee Centers

(a) "When it is apparent that there is no other satisfactory method of dealing with the homeless, it may be found necessary for the Greek authorities to establish Refugee Centers.

(b) "The locations of 15 Refugee Centers have been tentatively selected by AML and are shown in Annexure R.L. 5 of AML Relief A & P.

(c) "When as a last resort, Refugee Centers have to be established, they will be regarded as purely temporary shelters for persons awaiting return to their home areas and re-absorption into the national economy of Greece.

(d) "No accommodation stores for Refugee Centers will be released by S & P Depots without the authority of AML HQ on the personal recommendation of District Commanders." (From AML - Greece - Relief Dept. A & P)

(e) The Welfare Division, upon request shall advise and assist AML and the Greek authorities with respect to welfare responsibilities involved in the establishment and administration of such Refugee Centres as may be required and to assist in planning for their early liquidation through the re-establishment of refugees in their home communities.

B. UNRRA Stage

The plan for the UNRRA Stage will be developed after there has been an opportunity of making such changes and modifications in the plan for the Military stage as may become necessary as a result of conferences and discussions based upon the foregoing material.

IV. ORGANISATION CHART (Attached)

V. APPENDIX.

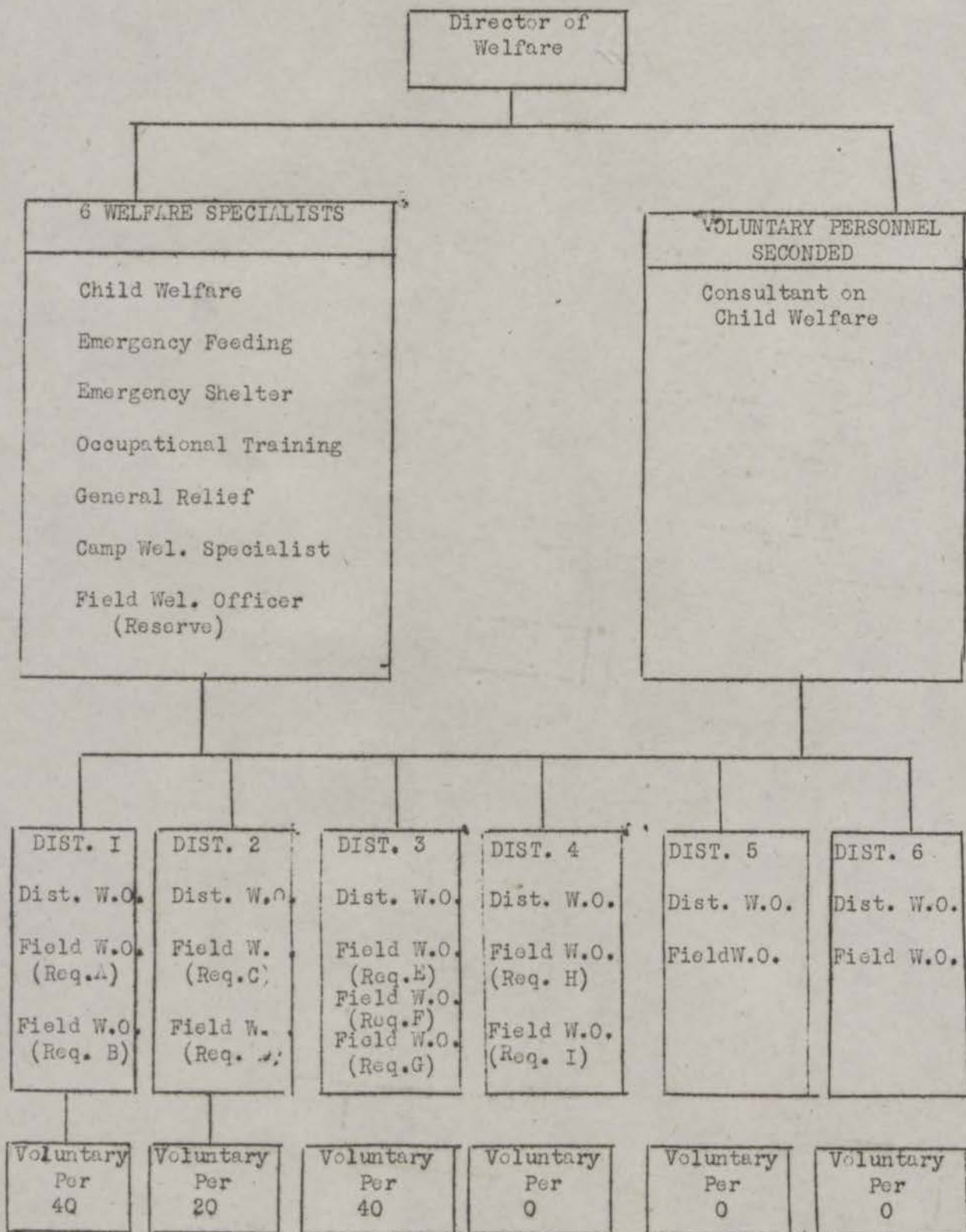
C O P Y

29th August, 1944.

IX.* ORGANISATIONAL CHART.

G R E E K M I S S I O N

WELFARE DIVISION



* Original actually has this number ("IX")

C O P YU.N.R.R.A. - WELFARE DIVISIONYUGOSLAVIA - TENTATIVE PLAN AND APPRECIATION FOR
WELFARE SERVICES.Object

The Welfare Division will be prepared to assist and advise Yugoslav relief officials on all phases of relief operations. Acting as agents of AML and at the request of the Yugoslav Government UNRRA personnel and staff of voluntary societies will be prepared to give technical advice and assistance on matters such as:

- (a) The administration of relief (food shelter and clothing) to destitute persons.
- (b) The orderly return of internally displaced persons to their homes, or their establishment in new localities.
- (c) The establishment of special services for orphans and homeless children, other children needing specialized care and the aged and disabled.
- (d) In cooperation with the Divisions of Health, Displaced Persons, Supply and Distribution, Transportation and other appropriate divisions or units the establishment of plans to meet problems of mutual concern.

Major Factors

The primary responsibility for the distribution of relief and welfare services will be that of the Yugoslav Government. The function of the UNRRA Welfare Division will be to render, at the request of the Yugoslav Government, advice and technical assistance in meeting relief and welfare needs. During the Military period the Welfare Division will act as agent of AML and all activities will be subject to AML control.

In the absence of information concerning the relief and welfare plans of the Yugoslav Government, and the extent to which services and assistance from AML and UNRRA will be requested detailed plans of operation cannot be formulated. This tentative summary plan is submitted as a temporary working instrument only as it is essential that plans be flexible and subject to the wishes of the Yugoslav Government.

Welfare Principles of Operations.

Factors in relief and welfare operations that should be considered during the Military and UNRRA stages of operation are:

1. Welfare Services should be designed to help people to help themselves and to permit recipients to maintain their self-respect.
2. Continued information concerning the extent of unmet need should be collected and efforts made to provide essential welfare services as quickly as possible.
3. To the extent possible mass shelter and feeding care should be held to the minimum and provided only on a temporary and emergency basis. Experience in refugee camps and centers has demonstrated that prolonged mass care results in serious economic and social problems. Temporary refugee centers that must be established to provide emergency shelter and food to internally displaced persons should be located on main refugee routes, and every effort made to expedite the transportation of such persons to their own communities.

or to reestablish them.

4. Information and counselling service as well as material assistance should be available to persons in their own communities to avoid any unnecessary movement of population and the homeless should be billeted in or near their former homes. Plans for registration should be developed to provide for the identification of missing persons and the reuniting of family groups.
5. To the extent possible orphaned and homeless children should be placed with families rather than in institutions or centers. Children should not be removed from parents or relatives because of economic reasons. Instead assistance should be granted so that children may live in a normal family situation.
6. If the economic situation of the country justifies, relief should be given in cash in order that destitute persons may purchase the necessary available goods and return as quickly as possible to their normal mode of living. If in rural and mountainous areas barter is the customary method of exchange relief supplies might be given in kind. Food provided should so far as possible and consistent with standards of nutrition, take into account native preferences.
7. To the extent possible constructive work opportunities and measures for self help should be provided, materials for clothing rather than employment and clothing adapted to weather and local tastes may be provided.
8. If the available food is inadequate to feed all those in need and priorities must be established, the selection should be made solely on a basis of need. Needy groups that might be given first consideration in the order named are:
 - (a) Key adult workers, doctors, nurses, etc. who will be required to assume initial responsibility in the relief and rehabilitation program and therefore must be as physically fit as possible in order to function adequately.
 - (b) Young children from two to six years of age and adolescent children from 13 to 16 years should be the first age groups considered.
 - (c) Infants, school age children and nursing and expectant mothers.
9. Where a basic food ration is available for all with supplementary rations for groups with special nutritional needs, the order in which these special groups are selected might be the same as suggested above.

Conditions in Yugoslavia.

Actual current information concerning the amount of devastation, extent of need and number of homeless and displaced persons in Yugoslavia is not available. Such information as is received by AML and UNRRA through Intelligence and other sources is being made available to the Welfare Division and pertinent data is being compiled therefrom by the Welfare Division for the information and use of Welfare and voluntary agency personnel who will work in Yugoslavia.

Organization.

As agents of the Military UNRRA Welfare personnel will be stationed at AML headquarters. In addition districts established by the Health Division will be utilized by relief teams and the appropriate UNRRA personnel. See attached map of districts.

Personnel.

The personnel to be made available by the Welfare Division of UNRRA will consist of:

1. Director of Welfare for Yugoslavia.
2. Welfare Specialists in child care, feeding, shelter, occupations camps and community organization (6)
3. District Welfare Officers (6)
4. Field Welfare Officers (12)
5. Relief and Welfare Teams

UNRRA Staff will be prepared to render at the request of Yugoslav authorities technical advice and assistance on the organization and operation of relief and welfare programmes, including among other things consultation on:

- (a) The establishment of national, regional and local plans of operation.
- (b) The development and use of advisory committees in handling welfare problems.
- (c) The establishment of priorities for relief purposes.
- (d) The development of survey methods to determine the extent of need within communities and social resources available to meet need.
- (e) The establishment of cooperative plans of operation with indigenous as well as foreign agencies operating in the field.
- (f) The development of training and occupational programs.
- (g) The development of standards, methods of operation and forms for use in providing:
 1. Assistance to persons in their own homes.
 2. Care for homeless and internally displaced persons - including the re-uniting of separated families. *
 3. Child Welfare programs and services for persons needing specialized care to meet serious economic and social problems.
- (h) The establishment and operation of:
 1. Refugee Centers.
 2. Information, advice and counselling centers.
 3. Relief Offices.
 4. Emergency feeding and shelter programs.*
 5. Registration of displaced persons.
- (i) The compilation of information regarding displaced populations.

At the request of Yugoslav authorities and as appropriate relief teams will be available to assist UNRRA personnel in the performance of the above functions.

Yugoslav Nationals.

Certain positions on UNRRA staff and in relief teams should be filled by Yugoslav nationals. Such positions are interpreters, interviewers, clerks, registration clerks, receptionists, messengers, drivers, mechanics, and cooks. It would seem that delay in recruiting such staff until after entry into Yugoslavia would result in considerable confusion in initial operations. Therefore it appears necessary that plans be made to establish methods by which Yugoslav nationals now in the Middle East might be selected and trained for specific duties. Should such a plan be made, the Welfare Division will be prepared to provide training in registration, interviewing and other activities involving welfare functions.

Progress.

In the development of the Yugoslav Tentative Plan and Appreciation for Welfare Services conferences were held with AML officials.

Among those participating in one or more of the conferences were Col. Parrett, Col. Easton, Col. Pell, Major Bickersteth, Major Johnson and Lt. Carr of AML and Harry Greenstein, E. K. Balls and Rhoda O'Meara of the UNRRA Welfare Division.

The general principles underlying the plan, tentative methods of operation and working relationships between Relief Branch - AML Force Yugoslav Government were discussed and understandings reached. Plans were made to hold regular working conferences and methods were established to facilitate the exchange of information. Agreement was reached that the present broad plan of relief and welfare operations must be implemented and revised in accordance with the exigencies of the situation.

At the present time the Welfare Division is or is preparing to develop materials necessary for the implementation of the Welfare plan. Among such materials are: A Yugoslav Welfare handbook, a guide to field reporting, principles and standards to be used as a guide by Welfare staff in giving consultation on matters such as the determination of need, the use of cash relief, recording of assistance and service, child Welfare services, the use of advisory committees, etc.

Matters requiring further clarification.

The further development of detailed relief and welfare plans of operation is dependant, to a large extent, upon decisions to be made concerning the number and composition of relief and welfare teams that will be available for the work in Yugoslavia and the Yugoslav, UNRRA and AML decisions with respect to the selection and training of Yugoslav nationals for work with UNRRA. Basic, of course, to any Welfare plan is the final determination to be made by Yugoslav authorities concerning the extent and use to be made of UNRRA services.

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- * In connection with the above it is noted that the Welfare Division in cooperation with AML is currently developing a supplementary registration card to be used as an aid in reuniting separated families, and plans are under development for the use and provision of identification discs. Also work is progressing on the development of widespread feeding plans.

31 August 1944

UNRRA - ALBANIAN MISSION

WELFARE PLAN

- I. Foreword.
- II. Object.
- III. Conditions in Albania.
- IV. Organization of Division.
- V. Functions of Division.
- VI. Method of Operation.
- VII. Action
 - Phase 1.
 - Phase 2.
- VIII. Conclusion.

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I. FOREWORD

The Welfare Plan for Albania has to be prepared with the following controlling factors in mind:

- a. It must reflect the declared policy of the Welfare Division, Balkan Mission.
- b. It must be a component part of the overall plan of the Albanian Mission and must therefore co-ordinate effectively with the plans of other Divisions, especially those of Health, Displaced Persons and Supply.
- c. It must fit into the AML Relief Plan during the Military Stage but must be so designed that its second phase is consequential to the completion of the Relief Plan and the withdrawal of AML.

It has in effect to be both the agent of AML and the observer of UNRRA while preparing to be the heir of AML and to function executively as UNRRA.

- d. Finally and as a major condition the object of the plan being the well-being and independence of the people of Albania, it has in all its phases to be supplementary to the plans and wishes of the Albanian Government.

II. OBJECT

The object of the Plan is to assist the Government of Albania in:

- a. The provision of relief (i.e. food, shelter, clothing) for the destitute.
- b. The orderly return to their homes and occupations of internally displaced persons.
- c. The establishment of special services for the handicapped e.g., orphans, aged and for disabled persons.
- d. The transition, at the appropriate moment, from Relief - which is conditional on destitution - to Welfare which is concerned with the well-being of the whole people and is not so restricted.

III. CONDITIONS IN ALBANIA

a. Food

So far as can be ascertained the food situation at this date is not desperate. It will vary however - particularly in the South - and must be assessed finally in the light of the date and method of entry of AML force.

b. Shelter

It is estimated that, up to the present, between 200-250 villages, involving some 20,000 houses, have been evacuated, damaged or destroyed. As much as 90% of this damage is in the Southern half of the country.

c. Refugees

Between 100,000 and 150,000 persons have been rendered homeless.

These people are:

1. Living in temporary accommodation near their homes.

2. Sheltering in neighbouring villages.
3. To be found in the larger towns - particularly Kovri, * Gjinokastro and Valona.
4. Have been received into Refugee Centers.
5. Are wondering about the country.

IV. ORGANIZATION OF THE DIVISION AND PERSONNEL

a. Welfare Division Albania

The Division is a small one consisting of the Director - District Welfare Officer - and two Field Welfare Officers.

It is anticipated that all three officers will work from Headquarters at first.

In a second stage both Field Officers may be assigned to work in Southern Albania.

It is possible that, at a third stage, one Field Officer will be established in the North and one in the South of the country.

One of the Field Officers will be qualified to advise on maternity and child-welfare and the other should be a man with general experience of Public Welfare.

b. Welfare Division - Balkan Mission -

It is anticipated that specialist personnel of the Balkan Mission - especially advisers on Camp Welfare - will be available to advise from time to time.

c. Voluntary Society Relief Units

Three Relief Units have been assigned to Albania. It is uncertain to what degree they will be available, at least in the early stage. The tasks assigned to the Relief Units will be a matter for agreement with AML in the light of circumstances but will be within the orbit * of the functions of the Division as defined in section (V).

V. FUNCTIONS OF THE DIVISION

The functions of the Division will include the following:

1. To assist in organising local resources for the handling of relief problems.
2. To survey distressed areas and collect information regarding displaced population.
3. To advise and assist local authorities in the setting up and administration of Refugee Centers, Postes de Secours and similar organisations.
4. To organise the registration of all persons seeking - Information, Assistance or Relief.

* Word handwritten - spelling uncertain

5. To revive any indigenous Relief and Welfare organisations.
6. To assist in the distribution of supplies and any registration necessary for a proper system of rationing.

VI. METHODS OF OPERATION

The Division will aim to attain its objects and fulfill its functions by any or all of the following methods:

1. The establishment of national, regional and local plans of operation.
2. The establishment and use of advisory committees.
3. The determination of priorities for relief purposes.
4. The development of survey methods for the determination of
 - a. Extent of need and
 - b. Social resources available to meet it.
5. The development of training and occupational programmes.
6. The development of standards and methods for providing:
 - a. Assistance to persons in their homes.
 - b. Care for the homeless.
 - c. Child Welfare.

VII. ACTION

a. Phase 1

Phase 1 of AML Relief Plan envisages:

1. The making of all the necessary contacts within Albania.
2. The collection and collation of all available data.

In the light of these actions initial recommendations will be prepared to expedite.

1. The return of refugees to their former homes.
2. The repair and rebuilding of houses.
3. The distribution of relief supplies.
4. The reorganization of camp establishment.

UNRRA will play its agreed part in this work and will be especially concerned, inter alia, with the following:

1. Contact with the Albanian Red Cross and other national voluntary agencies.
2. The recruitment and training of Albanian personnel for welfare programmes.
3. Survey work.
4. Welfare work in Camp and Refugee Centers.

b. Phase 2.

It is obviously too early to produce a detailed plan of action for the post-military stage. It can be predicated however that, by the time AML withdraw, the main problems of actual destitution will have been alleviated and the foundations laid of a more normal national life.

It would seem therefore that the task of UNRRA will be to advise on a general welfare programme that is long term in character and local in application. The guiding principle of any such plan should be:

1. That it shall be wholly acceptable to the Albanian Government.
2. That it shall be of such a nature that its maintenance shall be within the competence of Albania from the view points both of finance and personnel.

Apart from this plan the special work involved in the post military stage will include:

1. The assumption of responsibility for the continuance of any relief projects not completed when AML withdraw.
2. The development of permanent care services for the handicapped.
3. The rapid liquidation of any Camps or refugee centers that may remain.

VIII. CONCLUSION

In the development of the tentative Welfare Plan for Albania constant contact has been maintained with AML. Most helpful daily conferences have been held over a period of time particularly with Major McLeod, Major Prince, Capt. Tullis and Capt. Pozzi.

Discussions were also conducted with officials at El Shatt Camp while constant contact has been maintained with Harry Greenstein, Director of Welfare Balkan Mission and J. C. McNabb, Observer, Albanian Mission.

The foundations have been laid for close and happy co-operation with AML and meanwhile progress is being made in developing the materials necessary to the fulfilment of the plan.

REPORT OF WELFARE DIVISION - BALKAN MISSION.

August, 1944.

1. General Review of Activities:

The month of August was devoted primarily to the Organization of the Welfare staff of the Balkan Mission into an effective working unit. Five staff meetings were held. At these meetings the significant activities of the Welfare Division were reviewed; the welfare policies discussed, and operating plans formulated.

2. Assignments of Welfare Staff.

The staff of the Welfare Division now consists of 14 persons, assigned as follows:

Director of Division - Harry Greenstein.
Liaison Officer Voluntary Societies - A. E. Brownbridge
Chief Welfare Officer for Camps - Selene Gifford
Liaison Camp Welfare Officer - Viola Pfrommer.

Greece:

Glen Leet - Director of Welfare
John Dula
Neverette Smith
Leila Bruce
Alice Adanalian

Yugoslavia:

E. K. Balls - Director of Welfare
Rhoda O'Meara
Louise Blackham
Mary Wise

Albania:

Elfan Rees - Director of Welfare

3. Operational planning.

A considerable portion of the time of the staff was spent with their opposite numbers of AML at Maadi Headquarters, where numerous conferences were held with Relief officials.

Tentative methods of operation and working relations were discussed and understandings reached. The organization of a standard registration system for internally and externally displaced persons requiring welfare services was worked out and approved by AML, who agreed to provide the necessary registration cards and identification discs.

Conferences were also held with other divisions in UNRRA looking towards the development of joint plans to meet problems of mutual concern.

Tentative welfare plans for Greece, Yugoslavia and Albania were completed during the month and submitted to the Chief of the Balkan Mission. Because of the lack of exact knowledge of conditions and the needs which will exist at the time of beginning of operations, these plans have been drawn up in broad-outline only. Current information available on such subjects as numbers and locations of persons displaced within the country, the devastated areas, the districts of greatest food shortages, social agency resources within the country and other pertinent data are being collected in order to provide the staff of the Welfare Division with the fullest possible knowledge of the problems to be met.

4. Voluntary Societies.

The AML requirements call for 1800 Voluntary Society workers for service in the Balkans during the Military period. As of August 30th only 210 voluntary workers have arrived. This is a cause of great concern to UNRRA and to AML officials. In response to a cabled request from Washington, a joint meeting of MAL and UNRRA was held to re-examine the original quotas fixed. This meeting was attended by the Chief Medical Officers of AML, the Chief Relief Officers of AML, the Directors and members of the staff of the Health, Welfare and Policy Divisions of UNRRA and representatives of the Cairo Council of Voluntary Societies. Everyone present agreed that UNRRA would not be able to meet its commitments in the Balkans with present personnel here and on the way, and that no reductions could be recommended. It was also agreed that if the Voluntary Societies could not produce the necessary workers that UNRRA should immediately recruit the personnel required.

It was also agreed that the Voluntary Personnel requested from U.S. and U.K. should be despatched in the following order:

- First priority - Medical Stores Officers.
- Second priority - Nurses and doctors.
- Third priority - Welfare workers.

Balance as soon as possible.

5. Allocation of Voluntary Society Workers.

The following assignments of Voluntary Society units have been made:

Mobile Hygiene Units:

1 to Albania, 2 to Greece and 3 to Yugoslavia.

Medical supply and transport personnel:

4 persons to Yugoslavia, 3 to Greece and 1 to Albania.

Drivers for Medical Supply Units:

4 persons to Yugoslavia, 4 to Greece and 2 to Albania.

Relief and Refugee Units:

4 teams to Greece, 4 teams to Yugoslavia, one partially complete team to Albania.

Public Health Welfare nurses:

4 nurses to Yugoslavia, 3 to Greece and 1 to Albania.

Field Bacteriological personnel:

2 to Yugoslavia, 1 to Greece and 1 to Albania.

As additional voluntary personnel arrive they will be allocated in the following proportions:-

5 to Yugoslavia, 3 to Greece and 1 to Albania.

6. Use of Voluntary Society Teams in the Field.

It is the policy of AML that all voluntary workers be organised into team units for service in the Balkans in order that necessary field equipment and transport can be secured. It has been agreed, however, that after teams have been assigned to areas within the country, the members

of the teams can be deployed on an individual basis to serve in whatever capacity they can make their maximum contribution.

7. Training.

Voluntary Society workers are now rapidly being withdrawn from refugee camps to undergo special training. Supplementary training will be provided by the Health and Welfare Divisions to the members of their respective units.

8. Relations with Cairo Council of Voluntary Societies.

The Welfare Division has kept in close touch with the Cairo Council of Voluntary Societies, and its advice and participation is sought at every point.

9. Physical Examinations and evaluations of Voluntary Society workers.

Many of the Voluntary Agency personnel have not had medical examinations. It has been agreed that all personnel should have a medical examination before mobilisation by a medical board composed of medical officers from AML, UNRRA and the Cairo Council of Voluntary Societies. The Welfare Division is also engaged at the present time in co-operating with the representatives of the Cairo Council of Voluntary Societies in working out a formula for the evaluation of all voluntary agency personnel.

10. Military Status of Voluntary Society Personnel.

AML has recommended that the members of the Voluntary Society teams be given military classifications with ranks of officers and non-officers. These different classifications would mean differences in messing privileges, living accommodations and other amenities. The Voluntary Societies feel strongly that no such differentiation should be made. In various conferences held with representatives of the Cairo Council and AML it was pointed out that the personnel allocated in the various categories in the team units included workers with high qualifications in other relief spheres; that their designations do not reflect the different types of work which they will be called upon to do and that their responsibilities will cover a wide range of services. The effective use of relief teams will make it necessary that they should all have the same status and any other plan would lead to confusion and breaking down of morale within the relief unit. A memorandum to this effect has been sent to AML by UNRRA and a joint conference has been requested to consider this matter.

11. Refugee Camps.

During the course of the month, visits were made by different members of the welfare staff to the refugee camps. There is still an acute shortage of clothing, supplies, and equipment for the refugees. Lack of necessary materials is particularly serious and has made it impossible to carry on the different occupational projects in the camps. Every effort is being made to remedy this situation, but the difficulty in securing supplies is a real source of concern to the Welfare Division.

The withdrawal of Voluntary Society workers from the refugee camps is also creating a problem. It will be necessary to replace these workers with at least a small continuing staff and a supplementary budget has been requested for necessary welfare personnel to carry on welfare activities in the camps.

12. Meeting with Greek Minister of Social Welfare and Health.

A conference was held with Mr. Londres, Greek Minister of Social Welfare and Health to discuss Welfare needs in Greece and the extent to which the Welfare Division might be helpful in meeting these needs. Mr. Londres promised to submit a report which will include data on the number of villages

destroyed, the extent of homelessness in Greece, the amount of food, clothing, shelter, medical and welfare services required. When received, this information will be exceedingly helpful to the Welfare Division in developing its welfare plans.

HARRY GREENSTEIN.

Date: 11-5-44

TO

Routing Order	Name	Room No.
	<i>Mr. Byshpan</i>	<i>323</i>

The attached is forwarded for reasons shown below:

- | | |
|--|--|
| <input type="checkbox"/> Action Required | <input type="checkbox"/> Concurrences Incomplete |
| <input type="checkbox"/> Information | <input type="checkbox"/> Approval Lacking |
| <input type="checkbox"/> Circulation | <input type="checkbox"/> Not Enough Copies |
| <input type="checkbox"/> Confirmation of
Dispatch | <input type="checkbox"/> Choice of Communication
Medium |
| <input type="checkbox"/> For Your Files | <input type="checkbox"/> |
| <input type="checkbox"/> | <input type="checkbox"/> |

Remarks:

RETURN TO COMMUNICATIONS SECTION ROOM 323

FROM: Communications Section, Bureau of Areas

Blackhaus

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

8, Sharia Dar El-Shifa - Garden City - Cairo

Telephone: 47816

September 7, 1944
CAWA No. 179

TO : Mr. M. Menshikov, Deputy Director General
UNRRA, Washington 25, D. C.

FROM: Harry Greenstein, Director of Welfare Division, Balkan Mission

Re : Tentative Welfare Plans for Greece, Yugoslavia, Albania,
Monthly Report for August.

ATT: Welfare Division

Enclosed find copies of Tentative Welfare Plans just completed for
Greece, Yugoslavia and Albania. Also monthly report for August.

ENC:

29th August, 1944

UNRRA - GREEK MISSION, Appreciation and Plan,
Welfare Division.

I. OBJECT.A. Military Stage.1. Responsibilities as Advisers and Technical Consultants.

a. To provide advice and technical counsel on all phases of relief and welfare as requested by AML and the Greek authorities. The terms relief and welfare include

(a) Assistance such as food, clothing, shelter, and other basic necessities of life made available for persons unable to provide for themselves or their dependents and

(b) Services for the personal rehabilitation on individuals requiring special help.

b. To provide advice and technical counsel, as requested by AML and the Greek authorities, on training programs designed to assist Greek nationals in developing an effective welfare staff.

2. Responsibilities as Agent of AML.

a. To supervise UNRRA personnel.

b. To serve as "liaison with local authorities with respect to all relief matters and specifically with respect to arrangements for the distribution of relief goods." (From message dated August 11, 1944 from ASWAR from COS CITE CCAC to Wilson for FHGEC USAFIME for AMHQ Balkans.)

B. UNRRA Stage.

1. To provide technical advice and assistance to the Greek authorities on all phases of relief and welfare in accordance with plans previously agreed upon between UNRRA and the Greek Govt. (First Session, UNRRA Council, Résolution 9, para 5, paraphrased)

2. To provide such assistance and service as may be necessary to help the Greek authorities in rebuilding and developing a program of adequate welfare services.

II. FACTORS.A. Military Stage.1. Conditions in Greece.a. Estimate of persons in need.

Studies are under way to show as accurately as possible the number of persons who are in need of relief and welfare services in Greece.

AML estimates that there are 150,000 persons who are "totally destitute", i.e. in need of immediate food, clothing, and shelter. However, it is anticipated that many more persons will be in need of varying amounts and types of relief: food, clothing, shelter, welfare services. These persons are in addition to those who may be described as totally destitute.

b. Loss of Means of Livelihood.

"Owing to various factors, such as destruction of crops and villages as reprisals, guerilla operations, failure to carry out normal sowings and the spread of disease owing to lack of medical supplies, a large proportion of the normal rural population is no longer self-supporting." (From AML, Greece, Relief Dept. A & P)

A large proportion of the urban population formerly engaged in commerce, industry, the professions, maritime occupations, etc., are not gainfully employed.

c. Missing Persons.

As a result of the war many individuals and groups have become separated from other members of their families and households. One of their greatest concerns will be to find these missing persons. Services to help in locating and returning these missing persons will be needed not only at Assembly Centres but also in communities throughout Greece.

d. Displacement of Population.

As a result of enemy action many Greeks have been forced from their homes. These displaced persons come under several categories such as the following, each requiring relief and welfare services of one kind or another:

- (1) Those who are internally displaced but able to return home as soon as transportation and communications are re-established.
- (2) The Homeless, who are living in makeshift shelters in the woods and mountains.
- (3) The internally displaced who have found adequate, through temporary, shelter with relatives or friends.
- (4) Soldiers who have been unable to return to their island homes or restricted areas or who are fighting with the guerilla bands.
- (5) Displaced persons who will need help in tracing missing relatives.
- (6) Those nationals of other countries who must be repatriated.

- (7) Those Greek nationals in other countries who are to be returned to Greece.

These are mainly men who will be returned from forced labor and persons returning from refugee camps.

The number of persons who are displaced is reported to be increasing. Estimated figures run as high as 1,100,000. The influx to cities and large towns has been very great; Athens is reported to have between 400,000 and 600,000 refugees.

e. Relief now being given.

Existing relief organisations operate only in certain districts and, generally speaking, only in centers of communication. The rural areas which normally comprise some 70% of the population have received but limited assistance because of restrictions by the enemy, lack of facilities for distribution and inadequacy of supplies.

f. Existing Relief Organisations.

- (1) "Certain Relief Organisations are at present doing Relief work in GREECE. Of these the most important are the Joint Relief Commission (JRC) controlled by the Swedish-Swiss delegates of the International Red Cross, and the Greek Red Cross Society."
- (2) "The JRC operates in certain districts of the mainland, in CRETE and in some of the Islands. It has been excluded from THRACE, MACEDONIA, Northern Thessaly and the IONIAN ISLANDS and, by guerilla activities and lack of transport, from many rural areas of the interior."
- (3) "A request has been made, through the Foreign Office, for the JRC to continue doing relief work after the enemy withdraws." (From AML - GREECE - Relief Dept. A & P.)

g. Factors Limiting Welfare Operations.

- (1) Limited transportation.
- (2) Limited supply.
- (3) Limited non-Greek personnel.
- (4) Limited function of AML and UNRRA personnel.

h. Finance.

- (1) "British Military authority sterling paper currency will be taken into the country at a rate of exchange to the drachmas to be determined at the time by His Majesty's Treasury."
- (2) "Supplies will be sold for drachmae or BRITISH MILITARY authority sterling."
- (3) "The price of each commodity will be worked out on cost plus handling charges before entering the country."
- (4) "Relief for destitute will be given where possible in cash in drachmae through local Greek authorities." (From AML - GREECE - Master A & P - "subject to confirmation by War Office")

B. UNRRA Stage.

It is anticipated that the factors during the UNRRA stage will in general be similar to those of the military stage except that the first emergency period will have passed; increasing employment should have reduced the number of persons in need; many missing persons will have been located and returned to their homes; communications and transportation should be on a more normal basis; a considerable staff should be partially trained; and finances should be in a more stable condition.

III. PLANA. Military Stage.1. Duties of the UNRRA Welfare Division.

- a. To advise and assist the Greek authorities in the development of plans to provide food, clothing, and shelter for needy persons in their own homes or on their own land.
- b. To advise and assist the Greeks with respect to welfare services for the personal rehabilitation of individuals requiring special help, such as, children, displaced persons, missing persons, the aged, handicapped, etc.
- c. To advise and assist AML and the Greek authorities with respect to welfare responsibilities in the care of displaced persons in:
 - (1) The cities or towns where a number of them have found adequate shelter with relatives or friends;
 - (2) Refugee centres which may be required but which should be liquidated as early as possible by re-establishing the refugees in their home communities;
 - (3) Convoys and rest centres which may be required in returning displaced persons to their former homes.
- d. To advise AML and the Greek authorities with respect to collaboration with organisations, private and public, which are concerned with the operation of relief and welfare activities in Greece.
- e. To perform for the Greek Mission welfare duties along comparable lines to those specified for the Welfare Division of the Balkan Mission.

2. Organisation.a. Headquarters

- (1) The UNRRA Welfare Division is under the executive control of the Director of Welfare.
- (2) Headquarters Staff will consist of the Director of Welfare and six welfare specialists, with specialties as follows: child welfare, general relief, emergency feeding, emergency shelter, occupational re-training and self-help projects, and camp welfare. One specialist will be designated as the senior specialist who will be assigned certain executive and administrative responsibilities in addition to his regular duties.

Specialties may be shifted and other modifications and additions made as required. Additional personnel may be added either by the seconding or employment of Greek nationals as needed.

b. Field Organisation:

- (1) The field staff will be organized for six districts and eleven regions in accordance with the field organization of the AML Relief Dept. A. and P.
- (2) District Headquarters will consist of a district welfare officer and one field welfare officer for each Region. One welfare officer, provided for in the budget, will be used for emergency assignments. Additional personnel may be added either by the seconding, or employment of Greek nationals as needed.

c. Voluntary Agency Personnel.

- (1) To assist UNRRA and AML in carrying out their relief and welfare responsibilities.
- (2) Subject to conditions agreed upon between UNRRA and the voluntary societies, such personnel will be utilized as conditions and needs within Greece require.
- (3) AML Relief A. and P. calls for 10 Relief and Refugee units. At the present time it is impossible to determine how many and where Relief and Refugee units will be available for service.

3. Local Welfare Center, or Poste de Secours.

a. The local welfare center is the local administrative unit for carrying out welfare responsibilities. These welfare centers will be located at places readily accessible to persons requiring their services. Although it may not be possible to cover all relief and welfare services in the same building, it is desirable to keep such services grouped close by together and combined, where possible, in the same building with related services, such as health.

b. Those welfare centers are intended to provide some or all of the following facilities:

(1) Family and Child Welfare Services.

(a) Determination of Need.

Food, clothing, shelter and other necessities of life are previous commodities in Greece. Any careless or unfair disbursement of such commodities will be properly resented by the Greek people and might jeopardise the continuance of imported supplies. The greater the need and the less the supply the more important it is that irregularities be avoided. The Welfare Division will be prepared to advise AML and the Greek Government with respect to general procedures for determining economic need. A special memorandum covering this problem under varying conditions and during different periods is in the course of preparation.

(b) Authorisation of Assistance to Meet Needs.

During the emergency period when staff and qualified personnel are limited, aid may be authorized to individuals and families certified to be in need by local representative committees. Lists of needy persons drawn up by these committees would be based upon specifications or standards of need prepared by the local committee and approved by a representative of the Ministry of Health and Welfare.

For all assistance disbursed, the signature or witnessed identifying mark of recipients would need to be produced before subsequent aid would be available to the local committee. Any substantial variations between the specifications or standards as agreed upon and the facts as to distribution would be taken into consideration in determining further allocations of goods and financial aid to that locality. Any person dissatisfied with any decision of the local committee should have an opportunity for a hearing before a representative of the Ministry.

(c) Method of Relief Payment.

"Relief for destitute will be given where possible in cash in drachmas through local Greek authorities." (From AML - Greece - Master A & P)

(d) Care of Homeless Children.

Every effort should be made to insure that a child, wherever possible, is cared for by his own family or relatives. One of the first tasks, therefore, should be a uniform registration of all children being cared for in orphanages and of all unattached children being temporarily cared for by families other than their own. This registration will expedite the restoration of children to their families.

When a child has no family or when his family is not able to care for him adequately, it is preferable that he be given substitute parental care with an approved foster family under continued supervision. Provision must be made, however, for institutional care for those children who cannot adjust in a foster home or who may benefit from group living because of their mental, physical, and emotional needs.

(e) Aid to Widow with Children.

It has been customary in Greece to consider children whose fathers are dead or missing as eligible for placement in an orphanage. In order to enable widows to keep their children with them the public assistance system should make certain provisions which will enable widows to take care of their children in their own homes.

(f) Other Welfare Services.(2) Soup Kitchens.

Soup kitchens should be avoided to as great an extent as possible, since experience shows that the Greeks are strongly opposed to mass feeding programs. For this reason the JRC has found it necessary to discontinue many soup kitchens. It is preferable to distribute food through the issuance of cash relief, enabling needy persons to purchase their food through the normal channels and to resort to group feeding only in exceptional circumstances.

(3) Children's Canteens.

It is not considered desirable to establish congregate child feeding centers under artificial circumstances where feeding is the only activity. Congregate feeding of children is desirable where it can be a regular part of a school program, of recreational activities or of maternal and child health and welfare activities and is especially appropriate insofar as the distribution of milk is concerned.

However, programs actually in operation at the time of liberation should be continued, generally under the same auspices, so long as the need for this type of aid continues.

(4) Clothing.

In the distribution of clothing it is important that individuals have freedom of choice, within the limit of available supplies, with respect to type, size, and color of garments and, where possible, the alternative of buying piece goods rather than finished garments. Ordinarily this can best be accomplished through money payments sufficient to enable persons to buy needed clothing through commercial channels.

However, in a number of localities the amount of clothing available in the market plus the amount that can be imported will be so small that distribution through commercial channels is not practicable. Under these circumstances clothing needs can be met through cash assistance plus authorization to purchase imported clothing at the government warehouse.

The number of authorizations issued should not exceed the number of garments available. - The authorizations to purchase clothing should contain identifying information and not be transferable.

The development of occupational and self help opportunities, such as providing materials and

(NOTE: It has been noticed by the Communications Section that Item (1) is not in evidence.)

other assistance for sewing, will be an important part of the welfare program.

(5) Medical Advice and Attention.

The determination of the need of individuals for medical or hospital care is not a welfare function. Nevertheless there are matters which will require the closest kind of co-operation on the part of the health and welfare divisions. If necessary care must be paid for, the determination of the ability of persons to pay for such care is a welfare function.

(6) Information Services.

Experience in England has shown that the provision of information services available to the entire public is an important and worthwhile service. It is believed that this service is so important that it should be an integral part of every local welfare center.

(7) Refugee Centers

- (a) "When it is apparent that there is no other satisfactory method of dealing with the homeless, it may be found necessary for the Greek authorities to establish Refugee Centers.
- (b) "The locations of 15 Refugee Centers have been tentatively selected by AML and are shown in Annexure R.L. 5 of AML Relief A & P.
- (c) "When as a last resort, Refugee Centers have to be established, they will be regarded as purely temporary shelters for persons awaiting return to their home areas and re-absorption into the national economy of Greece.
- (d) "No accommodation stores for Refugee Centers will be released by S & P Depots without the authority of AML HQ on the personal recommendation of District Commanders." (From AML - Greece - Relief Dept. A & P)
- (e) The Welfare Division, upon request shall advise and assist AML and the Greek authorities with respect to welfare responsibilities involved in the establishment and administration of much Refugee Centres as may be required and to assist in planning for their early liquidation through the re-establishment of refugees in their home communities.

B. UNRRA Stage

The plan for the UNRRA Stage will be developed after there has been an opportunity of making such changes and modifications in the plan for the Military stage as may become necessary as a result of conferences and discussions based upon the foregoing material.

IV. ORGANISATION CHART (Attached)

V. APPENDIX.

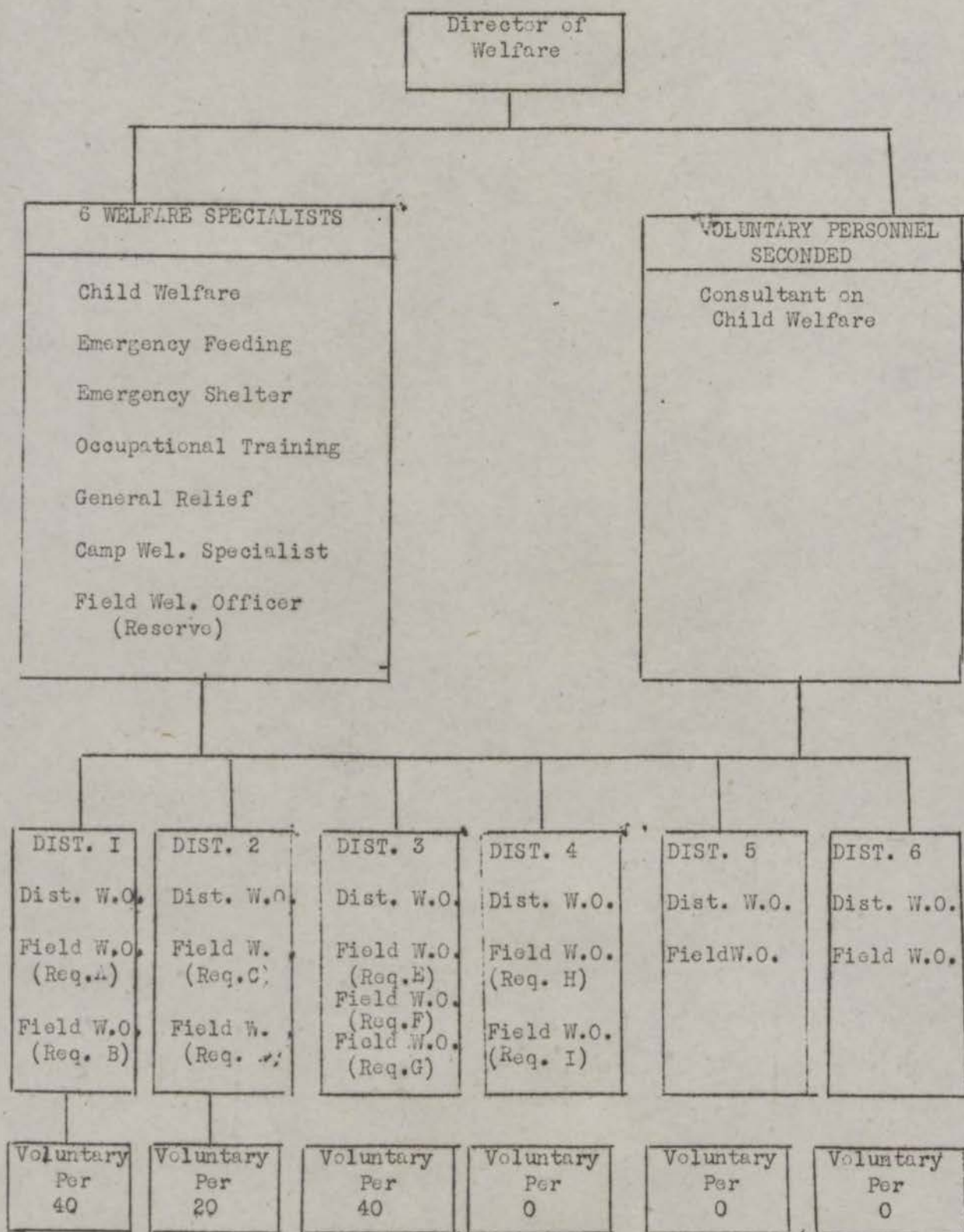
C O P Y

29th August, 1944.

IX.* ORGANISATIONAL CHART.

G R E E K M I S S I O N

WELFARE DIVISION



* Original actually has this number ("IX")

C O P YU.N.R.R.A. - WELFARE DIVISIONYUGOSLAVIA - TENTATIVE PLAN AND APPRECIATION FOR
WELFARE SERVICES.Object

The Welfare Division will be prepared to assist and advise Yugoslav relief officials on all phases of relief operations. Acting as agents of AML and at the request of the Yugoslav Government UNRRA personnel and staff of voluntary societies will be prepared to give technical advice and assistance on matters such as:

- (a) The administration of relief (food shelter and clothing) to destitute persons.
- (b) The orderly return of internally displaced persons to their homes, or their establishment in new localities.
- (c) The establishment of special services for orphans and homeless children, other children needing specialized care and the aged and disabled.
- (d) In cooperation with the Divisions of Health, Displaced Persons, Supply and Distribution, Transportation and other appropriate divisions or units the establishment of plans to meet problems of mutual concern.

Major Factors

The primary responsibility for the distribution of relief and welfare services will be that of the Yugoslav Government. The function of the UNRRA Welfare Division will be to render, at the request of the Yugoslav Government, advice and technical assistance in meeting relief and welfare needs. During the Military period the Welfare Division will act as agent of AML and all activities will be subject to AML control.

In the absence of information concerning the relief and welfare plans of the Yugoslav Government, and the extent to which services and assistance from AML and UNRRA will be requested detailed plans of operation cannot be formulated. This tentative summary plan is submitted as a temporary working instrument only as it is essential that plans be flexible and subject to the wishes of the Yugoslav Government.

Welfare Principles of Operations.

Factors in relief and welfare operations that should be considered during the Military and UNRRA stages of operation are:

1. Welfare Services should be designed to help people to help themselves and to permit recipients to maintain their self-respect.
2. Continued information concerning the extent of unmet need should be collected and efforts made to provide essential welfare services as quickly as possible.
3. To the extent possible mass shelter and feeding care should be held to the minimum and provided only on a temporary and emergency basis. Experience in refugee camps and centers has demonstrated that prolonged mass care results in serious economic and social problems. Temporary refugee centers that must be established to provide emergency shelter and food to internally displaced persons should be located on main refugee routes, and every effort made to expedite the transportation of such persons to their own communities.

or to reestablish them.

4. Information and counselling service as well as material assistance should be available to persons in their own communities to avoid any unnecessary movement of population and the homeless should be billeted in or near their former homes. Plans for registration should be developed to provide for the identification of missing persons and the reuniting of family groups.
5. To the extent possible orphaned and homeless children should be placed with families rather than in institutions or centers. Children should not be removed from parents or relatives because of economic reasons. Instead assistance should be granted so that children may live in a normal family situation.
6. If the economic situation of the country justifies, relief should be given in cash in order that destitute persons may purchase the necessary available goods and return as quickly as possible to their normal mode of living. If in rural and mountainous areas barter is the customary method of exchange relief supplies might be given in kind. Food provided should so far as possible and consistent with standards of nutrition, take into account native preferences.
7. To the extent possible constructive work opportunities and measures for self help should be provided, materials for clothing rather than employment and clothing adapted to weather and local tastes may be provided.
8. If the available food is inadequate to feed all those in need and priorities must be established, the selection should be made solely on a basis of need. Needy groups that might be given first consideration in the order named are:
 - (a) Key adult workers, doctors, nurses, etc. who will be required to assume initial responsibility in the relief and rehabilitation program and therefore must be as physically fit as possible in order to function adequately.
 - (b) Young children from two to six years of age and adolescent children from 13 to 16 years should be the first age groups considered.
 - (c) Infants, school age children and nursing and expectant mothers.
9. Where a basic food ration is available for all with supplementary rations for groups with special nutritional needs, the order in which these special groups are selected might be the same as suggested above.

Conditions in Yugoslavia.

Actual current information concerning the amount of devastation, extent of need and number of homeless and displaced persons in Yugoslavia is not available. Such information as is received by AML and UNRRA through intelligence and other sources is being made available to the Welfare Division and pertinent data is being compiled therefrom by the Welfare Division for the information and use of Welfare and voluntary agency personnel who will work in Yugoslavia.

Organization.

As agents of the Military UNRRA Welfare personnel will be stationed at AML headquarters. In addition districts established by the Health Division will be utilized by relief teams and the appropriate UNRRA personnel. See attached map of districts.

Personnel.

The personnel to be made available by the Welfare Division of UNRRA will consist of:

1. Director of Welfare for Yugoslavia.
2. Welfare Specialists in child care, feeding, shelter, occupations camps and community organization (6)
3. District Welfare Officers (6)
4. Field Welfare Officers (12)
5. Relief and Welfare Teams

UNRRA Staff will be prepared to render at the request of Yugoslav authorities technical advice and assistance on the organisation and operation of relief and welfare programmes, including among other things consultation on:

- (a) The establishment of national, regional and local plans of operation.
- (b) The development and use of advisory committees in handling welfare problems.
- (c) The establishment of priorities for relief purposes.
- (d) The development of survey methods to determine the extent of need within communities and social resources available to meet need.
- (e) The establishment of cooperative plans of operation with indigenous as well as foreign agencies operating in the field.
- (f) The development of training and occupational programs.
- (g) The development of standards, methods of operation and forms for use in providing:
 1. Assistance to persons in their own homes.
 2. Care for homeless and internally displaced persons - including the re-uniting of separated families. *
 3. Child Welfare programs and services for persons needing specialized care to meet serious economic and social problems.
- (h) The establishment and operation of:
 1. Refugee Centers.
 2. Information, advice and counselling centers.
 3. Relief Offices.
 4. Emergency feeding and shelter programs.*
 5. Registration of displaced persons.
- (i) The compilation of information regarding displaced populations.

At the request of Yugoslav authorities and as appropriate relief teams will be available to assist UNRRA personnel in the performance of the above functions.

Yugoslav Nationals.

Certain positions on UNRRA staff and in relief teams should be filled by Yugoslav nationals. Such positions are interpreters, interviewers, clerks, registration clerks, receptionists, messengers, drivers, mechanics, and cooks. It would seem that delay in recruiting such staff until after entry into Yugoslavia would result in considerable confusion in initial operations. Therefore it appears necessary that plans be made to establish methods by which Yugoslav nationals now in the Middle East might be selected and trained for specific duties. Should such a plan be made, the Welfare Division will be prepared to provide training in registration, interviewing and other activities involving welfare functions.

Progress.

In the development of the Yugoslav Tentative Plan and Appreciation for Welfare Services conferences were held with AML officials.

Among those participating in one or more of the conferences were Col. Parrett, Col. Easton, Col. Pell, Major Bickersteth, Major Johnson and Lt. Carr of AML and Harry Greenstein, E. K. Balls and Rhoda O'Meara of the UNRRA Welfare Division.

The general principles underlying the plan, tentative methods of operation and working relationships between Relief Branch - AML Force Yugoslav Government were discussed and understandings reached. Plans were made to hold regular working conferences and methods were established to facilitate the exchange of information. Agreement was reached that the present broad plan of relief and welfare operations must be implemented and revised in accordance with the exigencies of the situation.

At the present time the Welfare Division is or is preparing to develop materials necessary for the implementation of the Welfare plan. Among such materials are: A Yugoslav Welfare handbook, a guide to field reporting, principles and standards to be used as a guide by Welfare staff in giving consultation on matters such as the determination of need, the use of cash relief, recording of assistance and service, child Welfare services, the use of advisory committees, etc.

Matters requiring further clarification.

The further development of detailed relief and welfare plans of operation is dependant, to a large extent, upon decisions to be made concerning the number and composition of relief and welfare teams that will be available for the work in Yugoslavia and the Yugoslav, UNRRA and AML decisions with respect to the selection and training of Yugoslav nationals for work with UNRRA. Basic, of course, to any Welfare plan is the final determination to be made by Yugoslav authorities concerning the extent and use to be made of UNRRA services.

-
- * In connection with the above it is noted that the Welfare Division in cooperation with AML is currently developing a supplementary registration card to be used as an aid in reuniting separated families, and plans are under development for the use and provision of identification discs. Also work is progressing on the development of widespread feeding plans.

31 August 1944

UNRRA - ALBANIAN MISSION

WELFARE PLAN

- I. Foreword.
- II. Object.
- III. Conditions in Albania.
- IV. Organization of Division.
- V. Functions of Division.
- VI. Method of Operation.
- VII. Action
 - Phase 1.
 - Phase 2.
- VIII. Conclusion.

=====

I. FOREWORD

The Welfare Plan for Albania has to be prepared with the following controlling factors in mind:

- a. It must reflect the declared policy of the Welfare Division, Balkan Mission.
- b. It must be a component part of the overall plan of the Albanian Mission and must therefore co-ordinate effectively with the plans of other Divisions, especially those of Health, Displaced Persons and Supply.
- c. It must fit into the AML Relief Plan during the Military Stage but must be so designed that its second phase is consequential to the completion of the Relief Plan and the withdrawal of AML.

It has in effect to be both the agent of AML and the observer of UNRRA while preparing to be the heir of AML and to function executively as UNRRA.

- d. Finally and as a major condition the object of the plan being the well-being and independence of the people of Albania, it has in all its phases to be supplementary to the plans and wishes of the Albanian Government.

II. OBJECT

The object of the Plan is to assist the Government of Albania in:

- a. The provision of relief (i.e. food, shelter, clothing) for the destitute.
- b. The orderly return to their homes and occupations of internally displaced persons.
- c. The establishment of special services for the handicapped e.g., orphans, aged and for disabled persons.
- d. The transition, at the appropriate moment, from Relief - which is conditional on destitution - to Welfare which is concerned with the well-being of the whole people and is not so restricted.

III. CONDITIONS IN ALBANIA

a. Food

So far as can be ascertained the food situation at this date is not desperate. It will vary however - particularly in the South - and must be assessed finally in the light of the date and method of entry of AML force.

b. Shelter

It is estimated that, up to the present, between 200-250 villages, involving some 20,000 houses, have been evacuated, damaged or destroyed. As much as 90% of this damage is in the Southern half of the country.

c. Refugees

Between 100,000 and 150,000 persons have been rendered homeless.

These people are:

1. Living in temporary accommodation near their homes.

2. Sheltering in neighbouring villages.
3. To be found in the larger towns - particularly Kovri, * Gjinokastro and Valona.
4. Have been received into Refugee Centers.
5. Are wondering about the country.

IV. ORGANIZATION OF THE DIVISION AND PERSONNEL

a. Welfare Division Albania

The Division is a small one consisting of the Director - District Welfare Officer - and two Field Welfare Officers.

It is anticipated that all three officers will work from Headquarters at first.

In a second stage both Field Officers may be assigned to work in Southern Albania.

It is possible that, at a third stage, one Field Officer will be established in the North and one in the South of the country.

One of the Field Officers will be qualified to advise on maternity and child-welfare and the other should be a man with general experience of Public Welfare.

b. Welfare Division - Balkan Mission -

It is anticipated that specialist personnel of the Balkan Mission - especially advisers on Camp Welfare - will be available to advise from time to time.

c. Voluntary Society Relief Units

Three Relief Units have been assigned to Albania. It is uncertain to what degree they will be available, at least in the early stage. The tasks assigned to the Relief Units will be a matter for agreement with AML in the light of circumstances but will be within the orbit * of the functions of the Division as defined in section (V).

V. FUNCTIONS OF THE DIVISION

The functions of the Division will include the following:

1. To assist in organising local resources for the handling of relief problems.
2. To survey distressed areas and collect information regarding displaced population.
3. To advise and assist local authorities in the setting up and administration of Refugee Centers, Postes de Secours and similar organisations.
4. To organise the registration of all persons seeking - Information, Assistance or Relief.

* Word handwritten - spelling uncertain

5. To revive any indigenous Relief and Welfare organisations.
6. To assist in the distribution of supplies and any registration necessary for a proper system of rationing.

VI. METHODS OF OPERATION

The Division will aim to attain its objects and fulfill its functions by any or all of the following methods:

1. The establishment of national, regional and local plans of operation.
2. The establishment and use of advisory committees.
3. The determination of priorities for relief purposes.
4. The development of survey methods for the determination of
 - a. Extent of need and
 - b. Social resources available to meet it.
5. The development of training and occupational programmes.
6. The development of standards and methods for providing:
 - a. Assistance to persons in their homes.
 - b. Care for the homeless.
 - c. Child Welfare.

VII. ACTION

a. Phase 1

Phase 1 of AML Relief Plan envisages:

1. The making of all the necessary contacts within Albania.
2. The collection and collation of all available data.

In the light of these actions initial recommendations will be prepared to expedite.

1. The return of refugees to their former homes.
2. The repair and rebuilding of houses.
3. The distribution of relief supplies.
4. The reorganization of camp establishment.

UNRRA will play its agreed part in this work and will be especially concerned, inter alia, with the following:

1. Contact with the Albanian Red Cross and other national voluntary agencies.
2. The recruitment and training of Albanian personnel for welfare programmes.
3. Survey work.
4. Welfare work in Camp and Refugee Centers.

b. Phase 2.

It is obviously too early to produce a detailed plan of action for the post-military stage. It can be predicated however that, by the time AML withdraw, the main problems of actual destitution will have been alleviated and the foundations laid of a more normal national life.

It would seem therefore that the task of UNRRA will be to advise on a general welfare programme that is long term in character and local in application. The guiding principle of any such plan should be:

1. That it shall be wholly acceptable to the Albanian Government.
2. That it shall be of such a nature that its maintenance shall be within the competence of Albania from the view points both of finance and personnel.

Apart from this plan the special work involved in the post military stage will include:

1. The assumption of responsibility for the continuance of any relief projects not completed when AML withdraw.
2. The development of permanent care services for the handicapped.
3. The rapid liquidation of any Camps or refugee centers that may remain.

VIII. CONCLUSION

In the development of the tentative Welfare Plan for Albania constant contact has been maintained with AML. Most helpful daily conferences have been held over a period of time particularly with Major McLeod, Major Prince, Capt. Tullis and Capt. Pozzi.

Discussions were also conducted with officials at El Shatt Camp while constant contact has been maintained with Harry Greenstein, Director of Welfare Balkan Mission and J. C. McNabb, Observer, Albanian Mission.

The foundations have been laid for close and happy co-operation with AML and meanwhile progress is being made in developing the materials necessary to the fulfilment of the plan.

REPORT OF WELFARE DIVISION - BALKAN MISSION.

August, 1944.

1. General Review of Activities:

The month of August was devoted primarily to the Organization of the Welfare staff of the Balkan Mission into an effective working unit. Five staff meetings were held. At these meetings the significant activities of the Welfare Division were reviewed; the welfare policies discussed, and operating plans formulated.

2. Assignments of Welfare Staff.

The staff of the Welfare Division now consists of 14 persons, assigned as follows:

Director of Division - Harry Greenstein.
Liaison Officer Voluntary Societies - A. E. Brownbridge
Chief Welfare Officer for Camps - Selene Gifford
Liaison Camp Welfare Officer - Viola Pfrommer.

Greece:

Glen Leet - Director of Welfare
John Dula
Neverette Smith
Leila Bruce
Alice Adanalian

Yugoslavia:

E. K. Balls - Director of Welfare
Rhoda O'Meara
Louise Blackham
Mary Wise

Albania:

Elfan Rees - Director of Welfare

3. Operational planning.

A considerable portion of the time of the staff was spent with their opposite numbers of AML at Maadi Headquarters, where numerous conferences were held with Relief officials.

Tentative methods of operation and working relations were discussed and understandings reached. The organization of a standard registration system for internally and externally displaced persons requiring welfare services was worked out and approved by AML, who agreed to provide the necessary registration cards and identification discs.

Conferences were also held with other divisions in UNRRA looking towards the development of joint plans to meet problems of mutual concern.

Tentative welfare plans for Greece, Yugoslavia and Albania were completed during the month and submitted to the Chief of the Balkan Mission. Because of the lack of exact knowledge of conditions and the needs which will exist at the time of beginning of operations, these plans have been drawn up in broad outline only. Current information available on such subjects as numbers and locations of persons displaced within the country, the devastated areas, the districts of greatest food shortages, social agency resources within the country and other pertinent data are being collected in order to provide the staff of the Welfare Division with the fullest possible knowledge of the problems to be met.

4. Voluntary Societies.

The AML requirements call for 1800 Voluntary Society workers for service in the Balkans during the Military period. As of August 30th only 210 voluntary workers have arrived. This is a cause of great concern to UNRRA and to AML officials. In response to a cabled request from Washington, a joint meeting of MAL and UNRRA was held to re-examine the original quotas fixed. This meeting was attended by the Chief Medical Officers of AML, the Chief Relief Officers of AML, the Directors and members of the staff of the Health, Welfare and Policy Divisions of UNRRA and representatives of the Cairo Council of Voluntary Societies. Everyone present agreed that UNRRA would not be able to meet its commitments in the Balkans with present personnel here and on the way, and that no reductions could be recommended. It was also agreed that if the Voluntary Societies could not produce the necessary workers that UNRRA should immediately recruit the personnel required.

It was also agreed that the Voluntary Personnel requested from U.S. and U.K. should be despatched in the following order:

- First priority - Medical Stores Officers.
- Second priority - Nurses and doctors.
- Third priority - Welfare workers.

Balance as soon as possible.

5. Allocation of Voluntary Society Workers.

The following assignments of Voluntary Society units have been made:

Mobile Hygiene Units:

1 to Albania, 2 to Greece and 3 to Yugoslavia.

Medical supply and transport personnel:

4 persons to Yugoslavia, 3 to Greece and 1 to Albania.

Drivers for Medical Supply Units:

4 persons to Yugoslavia, 4 to Greece and 2 to Albania.

Relief and Refugee Units:

4 teams to Greece, 4 teams to Yugoslavia, one partially complete team to Albania.

Public Health Welfare nurses:

4 nurses to Yugoslavia, 3 to Greece and 1 to Albania.

Field Bacteriological personnel:

2 to Yugoslavia, 1 to Greece and 1 to Albania.

As additional voluntary personnel arrive they will be allocated in the following proportions:-

5 to Yugoslavia, 3 to Greece and 1 to Albania.

6. Use of Voluntary Society Teams in the Field.

It is the policy of AML that all voluntary workers be organised into team units for service in the Balkans in order that necessary field equipment and transport can be secured. It has been agreed, however, that after teams have been assigned to areas within the country, the members

of the teams can be deployed on an individual basis to serve in whatever capacity they can make their maximum contribution.

7. Training.

Voluntary Society workers are now rapidly being withdrawn from refugee camps to undergo special training. Supplementary training will be provided by the Health and Welfare Divisions to the members of their respective units.

8. Relations with Cairo Council of Voluntary Societies.

The Welfare Division has kept in close touch with the Cairo Council of Voluntary Societies, and its advice and participation is sought at every point.

9. Physical Examinations and evaluations of Voluntary Society workers.

Many of the Voluntary Agency personnel have not had medical examinations. It has been agreed that all personnel should have a medical examination before mobilisation by a medical board composed of medical officers from AML, UNRRA and the Cairo Council of Voluntary Societies. The Welfare Division is also engaged at the present time in co-operating with the representatives of the Cairo Council of Voluntary Societies in working out a formula for the evaluation of all voluntary agency personnel.

10. Military Status of Voluntary Society Personnel.

AML has recommended that the members of the Voluntary Society teams be given military classifications with ranks of officers and non-officers. These different classifications would mean differences in messing privileges, living accommodations and other amenities. The Voluntary Societies feel strongly that no such differentiation should be made. In various conferences held with representatives of the Cairo Council and AML it was pointed out that the personnel allocated in the various categories in the team units included workers with high qualifications in other relief spheres; that their designations do not reflect the different types of work which they will be called upon to do and that their responsibilities will cover a wide range of services. The effective use of relief teams will make it necessary that they should all have the same status and any other plan would lead to confusion and breaking down of morale within the relief unit. A memorandum to this effect has been sent to AML by UNRRA and a joint conference has been requested to consider this matter.

11. Refugee Camps.

During the course of the month, visits were made by different members of the welfare staff to the refugee camps. There is still an acute shortage of clothing, supplies, and equipment for the refugees. Lack of necessary materials is particularly serious and has made it impossible to carry on the different occupational projects in the camps. Every effort is being made to remedy this situation, but the difficulty in securing supplies is a real source of concern to the Welfare Division.

The withdrawal of Voluntary Society workers from the refugee camps is also creating a problem. It will be necessary to replace these workers with at least a small continuing staff and a supplementary budget has been requested for necessary welfare personnel to carry on welfare activities in the camps.

12. Meeting with Greek Minister of Social Welfare and Health.

A conference was held with Mr. Londres, Greek Minister of Social Welfare and Health to discuss Welfare needs in Greece and the extent to which the Welfare Division might be helpful in meeting these needs. Mr. Londres promised to submit a report which will include data on the number of villages

destroyed, the extent of homelessness in Greece, the amount of food, clothing, shelter, medical and welfare services required. When received, this information will be exceedingly helpful to the Welfare Division in developing its welfare plans.

HARRY GREENSTEIN.

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

8, Sharia Dar El-Shifa - Garden City - Cairo

*Balkan
mission*
App VIII

27 September 1944

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

Dear Mr. Menshikov:

We are enclosing a copy of the proposed revised budget for the Balkan Mission. Position numbers have been assigned the new proposed positions, and it is our hope that for these or such of them as receive your approval, the assigned numbers will be used, obviating from the outset any possibility of confusion in line numbers.

On the attached sheet are listed a group of persons, most of whom are in general office work positions, such as secretaries, stenographers, etc. Personnel Division feels these employees can be fitted into new positions and taken with the Balkan Mission or one of the three country missions as these are mobilized. Not all these people are as capable as personnel who might be secured from England or America. However, they are here, have worked with us for some time, and in view of the imminence of mobilization and our shortage of personnel, we believe circumstances definitely warrant their inclusion. If you approve, we request you so cable us so we may complete the administrative details already under way.

Those not on the list will be transferred to the Camps Division, or will be given notice and used for the remainder of their time in either the Greek Mission or the Camps Division. Recent Egyptian legislation concerning termination notices and related employer's obligation necessitates our handling this situation rather circumspectly. We had planned to send this data with Mr. Tonkinson on his trip to Washington, but were unable to do so. Our Personnel Division has had to re-work the budget more hastily than would have been desirable. Not all persons reporting in for duty have had position numbers; for this and related reasons, there may be a few errors in the assignment of numbers. These we can adjust later.

As Mr. Roseman has told you, in preparing the proposed administrative budget revision we were unable to do as thorough an analysis of plans and justifications as we would have wished. In certain instances we felt ill-equipped to do this because we were unfamiliar with overall plans; such an instance was the revised budget for the Bureau of Requirement, Coordination and Supply. This was true also of work in the field of intelligence. In this last connection, Mr. Lloyd and others are working out certain further proposed revisions which we shall submit to you in the early future.

Included in this proposed revision are the suggested provision for health and welfare aspects of the Camps Division. The present status of the other part of this budget - that covering general administration - is reflected in the attached copy of a memorandum confirming arrangements made between Mr. Beck, representing the Camps Division, and Mr. Rohrbaugh. We plan to send a proposed overall personal services budget to you by October 3rd.

Yours sincerely,

/sgd/ William T. Matthews

William T. Matthews
CHIEF OF MISSION

Enc.

cc - Mr. Roseman

19 September 1944

TO: Mr. Philip G. Beck
FROM: Lewis H. Rohrbaugh
SUBJECT: Confirmation of our September 18th Conference

This confirms our conference of September 18th when you requested certain additional personnel for the Camps Division, and we agreed that the Personnel Division could not take intelligent action on the matter until we have a clearer picture of the present and proposed administrative structure and staff status of the Camps Division.

To this end, it was agreed you would secure the following data for us. Some of the data has been already discussed or requested in conferences we and Mr. Miller have had with Camps Division representatives. Its provision will enable all of us to get our exact bearings with regard to the matter and to serve the Camps Division effectively.

1. Organization Chart based on present camp organizational structure

This is to be in graphic form, and to have the name of each incumbent entered beside the position, with an indication (an asterisk would do) indicating civilian or military. In instances where the function of the organizational unit is not obvious in its title, a brief explanation should be entered beside it.

2. Complete Staff Return

This is to include all employees (both military and civilian) and should show (and so tie into the organization chart) the name, functional title, and (where civilian) salary of each person. The staff return itself should be broken down by organization units (thus Headquarters, such and such division, etc.)

3. Proposed Minimum Administration Budget

This has already been requested of the Camps Division and, I believe is in preparation. It should be in two parts, and should be prepared without regard to whether the positions involved are to be filled by civilian or military.

- A. An organization chart (with only the organizational structure)
- B. A personal services budget (establishment) broken down by organizational unit and indicating type and number of positions and proposed grade.

As I indicated, two phases of this budget are already completed and should be fitted into the whole pattern. They are proposals for Health and for Welfare personal services.

4. New Military Establishment Now in Process

We shall be glad to advise with and assist you in connection with the above. Our Recruitment and Placement Section has arranged to detail to you for assistance in preparing the above the services of Miss Natasha Johnson.

cc - Mr. Miller
Mr. Pickard

BALKAN MISSION

<u>Pos. No.</u>	<u>Incumbent</u>	<u>Grade</u>	<u>Title of Position</u>
61 d	Mrs. Murray	6	Secretary
102 b	Mrs. G. M. Youdin	5	Secretary
28 e	M. Gillruth	8	Publicity Officer
90 y	Mr. Cassargi	LEC	Clerk-Typist
225 a	Mr. Frank E. Young	11	Assistant Director
225 b	Hugh Considine	9	Ch. Class. & Comp. Sec.
225 c	Wm. Hedley	6	Ch. Personnel Records
62 t	Mr. Rahmani		Typist-Clerk
225 d	Michael Aaronson	9	Ch. Org. & Proc. Section
102 f	Anne Somen	5	Secretary
241 b	R. G. Rogers	6	Asst. Administrative Officer
62 a	Miss Jones	4	Superv. Cable Room
62 b	Mr. Tasker	4	Superv. Registry
62 c	Mrs. Rayner	4	Registry Clerk
62 d	Lillian Najjar	4	Registry Clerk
62 e	R. Walter	5	Visa and Passport Spec.
102 d	H. Krikorian	5	Secretary
229 b	Jack Corner	10	Accountant (Camps M.E.)
61 a	R. Redman	5	Secretary
62 f	John Boulios	4	Statis. & Record Clerk
258 b	Fred Collins	7	Jr. Shipping Specialist
258 d	Diana Hambro	7	Jr. Food Economist
102 i	Miss Kirkwood	5	Secretary
102 j	Miss Tsouderos	5	Secretary
	Miss Helen Vassiliou		Placement Officer
	(Temporary during planning period)		
66	Mrs. McKeown	5	Secretary

GREECE MISSION

27 b	N. Devons	9	Asst. Intelligence Officer
62 j	J. E. Atkinson	6	Registrar
90 h	Miss Vollandides	4 or 5	Secretary
62 l	Marion Smith	4	Supvr. Registry
90 i	Mrs. A. Joannides	4	Stenographer
62 u	Joseph Khouri	4	Clerk
102 u	Setrak Stambouljan	5	Secretary
101 e	Mrs. E. Yorke	5	Secretary
284 e	F. Vermudaki	11	Fishing Specialist
284 f	Nick Tsandanis	9	Asst. Fishing Specialist
284 g	John Tsandanis		Asst. Fishing Specialist
284 h	D. Rovthakis		Asst. Fishing Specialist
90 m	Essie Berkovsky	4	Stenographer

YUGOSLAVIA MISSION

90 n	Miss Bole	4	Stenographer
62 o	D. Beaghton	6	Registrar
225 j	Muriel Kirk	9	Chf. Organ. & Proced.
230	M. Strumillo	10	Finance Officer
90 w	Miss D. Berman	LEC	Stenographer
90 x	A. Baronian	4	Stenographer
101 p	Pamella McFall	5	Secretary
12 g	Mary Wise	7	Jr. Administrative Assistant

Confidential

Copy No. 1

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

Proposed Revision of Administrative Budget

BALKAN MISSIONS

Budget for Personal Services

for Balkan Mission

Submitted 16 September 1944

Personnel Division
Bureau of Finance and Administration
Balkan Mission
16 September 1944

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

Proposed Revised*Budget for Personal Services

Includes provision of Revised Budget prepared 20 July 1944 by Budget Division, UNRRA Washington, and suggested changes proposed by Balkan Missions.

BALKAN MISSION

Pos. No.	Title of Position		Grade	Incumbent
1	Chief of Mission		Unclass.	Wm. Matthews
61 d	Secretary	0	6	Murray
5	Senior Deputy Chief of Mission		Unclass.	Neville Miller
86	Secretary		5	Vandiver
17	Financial Advisor		13	
20	Financial Analyst		12	
81	Secretary		5	
14	Legal Adviser		13	Col. Maxwell
102 a	Secretary	0	5	
15 a	Legal Field Adviser		11	
9	Special Asst. to Chief of Mission		12	Cyril Pickard
11 a	Administrative Assistant	0	11	Barrett-Brown
12 a	Jr. " "	0	9	
12 b	Jr. " "	0	9	
102 b	Secretary	0	5	Mrs. G.
90 a	Stenographer	0	4	
90 b	Stenographer	0	4	
	Clerk	0	L.E.C.	
	Military Liaison Officer	x	11	Major Webb
28 a	Public Relations Director		13	L. Birk
28 b	Deputy " "		12	
28 d	Head Press Officer		11	
28 e	Publicity Officer		8	M. Gillruth
12 c	Jr. Adm. Assistant		8	
	Editorial Assistant	0	L.E.C.	
	File Clerk	0	L.E.C.	
28 c	Editor	0	9	
	Translator	0	L.E.C.	
	"	0	L.E.C.	
70	Secretary	0	5	Winifred Tyson
90 c	Stenographer	0	4	
90 d	"	0	4	
24	Chief Intell. Officer		11	R.F.Hoddinott
25 a	Deputy " "	0	11	
28	Asst. " "	0	9	
27 a	" " "	0	9	
102 c	Secretary	0	5	
<u>Bureau of Finance & Administration</u>				
223	Deputy Chief of Mission		14	Alvin Roseman
241 a	Administrative Officer		8	
57	Secretary		6	Gertrude Byron
90 y	Clerk-Typist	0	L.E.C.	Mr. Cassargi

*Includes permanent and some temporary positions

Does not include all positions to be filled by locally employed nationals and charged to operating funds. Those included are meant to indicate administrative pattern

Legend: Proposed new permanent position - 0
Temporary position - x
To be locally employed - L.E.C.

BALKAN MISSION

Pos. No.	Title of Position	Grade	Incumbent
<u>Personnel Division</u>			
225	Director of Personnel	12	Lewis H. Rohrbaugh
84	Secretary o	5	Grace Spacht
225 a	Asst. Director (Employment) o	11	Frank E. Young
	Secretary o	5	
225 b	Chief Classification and Compensation Sect. o	9	Hugh Considine
225 c	Chief Personnel Records and Reports Section o	6	Wm. Hedley
62 t	Typist-Clerk o		Mr. Rachmani
225 d	Chief Organizations and Procedures Sect. o	9	Michael Aaronson
	Typist o	L.E.C.	
225 e	Assistant Director (Training) o	11	
102 e	Secretary o	5	

Temporary Employees during Planning Period

Chief Employees Services Section	9	Mrs. Luetchford
Chief Recruitment and Employment Section	9	
Voluntary Society Personnel Officer	8	
Placement Officer	8	Helen Vassiliou
Placement Officer	8	Mary Kirk (cf. p. 17)
Personnel Investigations Officer	8	
Stenographer	4	
Typist	L.E.C.	
Typist	"	
Materials Specialist	8	
Commandant - UMRRA Training Camp	9	
Camp Adjutant	Volunteer	
Camp Training Officer	"	
Quartermaster - Equipment	L.E.C.	
Quartermaster - Staff	"	
Storesman (Italian Internee)	"	
" " "	"	
Typist (Italian Internee)	"	
" " "	"	
Mess Supervisor (Italian Internee)	"	
Supervising Cook	"	
Headwaiters (Italian Internee)	"	
" " "	"	
" " "	"	
" " "	"	
Asst. " " "	"	
" " "	"	
" " "	"	
" " "	"	

Administrative Services Division

240 b	Administrative Officer	8	Col. J. Langman
102 f	Secretary o	5	Anne Somen
241 b	Assistant Adm. Officer o	6	R. G. Rogers

8 Dar el Shifa

Chief Bldg. Maint. & Equipmt.	o	L.E.C.
Supervisor Bldg. Maintenance	o	"
" " "	o	"
Messenger	o	"
"	o	"
"	o	"
Etc. Total 12	o	"

BALKAN MISSION

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>8 Dar el Shifa (Continued)</u>			
	Cleaner	o	L.E.C.
	"	o	"
	"	o	"
	Etc. Total 15	o	"
	Building Security Officer	o	"
	Warden	o	"
	"	o	"
	"	o	"
	Etc. Total 10	o	"
	Stock Room Supervisor	o	"
	Stock Clerk	o	"
	Laborer	o	"
62 a	Supervisor Cable Room	o	4 Miss Jones
	Cable Clerk	o	L.E.C.
62 b	Supervisor Registry	o	4 Mr. Tasker
62 c	Registry Clerk	o	4 Mrs. Rayner
62 d	" "	o	4 Lillian Najjar
	" "	o	L.E.C.
	Chief Telephone Operator	o	"
	Telephone Operator	o	"
	" "	o	"
	Travel Clerk	o	"
62 e	Visa and Passport Spec.	o	5 R. Walter
	Typist	o	L.E.C.

Temporary Employees during Planning Period

Chief of Administrative Services	11
Messenger	L.E.C.
"	"
"	"
" Total 12	"
Laborer	"
" Total 15	"
Chief Office Services Sect.	"
Supervisor Typing Pool	5
Typist	L.E.C.
"	"
"	"
" Total 12	"
Supervisor Duplicating Unit	4
Duplicating Clerk	L.E.C.
" "	"
Telephone Operator (Includes Greek School)	"
" " " "	"
" " " "	"
" " " "	"
Space Procurement & Allocation Officer	7

Mandi Camp

Chief Building Maint. & Equip. Section	L.E.C.
Supervisor of Building Maintenance	"
" " " "	"
Messenger	"
"	"
Etc. Total 13	"
Cleaner	"
"	"
Etc. Total 27	"

BALKAN MISSION

4.

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
-----------------	--------------------------	--------------	------------------

Maadi Camp (Continued)

	Stock Room Supervisor	L.E.C.	
	Stock Clerk	"	
	Laborer	"	
	"	"	
	"	"	
	Chief Office Services Sect.	7	
	Supervisor Typing Pool	5	
	Typist	L.E.C.	
	"	"	
	"	"	
	Etc. Total 10	"	
	Supervisor Duplicating Unit	4	
	Duplicating Clerk	L.E.C.	
	" "	"	
	Supervisor Registry	4	
	Registry Clerk	L.E.C.	
	" "	"	
	" "	"	
	" "	"	
	" "	"	
	Chief Movements Officer	"	
	Assistant " "	"	

Accounts Division

226 a	Principal Accountant	o 12	Wm. Tonkinson
102 d	Secretary	5	H. Krikorian
232	Finance Officer	o 10	
	Clerk	o L.E.C.	
	"	o "	
	"	o "	
	"	o "	
	"	o "	
	"	o "	
	Typist	o "	
	"	o "	
229 a	Accountant	10	
229 b	Accountant (Camps M.E.)	o 10	Jack Corner
	Clerk	o L.E.C.	C. Narvick
	"	o "	
	"	o "	
	"	o "	
	Typist	o "	
	"	o "	

Budget Division

232 f	Sr. Budget Analyst	o 11	
90 e	Stenographer	o 4	

Statistical Division

239 a	Statistician (Operating Reports)	o 9	
90 f	Stenographer	o 4	

Bureau of Distribution & Transport

104	Deputy Chief of Mission	14	Leo Gerstenzang
105 a	Executive Assistant	3	J. Patterson
65	Secretary	o 5	A. Manusaki

BALKAN MISSION

5.

Pos. No.	Title of Position	Grade	Incumbent
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Bureau of Distribution & Transport (Continued)Staff Transportation

	Chief Dispatcher	x	L.E.C.
	Dispatcher	o	"
	Chief Mechanic	x	"
	Mechanic	o	"
	Night Watchman	o	"
	Chauffeur	o	"
	"	o	"
	"	o	"
	Etc. Total 6		

Bureau of Requirements Coordination & Supply

244	Deputy Chief of Mission	14	Chas. Elkinton
12 c	Administrative Assistant	o 7	
61 a	Secretary	5	R. Redman
248	Director Requirements Coord. Div.	11	Grant Tolley
102 g	Secretary	5	
246	Requirements Coord. Spec.	11	W. H. Johnston
251	" " "	11	W. Greene
258 a	Jr. " " "	7	
62 f	Statistical & Record Clerk	o 4	John Boulios
246 a	Chief Shipping Control Div.	o 12	
64	Secretary	5	Dorothy Borne
258 b	Jr. Shipping Spec.	o 7	Fred Collins
62 g	Statist. & Record Clerk	o 4	
246 b	Chief Food Division	o 12	
102 h	Secretary	o 5	
249	Specialist Req. Coord. & Supply	11	B. V. Washburne
257 a	" " " " "	o 11	
257 b	" " " " "	o 11	
258 c	Nutritionist	o 8	
258 d	Jr. Food Economist	o 7	Diana Hambro
246 c	Director Textile Appl. & Footwr. Div.	o 12	
88	Secretary	5	Elsio Newman
254	Specialist (R.C. & S. (Textile)	11	A. Rosenstein
257 c	" R.C. & S. (Footwear & Leather)	o 11	
257 d	" " (Textile Prods.)	o 11	
258 e	Jr. Requir. Specialist	o 7	
90 g	Stenographer	o 4	

Welfare Division

302	Director	12	Harry Greenstein
(Vol.)	Secretary	5	Olga Ziscovitch
12 d	Administrative Asst.	o 9	
310	(Welfare Spec.) Chief Camp		
	Welfare Officer	o(11)10	Selena Gifford
304 a	Vol. Soc. Liaison & Wel. Trng. Offr.	11	

Health Division

388	Director	14	Col. W. E. Brown
393	Dept. Director (Epidimiologist)	13	Col. E. W. Musson
397 a	Director Health & Nutrition	o 12	
395	Tuberculosis Specialist	13	
394	Medical Malarialogist	12	Dr. B. Kirk
411	, Chief Sanitary Engineer	13	
412	Asst. Chief Sanitary Engineer	13	Col. U.B. Lumoureaux
419	Chief Nursing Consultant	11	Margarot Arnstein
406	Medical Req. Spec.	11	U. B. Norolli

BALKAN MISSION

6.

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Health Division (Continued)</u>			
102 i	Secretary	o 5	Miss Kirkwood
102 j	"	o 5	Miss Tsouderos (Typist)
66	"	5	
<u>Balkan Camps</u>			
392	Director of Camp Medical Services	13	Katherine Dodge
401	Medical Officer	12	Dr. Butler
399	" "	12	Handi Pashi
417	Sanitary Engineer	11	
423	Director Camp Nursing Services	9	Teresa Kerzo
440	Chief Nurse	6	Ruth Fletcher
441	" "	6	S. Mackenzie
442	" "	6	Norma Painter
443	" "	6	
444	" "	6	
<u>Displaced Persons Division</u>			
285	Director	12	C. M. Pierce
102 k	Secretary	o 5	Mrs. McKeown
11 b	Asst. to Director	o 11	Richard Youdin
80	Secretary	5	Roma G. Kalinowski
301	D. P. Specialists	11	S. K. Jacobs
289	" " "	11	
290	" " "	11	Maja V. Capeck
291	" " "	11	D. Myers
292	" " "	11	
293	" " "	11	G. E. McCandlish
300	" " "	11	H. V. Lindsey
301 a	" " "	o 11	
301 b	" " "	o 11	
301 c	" " "	o 11	
62 h	Chief Registrar	o 6	
62 i	Assistant Registrar	o 5	
<u>Food & Agricultural Rehabilitation Division</u>			
259	Director	12	
102 l	Secretary	o 5	
263	Agricultural Specialist	x 11	Laurell Scranton
269	" "	x 11	W.D. Hubbard (Not to go at first, to stay Cairo)
<u>Industrial Rehabilitation Division</u>			
366	Director	12	Thrupp
91	Secretary	5	M. Tanenbaum
377	Industrial Rehab. Spec. (Mech. Engr.)	o 11	
380	" " " (Civil Engr.)	o 11	L. Marshall

GREEK MISSION

7.

<u>Pos.No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Office of Chief of Mission</u>			
2	Chief of Mission	Unclass.	Laird Archer
63	Secretary	5	Jean Mellett
6	Senior Deputy Chief	14	
10	Special Assistant	12	Rodney Young
242	Administrative Assistant	9	L. Severeid
102 m	Secretary	5	
	Interpreter-Translator	o L.E.C.	
18	Financial Advisor	13	
21	" Analyst		
82	Secretary	5	Lois Muhlig
13	Legal Adviser	12	David Schwartz
29	Public Relations Officer	12	Homer Davis
31 d	Asst. Pub. Relations Officer	9	C. Janus
31 g	Spec. Asst. Pub. Relations	8	
102 n	Secretary	o 5	
25	Intelligence Officer	11	Col. Sheppard
25 b	Deputy Intelligence Officer	10	
27	Asst. Intelligence Officer	9	L. Olinger
27 b	" " "	o 9	N. Devons
27 c	" " "	o 9	Alice Shurcliff
101 i	Secretary	o 5	
62 j	Registrar	o 6	J.E. Atkinson
<u>District Office Administrative Staff</u>			
35	District Director	12	Nayton
36	" "	12	C. Compton
33	" "	12	Col. LaFontaine
41	" "	12	
40	" "	12	
42	" "	12	
49	Deputy District Director	11	Wm. Tate
55 a	" " "	11	
48	" " "	11	Wm. Carter
46	" " "	11	
55	" " "	11	
51	" " "	11	Maj.C.A. Lewis
53	" " "	11	W. Deacock
55 b	" " "	11	
55 c	" " "	11	
194	Field Officer	10	Hiram Sibley
176	" "	10	E. H. Watts
177	" "	10	Chas. Cowell
178	" "	10	
184	" "	10	
180	" "	10	
181	" "	10	
182	" "	10	
183	" "	10	
185	" "	10	Burt Andrew
186	" "	10	
194 a	" "	10	Sloman (end of month)
194 b	" "	o 10	
194 c	" "	o 10	
194 d	" "	o 10	
194 e	" "	o 10	
194 f	" "	o 10	

GREEK MISSION

8.

<u>Pos.No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>District Office Administrative Staff (continued)</u>			
96	Secretary	5	Florence Zucker
97	"	5	Rose Waisman
98	"	5	Iris Podea
71	"	5	Leonella Wingert
101	"	5	Mary Gardner
102	"	5	Rose Stumpf
102 p	"	o 5	
102 q	"	o 5	
102 r	"	o 5	
102 s	"	o 5	
102 t	"	o 5	

Bureau of Finance & Administration

224	Deputy Chief of Mission	14	
242 a	Admin. Assistant	8	
61 b	Secretary	o 6	

Administrative Services Division

240 a	Chief Administrative Service	o 11	Col. Booker
240	Administrative Officer	8	
90 h	Stenographer	o 4 or 5	Miss Volanides
62 k	Supervisor Cable Room	o 4	
62 l	" Registry	o 4	Marion Smith
62 m	Chief Travel & Passport	o 5	
61 a	Chief District Clerk	o 6	
61 b	" " "	o 6	
61 c	" " "	o 6	
61 d	" " "	o 6	
61 e	" " "	o 6	
61 f	" " "	o 6	

Personnel Division

226	Director of Personnel	11	R. J. Downie
225 f	Asst. Director of Personnel	o 9	
225 g	Chief of Organization & Procdrs.	o 9	
90 i	Stenographer	4	Mrs. A. Joannides

Accounts Division

226 b	Principal Accountant	12	George Darling
231	Finance Officer	10	
228	Accountant	10	
226 d	Senior Accountant	11	
232 b	Asst. Finance Officer	9	
233	Assoc. Accountant	9	
239 a	Asst. " "	8	
62 u	Clerk	o 4	Joseph Khouri
90 j	Stenographer	o	
234	Assoc. Accountant	9	
239 b	Asst. Accountant	8	

Budget Division

232 d	Sr. Budget Analyst	11	
90 k	Stenographer	o 4	

Statistical Division

237	Statistician (Operating Repts.)	9	
90 l	Stenographer	o 4	

GREEK MISSION

9.

Pos.No.	Title of Position	Grade	Incumbent
<u>Bureau of Distribution and Transport</u>			
105	Deputy Chief of Mission	14	
61 c	Secretary	o 6	
107 a	Rationing Specialist	11	
109	" "	12	Marie Berger
107	Price Control Specialist	12	J. J. Jacobson
110	Marketing Specialist	12	D. B. Davis
114 a	Milling Specialist	o 11	
122	Chief Distribution Officer	11	C. L. Fontaine
124	" " "	11	Mortimer Burton
130	" " "	11	P. Nonides
131	" " "	11	Wilson Henry
132	" " "	11	William Russis
133	" " "	11	R. DeForest
137	Distribution Officer	9	J. Lydard
139	" "	9	Stuart Campbell
140	" "	9	R. Garfield
142	" "	9	Emerson Brown
143	" "	9	S. A. Manula
159	" "	9	A. H. Field
160	" "	9	P. M. Elza
162	" "	9	F. P. Kelly
163	" "	9	R. Panssewicz
164	" "	9	A. H. Houseman
167	" "	9	Joseph Wells
168	" "	9	
169	" "	9	Theodore Casdogli
170	" "	9	Leon M. Goldsmith
171	" "	9	Z. S. Schleissner
172	" "	9	G. Iaganis
173	" "	9	J. M. Plant
174	" "	9	L. H. Brown
175	" "	9	P. H. Schaap
175 a	" "	9	
175 b	" "	9	
175 c	" "	9	
175 d	" "	9	
175 e	" "	9	
175 f	" "	9	
175 g	" "	9	
175 h	" "	9	
175 i	" "	9	
175 j	" "	9	Geo. Photiades
175 k	" "	9	
113	Chief Warehouseman	11	R. Lemmer
116 a	Warehouseman Records Supervisor	10	
115	Warehouseman	10	
115 a	"	10	
208 w	Warehouseman (Asst. Chief)	9	
197	"	9	R. D. Thompkins
198	"	9	B. H. Crandell
202	"	9	Harry Devitt
205	"	9	F. R. Addleman
206	"	9	G. B. Woods
207	"	9	L. W. Fox
208	"	9	A. H. Brice
208 a	"	9	Mr. Lee
208 b	"	9	
208 c	"	9	

GREEK MISSION

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Bureau of Distribution & Transport (Cont'd.)</u>			
118	Chief Transport Officer	11	Willard Rogers
120	Ass't. Transport Officer	10	
121 a	" " "	10	
212	Transport Officer	9	R. Philkin
215	" "	9	H.M. McAnay
217	" "	9	Oscar Schiller
218	" "	9	K.J. Martin
219	" "	9	M.M. Russell
220	" "	9	S.J. Jorgensen
221	" "	9	C.F. Davis
221 a	" "	9	
221 b	" "	9	
221 c	" "	9	
221 d	" "	9	
221 e	" "	9	
220 a	Chief Inspector	o 11	
220 b	Ass't. Inspector	o 9	
220 c	" "	o 9	
220 d	" "	o 9	
76	Secretary	5	Tula Salpas
102 u	"	o 5	Setrak Stambouljan
102 v	"	o 5	
102 w	"	o 5	
102 x	"	o 5	

Bureau of Requirements & Supply

245	Deputy Chief of Mission	14	Buel Maben
241 c	Administrative Ass't.	o 7	
60	Secretary	6	E.M. Arguello
246 d	Chief Requirements Div.	o 12	
92	Secretary	5	T.B. Tanenbaum
250	Requirements Specialist	11	Alan Hall
258 f	Jr. " "	o 7	
246 e	Chief Shipping Control Div.	o 12	
102 y	Secretary	o 5	
258 g	Jr. Shipping Specialist	o 7	
246 f	Chief of Food Division	o 12	
102 z	Secretary	o 5	
253	R.C. & S. Specialist (Food)	11	T. Embury
258 h	R.C. & S. (Nutritionist)	o 8	
258 i	Jr. Food Economist	o 7	
246 g	Chief Textile Apparel & Ftwr. Div.	o 12	
101 a	Secretary	o 5	
255	R.C. & S. (Footwear & Leather)	11	G. St. Louis
258 j	Jr. Requirements Spec.	o 7	

Displaced Persons Division

288	(Now on Albania)		C.E. Barger)
286	Director	12	W. Sharp -to serve with Albania)
67	Secretary	5	Electra Venetsanos
294	D. P. Specialists	11	H. Holcomb
295	" "	11	G. Lefrabreque
298	" "	11	Mabel Gelard-Brown
62 n	Registry Clerk	o 5	

GREEK MISSION

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Welfare Division</u>			
303	Director	12	Glen Leet
	Secretary	5	
316 a	Welfare Procedures Specialist o	11	
306	Child Welfare Spec.	11	J. Dula
316 b	Camp Welfare Services Spec.	11	
308	Occupational & Self Help Spec.	11	N. Easterbrook
309	Emergency Feeding Spec.	11	Maude Barrett
314	" Shelter	11	L.H. Clemston
307	Information & Advice Serv. Spec.	11	Major Lewis
101 b	Secretary	5	
322	District Welfare Officer	11	Edgar Wahlberg
319	" " "	11	Meverette Smith
320	" " "	11	A. Brownbridge
323	" " "	11	Alan W. Houghton
324	" " "	11	E. Feast
326	" " "	11	J. L. Hall
332	Field Welfare Officer	10	N. Anderson
333	" " "	10	Irving Fasteau
334	" " "	10	H. Romanchych
335	" " "	10	J. Bierstein
336	" " "	10	Ruth Pauley
337	" " "	10	M. Kaufman
338	" " "	10	Edna M. Geissler
339	" " "	10	Florence Black
340	" " "	10	Anne Wilkens
341	" " "	10	
362	" " "	10	
363	" " "	10	
346	" " "	9	Alice Anadelian
348	" " "	9	Lelia Bruce
355	" " "	9	Margaret Diers
356	" " "	9	H. B. White
357	" " "	9	A.W. Johnston
358	" " "	9	R. Wilson

Health Division

389	Director	13	Dr. G. Osincup
95	Secretary	5	Pauline Sedlak
397	Deputy Director	12	Dr. Constandoulis
101 c	Secretary o	5	
402	Medical Officer	12	Dr. G.M. Benning
398	" "	12	Dr. Layton
404 a	" "	o	Dr. Wilson Dodd
404 b	" "	o	
404 c	" "	o	
404 d	" "	o	
413	Sanitary Engineer	11	Maj. Aldridge
415	" "	11	G. Smith
418 a	" "	o	
420	Chief Nursing Consultant	11	Olive Baggaley
101 d	Secretary o	5	
435	Regional Nursing Consultant	7	Alison McBride
425	" " "	7	Caroline Rosenwald
438	" " "	7	
427	" " "	7	
428	" " "	7	
429	" " "	7	
436	" " "	7	Margaret Varley

GREEK MISSION

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Health Division (Cont'd)</u>			
431	Regional Nursing Consultant	7	A.M. Finlay
439 a	" " "	o 7	
439 b	" " "	o 7	
439 c	" " "	o 7	
409	Bacteriologist		Dr. V. Cabasso
410 a	Asst. " "	o 5	
408	Medic. Req. Spec.	11	F.L. Basquet
408 a	Asst. Medic. Req. Spec.	o 9	
409 a	Medical Stores Officer	o 8	
409 b	" " "	o 8	
409 c	" " "	o 8	
409 d	" " "	o 8	
409 e	" " "	o 8	
409 f	" " "	o 8	
409 g	" " "	o 8	
409 h	" " "	o 8	
409 i	" " "	o 8	
409 j	" " "	o 8	
<u>Food & Agriculture Rehabilitation Division</u>			
260	Director	12	Lincoln D. Kelsey
101 a	Secretary	5	Mrs. E. Yorke
262	Agriculture Specialist	11	M. Peck
263	" " "	11	L.L. Scranton
266	" " "	11	R.E. Johnston
271	" " "	11	J.N. Nevitt
265	" " "	11	
* 284 c	Food Processing	o 111	
284 e	Fishing Specialist	o 11	F. Vermudaki
284 f	Asst. " "	o 9	Nick Tsandanis
284 g	" " "	o	John Tsandanis
284 h	" " "	o	D. Rovthakis
284 i	Livestock Specialist	o 10	(On loan Near East
284 j	Breeding Specialist	o 10	Fnd. Don't Recruit)
273	Agriculture Officer	10	A. Plakidas
279	" " "	10	C.J. Alexopoulos
277	" " "	10	Capt. H.K. Hewison
282	" " "	10	C. Coukos
283	" " "	10	F.L. Woodward
284	" " "	10	L... Barnes
90 m	Stenographer	4	Essie Berkovsky

Industrial Rehabilitation Division

365	Director	12	Verity
101 f	Secretary	o 5	
380 a	Industrial Rehab. Spec.	11	
369	" " "	11	Van Teylingen
370	" " "	11	B. Eschenbach
371	" " "	11	
372	Industrial Rehabilitation Spec.	10	T. N. Wyne
380 b	" " "	o 10	

* Insert 284 d Veterinarian 0 Grade 11

GREEK MISSION

<u>Pos.No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Transient Camps Division</u>			
384	Director of Transient Centers	12	Col. Ross
387	Exec. Asst. to Dir. of "	10	D. R. Hunter
331 a	Welfare Officer	9	
331 b	" "	9	
331 c	" "	9	
331 d	" "	9	
331 e	" "	9	
331 f	" "	9	

YUGOSLAVIA MISSION

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>OFFICE OF CHIEF OF MISSION</u>			
3	Chief of Mission	Unclass.	
58	Secretary	6	Gwendolyn Butner
7	Senior Deputy Chief of Mission	14	
11	Special Assistant	12	
87	Secretary	5	Helen Kurtz
	Interpreter - Translator	o L.E.C.	
19	Financial Advisor	13	
22	Financial Analyst	12	
89	Secretary	5	Emily Koniar
15	Legal Advisor	12	
101g	Secretary	o 5	
30	Public Relations Officer	12	
31e	Asst. " " "	9	
31h	Spec. Asst. Pub. " "	7	
101h	Secretary	o 5	
90n	Stenographer	o 4	Miss Bole
23a	Chief Intelligence Officer	o 12	
23	Dep. Intelligence "	11	
23b	Asst. " "	o 9	
26	" " "	9	J. Landesco
28	" " "	9	Howard Daniel
23c	" " "	o 9	
23d	" " "	o 9	
94	Secretary	5	
62o	Registrar	o 6	D. Beaghton

DISTRICT OFFICE ADMINISTRATIVE STAFF

32	District Director	12	Nicholas Rezak
34	District " "	12	M. Service
37	" " "	12	Lord Norbury
38	" " "	12	Eric Marks
39	" " "	12	
43	" " "	12	G. A. Mahler
45	Deputy District Director	11	Tom Bewley (See per- sonnel over)
44	" " "	11	Irving Ross
50	" " "	11	Duane Wilson
52	" " "	11	R. J. Aherne
54	" " "	11	
47	" " "	11	E. P. Moon
179	Field Officer	9	Samuel Rosenberg
187	" " "	9	Perry Gangloff
193	" " "	9	B. F. Reiner
188	" " "	9	J. VanVleck
189	" " "	9	W. C. Malmberg
190	" " "	9	P. R. Hadley
192	" " "	9	D. Varley
178	" " "	9	
194g	" " "	o 9	L. L. Beeler
194h	" " "	o 9	
194i	" " "	o 9	
194j	" " "	o 9	
Blank	Secretary	5	
66	"	5	Emacita Hartlove
72	"	5	Frances B. Will
73	"	5	Irene M. Hallet
74	"	5	B. Zoeler
101j	"	o 5	Natasha Johnson

YUGOSLAVIA MISSION

15.

Pos. No.	Title of Position	Grade	Incumbent
<u>Bureau of Finance and Administration</u>			
222	Deputy Chief of Mission	14	T. M. Hall
99	Secretary	5	Jean Beveridge
12e	Adm. Assistant	6	
<u>Personnel Division</u>			
225h	Director of Personnel	o 11	T. Bowley
225i	Asst. Dir. of Personnel	o 9	
225j	Chief of Organ. and Procedures	o 9(?)	Muriel Kirk (pg. 3)
90o	Stenographer	o 4	
<u>Administrative Services Division</u>			
240c	Chief Administrative Service	o 11	Col. Markham
241	Administrative Officer	8	Anne Racich
62p	Supervisor Cable Room	o 4	
62q	" Registry	o 4	
62r	Chief, Travel & Passport	o 7	
60g	Chief District Clerk	o 7	
60h	" " "	o 7	
60i	" " "	o 7	
60j	" " "	o 7	
60k	" " "	o 7	
60l	" " "	o 7	
<u>Accounts Division</u>			
226c	Principal Accountant	12	
230	Finance Officer	10	M. Strumillo
232c	Asst. Finance Officer	9	
226e	Senior Accountant	10	
239c	Asst. Accountant	9	
239d	" "	8	
	Clerk	o L.E.C.	
90z	Stenographer	o	
235	Assoc. Accountant	9	
236	" "	9	
227	Accountant	10	
<u>Budget Division</u>			
232g	S. R. Budget Analyst	11	
90p	Stenographer	o 4	
<u>Statistical Division</u>			
238	Statistician (Operating Reports)	9	E. K. Simeon
90q	Stenographer	o 4	
<u>Bureau of Distribution and Transport</u>			
103	Deputy Chief of Mission	14	Wm. Harris
101k	Secretary	5	
106	Price Control Specialist	12	H. Taubenfeld
111	Marketing Specialist	12	
108	Rationing Specialist	12	L. C. Vass
114b	Milling Specialist	11	
125	Chief Distribution Officer	11	R. R. Hedberg
123	" " "	11	R. Singleton
128	" " "	11	Vladimir Lazovich
134	" " "	11	P. Savage

YUGOSLAVIA MISSION

16.

Pos. No.	Title of Position	Grade	Incumbent
<u>Bureau of Distribution and Transport (Continued)</u>			
127	Chief Distribution Officer	11	Maurice Jasny
129	" " "	11	T. E. Martin
141	" " "	9	M. L. Sindelkova
161	" " "	9	P. I. Bercich
166	" " "	9	C. Petree
135	" " "	9	
136	" " "	9	S. Boljanick
144	" " "	9	R. Love
145	" " "	9	T. Mather
146	" " "	9	F. J. Gerson
147	" " "	9	T. Radley
148	" " "	9	J. Barkey
149	" " "	9	D. J. Lampert
150	" " "	9	J. Kornhaker
151	" " "	9	H. Barnes
152	" " "	9	
153	" " "	9	
154	" " "	9	C. Finlayson
155	" " "	9	
156	" " "	9	
157	" " "	9	
158	" " "	9	
175r	Distribution Officer	8	
175s	" "	8	
175t	" "	8	
175u	" "	8	
175v	" "	8	
175w	" "	8	
175x	" "	8	
175y	" "	o 8	
175z	" "	o 8	
174a	" "	o 8	
174b	" "	o 8	
174c	" "	o 8	
112	Chief Warehouseman	11	
116b	Supervisor Warehouse Records	o 10	
116	Warehouseman (Asst. Chief)	10	
115b	" " "	10	
115c	" " "	10	
115d	" " "	10	
115e	" " "	10	
115f	" " "	10	
203	Warehouseman	9	H. Witt
204	"	9	P. J. Nanan
199	"	9	A. Chandor
200	"	9	S. Calvocoressi
201	"	9	
208x	Warehouseman	9	
208y	"	9	
208z	"	9	
207a	"	9	
207b	"	9	
207c	"	9	
207d	"	9	
117	Chief Transport Officer	11	Virgil Lovett
121	Asst. Transport Officer	10	W. Shockley
121b	" " "	10	
121c	" " "	10	
121d	" " "	10	

YUGOSLAVIA MISSION

17.

Pos. No.	Title of Position	Grade	Incumbent
<u>Bureau of Distribution & Transport (Cont'd)</u>			
210	Transport Officer (Asst. Chief)	9	Gordon Richards
211	" "	9	J.J.Lippert
213	" "	9	R.H.Prebram Craten
214	" "	9	
216	" "	9	H. Keiles
221 f	" "	9	
221 g	" "	9	
220 e	Chief Inspector o	11	
220 f	Inspector o	9	
220 g	" o	9	
220 h	" o	9	

Bureau of Requirements and Supply

243	Deputy Chief of Mission	14	
12 f	Administrative Asst. o	7	
101 l	Secretary o	6	
246 h	Chief Requirements Div. o	12	
101 m	Secretary o	5	
256	Requirements Specialist	11	T. McCabe
258 k	Jr. " " o	7	
246 i	Chief Shipping Control		
	Division o	12	
	Secretary o	5	
258 l	Jr. Shipping Specialist o	7	
246 j	Chief of Food Division o	12	
101 n	Secretary o	5	
257	R.C. & S.Spec. Food Specialist	11	
258 m	Jr. Nutritionist o	8	
258 n	Jr. Food Economist o	7	
246 k	Chief Textiles Apparel		
	& Footwear Division o	12	
101 o	Secretary o	5	
246 l	(R.C. & S.Spec.) Footwear &		
	Leather Specialist o	11	
258 o	Jr. Requirements Spec. o	7	

Welfare Division

304	Director	12	E. K. Balls
101 p	Secretary	5	
12 g	Jr. Admin. Asst.	7	Mary Wise
316 c	Welfare Procedures Spec. o	11	
312	Welfare Specialist (Child)	11	Aleta Brownlee
316	Welfare Specialist (Camp)	11	
311	Welfare Spec.(Occ. & Self Help)	11	Barrett-Brown
315	" "(Emergency Feeding)	11	A. Faucett
313	" "(Shelter)	11	D. Pentz
305	" "(Information &	1	
	Advice Services)	11	
101 q	Secretary o	5	
321	District Welfare Officer	11	Rhoda O'Meara
325	" " "	11	
327	" " "	11	E. P. Grice
328	" " "	11	
329	" " "	11	
330	" " "	11	Olive Lodge
344	Field Welfare Officer	10	
345	" " "	10	T.E.Prather
359	" " "	10	J.E.Daly

YUGOSLAVIA MISSION

18.

Pos. No.	Title of Position	Grade	Incumbent
<u>Welfare Division (Continued)</u>			
360	Field Welfare Officer	10	
361	" " "	10	Paul Edwards
342	" " "	10	
343	" " "	10	
364	" " "	10	J. B. Dunne
364 a	" " "	10	R. E. Bunker
364 b	" " "	10	L. E. Poole
364 c	" " "	10	
364 d	" " "	10	J. T. Moles
364 e	" " "	10	
364 f	" " "	10	W. T. Thompson
362	Field Welfare Officer	9	S. Lodman
347	" " "	9	Louise Blackham
349	" " "	9	M. F. Wilson
350	" " "	9	C. S. Stokes
351	" " "	9	M. O. Hunt
352	" " "	9	Helen Montgomery
353	" " "	9	R. Aritigues

Health Division

390	Director	13	Dr. Banks
101 r	Secretary	5	
396	Deputy Director	12	Dr. Sinclair-Loutit
101 s	Secretary	5	
400	Medical Officer	12	Dr. James Patterson
404	" " "	12	Dr. Bernard Zegers
404 a	" " "	12	
404 b	" " "	12	
404 c	" " "	12	
404 d	" " "	12	
414	Sanitary Engineer	11	Dr. F. A. Jacocks
418	" " "	11	Maj. T. W. Ingram
418 b	" " "	11	
421	Chief Nursing Consultant	11	Theresa Kurze
101 t	Secretary	5	
426	Regional Nursing Consultant	7	Isabelle Needham
424	" " "	7	Frances Frazier
432	" " "	7	Anne Conley
437	" " "	7	Miss Lilly White
434	" " "	7	Mary Susich
433	" " "	7	Silvia Geller
439	" " "	7	Lola Hansen
410	Bacteriologist	8	
405	Hospital Administration		
407	Medical Requirements Spec.	11	Dr. Bruynseraede
408 b	Asst. Medic. Requir. Spec.	9	
409 k	Medical Stores Officer	8	
409 l	" " "	8	
409 m	" " "	8	
409 n	" " "	8	
409 o	" " "	8	
409 p	" " "	8	
409 q	" " "	8	
409 r	" " "	8	
409 s	" " "	8	
409 t	" " "	8	

YUGOSLAVIA MISSION

19.

<u>Pos. No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Displaced Persons Division</u>			
287	Director	12	Alfred Farber
61	Secretary	5	Ruth Mapledoran
299	D. P. Specialists	11	W.P.Montgomery (? line number)
297	" "	11	Maria Lebeskind
62 s	Registry Clerk	5	
90 r	Stenographer	4	

Food & Agriculture Rehabilitation Division

261	Director	12	W.E. Johns
77	Secretary	5	Nettie Cohen
284 p	Agriculture Specialist	11	
268	" " "	11	O.E.Tikkener
284 q	" " "	11	
270	" " "	11	J. E. Flannagan
272	Agriculture Officer	10	M. Nuttonson
274	" "	10	R. Newson
275	" "	10	
276	" "	10	N. O. Nash
278	" "	10	Grace I. Meeloy
280	" "	10	C.S.Stephanides
281	" "	10	H.D.Smith
284 k	Veterinarian	10	
284 a	Food Processing Specialist	11	
284 b	" " "	11	
284 l	Food Specialist	9	
284 m	" "	8	
284 n	Fishing Specialist	8	
284 o	" "	8	
90 s	Stenographer	4	
90 t	" "	4	
90 u	" "	4	

Industrial Rehabilitation Division

367	Director	12	Geo. Perazich
101 u	Secretary	5	
379	Industrial Rehab. Specialist	11	Capt.H.Williams
373	" " "	11	
374	" " "	11	A.E.Eastmond
375	" " "	11	
376	" " "	11	L.B.Fisher
368	" " "	11	R.K.DeMoulin

Transient Camps Division

383	Director of Transient Centers	12	
386	Exec. Asst. to Dir. of Trans.	10	P. Unger
346 h	(Field) Welfare Officer	9	
346 i	" " "	9	
346 j	" " "	9	
346 k	" " "	9	
346 l	" " "	9	
346 m	" " "	9	

ALBANIAN MISSION

20.

Pos. No.Office of Chief of Mission

4	Chief of Mission		14	Dudley Haskell
85	Secretary		6	Edna Booraday
8	Deputy Chief of Mission		13	
12	Spec. Asst. to Chief of Mission		11	
69	Secretary		6	Ottilia Jerchner
31	Public Relations Officer		11	
31 f	Spec. Asst. Public Relations Officer		8	Mary Rubin
16	Legal Adviser		11	
25 c	Chief Intelligence Officer	o	11	
101 v	Secretary & Registrar	o	5	
191	Field Officer		9	L.E.Christman

Bureau of Finance & Administration

224 a	Deputy Chief of Mission	o	11
101 w	Secretary	o	5

Administrative Services Division

241 d	Administrative Officer	o	8	David Leff
241 e	" Assistant		6	
62 h	Registry Clerk		4	

Personnel Division

225 k	Director of Personnel	o	9
90 v	Stenographer	o	4

Accounts Division

229	Accountant		10
236 a	Assoc. Accountant		9
232 a	Asst. Finance Officer		9
	Clerk	o	L.E.C.
90 w	Stenographer	o	" Miss D.Berman
239	Statistician		9
239 e	Assistant Accountant		8
232 f	Senr. Budget Analyst		11

Bureau of Distribution & Transport

105 a	Deputy Chief of Mission		12	
90	Secretary		5	F.F.Rowles
126	Chief Dist. Officer		11	
119	Chief Transport Officer			F.Modrezavski
209	Transport Officer Asst.		9	Kenneth Aller
120	" " "		10	F.J.Spinks
215	Transport Officer		9	Pribram
114	Chief Warehouseman		11	W.C.Wild
196	Warehouseman		9	Stephen Girard
207 e	"		9	
207 f	"		9	
138	Distribution Officer		9	Harry Strong
165	" "		9	N.G.Trayfors
174 d	" "	o	9	

ALBANIAN MISSION

<u>Pos.</u> <u>No.</u>	<u>Title of Position</u>	<u>Grade</u>	<u>Incumbent</u>
<u>Office of Chief of Mission</u>			
4	Chief of Mission	14	Dudley Haskell
85	Secretary	6	Edna Booraday
8	Deputy Chief of Mission	13	
12	Spec. Asst. to Chief of Mission	11	
69	Secretary	6	Ottilia Jerchower
31	Public Relations Officer	11	
31f	Spec. Asst. Pub. Relations Off.	8	Mary Rubin
16	Legal Adviser	11	
25c	Chief Intelligence Officer	o 11	
101v	Secretary & Registrar	o 5	
191	Field Officer	9	L. E. Christman
<u>Bureau of Finance & Administration</u>			
224a	Deputy Chief of Mission	o 11	
101w	Secretary	o 5	
<u>Administrative Services Division</u>			
241d	Administrative Officer	o 8	David Leff
241e	" Asst.	6	
62h	Registry Clerk	4	
<u>Personnel Division</u>			
225k	Director of Personnel	o 9	
90v	Stenographer	o 4	
<u>Accounts Division</u>			
229	Accountant	10	
236a	Assoc. Accountant	9	
232a	Asst. Finance Officer	9	
	Clerk	o L.E.C.	
90w	Stenographer	o "	Miss D. Berman
239	Statistician	9	
239e	Assistant Accountant	8	
232f	Senr. Budget Analyst	11	
<u>Bureau of Distribution & Transport</u>			
105a	Deputy Chief of Mission	12	
90	Secretary	5	F. F. Rowles
126	Chief Dist. Officer	11	
119	Chief Transport Officer		F. Modrezavski
209	Transport Officer Asst.	9	Kenneth Aller
120	" " "	10	F. J. Spinks
215	Transport Officer	9	Pribram
114	Chief Warehouseman	11	W. C. Wild
196	Warehouseman	9	Stephen Girard
207e	"	9	
207f	"	9	
138	Distribution Officer	9	Harry Strong
165	" "	9	N. G. Trayfors
174d	" "	o 9	

ALBANIAN MISSION

Pos. No.	Title of Position	Grade	Incumbent
<u>Bureau of Requirements & Supply</u>			
247	Requirements Coord. & Sup. Spec.	11	Robert Filbert
258p	Jr. Requirements Spec.	o 7	
<u>Welfare Division</u>			
305	District Welfare Officer	11	Elfan Rees
363	Field Welfare Officer	10	H. S. Jacoby
364g	" " "	10	K. Yuill
<u>Health Division</u>			
391	Director	13	Dr. E.E. Sappington
101x	Secretary	o 5	
403	Medical Officer	12	Geo. Webber
404e	" "	o 12	
404f	" "	o 12	
404g	" "	o 12	
404h	" "	o 12	
416	Sanitary Engineer	11	Major L. Fittro
418c	" "	11	
422	Chief Nursing Consultant	9	Miss Grant Glass
101y	Secretary	o 5	
439d	Regional Nursing Consultant	o 7	
439e	" " "	o 7	
439f	" " "	o 7	
439g	" " "	o 7	
408c	Medical Requirements Officer	o 11	
409u	" Stores Officer	o 8	
409v	" " "	o 8	
410b	Bacteriologist	o 8	
<u>Displaced Persons Division</u>			
(286)	D.P. Specialist		on Greece Mission)
288	" "	11	(Waishill Sharp-now C.E. Berger (serving on Greece Mission)
296	" "	11	
101z	Secretary	o 5	
<u>Food & Agriculture Rehab. Division</u>			
264	Agriculture Specialist	11	McDaniels, N.E. Fdn.
267	" "	11	N.B. Jarvis
284r	" Officer	o 10	
90x	Stenographer	o 4	A. Baronian
<u>Industrial Rehabilitation Division</u>			
378	Indust. Rehabilitation Spec.	11	
380c	" " "	o 10	
380d	" " "	o 10	

CAR

TO : M. Menshikov
B. Gladieux
C. Xanthaky
M. Berry
L.M. Davis
R. Fryer
C. Fyshpan ✓ 3-3

21. September, 1944.

FROM : DISPATCH OFFICE, Bureau of Areas

SUBJECT : Tentative welfare plans for Greece,
Yugoslavia and Albania

The subject document, received today from Cairo has been forwarded to the Welfare Division.

The incoming document specifies objectives, principles of operation, conditions in the countries for which these plans are intended, organization, problems in relation to missing and displaced persons and related matters.

CAR

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION
8, Sharia Dar El-Shifa - Garden City - Cairo

18 September 1944.
CAWA No. 194

TO: UNRRA, Washington. (Attn: Bureau of Areas)
FROM: Office of Chief of Balkan Mission.

Attached please find copies of the minutes of the
5th, 6th, 7th and 8th meeting of Directors of the Balkan
Mission.

M. Barratt Brown

For Chief of Balkan Mission.

MINUTES OF EIGHTH MEETING OF DIRECTORS
HELD IN THE CONFERENCE ROOM AT 8 SHARIA
DAR EL SHIFA, GARDEN CITY, CAIRO, AT
10 a.m. ON MONDAY 10TH SEPTEMBER, 1944.

Present: Sir William Matthews (in the chair)
Mr. Laird Archer
Mr. P. G. Beck
Lieut-Col. W. E. Brown
Mr. Charles Elkinton
Mr. Leo Gerstenzang
Mr. Harry Greenstein
Mr. Lincoln D. Kelsey
Lieut-Col. J. L. Langman
Mr. E. M. H. Lloyd
Mr. Neville Miller
Mr. John D. McNabb
Lord Norbury
Mr. Cyril S. Pickard
Mr. Clarence M. Pierce
Mr. David Schwartz
Mr. Barratt Brown (secretary)

1. Subject: Formation of Working Committees.

Reported: Mr. E. M. H. Lloyd had now taken up duties with the Mission as financial and economic adviser.

Agreed: (a) A working committee should be formed under Mr. Lloyd's chairmanship to be composed of the chiefs of the Supply and Requirements, Finance and Administration, and Transport and Distribution Bureaux, and the directors of the Divisions of Industrial Rehabilitation, and Agriculture and Fisheries; to concern itself with the co-ordination of the Missions' economic and commercial activities.

(b) At the same time a second working committee should be set up under Mr. Miller's chairmanship to be composed of the directors of the Health, Welfare, Displaced Persons and Camps Divisions; to concern itself with the co-ordination of the planning of the social and general welfare activities of the Missions.

Action: Secretary to call these committees together at least once a week.

2. Subject: Position with regard to the proceeds of sales of supplies.

Reported: It was understood that the proceeds from the sales of supplies during the military period in Greece would be available to UNRRA in the form of local currency, i.e. drachmas, but that no clear understanding had been reached with any Yugoslav representatives further to the Resolution at Atlantic City laying down that expenses of UNRRA incurred during the administration of relief work should be borne by the local Government of the country receiving relief.

/Agreed

Agreed: This question should be borne in the mind by Mr. Gerstenzang and Mr. Elkinton during the conversations between the military authorities and the National Committee of Liberation, and that in this connection they should bear especially in mind the position of UNRRA as agents of the military authorities and as an organisation which would one day if not from the beginning have to operate on its own.

3. Subject: Talks with Yugoslav authorities.

Reported: (a) Mr. Gerstenzang and Mr. Elkinton were leaving shortly to join Mr. Hall in Bari so as to be present at the conversations between the military authorities and AML Force Yugoslavia.
(b) Col. Maxwell would be joining them as soon as possible as Observer from the Balkan Mission.

Agreed: (a) All the representatives of UNRRA should be most careful to emphasise their Observer status and not to become too closely identified with the military authorities in any negotiations or agreement.
(b) Representatives should in particular discover whether it was proposed that UNRRA should act as agents of AML Force Yugoslavia or as agents of AFHQ or some other Allied Force.

4. Subject: Report by Mr. Pickard on visit to London.

Reported: (a) Personnel - Personnel was available in London in very much larger numbers than had been expected.

(i) UNRRA Staff: Sixty recruits were already available of high calibre, and air passages were being obtained so that most of them could be expected in the Middle East by the middle of October; there were many more available as a result of provisional recruitment than the London office had places to fill, and they were therefore asking for a very much greater proportion in the supplementary budget than they had been allowed in the original budget.

(ii) Voluntary Society personnel: Thirty-four had just arrived from UK, eighty more were expected early in October, and it was confidently assumed that the greater part of the total required of 490 would be attained.

(b) Responsibility for the Balkan Mission - The European Regional Office had recommended, with the agreement of the heads of the Functional Divisions presently visiting London from Washington, that it should take responsibility for the Balkan Mission, because -

(i) The Balkans were a part of Europe, and London was very clearly uniformed about Balkan Mission operations.

(ii) Most of the discussions with European Governments, including Balkan Governments, were going ahead in the technical committees which were meeting regularly in London.

/(c)

(c) Supply Estimates - The provisional estimates prepared by M. Varvaressos for Greece for the first year of liberation had been submitted and had been critically examined by the European Regional Office, and were thought to be reasonable. Yugoslav estimates were also available, and the following action by the Balkan Mission was recommended -

(i) The Greek Government must be asked either to confirm these provisional estimates or to produce alternatives.

(ii) The Supply and Requirements Bureau should work over both sets of estimates and return them to London with reasoned comments.

(d) Distribution -

(i) Distribution policy was the concern of the Bureau of Areas. A statement of the terms of reference of the Distribution Division was available, but the Division was not yet fully staffed.

(ii) The general attitude in London towards UNRRA's responsibility for distribution was one of caution. Some hesitation was expressed at the production of cut and dried plans for rationing and price-control without prior consultation with the Governments themselves in the light of the conditions prevailing in their countries.

(iii) Experience in the north-west indicated that European Governments were anxious to assume responsibility for the administration of their own countries immediately on liberation and were showing themselves capable of doing this, and it would be wise for UNRRA to appreciate this fact in drawing up its plans for the Balkans.

(e) Operations on a Mission basis -

(i) The view was strongly held in London that so far as the Balkans were concerned operations must be on an over-all Mission basis, and it would be the duty of the functional Division and Bureau representatives to provide the Mission Chiefs and District Directors with technical advice, while it would be for Mission Chiefs to determine the implementation of policy.

(ii) On the other hand it was not supposed that it would be necessary for the Balkan Mission itself to operate on any considerable scale after the planning stage and early stage of operations.

(iii) It was generally expected that the Balkan Mission and Country Missions would be capable of getting on with the job by themselves, subject to limited policy controls from London, if and when London took over responsibility.

Agreed: (a) That the importance of establishing the Country Missions as firmly as possible and as soon as possible must be borne in mind by all functional Bureaux and Divisions.

/(b)

- (b) The Bureau of Supply and Requirements should start its audit of the Greek and Yugoslav estimates as soon as possible and should devote its entire energies and staff to completing this in the shortest possible time.
- (c) Pressure must begin to be brought on the appropriate authorities for the immediate provision of the supplies which were allocated for the military period, on the military authorities for any supplementation that appeared necessary after an analysis of the supplies which were to be provided in the military period, and directly on the Combined (Note Boards for the needs of the post-military period. Below)
- (d) London should be asked to keep the Balkan Mission posted of the world supply position particularly regarding wheat, which was understood to be very good, and textiles, shoes and furs, which were understood to be bad.

Action:

- (a) The Economic and Commercial Working Committee established under minute 1 should work immediately on the following questions:
 - (i) The determination of a combined supply programme with the military authorities covering any spot supplementation that might be required.
 - (ii) The determination of the total of supplies during the military period.
- (b) Mr. Pickard and Mr. Lloyd should draft a telegram for Washington asking for a decision on the whole principle of the propriety of UNRRA recommending supplementation during the military period.

5. Subject: Russian members of the Mission.

Reported: The following Russian representatives for the Mission were arriving shortly to take up duty:

- (a) M. Sergeivich, to be Senior Deputy Chief of the Yugoslav Mission.
- (b) M. Alekseev, to be Deputy Chief of the Bureau of Supply and Requirements, to be assigned by the Chief of the Balkan Mission to one or other of the Country Missions.
- (c) M. Ks. susndov, to be Senior Deputy Chief of the Greek Mission.

6. Subject: Move to Italy.

Reported: Lieut-Col. Langman had returned from Italy, and reported:

- (a) Gen. Hughes strongly recommended that the Balkan Mission should move to Italy by the end of the month.
- (b) Accommodation would be available for the Balkan Mission by that time in Naples, and it was for

/decision

NOTED: This paragraph is typed as shown in original copy----
Dispatch Office, Bureau of Areas

decision whether the Mission should occupy a certain amount of cramped and somewhat scattered accommodation near to AMHQ, or should occupy some large and commodious offices with messes nearby which would be vacated shortly in the centre of Naples.

(c) AML HQ Yugoslavia and Mr. Hall strongly recommended that the remaining members of the Yugoslav and Albanian Missions should proceed to Bari at the end of the month, and in addition all the voluntary society units whose unit training was adequate and whose equipment and transport was completed.

(d) AML HQ Greece was at present in Italy, but an advance reconnaissance party was planned to move direct from Egypt to Greece, and a request had been made for one UNRRA representative on the administrative side (who must be a uniformed officer) and one representative of the Health Division (in uniform) to accompany the party.

Agreed: (a) The Balkan Mission would go forward to Italy as soon as possible except for those personnel who must be left behind to carry on UNRRA's Middle East activities and to assist the Campos Division to carry its responsibilities.

(b) The remaining members of the Yugoslav and Albanian Missions, together with the voluntary society units which were ready should proceed to Bari as soon as possible.

(c) The Greek Mission should stay until they moved direct into Greece. Two representatives of the Mission being sent forward with the advance party.

Action: (a) Mr. Miller, Mr. Pickard and Lieut-Col. Langman to agree which members of the Balkan Mission should go forward and which should stay as the Cairo branch of the Balkan Mission.

(b) Lieut-Col. Langman should make arrangements for mobilisation by the end of the month.

7. Subject: UNRRA responsibility during the military period.

Reported: That in discussions with AMHQ the view had been expressed that during the military period UNRRA's responsibilities were limited in scope by the limitations of the army's responsibilities, and that this limitation would cover estimates of requirements for supplies.

Agreed: That while UNRRA is acting as agents of the military authorities during the military period it must also act as agents of the Greek and Yugoslav Governments in the planning during the military period for the post-military period.

Action: (a) The representatives proceeding to Bari for discussions should make this position clear to the military authorities and to the Yugoslav authorities.

(b) Mr. Archer should make this clear to AML Greece and to the Greek Government.

8. Subject: Surplus of manpower and supplies from the army and other wartime authorities.

Reported: That it was inevitable in this stage of the war that the army and other wartime authorities should soon have certain surpluses of manpower and supplies, including the supplies held in England against invasion and bombing, e.g. clothing, blankets, etc.

Agreed: Efforts should be made to obtain available surpluses.

Action: Mr. Elkinton.

MINUTES OF SEVENTH MEETING OF DIRECTORS
HELD IN THE CONFERENCE ROOM AT 8 SHARIA
DAR EL SHIFA, GARDEN CITY, CAIRO, AT
10 a.m. ON MONDAY, 4th SEPTEMBER, 1944.

Present: Sir William Matthews (in the chair)
Mr. Louis P. Birk
Lieut-Col. Brown
Mr. Charles Elkinton
Mr. Leo Gerstenzang
Mr. Lincoln D. Kelsey
Mr. John D. McNabb
Mr. Neville Miller
Mr. Clarence M. Pierce
Mr. Alvin Roseman
Col. Ross
Mr. David Schwartz
Mr. Harry Greenstein
Mr. Barratt Brown (Secretary)

1. Subject: Talks with Yugoslav Government.

Reported: That the commander of AML Force (Yugoslavia) had begun preliminary talks with the Yugoslav Government, and had requested that an observer from UNRRA should be present by the 10th of the month.

Agreed:

- A. That Mr. Hall should be instructed by telegram.
- B. That Col. Maxwell as observer from the Balkan Mission, and other observers from functional bureaux, should be sent to join the discussions at the same time.
- C. That it should be made clear that Major Jaksic had no authority to speak on behalf of UNRRA.
- D. That UNRRA might have to establish particularly in connection with distribution, a position independent of AML.

Action:

- A. Mr. Miller to decide who should go.
- B. Mr. Roseman to cable Mr. Hall.

2. Subject: AML Directive

Reported:

- A. That an initial directive with regard to the employment of UNRRA personnel during the period of military responsibility had been issued by Gen. Hughes and Gen. Sadler.
- B. That this directive was based solely on the Cairo agreement of 3rd April 1944, and did not take into account at all the subsequent negotiations between UNRRA in Washington and the representatives of the American and British armies in Washington.
- C. That the effect of this was that the directives:
 - (i) did not allow if UNRRA agreement or consultation in connection with assignments of personnel;
 - /(ii)

- (ii) insisted on direct contact between AML and UNRRA personnel all down the line rather than at certain points in the chain of command, e.g. Mission Chiefs and other UNRRA line directors.

D. That UNRRA line and staff officers would only have responsibility for discipline and pay and for post-military planning, and would be treated as individuals and as deputies to their military opposite numbers.

E. Voluntary society personnel would be considered as responsible to the UNRRA officers concerned and would act as units, taking instructions through their unit leaders.

F. Mr. Rosenman and Mr. Gerstenzang had talked with Col. Stockton and had understood that it would be difficult to obtain any considerable change in the document, but that certain concessions might be allowed, viz:

- (i) to admit to UNRRA consultation in the assignment of personnel;
- (ii) to admit the right of appeal.

Agreed:

A. That the document as it stood could not be considered to be satisfactory on the following counts:

- (i) that it did not allow of UNRRA consultation on the assignment of personnel;
- (ii) that it treated only with individuals or, in certain cases, with units and not with UNRRA as an organisation;
- (iii) that it did not allow for UNRRA taking over full responsibility as an organisation either in certain functions or in certain areas, even during the military period of responsibility.

B. That the memorandum submitted to AML before the directive had been finally signed and issued and which was based on the interpretation reached in Washington of the Cairo agreement should be sent back to Washington.

C. That in the meantime a cable should be drafted incorporating the main points of the directive and indicating that our comments would follow.

D. That Missions and Bureaux and Divisions should consider how they could best make the directive work, given that it could not be changed, e.g. by certain concessions or by obtaining the agreement of AML to the appointment of certain UNRRA that the actual posting orders of personnel should be issued by the UNRRA opposite numbers.

Action:

Mr. Rosenman to draft a cable for Washington and take back the various relevant papers with him.

3. Subject: Directive on line of authority.

Agreed: That the policy memorandum on this subject should be issued as amended by the meeting. Copy is attached.

Action: Secretary.

4. Subject: Draft administrative order on the organization of the Camps Division.

Agreed: That this should receive further and fuller consideration at a later date.

minutes of sixth meeting of directors.

MINUTES OF SIXTH MEETING OF DIRECTORS,
HELD IN THE CONFERENCE ROOM AT 8 SHARIA
DAR EL SHIFA, GARDEN CITY, CAIRO at
10 A.M. on MONDAY, AUGUST 28th, 1944.

Present: Sir William Matthews (in the chair)
Mr. Michael Barrat Brown (secretary)
Mr. Laird Archer
Mr. Louis P. Birk
Lt. Col. W. E. Brown
Mr. Charles Elkinton
Mr. Leo Gerstenzang
Mr. Harry Greenstein
Mr. Alan Hall
Mr. H. K. Hewison
Mr. John D. McNabb
Mr. Neville Miller
Mr. Clarence M. Pierce
Mr. Alvin Rosen
Col. A. Ross
Mr. David Schwartz
Capt. Harvey Williams

1. Subject: Minutes of Meetings.

Agreed: Minutes of meetings would be circulated to all Directors, whether they were minutes of meetings at which all Directors had been present or at which only Chiefs and Deputy Chiefs of Missions were present.

Action: Secretary.

2. Subject: Identity cards.

Reported: At a meeting held in the office of the Minister Resident, on Monday, August 21st, it had been agreed:

- A. That the UNRRA green identity document should be issued to all personnel.
- B. That for all personnel working during the military period as agents of the military authorities, this document should be stamped by the commander of the area in which personnel were working, indicating that personnel were under military law and as such were free to travel throughout the command.
- C. Before these cards were stamped and issued, the British and American Embassies would inform the Egyptian government.
- D. That for all personnel in UNRRA camps in the Middle East and during the UNRRA period of responsibility in Balkan territories, arrangements would be made with the local government, so that the green card would carry immunity under the Atlantic City resolution.
- E. For the time being BFI cards would be issued for all British personnel and a further approach would be made to the American Army for the issue of military cards to American personnel.

3. Subject: Negotiations with Balkan governments.

- Agreed:
- A. That on all matters referring to the responsibility of UNRRA beyond the military period, the UNRRA Missions and functional Divisions should negotiate directly with the indigenous government.
 - B. That this matter should be taken up with AMHQ and the AML Forces

Action: Sir William Matthews to take up at the same time as the general negotiations regarding the AML/UNRRA agreement.

4. Subject: UNRRA personnel.

- Reported:
- A. That discussions had been held with AML on the clearing of UNRRA appointments with AML, at which it had been agreed as follows:
 - i. That personnel who had been engaged actively in politics in any Balkan country should be excluded.
 - ii. That people who had engaged in business in Balkan countries should not be excluded, provided:
 - a. They had a clear business record.
 - b. That they agreed not to leave UNRRA's service during the military period.
 - c. That they agreed not to engage in commercial activities during their period of UNRRA service.
 - iii. That AML would assist with removing any personnel whom it was agreed were objectionable.

Agreed: That a standard form, to be signed by all personnel who had previously lived in Balkan territories, should be prepared for signature of such personnel.

Action: Mr. Schwartz.

5. Subject: Personnel assignments.

Reported: That a letter was being prepared for dispatch to Washington and London on the question of the assignments being made in Washington and London.

Action: Mr. Rosenan.

6. Subject: Lines of authority between Missions.

Reported: Mr. Rosenan had already available a statement on this subject which was nearly completed.

- Agreed:
- A. That this statement should be related to the position of UNRRA vis a vis the military authorities under the AML/UNRRA agreement, and should be issued as soon as possible.
 - B. That the matter agreed at the last meeting under Minute 6 should be interpreted to mean that as soon as a senior officer was available from each Bureau or Division for each territory,

/this

this officer would, for operational purposes, become responsible to the Chief of the Mission to which he was assigned.

Action: Mr. Rosenan, and Mr. Schwartz.

7. Subject: Estimates of requirements of the Greek government.

Reported: That a document, indicating the estimates of the Greek government's requirements for the first year of liberation had been received by Mr. Archer, covering all such matters as clothing, shoes, shelter, welfare, agricultural and industrial rehabilitation, etc.

Agreed: That this document should be circulated to all affected Bureaux and Divisions.

Action: Mr. Archer.

8. Subject: Fortnightly and monthly reports.

Agreed: A. That the fortnightly letter should be prepared by the Public Relations officer from interviews with members of the Mission, to cover the period between the receipt in Washington and London of the monthly report.

B. That the monthly report should be based on material and individual reports prepared by the Bureaux and Divisions.

9. Subject: Discussions between UNRRA and military or Balkan government authorities.

Agreed: That the Minute of the previous meeting (9) on this subject should be amended as follows:

In line 4, after the words "Balkan governments" insert:

"if the conference was called to deal with matters falling within the functions of the technical Bureaux or Divisions."

10. Subject: Visit to Washington.

Reported: Mr. Rosenan was expected to leave for Washington in ten days to a fortnight.

Agreed: All Bureaux and Divisions should submit points which they required to be discussed to Mr. Rosenan by September 2nd.

Action: All Bureaux and Divisions.

11. Subject: Revised budget.

Agreed: A. Each Bureau and Division and Mission should meet with Mr. Rosenan and Mr. Miller to go through the revised budget for the last time before Mr. Rosenan takes it to Washington.

B. Allowance should be made in any statement to Washington for taking on personnel in the territories for high grade posts, as well as for low grade posts.

12. Subject: Evaluation of Voluntary Society personnel.

Reported: That a small number of Voluntary Society personnel had been found to be below the necessary physical standard or in other ways unsuited to work in the Balkans.

Agreed: A. That it was the responsibility of the Welfare Division to work out a formula with the Cairo Council of Voluntary Societies for evaluating Voluntary Society personnel in the light of reports from the Societies, from Camp Commandants, etc.

B. That a medical board, consisting of representatives of AML, UNRRA and Voluntary Societies should examine and grade all Voluntary Society personnel, including local personnel taken on in Egypt.

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

BALKAN MISSION

Minutes of the Fifth Meeting of Directors,
held in the Conference Room at 8, Sharia
Dar-el-Shifa, Garden City, Cairo, at 10 A.M.
on Monday, August 21st, 1944.

Present: Sir William Matthews (in the chair)
Neville Miller
Leird Archer
Charles Elkinton
Leo Gerstenzang
Alvin Roseman
Louis P. Birk
David Schwartz
Michael Barrat-Brown (Secretary)

1. Subject: Status of UNRRA personnel.

Reported: British and American military cards, previously available for all UNRRA personnel, were being withdrawn, and a meeting had been called to consider what alternative documents should be carried.

Agreed: i) In general, the status of UNRRA personnel should be established with the indigenous Government on the basis of the Atlantic City resolutions, with the immunities proposed, and the necessary status of the green identity document should be established.

ii) During the military period it would be necessary for UNRRA personnel to come under military law, as being under the command of the AML Force Commander.

iii) The agreement of the military authorities should therefore be obtained for the stamping of the UNRRA document with a statement that personnel come under military law and were free to travel in military areas.

Action: Mr. Roseman.

2. Subject: Yugoslav and Albanian Missions.

Reported: Mr. Hall had been appointed Observer for the Yugoslav Mission and Mr. McNabb Observer for the Albanian Mission, so that planning might go ahead immediately, and the question had been raised whether the two Observers should be introduced to the appropriate Embassies.

Agreed: That Mr. Hall and Mr. McNabb should continue to have Observer status and should not yet be formally introduced to any of the Embassies or Governments, and that their Observer status should imply only an internal UNRRA planning responsibility and responsibility for discussions with AML.

3. Subject: Discussions with AML.

Reported: i) Further to Minute 3 of the previous meeting, Mr. Miller and Mr. Barrat-Brown had met with the two UNRRA groups and certain questions had been tabled.

ii) Mr. Miller had discussed these questions with Brig. Smith-Dorrien and had proposed that there should be a meeting between the AML policy group and the UNRRA Directors group.

- Agreed:
- i) UNRRA should insist on having a definite meeting rather than accepting any answers which Brig. Smith-Dorrien might give to the questions raised.
 - ii) The questions asked and any tentative answers given should be given to members of the meeting.

Action: Mr. Miller.

4. Subject: Personnel.

- Reported:
- i) Objections had been made by AML to certain members of the UNRRA staff.
 - ii) Suggestions of replacement for personnel objected to had also been made by AML.

Action: Sir William Matthews to take up the cases with General Hughes.

5. Subject: Personnel assignments.

- Reported:
- i) Assignments had been made in London and Washington to positions which had already been filled in Cairo or to positions for which the assigned did not seem most suited.
 - ii) Divisions had been obtaining the transfer of personnel from other Divisions to their own without proper clearance through the Personnel Division.

- Agreed:
- i) Mr. Rohrbaugh should see all personnel on arrival and assign personnel, after consultation with Divisions, Bureaus or Missions.
 - ii) Personnel who have been given a definite assignment in a functional Division of the Cairo Mission should not be diverted from that position without clearing the transfer with the Director of the Division to which the assignment had been made.

6. Subject: Relations between Technical Divisions, Country Missions and Balkans Mission.

Reported: Questions had arisen as to the appropriate administrative relationship between technical staff members in the Country Missions, the Chief of the Country Mission, and the Directors of the Technical Divisions of the Balkan Mission.

Agreed: The first loyalty of a member of the staff of a Country Mission, regardless of the technical field he represents, should be to the Chief of the Country Mission to which he belongs.

Illustration: If a technical staff member, for example, a Supply Specialist, recommends an action with which the Chief of the Mission cannot agree, he must not take that action, but file a report, addressed to the Chief of the Country Mission, with a copy addressed to the Chief of the Balkan Mission, outlining the position. The Chief of the Country Mission can attach such comments or counter report to the report of the technical staff member, to be submitted to the Chief of the Balkan Mission for his review.

/Action

- Action: Mr. Schwartz to draft a statement, outlining the lines of authority and reporting through all administrative stages, such as Districts, Country Missions, Balkan Mission.
7. Subject: Bureau of Distribution and Transport.
- Agreed: That a cable should be sent to Mr. Pickard in London, asking him to discover the London counterpart of the Cairo Bureau of Distribution and Transport.
- Action: Mr. Rosoman.
8. Subject: Fortnightly letter.
- Agreed: Bureau and Divisional staff members to be asked to give frequent informational reports of office activities and programs to Mr. Birk, Director of Public Relations, so that he can prepare a fortnightly letter for London and Washington.
- Action: Mr. Birk.
9. Subject: Discussions between UNRRA and Military or Balkan Government authorities.
- Agreed: That members of the Technical Divisions or Bureaus should be present at any conferences or discussions between Country Mission staffs and AML Forces, or representatives of the Balkan Governments, if the conference or discussion touches upon matters falling within the functions of the Technical Bureaus or Divisions.

Distribution
 Director General
 S.D.D.G.
 Genl. Counsel
 Dip. Advisor
 FIA
 PR
 ORL
 Areas
 Supply
 FA
 Secretariat
 Displaced Persons
 Welfare
 Health
 Pers. & Training
 Admin. Serv.
 Treasurer
 Files

Balkan Mission file

1 September 1944

TO: Deputy
Director General, Bureau of Areas
Washington

FROM: Sir William Matthews

SUBJECT: Minutes of Balkan Mission Directors' Meeting

1. I am attaching, for your interest, copies of the Minutes of Meetings of our Directors.
2. On alternate weeks, these meetings are limited to Chiefs and Deputy Chiefs of Missions, which will explain to you the difference in the attendance at different meetings.
3. These minutes are treated in this office as Secret, as there are frequently matters discussed which are at least of a confidential nature and often of a secret nature. I would of course appreciate it if the secret and confidential nature of these papers is therefore appreciated and respected.

List:

areas
health
intelligence
supply
G.C.

SECRET

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

BALKAN MISSION

Minutes of the Fifth Meeting of Directors,
held in the Conference Room at 8, Sharia
Dar-el-Shifa, Garden City, Cairo, at 10 A.M.
on Monday, August 21st, 1944.

Present: Sir William Matthews (in the chair)
Neville Miller
Laird Archer
Charles Elkinton
Leo Gerstenzang
Alvin Roseman
Louis P. Birk
David Schwartz
Michael-Barratt-Brown (Secretary)

1. Subject: Status of UNRRA personnel.

Reported: British and American military cards, previously available for all UNRRA personnel, were being withdrawn, and a meeting had been called to consider what alternative documents should be carried.

- Agreed:
- i) In general, the status of UNRRA personnel should be established with the indigenous Government on the basis of the Atlantic City resolutions, with the immunities proposed and the necessary status of the green identity document should be established.
 - ii) During the military period it would be necessary for UNRRA personnel to come under military law, as being under the command of the AML Force Commander.
 - iii) The agreement of the military authorities should therefore be obtained for the stamping of the UNRRA document with a statement that personnel come under military law and were free to travel in military areas.

Action: Mr. Roseman.

2. Subject: Yugoslav and Albanian Missions.

Reported: Mr. Hall had been appointed Observer for the Yugoslav Mission and Mr. McNabb Observer for the Albanian Mission, so that planning might go ahead immediately, and the question had been raised whether the two Observers should be introduced to the appropriate Embassies.

Agreed: That Mr. Hall and Mr. McNabb should continue to have Observer status and should not yet be formally introduced to any of the Embassies or Governments, and that their Observer status should imply only an internal UNRRA planning responsibility and responsibility for discussions with AML.

3. Subject: Discussions with AML.

Reported: i) Further to Minute 3 of the previous meeting, Mr. Miller and Mr. Barratt-Brown had met with the two UNRRA groups and certain questions had been tabled.

- ii) Mr. Miller had discussed these questions with Brig. Smith-Dorrien and had proposed that there should be a meeting between the AML policy group and the UNRRA Directors group.

Agreed: 1) UNRRA should insist on having a definite meeting rather than accepting any answers which Brig. Smith-Dorrien might give to the questions raised.

- ii) The questions asked and any tentative answers given should be given to members of the meeting.

Action: Mr. Miller.

4. Subject: Personnel.

Reported: i) Objections had been made by AML to ^{or}certain members of the UNRRA staff.

- ii) Suggestions of replacement for personnel objected to had also been made by AML.

Action: Sir William Matthews to take up the cases with General Hughes.

5. Subject: Personnel assignments.

Reported: 1) Assignments had been made in London and Washington to positions which had already been filled in Cairo or to positions for which the assignee did not seem most suited.

- ii) Divisions had been obtaining the transfer of personnel from other Divisions to their own without proper clearance through the Personnel Division.

Agreed: 1) Mr. Rohrbaugh should see all personnel on arrival and assign personnel, after consultation with Divisions, Bureaus or Missions.

- 11) Personnel who have been given a definite assignment in a functional Division of the Cairo Mission should not be diverted from that position without clearing the transfer with the Director of the Division to which the assignment had been made.

6. Subject: Relations between Technical Divisions, Country Missions and Balkan Mission.

Reported: Questions had arisen as to the appropriate administrative relationship between technical staff members in the Country Missions, the Chief of the Country Mission, and the Directors of the Technical Divisions of the Balkan Mission.

Agreed: The first loyalty of a member of the staff of a Country Mission, regardless of the technical field he represents, should be to the Chief of the Country Mission to which he belongs.

Illustration: If a technical staff member, for example, a Supply Specialist, recommends an action with which the Chief of the Mission cannot agree, he must not take that action, but file a report, addressed to the Chief of the Country Mission, with a copy addressed to the Chief of the Balkan Mission, outlining the position. The Chief of the Country Mission can attach such comments or counter report to the report of the technical staff member, to be submitted to the Chief of the Balkan Mission for his review.

Action: Mr. Schwartz to draft a statement, outlining the lines of authority and reporting through all administrative stages, such as Districts, Country Missions, Balkan Mission.

7. Subject: Bureau of Distribution and Transport.

Agreed: That a cable should be sent to Mr. Pickard in London, asking him to discover the London counterpart of the Cairo Bureau of Distribution and Transport.

Action: Mr. Roseman.

8. Subject: Fortnightly letter.

Agreed: Bureau and Divisional staff members to be asked to give frequent informational reports of office activities and programs to Mr. Birk, Director of Public Relations, so that he can prepare a fortnightly letter for London and Washington.

Action: Mr. Birk.

9. Subject: Discussions between UNRRA and Military or Balkan Government authorities.

Agreed: That members of the Technical Divisions or Bureaus should be present at any conferences or discussions between Country Mission staffs and AML Forces, or representatives of the Balkan Governments, if the conference or discussion touches upon matters falling within the function of the Technical Bureaus or Divisions.

BALKAN MISSION

Minutes of Fourth Meeting of Directors
held in the Conference Room at 8, Sharia
Dar-el-Shifa, Garden City, Cairo, at
10 A. M. on Monday, August 14th, 1944.

PRESENT:

Sir William Matthews (in the chair)
Mr. Neville Miller
Mr. Laird Archer
Mr. Charles Elkinton
Mr. Leo Gerstenzang
Mr. Alvin Roseman
Mr. Harry Greenstein
Mr. Millard Peck
Lt. Col. W. E. Brown
Mr. Clarence M. Pierce
Col. A. Ross
Mr. Frederick E. M. Thrupp
Mr. Michael Barratt-Brown (Secretary)

1. SUBJECT: Monthly Reports.

REPORTED: The June-July Report had been sent off, six copies to Washington and six to London and one to each of the Missions, Divisions and Bureaux.

AGREED: Notes for the August Report must be into the Office of the Chief of Mission by September 3rd, for dispatch to London and Washington by September 10th.

ACTION: All Divisions and Bureaux.

2. SUBJECT: All Movements.

REPORTED: i) No official information had been received with regard to AML movements.

ii) It seemed probable that the Albanian and Yugoslav headquarters would move shortly and the headquarters might move as well, but that the Greek Mission would probably stay behind.

AGREED:

The provision of office and living space at Maadi should go ahead in order to accommodate at least the Voluntary Society and UNRRA personnel during training, the Greek Mission personnel; and to provide a base depot for Camp operations.

ACTION:

Lt. Col. Langman to attend the next meeting and to report on the present position with regard to mobilization.

3. SUBJECT: Discussions with AML.

REPORTED: The two days' lecture course had been completed and Divisions and Bureaux had been having subsequent discussions with their opposite numbers.

AGREED:

- (i) There was a need for clarification of policy on a number of important matters which covered all Divisions' discussions and the lack of answers to which held up further planning.
- ii) Before such a meeting was possible it would be necessary for the UNRRA Divisions to clarify the questions which they wished to ask.
- iii) Thereafter a proposal should be made to AMHQ that the AML policy group should meet with the UNRRA Directors once a week to clarify policy and to issue directives.
- iv) Divisions should be encouraged to hold tactical paper exercises with opposite numbers.

ACTION:

- i) Mr. Miller and Mr. Barratt-Brown to see the Finance and Distribution and Supply Bureaux and the Agricultural and Industrial Rehabilitation Divisions together at 5 o'clock on Monday, and the Welfare, Medical, Displaced Persons and Camps Divisions together at 9 o'clock on Tuesday.
- ii) The questions raised at these two meetings to be discussed by Mr. Miller with Brig. Smith-Dorrien.

4. SUBJECT: Swedish-Swiss Commission.

REPORTED: In all the documents interpreting the UNRRA-AML Balkan agreement, the position of the Swedish-Swiss Commission was reserved for further consideration, and it is indicated that although UNRRA would be sole distribution agent during the military period, the Swedish-Swiss Commission was to be an exception to that rule.

AGREED: i) UNRRA is not to replace at once the operations of the Swedish-Swiss Commission but to take over its operations bit by bit as and where necessary.

ii) UNRRA should be responsible for all the negotiations with the Swedish-Swiss Commission, or at least should be present at all the AML negotiations on the subject.

ACTION: Mr. Miller to discuss with Brig. Smith-Dorrien, with particular reference to the importance of UNRRA officials being together with AML HQ officials on the first ships.

SUBJECT: Personnel.

REPORTED: (i) A letter had been written to General Hughes, asking about the possibility of the release of AML officers for UNRRA, and General Hughes had replied that none could be released now but he was expecting that a number would be available at the end of the military stage.

ii) A figure of 20 officers from the forces in the Middle East had been agreed to for release to UNRRA, and applications were being received.

iii) A number of officers and civilians with long standing business connections in the Balkans were available for work with UNRRA during the military stage, after which they would wish to go back to their businesses, their places being taken possibly by AML officers then available for release.

AGREED: i) AMHQ (Balkans) to be asked whether they would be prepared to agree to such a procedure.

ii) It should be emphasized that as they leave to go back to their businesses they would obviously lose their UNRRA documents, and in attempting then to obtain Greek documents would come under the scrutiny of the Greek government.

ACTION: Mr. Miller to discuss with Brig. Smith-Dorrien.

6. SUBJECT: Mobility and training of staff.

REPORTED: i) Practically no personnel had arrived recently from Washington.

ii) No central registry was yet operating.

iii) Washington had replied that uniforms must be

tailored in Washington and measurements were being obtained for dispatch to Washington.

AGREED:

- i) Telegram emphasizing the urgency of the dispatch of personnel from Washington should be repeated, and General Sadler asked to repeat his confirmatory telegram.
- ii) Training and equipment of fields units would have to be done in the Middle East, but training arrangements would have to be established in the territories to deal with the personnel who would arrive inevitably after UNRRA had begun to move in.
- iii) All Divisions and Bureaux which had not previously done so must send down their files to the Registry.
- iv) Agreement should be obtained from the Commander in Chief for the obtaining and wearing of British Army uniform and the UNRRA flash in the Middle East until the UNRRA uniforms were available.

ACTION: Lt. Col. Langman to report at the next meeting.

7. SUBJECT: Camp at Philippville.

REPORTED:

- i) It was clear that a Camp was to be established at Philippville and that no more refugees were to be received in the Middle East, despite the vacancies existing in Middle East Camps.
- ii) Medical staff coming from Washington to Cairo had been diverted already to Philippville, despite the fact that UNRRA was not committed to providing personnel at the Camp until October 1st and despite the very great needs in the Middle East and in the Balkans.

Agreed:

These medical personnel should either be sent on from Philippville to the Middle East and, if necessary, replacements sent from Washington, or replacements should be sent immediately from Washington to the Middle East in lieu of those diverted.

ACTION: Mr. Roseman to cable Washington.

8. SUBJECT: Liaison with Washington and London.

8. SUBJECT (Cont)

REPORTED: 1) Mr. Pickard had left for London.

11) Papers were still not being received from London or Washington.

AGREED: A weekly letter should be prepared in the Office of the Chief of Mission for dispatch to London and Washington, based on interviews held by the Public Relations Officer with the different functional Divisions.

ACTION: Public Relations Officer.

9. SUBJECT: Office Space.

REPORTED: Basement had been condemned by the Medical Division.

AGREED: One more Division must move to the Greek School.

ACTION: Mr. Roseman.

10. SUBJECT: Communications.

REPORTED: Cables were now being circulated under secret cover to heads of Divisions and Bureaux. Communications with London and Washington were now being cleared through the office of the Chief of Mission.

AGREED: It is essential that papers should be circulated rapidly.

MINUTES OF THIRD MEETING OF DIRECTORS
HELD IN THE CONFERENCE ROOM AT
8 SHARIA DAR EL SHIFA, 10 a.m.
MONDAY 7th AUGUST, 1944

PRESENT: Sir William Matthews (in the Chair)
Mr. Neville Miller
Mr. Archer
Mr. Elkinton
Mr. Gerstenzang
Mr. Pickard
Mr. Roseman
Mr. Barratt-Brown (Secretary)

1. SUBJECT: Minutes of last meeting.

- AGREED: (i) To add Mr. Pickard's name to the list of those present at the last meeting.
- (ii) To add at the end of paragraph 6 (iv), bottom of page 3, the following sentence: "milling, however, to remain with the Bureau of Transport and Distribution".
- (iii) Paragraph 6 (v) at the top of page 4 to read as follows: "It was to be assumed that the military authorities would only sell supplies to Governments of territories on certain conditions and therefore similarly UNRRA would only give supplies on certain conditions."

2. SUBJECT: Series of meetings with AML.

REPORTED: 84 members of the staff were going to lectures at AML on Wednesday and Thursday, August 9th and 10th.

AGREED: Lecturers' notes should be obtained for distribution throughout the office.

ACTION: Mr. Neville Miller to ask Brigadier Smith-Dorrien for such notes.

3. SUBJECT: AML/UNRRA Agreement.

REPORTED: Recent AML lectures had indicated that three different systems of delivery and distribution of supplies were planned for the three different Balkan territories, and that for the basis for the difference was a difference in the trust to be put upon the Governments concerned.

AGREED: (i) One system must be followed for all territories, or misunderstanding and grave difficulties would follow.

- (ii) Clarification from London and Washington must be obtained immediately.
- (iii) The course to be followed should be the same for Yugoslavia as under the present Greek plan, in order to ensure the equitable distribution of supplies, for the ensuring of which UNRRA was responsible under its Charter.
- (iv) Despite the AML plan for Yugoslavia, recruitment of UNRRA Supply and Distribution personnel should go ahead.

ACTION Mr. Pickard to produce a cable for despatch to London and Washington, in consultation with Mr. Gerstenzang (copy to be sent to General Hughes), and to take up the whole question during his visit to London.

4. SUBJECT: Mission staffs.

REPORTED: (i) Mr. Miller had been discussing with Divisions allocations of personnel to Mission staffs, and these would be ready shortly.

(ii) No further information had been received regarding the release of Mr. Fultz for Chief of Mission, Albania.

AGREED: i) Mr. MacNab to be appointed Special Assistant for Albanian Mission.

ii) A further cable to be sent to Washington regarding the release of Mr. Fultz, and proposing that he might help with the planning of the mission activities for the time being and become available full time on liberation.

iii) Efforts to obtain the services of Colonel Hill to be continued.

iv) Everything to be done to obtain an acting head of the Mission, so that the Mission might be ready to move to Italy at short notice.

ACTION: Mr. Archer to take action as above.

5. SUBJECT: Liaison visit to London.

REPORTED: London was not taking action with regard to the despatch of shorthand typists owing to some misunderstanding of cables from Cairo and Washington.

ACTION: Mr. Pickard to take this matter up in London immediately on arrival.

6. SUBJECT: Progress of planning.

- AGREED: (i) Memorandum to be prepared for circulation to all Divisions and Bureaus asking for a synopsis of their appreciation and plan of operations, and providing a pro-forma of progress to be filled in.
- (ii) These appreciations and plans, when collected, to be made up into a general combined Balkan, Greek, Yugoslav & Albanian Mission plan.
- (iii) All AML appreciations and plans to be collected together to be available for the use of Bureaus and Divisions.

ACTION: Secretary to work with Mr. Neville Miller as above.

7. SUBJECT: Monthly reports.

REPORTED: Mr. Pickard would have the July report finished by the next day.

8. SUBJECT: Mobilisation officer.

REPORTED: Lieut. Col. Langman would be available immediately as mobilisation officer for UNRRA staff and equipment and for voluntary society units and equipment.

AGREED: That each Division should appoint a liaison officer for staff training and for Division equipment to work with Lieut-Col. Langman and the Bureaus concerned.

9. SUBJECT: Relative responsibility of London and Washington offices for the Balkan Mission.

REPORTED: That Mr. Jackson had moved to London.

AGREED: That Mr. Pickard should take up the question with him of the importance of the Balkan Mission becoming responsible to London.

10. SUBJECT: Vetting of UNRRA personnel by AMHQ.

- AGREED: 9i) UNRRA could not submit all personnel taken on the mission staffs for AMHQ vetting, except for security vetting.
- ii) On the other hand, strong objections from AMHQ to the individual appointments must be accepted, but not general objections, e. g. to any man with business interests in the territories concerned.

11. SUBJECT: Obtaining of key personnel.

AGREED: A further cable should be sent to Washington, emphasising the priority of District Directors for despatch from the United States.

ACTION: Mr. Roseman.

U. N. R. R. A.

BALKAN MISSION

Minutes of Second Meeting of Directors
held in the conference room at 8, Shar.
Dar el Shifa, Garden City, Cairo, at
10 a. m. on Monday, 31st July, 1944.

PRESENT:

Sir William Matthews (in the chair)
Mr. Neville Miller
Mr. Archer
Mr. Elkinton
Mr. Gerstenzang
Mr. Roseman
Mr. Greenstein
Mr. Kelsey
Lt. Col. Mussen
Mr. Pierce
Mr. Rohrbaugh
Col. Ross
Mr. Thrupp
Mr. Barratt Brown (secretary)

1. SUBJECT: Visit by Governor Cochran.

REPORTED: Governor Cochran was expected in the next few days
from Algiers and Bari.

ACTION: (i) Col. Ross to make arrangements for Governor
Cochran and Mr. Keeny to visit Yugoslav refugee camps.

(ii) Mr. Roseman to provide an office in the building, and
to ensure that transportation was available.

2. SUBJECT: Interpretation of AML/UNRRA agreement.

REPORTED: (i) Telegram had been received by AMHQ from the War
Department (the so-called "Marshall telegram")
giving the American interpretation of the agreement.

(ii) Formal agreement between AML (Greece) and the Greek
Government was being negotiated shortly on the basis
of the Norwegian model.

(iii) The Chief of the Balkan Mission had despatched a
telegram to London and Washington, urging that UNRRA
should be a party to any such agreement.

(iv) It was understood that AMHQ (Balkans), AML Force
(Yugoslavia) and AML Force (Albania) had been instruc-
ted by AFHQ to move shortly to Italy.

- (v) Instructions had been received from UNRRA, Washington, to oppose any such move.

- AGREED:
- (i) To await British War Office interpretation of the agreement.
 - (ii) To await formal notification from AMHQ (Balkans) of the move to Italy.
 - (iii) UNRRA must move with the military authorities.
 - (iv) A compromise should be attempted, by which country Missions, i. e. Yugoslavia and Albania, should move to Italy, but not the headquarters of UNRRA or of the Military authorities.

3. SUBJECT: Monthly reports by Divisions to Washington.

- REPORTED:
- (i) These were being correlated and edited in the office of the Chief of Mission.
 - (ii) On this account, and because of delay in receipt of some of the reports, the report for June had not yet been sent.

- AGREED:
- (i) Division reports should be edited and personal touches removed.
 - (ii) Divisions should add supplementary reports for July, and the whole report made a July in place of a June report.
 - (iii) A pro-forma should be prepared by the office of the Chief of Mission for Divisions to use in making their monthly notes to be compiled into a Mission report for Washington and London.
 - (iv) Extra material from Divisions to be sent back to London or Washington should be in the form of correlated appreciations and plans from the Divisions.

- ACTION:
- (i) Supplementary notes for the July report to be into the Chief of Mission by 3rd August, for despatch to Washington and London by 10th August.
 - (ii) These monthly reports to be in to the Chief of Mission by this date of each month in future.

4. SUBJECT: Office and living equipment for country Missions.

- AGREED:
- (i) Office and camp equipment should be prepared for transfer to Italy, or to the field, at short notice.
 - (ii) Arrangements must be made with AML Forces for the drawing of rations, etc., by all members of the UNRRA Mission.

- (iii) A quartermaster to be appointed to ensure that the the Balkan Mission was prepared to move at short notice.

ACTION: Chief of Mission to discuss with Col. Ross a suitable person for the position of quartermaster.

5. SUBJECT: Balkan Mission Budget.

REPORTED: (i) 182 of the 541 personnel allowed for in the Budget for the Balkan Mission had been appointed.

(ii) 94 of these had arrived, of which 12 had arrived in the last week.

(iii) A cable had been sent, asking Washington and UNRRA which lines in the Budget were now in fact filled.

(iv) Personnel Division had circulated an instruction (A-4) on local recruitment.

(v) It had been agreed that 20 personnel could be released for the Balkan Mission from the British Army, R.A.F. and Navy in the Middle East, and released from civil offices would be supported by the Minister Resident.

AGREED: (i) Each Division to work out what its real needs in personnel were, in addition to or instead of the Budget lines provided.

(ii) Mr. Miller to see each Division on their personnel needs in turn.

ACTION: The Divisions to see Mr. Miller at the following times:-

5 p.m.	Monday	Mr. Greenstein
6 "	"	Mr. Archer
7 "	"	Col. Ross
6 "	Tuesday	Lt-Col. Brown
7 "	"	Mr. Elkinton
9 a.m.	Wednesday	Mr. Kelsey
10 a.m.	"	Mr. Pierce
11 "	"	Mr. Thrupp
5 p.m.	"	Mr. Gerstenzang

6. SUBJECT: Responsibility for estimating requirements of food and textiles.

REPORTED: (i) In Washington, the Divisions of Agricultural and Industrial Rehabilitation are in the Bureau of Supply.

(ii) The Division of Industrial Rehabilitation is responsible for putting into working order any plans for manufacturing relief supplies, but not for estimating requirements.

- AGREED:
- (i) Food and textiles experts should be attached to the Supply Division, and the Supply Division made responsible for estimating requirements of, as well as for calling forward of, supplies of food and textiles.
 - (ii) In other matters, Supply Division to co-ordinate and screen requirements only, and to call forward supplies on the recommendations of the operating technical Division.
 - (iii) Country Missions to assist only with co-ordinating the formation of all requirements.
 - (iv) Supervision of the manufacture of food and textiles in the territories to be the responsibility of the Agricultural Division so far as food processing was concerned, and of the Supplies and Requirements Division so far as textile manufacture was concerned.
 - (v) It was to be assumed that the military authorities would only sell supplies to Governments of territories on certain conditions, and therefore UNRRA would only give supplies on similar conditions.

ACTION: Chief of country Missions to establish working parties to co-ordinate estimate of requirements and to bring technical Divisions (including the Welfare and Displaced Persons Divisions) into considerations of supply requirements.

7. SUBJECT: Chief of Albanian Mission.

REPORTED: The position of Mr. Fultz was not clear, and Washington had been requested again to discover whether his organization would release him.

AGREED: That, subject to the above, an approach should be made to obtain Mr. Hill, who was now reported to have escaped from Albania and to be in London.

ACTION: Mr. Archer to take action as agreed above.

8. SUBJECT: Circulation of cables and communications.

REPORTED: The procedure to be established at [a] meeting on the following Friday.

9. SUBJECT: Liaison visit to London.

REPORTED: A notice was being issued immediately on the subject.

AGREED: Divisions should send in to the office of the Chief of Mission all matters which they wished to be raised during the visit.

10. SUBJECT: Lectures by Ge. Hughes and staff at Meadi on 3rd August.

AGREED: That members should make an effort to find their opposite numbers and to establish future contacts.

11. SUBJECT: UNRRA uniform.

REPORTED: (i) A uniform had been agreed in Washington, and measurements of staff in Cairo had been requested.

AGREED: (i) UNRRA, Washington, requested to send material to the Middle East to be made up in Cairo, in order to avoid mistakes in the transmission of sizes, etc.

(ii) The Egyptian Government to be approached with regard to insignia on the uniform, so as to enable khaki to be worn until the UNRRA uniform is available.

12. SUBJECT Visit to Montreal.

AGREED: That further discussions should be held by the Chief of Mission with heads of Divisions on the necessity of a member of the Mission attending the UNRRA Montreal conference.

13. SUBJECT: Title of Division of Food and Agricultural Rehabilitation.

AGREED: That this should be changed to the Division of Agriculture and Fisheries, subject to discussion by chiefs of the Bureau of transport and Requirements and the Bureau of Supplies and Distribution with the directors of the Division of Industrial Rehabilitation and of Food and Agricultural Rehabilitation.

ACTION: Secretary to call a meeting of the above.

U.N.R.R.A.

BALKAN MISSION

MINUTES

of the first meeting of Directors held in the conference room at 8, Sh. Dar El Shifa, Garden City, Cairo, at 10 a.m. on Monday, July 24, 1944.

PRESENT:

Sir William Matthews (in the chair)
Mr. Neville Miller
Mr. Archer
Mr. Elkinton
Mr. Gerstenzang
Mr. Pickard
Mr. Roseman
Mr. Barratt-Brown (secretary)

SUBJECT: UNRRA Identity Cards.

Reference: Letter from Sir Frederick Leith-Ross

- Agreed: (a) That these were to be used not as travel documents but only as credentials, passports and visas being necessary in addition for moving across frontiers.
- (b) That for military areas they would however be used as travel documents within the area by having the military permit endorsed on one of the blank pages.
- (c) That the same cards could if appropriate be issued to voluntary society personnel.
- (d) That a date should be fixed for the validity of the card, e. g. June 30th 1946.
- (e) That the issue of the cards should be carefully controlled and their return on the departure of any employee ensured (possibly by the withholding of reimbursement of the 5% wage deduction)

SUBJECT: AMHQ (Balkans) Request for Public Health Officers.

Reference: Letter from Brig. Smith-Dorrien of June 16th.

- Agreed: (a) That the UNRRA Health Division Washington, and London, might be asked to give assistance to the American and British Armies in selecting and recruiting personnel for these posts.

- (b) That so long as UNRRA's ^{own} establishment of Public Health Officers was not filled there could be no question of providing UNRRA personnel for AML establishments.
- (c) That, as soon as possible, discussions should be held with AM HQ as to the possibility of UNRRA personnel qua UNRRA personnel taking over public health positions during the military stage.

- Action: (i) Health Division to send a letter to AMHQ explaining the above points.
- (ii) Health Division to prepare a letter for the Chief of Mission to send to London and Washington covering (a) above.

SUBJECT: Consultation between UNRRA and European Member Governments.

Reference: Letter from Sir Frederick Leith-Ross of June 2nd to representatives on the C.C.E. of the European member Governments, and replies received thereto.

- Agreed: (a) That these documents should be circulated among the members of the meeting.
- (b) That members should note the omission of any reference to supplies.
- (c) That members should take special note of the Royal Yugoslav and Russian replies.

Action: The secretary to circulate the present documents and the reply from the Greek Government as soon as received.

SUBJECT: Attachment of representatives to AML Force (Yugoslavia) and AML Force (Albania) advanced H.Qs.

Reference: Directors' meeting Paper No. 1
Memorandum by Mr. Archer of July 19th.

- Agreed: (a) That acting chiefs of missions and a shadow unit for Albania and Yugoslavia should be earmarked to be attached to AML advanced H.Qs.
- (b) That no official action should be taken with AML H.Qs. until an official request for representatives to be attached was received and until a report is received from Governor Cochrane after his visit to Bari.
- (c) That influence should be brought to bear on AML H.Qs. to make a complete move rather than to set up two H.Qs.
- (d) That the transfer of one or two Voluntary Society units might be proposed at the same time as the shadow unit.

Action: (i) The secretary to find what persons and functions of the AML H.Qs were being transferred.

- (ii) The secretary to circulate divisions requesting names of personnel assigned for the different missions.
- (iii) The secretary to call a meeting of a committee to be set up under Mr. Neville Miller's chairmanship with Mr. Rezak and Mr. Barratt-Brown as joint-secretaries to consider the assignments of personnel from the different divisions for the Missions and, first, for the shadow unit referred to in (a) above.

SUBJECT: Contact with the Greek Government

Reference: Directors' meeting Paper No. 2 and attached Memorandum from Capt. H. Williams to Mr. Archer of 18th July and Mr. Archer's note of 20th July.

- Agreed:
- (a) That direct consultation by UNRRA with the Greek Government must now be limited to discussions of post military phase plans.
 - (b) That in the discussions prior to an agreement between AML HQ (Greece) and the Greek Government it was to be hoped that AML HQ would ask for an UNRRA representative to accompany the military representatives.
 - (c) That the principle of joint UNRRA/AML discussion with the Greek Government should be established for all matters.
 - (d) That UNRRA should be represented on the Greek Technical Committees.

Action: Mr. Archer to take up points (b), (c) and (d) above as soon as possible.

SUBJECT: Estimates of requirements for military and post military phase-
Coal and Power in Greece

Reference: Directors' meeting Paper No. 3.
Memorandum by Capt. Williams of July 17th.

- Agreed:
- (a) That such papers should be addressed to one person only for action, copies to the others for information.
 - (b) That such papers should be collected together as a combined study from one division or from one mission.
 - (c) That these studies should then be submitted for vetting by the Bureau of Requirements and Supply both for the military and post military periods and for transmission by the Bureau to London and Washington.

Action: Mr. Archer to collect together a combined study for Greece as soon as possible.

SUBJECT: UNRRA Supplies Stockpiling Policy

Reference: Directors' Meeting Paper No. 4
Memorandum from Mr. Elkinton of July 19th.

- Agreed: (a) That the AML stockpiles cannot be relied upon to exist as a legacy at the end of the military stage as they are regarded largely as a reserve against shipping irregularities, shortages, etc.
- (b) That it was not UNRRA's policy to stockpile in the Middle East now against the post-military stage.
- (c) That plans must now nevertheless be made for stockpiles to be built up during the military stage of supplies that are being ordered by Washington or should be ordered locally i. e. of items difficult to obtain or to ship or requiring early placement of orders for execution by the end of the military period.
- Action: (i) Mr. Elkinton and Mr. Gerstenzang to estimate the necessary quantities and items for an UNRRA Balkan stockpile against the post-military stage.
- (ii) Mr. Elkinton and Mr. Gerstenzang to discuss with AML possible additional supplies requiring immediate stockpiling against the military stage.

SUBJECT: Financial Policy

Reference: Instructions to Sir Francis Rugman from the War Office

- Agreed: (a) Questions of price policy, hiring of labour, availability of local currency, etc. for UNRRA operations in Balkan Missions should be clarified.
- (b) No action should be taken to this end, however, until the ratification of the AML/UNRRA agreement when instructions will be issued

SUBJECT: Responsibility for UNRRA Transport and medical supplies

Reference: Meeting to discuss establishments of units for operations under AML HQs.

- Agreed: (a) That all transport both that owned by UNRRA and that operated by UNRRA units should be the responsibility of the Bureau of Transport and Distribution, working during the military period as agents of the Q Branch of AML HQs.
- (b) That requirements of medical supplies should be cleared through the Bureau of Requirements and Supplies for the necessary procurement action.
- (c) That the distribution and warehousing of medical supplies should be the responsibility of the Bureau of Transport and

Distribution with a medical supplies officer attached from the Health Division and working during the military stage as agents of the Medical Branch of AML HQs.

Action: The secretary to call a meeting of representatives of the Bureau of Transport and Distribution and of the Health Division to clarify this matter.

SUBJECT: Title and responsibility of the Division of Food and Agricultural Rehabilitation

Reference: Proposal of Mr. Kelsey.

Agreed: That the suggestion of a change in the title of the Division of Food and Agricultural Rehabilitation to that of Division of Agriculture and Fisheries should be considered the following week together with the document brought from Washington by Mr. Gerstenzang on responsibility for estimating requirements of agricultural machinery.

Action: The secretary to circulate the document to all members for the next meeting.

July 19, 1944

SECRET

To: Sir William
Mr. Roseman

From Laird Archer

Subject: Mr. McNabb and AML/Albania

Colonel Warner and certain others of AML/Albania are proceeding to Bari within a few days prepared to set up headquarters there and remain should that seem desirable upon further developments. At the moment it is expected by Colonel Warner that he will return to base here from time to time and that the majority of their staff will remain here. However, he has indicated the desirability of having an UNRRA representative there and having heard that Mr. Fultz may eventually be assigned as Director for Albania he and Mr. McNabb have talked over the desirability of McNabb's being in Bari a good part of his time to work between Colonel Warner and Fultz until Fultz is available.

This involves first the broad question of UNRRA policy as to whether or not we follow AML's lead in location of base and in planning generally. If AML/Albania is to be in Bari, undoubtedly Mr. Gerstenzang and perhaps other Divisional Chiefs will want to have representatives there with them while holding the Balkan Mission still more or less intact with its base here.

A similar question was raised with me at Maadi some days ago by Brigadier Forester Walker, who asked whether a representative could be sent with him to Bari for Yugoslav planning. I made the suggestion to Mr. Roseman that he discuss with you the possibility that Mr. Rezak, who knows Washington administrative relationships, might well be such a representative, but I believe Mr. Roseman has other plans for Rezak.

If McNabb goes to Bari, I would feel that he should come back with whatever AML representative reports to Cairo from time to time and that we should be closely informed in order to guide the program planning from here insofar as UNRRA is concerned until the Albania Mission is put on its own operational set up.

I don't know how much of this can be said to Washington at this time. Probably whatever arrangements are made should be very tentative pending developments. Sir William may wish to discuss the matter with General Hughes.

July 18, 1944

To: Chief of Mission
From: Industrial Rehabilitation Division
Subject: Contact with Greek Government.
Copy to: Chief of Greek Mission

In trying to estimate the quantities and types of industrial rehabilitation equipment which will be required in the Balkan countries immediately after liberation, it is found that certain technical difficulties arise through lack of adequate information.

The intelligence files which are available in Cairo are, on the whole, comprehensive enough to enable one to work out quantitative requirements, but not detailed enough to indicate the particular types and designs of equipment which are peculiar to Balkan industry.

As an example: CSDIC and CEWA files give a great deal of information on the fuel situation in Greece, from which it emerges that the full working of the lignite mines there will be a high priority relief undertaking. The files describe the method of coal extraction - chiefly by hand tools - and refer to a type of light, single-ended pick which is used.

There will probably be an acute iron and steel shortage in the country at the time of liberation and the exploitation of these deposits may be held up by lack of tools, but it would be obviously useless to take in standard pattern picks for this purpose.

It would appear that the simplest way to surmount this and other similar difficulties would be for contact to be made with the Ministry of Public Works (or its equivalent) in the Greek Government in Cairo, from whom detailed technical intelligence could no doubt be obtained.

Is it considered good policy for such contacts to be made, at this stage, or should planning of this kind be deferred until the Greek political situation resolves itself more clearly?

Paper No. 2 (cont'd)

There seems to me nothing of any political significance in the request of the Industrial Rehabilitation Division of July 18 to carry out technical conversations with the Ministry of Public Works as to detailed technical intelligence, which would be affected by the policy now established of waiting on AML to make the first approach. In other words, we are continuing our technical consultations as before.

However, I would appreciate such arrangements being made through the staff of the Greece Mission and in consultation with Mr. Hoddinott of the Intelligence Division. I would suggest that Mr. Saunders, who has been dealing with the Ministry of Relief and Reconstruction, set up for Captain Williams the proper channel of information on requirements of Greek industries. This is pending the arrival of Mr. Davis who, if Sr. Willaim approves, will incorporate with his public relations duties, liaison with the Greek Ministries for the Greece Mission. This has been suggested to us by one or two Greek Ministers who know him. Mr. Saunders knows the various Ministries equally well but will later become fully occupied in the development of the administrative field organization.

DIRECTORS' MEETING - PAPER No. 3

17th July, 1944.

To: Chief of Mission.
Chief of Greek Mission
Deputy Chief of Mission
Requirements & Supply Division

From: Industrial Rehabilitation Division

Subject: Coal and Power in Greece.

At the time of liberation the fuel and power situation in Greece will be critical. The country's native resources of fuel are few, consisting chiefly of lignite deposits, the majority within a 30-40 mile radius of Athens.

Prior to the war, Greek requirements of imported coal for use in power stations and industrial plants amounted to some 800,000 tons per annum, and it is unlikely that shipping space will be available for at least a year or two after liberation to carry anything like this tonnage even if the United Nations could afford to spare it.

The Country's own lignite mines therefore assume considerable importance. The Germans have made great efforts during the occupation to exploit these deposits and increase production, but the go-slow methods of the workers, coupled with the shortage of pit-props have tended to defeat them.

When the country is freed these mines should be capable of an early increase in output subject to there being adequate tools and equipment to work the coal.

Very little mechanical plant is used in these mines and simple miners' tools - picks, and shovels - will be the chief requisites to step up production. On the basis of an estimated total of 10,000 workers and a ratio of 1 in 6 actually engaged in cutting coal, requirements may be put in round figures at:

1,500 picks
1,500 shovels

Pit-props were formerly imported from the island of Skyros, but shipments have ceased through sinkings by Allied aircraft. When this trade can be revived cutting tools will be required, i.e. woodmen's axes, cross-cut 2 - handed saws and portable power-drive saw benches. There is no basis for accurately computing the quantities that may be needed.

DIRECTORS' MEETING PAPER No. 4

To: Sir William Matthews

From: C. M. Elkinton

Subject: Your minute of eleventh July relative to stockpiling position.

It is clear at this time that AML is committed to, and is in the process of stockpiling commodities for use in the Balkans. As we come thoroughly familiar with the stockpiling policies of AML that is with respect to the kinds, quantities and the timing, we may be able to exert some influence if we find inadequacies in this program and can fully justify our position.

I assume that, in your minute giving a quotation from Menshikov, you were not referring to AML stockpiling but rather to stockpiling carried on by UNRRA, particularly prior to D Day. Before leaving Washington in April, I had gained the definite impression that, for reasons which need not be discussed here, the UNRRA administration was firmly opposed to stockpiling activities prior to the beginning of the military relief period in Europe. As you know, Mr. Gerstenzang has returned from Washington with the same understanding. Notwithstanding this position of the administration, I believe we should develop recommendations with strong supporting material relative to stockpiling certain commodities which UNRRA will need following the military period. In determining which commodities it would be appropriate for us to stockpile, I believe we should rely heavily upon the production period criteria. In General, I should say that, if the period required to schedule production; produce the goods; assemble and ship to liberated areas is greater than six months, the assumed military period, we should very seriously consider scheduling the production before the military begins with a commitment to stockpile such commodities if the military period for any reason, should be delayed.

If the above procedure is followed, agricultural and industrial machinery and equipment and some kinds of textiles will likely be most affected. The determination of the time necessary for production, assembly and transportation requires detailed technical knowledge of the industries concerned. In some cases, this knowledge will not be available to us here and we shall seek help in London and in Washington.

car

SEP 30 1944

Date: _____

TO

Routing Order	Name	Room No.
	Mrs Ryshpan	

The attached is forwarded for reasons shown below:

- | | |
|---|---|
| <input type="checkbox"/> Action Required | <input type="checkbox"/> Concurrences Incomplete |
| <input type="checkbox"/> Information | <input type="checkbox"/> Approval Lacking |
| <input type="checkbox"/> Circulation | <input type="checkbox"/> Not Enough Copies |
| <input type="checkbox"/> Confirmation of Dispatch | <input type="checkbox"/> Choice of Communication Medium |
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Remarks: _____

☐ RETURN TO COMMUNICATIONS SECTION ROOM 323 ☐

FROM: Communications Section, Bureau of Areas

Balkan mission

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION
8, SHARIA DAR EL-SHIFA - GARDEN CITY - CAIRO

9 September 1944.

TO: Deputy Director General, Bureau of Areas, UNRRA
Washington, D.C.

FROM: Sir William Matthews, Chief of Balkan Mission

I am attaching for your interest copies of two policy memoranda which have been issued in this office in the last few days.

The first indicates that we are gathering in the plans of the different Missions incorporating the functional division plans, and hope to be able to submit these shortly to Washington and London.

The second covers the line of authority which we have established here between the different Country Missions and the Balkan Mission, and within the Country Missions themselves. This will, as the order indicates, be subject to developments in the relationship between ourselves and the military authorities, but the order is designed to make it perfectly clear to UNRRA personnel the UNRRA line of responsibility which should be reached as soon as possible.

UNITED NATIONS
RELIEF AND REHABILITATION
ADMINISTRATION

BALKAN MISSION

Series: Policy
Subject: Completion of Mission Plans.

No. P.4.
Date: 6 September 1944.

The tempo of events in the Balkans is increasing. Roumania has turned against the Germans; Bulgaria is seeking an Armistice; Mr. Churchill and Marshall Tito have met; and their plans for greater Allied activity are receiving the attention of the United States President. The pace of our own work and preparation must quicken to keep in step.

We are charged with the first United Nations Mission in Europe. Hundreds of thousands of Balkan peoples, who have survived the long dark days of Axis torture and starvation, who have worked and fought for their beliefs and who are hourly awaiting their liberation, are now looking expectantly towards our Mission.

Speeches broadcast repeatedly throughout the Balkans and every other occupied territory have held out high hopes of immediate aid - food and clothing, medical assistance and supplies, personal services, tools to resume work, materials with which to build again. Responsibility now rests upon us to secure that these high hopes are not disappointed. If we fail, we shall have failed all those who have battled and suffered and died.

The war is still being fought. Supplies and personnel for relief activities are short. Time may also be all too short for us to produce perfect plans. Nevertheless plans must be produced even though they fall short of perfection. These must, therefore, be completed now and, in order to set a target to guide our efforts, I ask each Mission to submit to me by the 9th of September its complete Mission plan incorporating the plans of all the functional divisions involved. At the same time I shall require the overall plans of the main Balkan Bureaus.

I have given instructions that each Mission shall also mobilize, together with the Units from Voluntary Societies, with all inoculations up to date, uniforms issued and their personal, office and camp equipment drawn and ready. On any request of the Military authorities we should need to move at very short notice indeed. We must be fully prepared and at the peak of efficiency for the tasks ahead.

We are living under conditions which make it hard to maintain a consistently high pressure of work. Many of us have indeed been working at high pressure for long periods with little or no rest. But none must repine. Our future task will call for greater exertion still under even more unfamiliar and trying conditions.

I call upon each member of the staff personally to do his very best for the success of the Mission with which we have been charged, to prepare himself or herself mentally and physically for the task that lies ahead, to work at the highest possible pressure consistent with the maintenance of good health, and to eschew any and all forms of activity which may prejudice these aims.

Most of us have not worked as colleagues until a few weeks or even days ago. The task ahead will demand of each one of us the highest possible degree of co-operation and mutual understanding. Honest disagreement must be expressed and argued out, albeit with reasonable brevity.

Troubles are more frequently due to misunderstanding than to mischief. Mistakes should not be an occasion for imputing blame but opportunities for learning lessons.

In conclusion let me say that I have the greatest confidence in the ability of the Mission through the energies and resourcefulness of each member of its staff successfully and efficiently to fulfil the major task of bringing relief and rehabilitation to the gallant Balkan peoples who have suffered and fought so long for our common cause.

W. T. Matthews
Chief of Balkan Mission.

Distribution

DC
SDDG
GC
DA
FIA
PR
ORL
Areas
Supply
FA
Secretariat
Dis. Pers.
Welfare
Health
Per. Training.
Adm. Service
Treas.

Series: Policy

No: P.5

Subject: Line of authority between the
Balkan Mission and Country Mission

Date: 8 September 1944

1. In view of the probable early splitting up of the Balkan Mission into its component parts, it is necessary to establish clear lines of communication and of responsibility between the Country Missions and Balkan Mission headquarters, and within the Country Missions themselves.
2. During the current planning stage, the Balkan Mission has been responsible for formulating, in consultation with Washington and London, the basic principles and policies which shall govern operations and the procedure to be followed in such operations and for laying out the general pattern of the Country Missions' structure. To this end, the Balkan Mission has been organized largely on a functional basis. As personnel have arrived in Cairo they have joined their functional Bureaux or Divisions, and within these, plans and procedures have been formulated.
3. Responsibility, however, for developing Country operational plans within the overall Balkan directives must now be centralised in the Country Missions. For some time past the Chief of the Greek Mission has been able to build up his line officers and has begun to fit his various functional staff officers into a general Greek Mission plan. More recently, Observers were appointed to become foci around which the Yugoslav and Albanian Missions could be developed.
4. So long as the Balkan Mission remains in Cairo, the functional Bureaux and Division Chiefs will have administrative responsibility for all their functional personnel, subject to operational developments. As operations are now imminent and Country planning is developing on a Mission basis, functional Bureaux and Divisions have been instructed to nominate all their personnel to Country Missions. As soon as the Chief of a Country Mission considers that operational planning demands the actual attachment to his Mission of these nominated members of the functional Bureaux and Divisions, he will agree with the Chiefs of the Bureaux and Divisions, in the light of the balance of advantage to be gained, who should be attached. At that point those who are attached will come under the operational control of the Country Mission Chief.
5. During the military period, UNRRA personnel will be acting as the agents of the military authorities attached to the military chain of command, whether they are working as "opposite numbers" to military officers, as assigned individuals with no "opposite numbers", or in operational units (relief, health and distribution). But even during the military period, UNRRA line officers - Chiefs of Mission, District Directors, etc. - acting as "opposite numbers" to military officers, will be operating also in a separate and supplementary UNRRA personnel in matters of discipline, pay, etc., and for planning operations and estimating requirements for the post-military period.
- On these matters, communications will be direct between UNRRA field officers and their higher echelons (as below in paragraph 8).
6. It will be the object of all organisational planning that responsibility for relief should pass from the military authorities to UNRRA as soon as possible, and there may be a secondary stage in the military period when UNRRA personnel are able to take over completely certain areas and functions with their own line of operational command, subject only to military policy directives.

To ensure smooth and early transition from the military to the civilian period of responsibility, it is necessary that UNRRA Missions should from the very beginning develop and adhere to the proper UNRRA lines of responsibility and channels of communication within the limitations imposed by the military controls described above. As the Mission, District and Regional line officers and more field personnel become available, District Directors and Regional Directors will be able to gather around them their functional staff officers and a District and Regional team spirit will be developed as well as and within the Country Mission team.

8. Except as may be modified by the military organization during the military period, all functional officers in the field will be responsible directly to their immediate line officer (see appendix). All communications between a field officer in the field and his own higher echelon will be through the immediate line officer to whom he is directly responsible. Just as in the Balkan Mission now, all communications to Washington and London go through the Chief of the Balkan Mission, so communications to and from the field will go through the District Directors office and the office of the Chief of the Country Missions.

Detailed instructions from Country Mission functional Bureaux and Divisional Heads to functional field personnel may be sent to District Directors marked for the attention of the functional personnel concerned, without prior clearance through the Chiefs of Country Missions. Policy directives, however, will be cleared through the Chiefs of Country Missions prior to despatch to District Directors for distributions to field personnel.

Copies of official communications may be sent direct between Heads of functional Bureaux and functional field personnel.

All communications from the field will go through District Directors and Chiefs of Country Missions.

9. During the operational stage, while Country Missions will be responsible for carrying out the policies and plans developed in the planning stage and while Country Missions will have authority to vary the operation of plans to meet situations as they are found, the Balkan Missions will be responsible for overall policies and for co-ordinating the operations in different Country Missions, and will exercise these functions by inspection, review and the issue of necessary directives. Such directives from the Chiefs of the functional Bureaux and Divisions in the Balkan Mission to their officers in the Country Missions will be issued through the Chief of the Balkan Mission and Chief of the Country Mission.
10. It will be necessary to continue the practice in the Balkan Mission of all communications from Country Missions to and from Washington and London being channeled through the Balkan Mission. All negotiations between Country Missions and Balkan or Mediterranean military and civilian headquarters (not Country Force Headquarters and Country Governments) shall be conducted through the Balkan Mission.

Chief of Balkan Mission.

APPENDIX TO POLICY MEMORANDUM P-5

Subject: Line of authority between the Balkan Mission
and Country Missions.

The following illustration is given of the way in which the lines of authority laid down in the memorandum above will be operated.

A supply officer, working in a supply group in the field, has a recommendation to make, which if accepted would involve an approach being made to the Combined Boards for the release of certain supplies. To get this recommendation from the field to the Combined Boards the following steps would require to be taken:-

1. The supply officer would put the proposal to his supply group leader (if he had one), who would put it up to the District or Regional supply officer.
2. The District supply officer would consider the proposal, decide whether it should go forward, and, if it was to, add his own comments in the light of the general District supply plans, and pass the proposal up to the District Director.
3. The District Director, after considering how the proposal fitted into the general District plans, and possibly after calling together some of his other functional officers concerned, would then forward the proposal, with comment, to the Chief of the Country Mission for the attention of the Country Mission supply chief.
4. The Country Mission supply chief would consider the proposal, decide whether it should go forward and if it was to, add his own comments in the light of the total Country supply plans, and pass the proposal up to the Chief of the Country Mission.
5. The Chief of the Country Mission, after considering how the proposal fitted into the overall Country Mission plans, and possibly after calling in some of his other functional staff chiefs, would then forward the proposal, with comment, to the Chief of the Balkan Mission for the attention of the Balkan Mission supply chief.
6. The Balkan Mission supply chief would consider the proposal, decide whether it should go forward and, if it was to, add his own comments in the light of the total Balkan supply plans, and when pass the proposal up to the Chief of the Balkan Mission.
7. The Chief of the Balkan Mission, after considering how the proposal fitted into the overall Balkan Mission plans, and possibly after calling in some of his other functional staff chiefs, would then forward the proposal, with comment, to Washington or London for appropriate action.

Distribution

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ORL	P.T.	
Areas	Adm. Serv.	

SECRET

10 January 1945.

TO: Mr. Birk

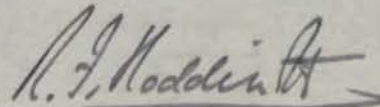
FROM: R. F. Hoddinott.

At a party yesterday evening I ran into Mr. Keith Scott-Watson, a journalist who is quite well known in Cairo. Scott-Watson had had several drinks, and immediately we met he commenced a long tirade against the late Colonel Sheppard and said that it was a great pity that UNRRA had any connection whatsoever with any previous officers of Force 133.*

I was surprised to hear this, as I knew that before Colonel Sheppard joined us he and Scott-Watson had been on quite friendly terms. Scott-Watson followed this up by saying that questions were going to be asked in the House of Commons about the late Colonel Sheppard's activities in UNRRA. I asked what these activities were, and was told that - according to members of the Greek Mission who have returned to Cairo - Colonel Sheppard was in the habit of carrying guns and ammunition in Red Cross trucks, and that he well deserved to be shot.

I told Scott-Watson that there had been quite a number of irresponsible rumors which had been proved to have no foundation whatsoever, and that I had no doubt that this was in the same category. He said in that case it would be as well for us to have our reply ready, as he knew that questions were going to be asked in the House of Commons. He also said it was peculiar that Force 133, and not UNRRA, was looking after the late Colonel Sheppard's affairs.

I think that Scott-Watson is sufficiently well known to you, but if not, either Morrell or myself can supply you with more particulars. He has always been on the extreme Left Wing in politics, and at the moment is taking a violent pro-EAM attitude. He is certainly the type of man who would lend a very willing ear to the more discontented personnel of the Greek Mission, and he would have no scruples about using any stories he might get.



R. F. Hoddinott
Chief Intelligence Officer.

Copies to:

Mr. Pickard

Mr. Kelsey.

* Through their knowledge of EAM, many Force 133 officers have in the past been able to intervene against some of their worst practices. Consequently, EAM have been showing signs of anxiety to blacken their reputation as much as possible.

Balkan Mission
Relief and Rehabilitation Operations
BALKAN MISSION

UNITED NATIONS
RELIEF AND REHABILITATION
ADMINISTRATION

Series: Policy
Subject: Responsibility for Voluntary
Society Matters.

No. P.1
Date: 4 August, 1944

1. UNRRA Headquarters has decided that general administrative oversight and control of Voluntary Societies should be vested in the Welfare Division.
2. It is necessary therefore that the Balkan Mission administration and organization of the work and functions of Voluntary Societies should conform to this decision so as to preserve the general structure.
3. Subject to the considerations set out below, the Director of Welfare, Balkan Mission, will accordingly assume over-all responsibility for the general administrative oversight and control of Voluntary Societies as from August 1st. under the general direction of the Chief and Senior Deputy Chief of the Mission, to whom issues of general or major policy will be referred.
4. For this purpose the duties of the Welfare Division will include:
 - (a) Responsibility in the first instance for the recommendation to the Chief of the Mission, or his Deputy, of policies governing relations with the Voluntary Societies and the use of Voluntary Society personnel in the Balkan Mission.
 - (b) Negotiations and discussion with the organizations representative of Voluntary Societies, e.g. the Cairo Council of Voluntary Societies; the Council of British Societies for Relief Abroad; the American Council of Voluntary Agencies for Foreign Service, their regional organizations and any similar bodies of Voluntary Societies which may be established.
 - (c) Liaison on all matters arising in the course of operations in the field or in the camps, affecting the use or status of Voluntary Society personnel, (except those specifically reserved to other functional divisions as in paragraph 5, below).
 - (d) Preparation and negotiation of conditions of service for Voluntary Society personnel.
 - (e) Assignment of Voluntary Society personnel to field missions or to camps and their transfer from one mission or camp to another, in consultation with the Mission divisions concerned and the appropriate representatives of the voluntary societies.
 - (f) Establishment, functions and general planning (in collaboration with the military or other appropriate authorities) of the relief (Welfare) Units.
 - (g) Responsibility for transmitting the requests for Voluntary Society personnel made by the military authorities or by the Personnel Division.
5. In order that functional matters may be dealt with by the appropriate functional division, it will, however, be incumbent upon the Director of Welfare to make arrangements for the handling of such matters by the Divisions concerned, e.g.

- (a) Establishment, functions, and)
general planning etc. with the military) Health Division
authorities of medical units.)
- (b) Work and movements of Voluntary)
society personnel between and within Camps)
Camps Division in
Consultation with the
Technical Divisions
concerned, the Personnel
Division and the appro-
priate voluntary society
representative.)
- (c) Transport for units (including)
that provided from Voluntary Society)
Transport and
Distribution Division.)
- (d) Calling forward of personnel:)
and training both in the camps and at)
Special courses, (Including the Voluntary)
Societies Training Camp).)
Director of Personnel
and Training, in consul-
tation with the Voluntary
Society Personnel Officer
and Health Division.)
- (e) Financial arrangements, etc.)
of Voluntary Society Personnel.)
Bureau of Finance and
Administration)

W.T. Matthews,
Chief of Mission.

ALBANIA

CODE LETTER	UNIT TYPE OF UNIT	STRENGTH	NUMBER	TOTAL	PERSONNEL / ALLOCATION					
					UK		US		OTHERS	
					Unit	Number	Unit	Number	Unit	Number
U	MHFAU	13	6	78	2	26	3	39	1	13
	PHWA	-	-	15	-	6	-	9	-	-
M	MMC	6	2	12	1	6	1	6	-	-
B	FBU	6	1	6	-	-	1	6	-	-
W	WPU	2	1	2	1	2	-	-	-	-
S	MSTU	-	-	20	-	10	-	10	-	-
R	RRU	10	3	30	1	10	2	20	-	-
TOTAL		-	-	163	-	60	-	90	-	13

GREECE

CODE LETTER	UNIT TYPE OF UNIT	STRENGTH	NUMBER	TOTAL	PERSONNEL / ALLOCATION					
					UK		US		OTHERS	
					Unit	Number	Unit	Number	Unit	Number
U	MHFAU	13	20	260	6	78	8	104	6	78
	PHWA	-	-	100	-	10	-	15	-	75
M	MMC	6	3	18	1	6	2	12	-	-
B	FBU	6	2	12	2	12	-	-	-	-
W	WPU	2	2	4					2	4
S	MSTU	-	-	76	3	36	2	24	1	16
R	RRU	10	10	100	6	60	3	30	1	10
TOTAL		-	-	570	-	202	-	185	-	183

YUGOSLAVIA

		<u>UNIT</u>		<u>PERSONNEL ALLOCATION</u>								
CODE LETTER	TYPE OF UNIT	STRENGTH	NUMBER	TOTAL	YUGO	UK	US	OTHERS	TOTAL			
					SLAV REFU GEES	Unit	No.	Unit	No.	Unit	No.	
U	MHFAU	13	23	299	-	7	91	13	169	8	39	299
	PHWA	-	-	300	240	-	20	-	80	-	10	60
M	MMC	6	5	30	-	1	6	2	12	2	12	30
B	FBU	6	2	12	-	1	6	1	6	-	-	12
W	WPU	2	2	4	-	1	2	1	2	-	-	4
S	MSTU	-	-	42	-	-	20	-	22	-	-	42
R	RRU	10	20	200	-	9	90	10	100	1	10	200
TOTAL		-	-	887	240	-	235	-	341	-	71	647

GRAND TOTAL

	<u>TOTAL</u>	<u>REFUGEES</u>	<u>U.K.</u>	<u>U.S.</u>	<u>OTHERS</u>
Medical	1290	240	337	466	247
Relief	330	-	160	150	20
TOTAL	1620	240	497	616	267

ESTABLISHMENTS OF UNRRA/VOLUNTARY SOCIETY UNITS CALLED FORWARD FOR WORK UNDER ALLIED MILITARY HEADQUARTERS.

1. Mobile Hygiene and First Aid Unit (MHFAU) (u)

(i) Personnel

1 MO (OC) (a)	Also normally leader, experience epidemics, public health.
1 QM 2 i/c	Adjutant for detailed administration of the unit-stores and transport and account knowledge of army procedures.
1 Sanitation officer(c)	Leader where doctor is locally found experience of public health and expert sanitary inspector if possible.
1 Sanitary assistant (carpenter)	Common sense, practical man, able to be trained for sanitation duties.
1 Nurse, Trained (female)	Trained and with public health experience.
1 Nursing Assistant (female)	V/D with knowledge of midwifery and child welfare.
1 Laboratory Technician (a)	Trained in simple water tests diphtheria swabs, malaria slides, etc.
1 Driver Mechanic(a)	British Army standard or preferably vehicle mechanic class II for 1st and 2nd, line repairs and maintenance.
1 Driver cook (a)	Good cook for the unit, disinfection and first aid training too.
1 Driver-clerk Dispenser	Knowledge of medical stores procedure, simple dispensing experience, first aid.
1 Driver-Interpreter	Able to do other jobs than interpret, for interpreting the local interpreter.
1 Driver- Disinfector Technician	Trained in disinfection with DDT and steam, knowledge of water purification.
1 Driver-Disinfector Technician (b)	Trained in disinfection with DDT and steam knowledge of water purification.
plus x number of Public health welfare Assistants	Women with nursing or public health or similar experience - Either nationals of the country or women who know the country and language well. Experience of maternity work and organising ability required.

Total 13 plus 5 or 6

- Notes (a) May be women, but the aim for the emergency stage should be to provide units with not more than four women and either the MO or the sanitary inspector must be a man.
- (b) Ex previous static disinfector units now obsolete.
- (c) The MO will normally be the leader where he comes from the society providing the rest of the team, otherwise the sanitary inspector. But the 2 i/c will be responsible for the units administration in either case.

(ii) Transport

Trucks	30 cwt.	3
Truck	8 "	1
Ambulance		1

II Relief and Refugee Unit (RRU) (R)

(i) Personnel

1 O.C. Officer	Organising ability leadership, surveying welfare and social work, experience, preferably knowledge of language.
1 2 i/c (Officer)	Detailed administration, accounting and clerical experience. Knowledge of army procedures.
1 Quartermaster (officer)	Stores management and control of labour organising ability, careful of equipment, knowledge of army procedures.
1 Welfare officer (Registration (a))	Experience of case work, English Citizen's Advice Bureau, air raid information services, etc. surveying experience knowledge of language.
1 Welfare officer (General (a))	Social work, educational and club experience, refugee or other case work, occupations organising, handicrafts, etc.
1 Welfare officer (health)	Not a medical officer, may be a nurse responsible man or woman with organising ability, first aid, home nursing, MI room, hospital work, child care and clinical experience.
1 Catering Adviser (officer) (a)	Large scale cooking supervision and catering experience, knowledge of food values and quantities, some should be nutritionists.
1 Sanitary Assistant (carpenter)	If not a trained sanitary inspector, experience of camp sanitation, water duties and sanitary inspection with preferably general carpentering knowledge.
1 Driver Mechanic	Capable or being transport officer with organising ability, good foreman.
1 Clerk - cook (a)	Interpreter who can type and help with cooking when necessary.

Total 10

Notes: (a) May be women but during the emergency stage the aim should be to provide units with not more than four women except where a complete unit is provided by women personnel for special work, e.g. child welfare, orphans, maternity homes, etc. and either the leader or the Adjutant should be a man.

- (b) Members of the unit should be adaptable, all-round men and women with previous experience of similar emergency work. As many as possible with surveying, welfare and general social work experience.

(ii) Transport

Trucks 3 tons	3
15 cwt	1
8 cwt	1

III Mobile Medical Clinic (MMC) (M)

(i) Personnel

- 1 M.O. (OC) (a) Epidemic and public health experience.
- 1 Nurse, trained (female) Trained and with public health experience.
- 1 Nursing Assistant V/D training and experience and knowledge of midwifery and child welfare.
- 1 Nursing Orderly (male) First aid, home nursing, hospital or MI room experience, capable of 'filtering' for doctor.
- 1 Driver-Mechanic (a)(b) British army standard driver mechanic.
- 1 Driver-cook (a)(b) Capable of vehicle maintenance as well as cooking. Also for general duties.

Total 6

Notes. (a) May be women but not more than 4 women in a clinic.

(b) From local resources in the territory or possibly from refugees in the case of YUGOSL/VIA.

(c) These units are required to cover wide areas where no medical services exist and must be capable of dealing with very large numbers of patients without over-burdening the doctors.

(d) In Greece these units will be manned by local personnel.

(ii) Transport

Truck	3 tons	1
1	8 cwt	1

IV Field Bacteriological Unit (FBU) (B)

(i) Personnel

1. M.O. (Bact.) OC (a) Medical officer bacteriologist, preferably with tropical diseases experience.
2. Laboratory Technicians(a) All-round laboratory experience, including some ME training with tropical diseases.
- 1 Clerk-Interpreter(a) Some laboratory experience if possible.
- 1 Driver-Mechanic (a) Up to British army driver-mechanic standard.

1 Driver - cook (a) Also for general duties.

Total 6.

Note: (a) All personnel could be women but not more than 4 women in a unit.

(ii) Transport

Trucks	30 cwt.	1
	15 cwt.	1

V Mobile Water Purifying Unit (WPU) (W)

2 Driver-Technicians Able men, general mechanical aptitude and experience, some knowledge of elementary chemistry, ability to improvise, training at ME school of Military Engineering.

VI Medical Supply and Transport Unit (MSTU) (S)

(i) Personnel

G. J. A.

1	1	1	Stores Officer O.C.	All should have previous stores
1	1	-	" " 2 i/c	managing and bookkeeping expe-
10	6	1	" " General	rience and preferably with drugs
			(a) (b)	and medical equipment. Responsible
				organisers of stores and transport.
12	18	4	Stores Clerk	Storekeeping experience, prefera-
			Assistants (a)(b)	bly with medical supplies.
				Training available in M.E.
				Medical Stores Depots.
6	7	2	Vehicle mechanics	For 2nd. and 3rd. line repairs
				up to army classification.
6	7	2	Driver mechanics	Good maintenance men up to army
				standard.
10	3	3	Driver cooks (a)	Maintenance and handymen
				knowledge too.
30	-	7	Drivers (a)	Maintenance and first aid, home
				nursing qualification for
				ambulance attendance. Some car-
				penters clerks and handymen for
				general organisation of unit.
76	42	20	Total	

Notes (a) may be women
(b) 50% to be dispensers of whom a proportion to be diplomaed pharmacists.

(ii) Transport

G.	J.	A.	
8	9	2	Trucks 3 ton
4	6	3	Trucks 30 cwt.
40	60	9	Ambulances (c)

Note: Civil supply but for use by non-local drivers in first few months in territory.

PLACES THAT MIGHT BE FILLED BY REFUGEES
IN
MIXED UNITS FOR YUGOSLAVIA UNDER PARTISAN CONTROL.

I. MHFAUs

from UK/US/Local (non-Yugoslav):

1. MO
2. Nurse
3. Nursing Assistant
4. QM 2i/c
5. Sanitation officer
6. Sanitary Assistant
7. Driver Mechanic
8. Lab. Technician

from Refugees:

9. Driver Interpreter
10. Driver-Clerk-Dispenser
11. Driver-Cook
12. Driver-Disinfector Technician
13. Driver-Disinfector Technician

II. MMCs.

from UK/US/Local (non-Yugoslav):

1. MO
2. Nurse
3. Nursing Assistant
4. Driver Mechanic

from Refugees:

5. Male Nurse
6. Driver Cook

III. RRU's

from UK/US/Local (non-Yugoslav)

1. 2 i/c
2. QM
3. Sanitary Assistant
4. Driver Mechanic
5. O.C.
6. Welfare Officer (Health)
7. Catering Adviser
8. Welfare Officer (General)
9. Welfare Officer (Registration)

from Refugees:

10. Clerk cook interpreter

IV. FBUs.

from UK/US/Local (non-Yugoslav)

1. MO Bacteriologist
2. Lab. Technician
3. Lab. Technician
4. Driver mechanic

from Refugees:

5. Driver cook
6. Clerk-Interpreter

V. MSTUs.

from UK/US/Local (non-Yugoslav).

1. Medical Stores Officer
2. Vehicle Mechanic
3. Driver Mechanic
4. Stores Clerk Assistants

from Refugees:

5. Driver-cooks
6. Drivers

PERSONNEL REQUIRED FROM U.K.	TYPE OF UNIT		UNIT	GREECE		ALBANIA		YUGOSLAVIA		TOTALS	
	CODE	INITIALS	STRENGTH	UNIT	NO	UNIT	NO	UNIT	NO	UNIT	NO

	MHFAU	SKILLED	8	6	73	2	26	7	91	15	195
		UNSKILLED	5								
U	PHWA	SKILLED	-	10			6		20	-	36
		UNSKILLED	-								
M	MMC	SKILLED	4	1	6	1	6	1	6	3	18
		UNSKILLED	2								
B	FBU	SKILLED	4	2	12	-	-	1	6	3	18
		UNSKILLED	2								
W	WPU	SKILLED	2	-	-	1	2	1	2	2	4
		UNSKILLED	-								
S	MSTU	SKILLED	-	-	36	-	10		19		40
		UNSKILLED	-								
R	RRU	SKILLED	9	6	60	1	10	9	90	16	160
		UNSKILLED	1								
T O T A L S					202		60		235		497

MSTU		GREECE	ALBANIA	YUGOSLAVIA	TOTAL
Skilled	(Stores Officer	5	1	3	9
)Stores Clerk Asst.	5	2	9	16
)Vehicle Mechanic	3	1	3	7
	(Driver Mechanic	3	1	4	8
Unskilled	(Driver Cook	5	1	1	7
)Drivers	15	4	-	19
T O T A L		36	10	20	66

N.B. Unskilled = Positions
that might be filled
by refugees

PERSONNEL REQUIRED FROM U.S.	TYPE OF UNIT		UNIT STRENGTH	GREECE		ALBANIA		YUGOSLAVIA		TOTALS	
	CODE	INITIALS		UNIT	NO	UNIT	NO	UNIT	NO	UNIT	NO
U	MHFAU	SKILLED	8	8	104	3	39	13	169	24	312
		UNSKILLED	5								
	PHWA	SKILLED	-	-	15	-	9	-	30	-	54
		UNSKILLED	-								
M	MMC	SKILLED	4	2	12	1	6	2	12	5	30
		UNSKILLED	2								
B	FBU	SKILLED	4	-	-	1	6	1	6	2	12
		UNSKILLED	2								
W	WPU	SKILLED	2	-	-	-	-	1	2	1	2
		UNSKILLED	-								
S	MSTU	SKILLED	1	12	-	5	-	20	-	-	37
		UNSKILLED	-								
R	RRU	SKILLED	9	3	30	2	20	10	100	15	150
		UNSKILLED	1								

MSTU		GREECE	ALBANIA	YUGOSLAVIA	TOTAL
Skilled	(Stores Officer	4	1	4	9
	(Stores Clerk Asst.	4	2	9	15
	(Vehicle Mechanic	2	1	4	7
	(Driver Mechanic	2	1	3	6
Unskilled	(Driver Cook	4	2	2	8
	(Drivers	1	3	-	11
TOTAL		24			
			10	22	56

N.B. Unskilled positions
that might be filled
by refugees

Non Professional Personnel Required for UNRRA Units to be Found From
American Sources for Work Under AMHQ (Balkans)

Type of Personnel	Albania						Greece						Yugoslavia						TOTALS
	MHFAU	MMC	FBU	MSTU	RRU	TOT.	MHFAU	MMC	FBU	MSTU	RRU	TOT.	MHFAU	MMC	FBU	MSTU	RRU	TOT.	
SKILLED: Vehicle Mechanics				1		1				2		2			4			4	7
Driver Mechanic		1	1	1	2	8	8	2		2	3	15	13	2	1	3	10	29	52
UNSKILLED: Driver Cook	3	1	1	2		7	8	2		4		14	13	2	1	2	-	18	30
Driver Clerk Dispenser	3					3	8					8	13					13	24
Driver Interpreter	3		1		2	6	8				3	11	13				10	23	40
Driver Disinfec- tor Technician	6					6	16					16	26					26	48
Ambulance etc. Drivers				3		3				3		8							11
TOTALS	18	2	3	7	4	34	48	4		16	6	74	78	4	3	9	10	113	221

PERSONNEL REQUIRED FROM VOLUNTARY SOCIETIES OTHER THAN
U.K. AND U.S.

A. LOCAL from M.E.

I. Yugoslav Refugees

Public Health Welfare Assistants 240
and in addition if possible:-

Drivers (100)

II. Greek Refugees

P.H.W.A.S. 40

III. Greek Red Cross of Egypt

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. Palestine Jewish Relief Council

10 P.H.W.A.S. 10

2/3 M.H.F.A.U.S. 26/39

2 W.P.U.S. 4

1 R.R.U. 10

T O T A L 50/63

V. Alexandria Voluntary Ambulance Unit

10 M.S.T.U. drivers 10

VI. Kenya Red Cross

1 R.R.U. 10

VII. Yugoslav Red Cross

? 1 M.H.F.A.U.S. 0/13

T O T A L 424

B. EMPIRE

I. South African Red Cross

2 M.H.F.A.U.S. 26

2 M.M.C.S. 12

T O T A L 38

II. New Zealand Red Cross

2 M.H.F.A.U.S. 26

1 M.M.C. 6

T O T A L 32

III. Canadian Red Cross

1 M.H.F.A.U.S. 13

1 M.M.C. 6

19

T O T A L 89

GRAND TOTAL 513