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24 March 1947

Mission Executive Officer

D.C.M. - D.P. Operations Italy

^U
UNRRA HISTORY

This will confirm that Mr. Nadso will cover the following sections of the history which formed part of the Bureau of Relief Services:

- a) The Italian Displaced Persons Branch
- b) Special Relief Projects Division.

UNRRA-CASAS and Processing operations will of course be included.

A.A. Sorieri
Deputy Chief of Mission & Chief
Displaced Persons Operations (Italy)

U N R R A - ITALIAN MISSION
BUREAU OF REQUIREMENTS AND DISTRIBUTION
Sub- Bureau of Industrial Rehabilitation
Office of Special Assistant (Housing)

21 March, 1947

TO: DEPUTY CHIEF OF MISSION AND CHIEF
D.P. OPERATIONS (ITALY)
FROM: SPECIAL ASSISTANT (HOUSING)
SUBJECT: UNRRA HISTORY

NC
Note to Mr. Reynolds, opening file

1. Maj. Reynolds has asked me to confirm with you the parts of the "UNRRA History" which I am covering.
2. As per my agreement with you before our transfer, I am covering the operations carried out by:
 - a) The Italian Displaced Persons Branch
 - b) The Special Relief Projects Division
3. These naturally include the UNRRA-CASAS and Processing operations.

Guido Nadzo
Guido Nadzo
Special Assistant (Housing)

OFFICE OF D. C. M. &
CHIEF, D. P. OPERATIONS. (ITALY)

DATE 7 22 MAR. 1947

NO.

MEMORANDUM

TO: Regional Director, Central Region
Regional Director, Southern Region
Regional Director, Lombardia Region
Regional Director, Veneto Region
Regional Director, Piemonte & Liguria Region
Regional Director, Emilia & Toscana Region
Regional Director, Sicily Region
Mr. Fred Collins, Rockefeller Foundation, Cagliari

3rd February 1947

FROM: Mission Executive Officer

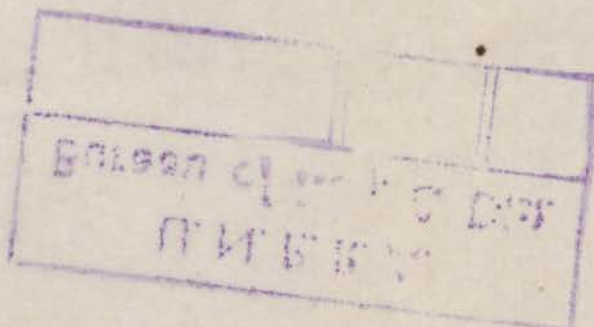
SUBJECT: Preparation of Historical Reports

1. The purpose of this memorandum is to point out that 'tempus fugit'. It is still six weeks before the Historical Reports have to be in, but I want to remind you to make sure that they do not get lost in the last-minute rush of closing down the Regions, etc. Please read Mission Operation Order No. 6 again and get started on your Historical Reports if you have already done so.

/s/ N.M. Ecserdjian
Mission Executive Officer

NMEKSERDJIAN/bmc

cc: Deputy Chief of Mission for F. & A.
Deputy Chief of Mission for R. & D.
Deputy Chief of Mission for D.P. Operations (Italy) ✓
Director of Operational Analysis
Director of Information
Special Asst. to Chief of Mission
Special Asst. to Protective Services
COM



38

~~A~~ ~~B~~

Is this O.K. -
They wanted something
in writing - -

19 February 1947

Reports Branch

Office of D.C.M. & Chief, D.P. Ops.

7

The following people will be responsible for their
part of the UNRRA History:

Health - Dr. Benn

Welfare - Miss Bannister

D.P. Operations - Mr. Sorieri

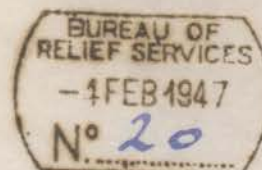
If there is a change, we shall notify you.

N. Cohen
Adm. Officer

38

A. J. J. J. J.

MEMORANDUM



TO: Regional Director, Central Region 3rd February 1947
 Regional Director, Southern Region
 Regional Director, Lombardia Region
 Regional Director, Veneto Region
 Regional Director, Piemonte & Liguria Region
 Regional Director, Emilia & Toscana Region
 Regional Director, Sicily Region
 Mr. Fred Collins, Rockefeller Foundation, Cagliari

FROM: Mission Executive Officer

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H.H. J. J. J.

H.H. J. J. J.
Mission Executive Officer

cc: Deputy Chief of Mission for F. & A.
 Deputy Chief of Mission for E. & D.
 Deputy Chief of Mission for D.P. Operations (Italy) —
 Director of Operational Analysis
 Director of Information
 Special Asst. to Chief of Mission
 Special Asst. to Protective Services

COM

COPY

UNRRA ITALIAN MISSION
BUREAU OF RELIEF SERVICES
DISPLACED PERSONS DIVISION

COPY

12/8/1

18th November 1946

TO: DIRECTOR DISPLACED PERSONS DIVISION
FROM: REGISTRATION AND REPATRIATION BRANCH
SUBJECT: MISSION OPERATION ORDER NO. 6

1. I have read with great interest Mission Operation Order No. 6 entitled History of UNRRA.

2. I notice in the series of Bureau of Relief Services reports that there are some which you will probably ask me to write. Therefore, before you do so I am listing below those items which, unless you have other plans for their preparation, I should be glad to prepare.

- (c) Relations with Governments of Countries of origin (partial contribution)
- (d) Relations with other Governments (partial contribution)
- (e) Central Tracing Bureau (complete story)
- (f) Repatriation program (complete story)
- (g) Resettlement Work (complete story)

3. If you wish me to proceed along with these lines please advise and if I can help in preparing any of the others I will be only too glad to do so.

4. Writing reports of this type is something that I like very much.

J.P. Bond
CHIEF
REGISTRATION AND REPATRIATION BRANCH

J.P. BOND/bt

cc. File
Float

UNRRA ITALIAN MISSION

HEALTH DIVISION

HD-3-6

14 November 1946

File

38

TO: Regional Directors and Hq Section Heads

ATTENTION: REGIONAL MEDICAL OFFICERS

FROM: Director of Health

SUBJECT: History of UNRRA -- Report of Regional Medical Officers and Hq Section Heads

1. The Italian Mission Operation Order No. 6 which covers ERO Order No. 65 and Technical Instruction No. 7.1 deals with the preparation of historical reports. In the list of required reports Health is given a place, D.24, and it is necessary that the Division should immediately collect all material for inclusion in its report.

2. As the first step, I am asking all Regional Medical Officers and Hq Section Heads to complete reports on their activities before the end of the year. As these reports will contain much technical material, I am of the opinion that they should be submitted to the Division for incorporation in the Divisional report which will be of a similar technical nature.

3. A copy of the Italian Mission Operation Order No. 6, referred to in paragraph 1 above, is attached for your information and guidance. As far as is applicable, the outline given on page 3, Section 5, of Technical Instruction No. 7.1 should be followed. The report should cover the period from the inception of Health Division activities in your Region to December 31, 1946.

4. I shall be glad if you will submit two draft copies of your report in accordance with specifications given in Section VI, 2. of Mission Operation Order No. 6. In order to obtain uniformity of presentation, the reports will be edited in this office and one or both draft copies will be returned to you for your approval and final presentation.

E. C. Benn

E. C. Benn
DIRECTOR OF HEALTH

1 Encl: MOO #6
ECB/alb

6
b. Dr.

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION
ITALIAN MISSION

file
RS
38

MEMORANDUM

Date 12 November, 1946.

TO: Acting Deputy Chief of Mission for R.S.

FROM: Mission Executive Officer.

SUBJECT: Recommendations for Preparation of UNRRA History.



1. Reference your memo dated 11 November on the above subject. There is no intention, nor has any been implied, of restricting technical divisions at Mission Headquarters from writing about the work of their divisions in the Regions, and it is expected that the report on Welfare, for instance, will not only deal with welfare work at the Mission Headquarters level, but also with welfare work throughout Italy.
2. On the other hand, there is nothing sacred about technical subjects, and the Regional Directors will write their own subjective accounts or reports on their Regions and will be entirely free, if they so wish, to touch on technical subjects.
3. I would like to emphasise that the reports called for in Mission Operation Order No. 6 represent only one of the many sources from which the history of UNRRA will be written. The main source will be the official monthly reports and the various other official documents and archives. The purpose of supplementing these official papers with reports is in order to get the subjective views of various individuals who at one time or another have been concerned with one or more phases of the operation. This object is obviously defeated if unnecessary restrictions are placed on the writers of the reports.
4. I hope this somewhat lengthy explanation will make clear what is wanted by Mr. George Woodbridge, and that we shall get a series of subjective, personal, stimulating and critical reports, rather than the conventional, dull, stodgy pieces of smug self-congratulation and mutual back-slapping which one normally gets.

cc: 4 divisions.

NMEKSERDJIAN/jms.

N.M. Ekserdjian
MISSION EXECUTIVE OFFICER.

cc: COM.

File. R.S.

RCM.

BUREAU OF RELIEF SERVICES.

11th November, 1946.

Mission Executive Officer.


Acting D.C.M., Relief Services.

RECOMMENDATIONS FOR PREPARATION OF UNRRA HISTORY.

1. During the Bureau of Relief Services Meeting held on November 5th to discuss the UNRRA History, it was generally recommended by Division Directors and their representatives that technical subjects in Regions be dealt with by technical divisions, for the following reasons:-

- (a) Operations have been in progress in the Regions prior to the advent of regional directors and the regional organization.
- (b) In order to view the matter as a whole, it is necessary that functions be treated as a unit throughout all of Italy.

2. Do you agree to this method of preparation and presentation of the UNRRA History?


HELEN MONTGOMERY,
ACTING DEPUTY CHIEF OF MISSION & CHIEF,
BUREAU OF RELIEF SERVICES.

HM/job.

C.c: Division of Welfare.

" " D.P.

" " Health.

" " Special Projects.

File, R.S. ✓

COPY

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION
ITALIAN MISSION

MEMORANDUM

file RS
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FROM: Mission Executive Officer.
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2. On the other hand, there is nothing sacred about technical subjects, and the Regional Directors will write their own subjective accounts or reports on their Regions and will be entirely free, if they wish, to touch on technical subjects.
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N.M. Akordjian
MISSION EXECUTIVE OFFICER

AKORDJIAN/jms.

cc: COM

D.P. Divn.



ROME.

BUREAU OF RELIEF SERVICES.

11th November, 1946.

Mission Executive Officer.

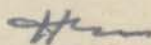
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Helen Montgomery,
ACTING DEPUTY CHIEF OF MISSION & CHIEF,
BUREAU OF RELIEF SERVICES.

HM/jeb.

C.c: Division of Welfare.
" " D.P. ✓
" " Health.
" " Special Projects.
File, R.S.

RS 5206

D.P. Division.

DATE 8th November, 1946.

FROM: Helen Montgomery, Acting Deputy Chief, Bureau Relief Services

To: The Director, D.P. Division. ✓



Attached is a copy of a memorandum we have received from the Welfare Division, which gives a draft outline for the History of UNRRA. I thought you might wish to have this memorandum, in order that you could review it in connection with the preparation of a draft History for your Division.

C.c: Welfare Divn.

RS 5206

UNRRA ITALIAN MISSION
BUREAU OF RELIEF SERVICES
WELFARE DIVISION
HEADQUARTERS

8 November 1946

TO: ACTG. CHIEF, BUREAU OF RELIEF SERVICES

FROM: WELFARE DIVISION

SUBJECT: DRAFT OUTLINE FOR HISTORY OF UNRRA

1. According to your request we are submitting brief comment on the draft outline to be used as a guide in preparation of the history of UNRRA Italian Mission. We shall confine our comments to the sections which refer to the Welfare Division. Of the 47 items listed, but 2 with the exception of welfare aspects which will be included in the regional reports, refer to welfare. They are No. 31 Supplementary Feeding and Clothing, etc. prog., and No. 32 Development of Ministry of Social Services. Item 32 will in itself be a very brief one because all of the work leading up to the development of a Ministry of Social Services will be contained in the history of the Welfare Division itself where the foundation for such Organization has been laid.

2. According to ERO Admin. Order 65 and Technical Instruction No. 7 on the UNRRA historical reports, emphasis is placed upon certain subjects which we believe are fundamental in the preparation of the final report. The outline like to use for the Division report.

3. It appears to us that the major features to be emphasized in such a report are:

I. Principles or philosophy of work.

Here would be contained the relationship with the Italian Government at all levels: national, provincial and communal; and the basic philosophy upon which the plan of operation was developed.

II. Organization, Function and structure of the Division

III. Personnel

Here would be included the qualifications, adequacy of number, etc.

IV. Program

a. Method of work. -- Here again would be included the matter of relationship with the Italian Government at all levels, the community organization aspects of the work, as well as relationships with other Divisions within UNRRA.

b. General operations.

c. Specific projects.

V. Achievements

VI. Findings and problems.

VII. Future steps indicated for Welfare in the country.

4. Of major importance among the items to be emphasized in the final report are philosophy, method of work and evaluation. The subject of problems is closely connected with evaluation and those two subjects together should be emphasized in order to make the achievements or lack of achievements as planned understandable.

5. At the same time, these subjects should contain useful information with regard to future planning in similar arrangements of work. The problems, both those arising out of conditions in the country and those arising due to factors outside the country, together with those due to structures, personnel, etc., all might well be included together with an evaluation, both of the achievements which were generally recognized as adequate and those which were less full than was anticipated in original planning.

Phoebe Bannister
DIRECTOR OF WELFARE

GGABOWER: jca

SUBJECT: History of UNRRA

I. PURPOSE

The purpose of this Order is to provide for the preparation and submission to E.R.O. of reports called for by European Region Order No.65 dated 30 September - subject "HISTORY OF UNRRA" (copy attached at Appendix 'A'), in accordance with the form prescribed in European Region Technical Instruction No. 7.1 (General Series) dated 30 September - subject "UNRRA HISTORICAL REPORTS, MISSIONS AND FIELD UNITS." (copy attached at Appendix 'B').

II. LIST OF REPORTS

The list of reports given in paragraph 4(a) of European Technical Instruction No. 7.1 has been amplified in consultation with Mr. G. Woodbridge, Chief Archivist and Historian of UNRRA, and it has been decided that the following reports will be prepared as indicated:-

1. Office of Chief of Mission - S. M. Keeny
2. Relations with Governments - P. Centini
3. Relations with other organisations }
(such as FAO, Red Cross, military } - S. M. Keeny
organisations, etc).
4. Work of economic analysis and }
investigation - J. H. Gorvin
5. Legal problems and work - P. Centini
6. Public Information - B. Ashford-Russell
7. Protective Services - G. P. Bruno
8. Office of Chief of Supply }
9. Food }
10. Textiles and clothing }
11. Other consumer goods }
12. Medical supplies }
13. Agriculture, forestry and fisheries }
14. Industrial rehabilitation }
- Chemical industry - Bureau of R & D
- food processing
- engineering and power
- coal and POL
- miscellaneous industries
15. Internal transport }
16. Shipping and warehousing }
17. Distribution and observation }

18. Office of Chief of Finance and Administration
 19. Organisation and Management
 20. Personnel
 21. Finance and Accounts
 22. Administrative Services
 23. Housing and feeding of UNRRA employees) - Bureau of F & A
 24. Administration Transport
 25. Lire Fund
 26. Maintenance and operation of transport for the Italian Government)
 27. Administrative property control
 28. Office of Chief of Relief Services
 29. Anti-malaric program
 30. Health (other than anti-malaria program
 31. Supplementary feeding program
 32. Development of Ministry of Social Services
 33. CASAS
 34. Processing
 35. Displaced Persons Operation
 - (a) Relations with Military
 - (b) Relations with Governments of Countries of Origin
 - (c) Relations with other Governments
 - (d) Relations with other Organizations
 - (e) Central Tracing Bureau
 - (f) Acquisition and distribution of basic supplies
 - (g) Acquisition and distribution of supplementary supplies
 - (h) Transport
 - (i) Organisation
 - (j) Personnel
 - (k) Administrative Services
 - (l) Finance and Accounts
 - (m) Camp Administration
 - (n) Camp Provisioning
 - (o) Camp activities - Health
 - (p) Camp activities - Welfare and Employment
 - (q) Camp activities - Community
 - (r) Camp Self-Government
 - (s) Eligibility and Screening
 - (t) Repatriation Program
 - (u) Resettlement Work
- Bureau of R.S.

36.	Sardinia	- Region A	- F. Collins
37.	Sicily	- Region B	- C. B. Moses
38.	Southern	- Region C	- C. Hanson-Abbott
39.	Central	- Region D	- P. C. Borre
40.	Emilia & Toscana	- Region E	- A. L. Ellison
41.	Piemonte & Liguria	- Region F	- L. Koenigsbert
42.	Lombardia	- Region G	- A. L. Raffa
43.	Veneto	- Region H	- J. L. Jones

III. WRITING OF REPORTS

1. The three Chiefs of Bureaux are asked to inform the Mission Executive Officer by 15 November of the names of the individuals in their Bureaux designated to write the reports listed in Section II above.

2. The Mission Executive Officer will, by 15 November, submit to the Chief Archivist and Historian of UNRRA a list of the reports to be submitted with the names of the persons designated to write them.

IV. GENERAL POLICY.

1. Attention is drawn to the second sub-paragraph of Para. 3 of European Region Technical Instruction No. 7.1, and it is emphasised that the persons designated to write the reports will be working as individuals, and should express their views freely, although criticism, while frank, must be substantiated by facts.

2. Reports will be submitted by the writers to their administrative superiors, and through the Bureau Chiefs to the Reports Branch of the Division of Operational Analysis.

3. Reports will not be changed, but supervisors will be free to add their comments for submission, together with the report, to the Chief Archivist and Historian of UNRRA.

V. SPECIAL REPORTS

1. Attention is drawn to Paragraph 4(b) of European Region Technical Instruction No. 7.1.

2. Bureau Chiefs are asked to submit to the Mission Executive Officer for the Chief of Mission's consideration, lists of subjects suggested for such special reports.

VI. TREATMENT

1. Special attention is directed to paragraphs 5 and 6 of European Region Technical Instruction No. 7.1, the provisions of which are to be followed as closely as possible.

2. All reports and any commentary will be submitted to the Reports Branch strictly in accordance with the following editorial rules:-

- (a) in quadruplicate
- (b) double spaced
- (c) one and a half inch left-hand margin
- (d) on one side of paper only
- (e) on standard foolscap size paper

- 3. Reports, together with commentaries, will be submitted to the Chief Archivist and Historian in duplicate by 20 March 1947.

VII EFFECTIVE DATE

This Order is effective immediately.

VIII DISTRIBUTION

This Order will be distributed down to Divisional Directors at Mission Headquarters and to Regional Directors.

S. H. Keeny,
CHIEF OF MISSION.

U.N.R.R.A.EUROPEAN REGIONAL OFFICEEUROPEAN REGION ORDER NO. 65.

Subject: History of UNRRA.Date: 30th September 1946.

1. PURPOSE

This Order establishes the policy governing the preparation of an official history of UNRRA (referred to in Part VII of E.R. Order No. 55), under the supervision of the Chief Archivist and Historian.

2. APPLICABILITY.

This Order applies to E.R.O. and to all Missions and Field Units under the jurisdiction of E.R.O.

3. GENERAL POLICY.

To preserve the experience gained in the operation of the United Nations Relief and Rehabilitation Administration, the Director General has decided that the material necessary for the ultimate compilation of a history of the Administration's activities shall be prepared while the Administration is still active and while the material can be made available by officials directly concerned with the Administrations activities, and its compilation supervised by Chiefs of Mission before both leave the service of the Administration. The collation of this material and its subsequent usage in the preparation of the official history will be the responsibility of the Chief Archivist and Historian.

4. PROCEDURE.

- (a) Chiefs of Missions and equivalent Field Units will select appropriate individuals to prepare these reports, in accordance with the directions contained in E.R.O. Technical Instructions Nos. 7, 7.1 and 7.2, which are being issued concurrently with this Order. The applicability of each of these Technical Instructions will be stated therein.
- (b) The reports should be completed before the end of Phase I as defined by E.R. Order No. 55.

R.G. LEWIS
D.D.G. and Chief of Finance
and Administration.

U.N.A.7177.

EUROPEAN REGIONAL OFFICEEuropean Region Technical Instruction No. 7.1
(General Series)

Subject : UNRRA Historical Reports.
Missions and Field Units.

Date : 30 September 1946.

PURPOSE

The Administration has decided that a history of the organization should be prepared for publication. It is no exaggeration to say that the work of the Administration will not be completed until this history is published. The Administration has handled greater funds and has had a greater practical effect on the world situation than any other international organization to date. Its accomplishments and its failures are of immense importance and if correctly known will certainly prove of great value in the organization and operation of other international organizations, in the handling of emergencies and crises, and in work of economic rehabilitation and reconstruction.

Many accounts of the work of the Administration have already appeared and will continue to appear. In most cases, these have been inaccurate, have come to incorrect conclusions and have thrown an entirely false light on what has been done and what has been accomplished. This is due, in part at least, to the fact that they have generally been prepared by people outside the Administration who had insufficient knowledge of the Administration and its work. It is obvious that the most effective accounts can be written by those with direct, first-hand knowledge of what has been done.

An accurate history, correctly evaluating the work of the Administration must be prepared if the full effects of the work of the Administration are not to be lost, and the experience gained in its operations are to prove of lasting benefit. Furthermore, this history must be prepared by the members of the Administration.

It is now planned that the final history of the Administration will emphasize the following three main themes :

- (1) An international organization : its organization, administration and staffing.
- (2) An international organization and national governments.
 - (a) Relations with contributing governments, including problems of publicity in such countries.
 - (b) Relations with benefiting countries, including problems of control over the activities of such countries, observation of their use of supplies given them and of their welfare activities.
- (3) The economic impact and implications of an international supply organization, including the effect on health conditions, as well as on industrial, agricultural, and transport developments.

2. APPLICABILITY.

This Instruction applies to Missions and Field Units under the jurisdiction of ERO, excluding D.P. Operations Germany.

3. PHASES.

It has been decided that the history of UNRRA will be prepared in several phases. The first phase will involve preparation by the Administration's working staff of reports or monographs dealing with the work of the Administration. The final history will be, to a considerable extent, based on

/these

U.N.a. 7179.

these reports. It is important, therefore, that they should be accurate and complete. They will form a basic part of the final history and statement of the work of the Administration.

It is not contemplated, however, that they will be published in precisely the form written. They will be, at first, for the confidential use of the Chief Historian and his staff. The writers, therefore, should express their views freely; they should not hesitate to be frank, but they must be factual and if criticism of governments or individuals is involved, it must be substantiated by facts and not merely by hearsay or the writer's personal view. Their reports will in no way affect the attitude of the Administration towards the writers; their position will be fully protected.

LIST OF REPORTS.

(a) Minimum list of reports.

The following minimum list of reports should be prepared in each Mission :

- A.1 - Office of Chief of Mission.
- 2 - Relations with Governments.
- 3 - Relations with other organizations (such as FAO, Red Cross, military organizations, etc.).
- 4 - Work of economic analysis and investigation.
- 5 - Legal problems and work.
- 6 - Public Information.
- B.7 - Office of Chief of Supply.
- 8 - Food.
- 9 - Textiles and clothing (including yarn, finished clothing, shoes, etc.).
- 10 - Medical Supplies.
- 11 - Agricultural rehabilitation.
- 12 - Industrial rehabilitation.
- 13 - Transport.
- 14 - Shipping, warehousing, and protective services.
- 15 - Distribution and observation.
- C.16 - Office of Chief of Finance and Administration.
- 17 - Organization and Management.
- 18 - Personnel.
- 19 - Finance and Accounts.
- 20 - Administrative Services.
- 21 - Housing and Feeding of UNRRA employees.
- 22 - Administration Transport.
- D.23 - Office of Chief of Relief Services.
- 24 - Health.
- 25 - Welfare.
- 26 - Displaced Persons.
- E.27 - Regional Offices.

Chiefs of Missions may omit from the above list those reports which clearly do not apply to the work done by their Mission.

Chiefs of Missions may also at their discretion sub-divide the above reports and have prepared, in place of some of those suggested, several reports. For example, it may be decided in certain Missions that a special report should be prepared on travel distinct from the report dealing with the administrative services. It may be decided in several Missions that the work of welfare should be broken down into several reports. Likewise in respect to supply activities, Mission Chiefs may at their discretion add categories to those listed above.

(b) Special Reports

In addition to the above reports to be prepared in all Missions, there should be prepared in each Mission special reports dealing with certain technical aspects of the work done by the Administration or under its auspices, such as malaria control operations in Italy and Greece, plastic surgery operations in Yugoslavia, etc. These reports should be prepared primarily for publication by technical experts, thoroughly familiar with /the

the work done. They should be prepared with all the care and exactness that would enter into the preparation of papers for scientific, medical and other learned journals.

The Mission Chief will, in the case of each Mission, determine what aspects of the work performed in his Mission should be specially recorded in this fashion. Generally speaking, the types of work to be described are those involving technical problems and developments which will be of interest to technicians working in similar and allied fields.

5. OUTLINE

(a) The reports should be prepared in accordance with the following outline:

(i) Part I.

- (a) Programme purpose and function.
- (b) Internal structure and methods of work.
- (c) Relations with other parts of UNRRA.
- (d) Personnel.
- (e) Relations with governments and other organizations.
- (f) Problems.

(ii) Part II.

Achievements and results.

(iii) Part III.

Documents.

(b) It is assumed that the minimum list of reports requested covering various functions and operations of the Administration will, in general, coincide with the organization of Missions into bureaux or departments, divisions, branches, and sections. Mission Chiefs may at their discretion alter the list of reports to make them coincide with such organizational pattern if they believe this is desirable.

(i) Part I.

(a) Programme purpose and function.

The Programme purpose and function of the work performed by bureaux, departments, divisions, branches, sections, etc., should be clearly stated. Since, in many cases, there were undoubtedly changes from time to time, the development, purpose and function of each bureau, division, etc., should be indicated clearly in an orderly, chronological manner. This section of the report should include a list of documents which created the terms of reference for the work done. These documents should be clearly identified.

(b) Internal Structure and Methods of work.

- (i) Charts showing the internal structure of the bureaux, divisions etc., (To indicate change and development there should be included a series of such charts indicating the structure of the particular branch during the important phases of its existence).
- (ii) Job descriptions of the more important positions in the branch
- (iii) A clear description of the way in which particular tasks were performed.

- (iv) The extent to which work was done on a committee or group basis.
- (v) The extent to which the work centered in the Head of the Mission or Branch.
- (vi) The extent to which the work was delegated to junior members of the division or branch.
- (vii) The extent of work done in the principal UNRRA office.
- (viii) The extent of work done in the field or regional office.
- (c) Relations with other parts of UNRRA.
 - (i) Relations with Headquarters.
 - (ii) Relations with ERO.
 - (iii) Relations with other divisions, branches of the Mission (in discussing these relations it is not necessary for, let us say, the agricultural rehabilitation branch to discuss relationships with the personnel, finance, or administrative services branches of the same Mission. Such relations will be taken for granted. On the other hand, the agricultural rehabilitation branch should discuss relations with the food branch if that existed as an independent unit).
 - (iv) Relations between branches and divisions and the Office of Bureau Heads.
- (d) Personnel.
 - (i) Amount and adequacy of personnel.
 - (ii) Relations between personnel of different nationalities.
 - (iii) Relations between Class I and Class II personnel.
 - (iv) Evaluation of type of personnel available for work. (This should include a discussion of the suitability of people with general training, with specialised training, and with prior contact with the country, etc.).
 - (v) Staff morale.
- (e) Relations with Governments and other Organizations.
 - (i) Extent to which relations were satisfactory, unsatisfactory, and changing pattern of relations.
 - (ii) Relations with a central clearing office (if one were established).
 - (iii) Relations with corresponding functional departments of governments.
 - (iv) Adequacy of relations.
 - (v) Attitude of governments to suggestions, criticisms, etc., made by the Mission.
- (f) Problems.
 - (i) Problems arising out of local conditions in the country.

- (ii) Problems arising out of relations with other parts of the Administration.
- (iii) Problems arising from the arrival or non-arrival of supplies.
- (iv) Problems of communications.

The influence of these problems on the work of the Administration and on the effectiveness of this work should be fully discussed. It should be shown what attempts were made to overcome the problems and to what extent these attempts were successful.

(ii) Part II.

(a) Achievements and Results.

The achievements and results and, wherever possible, the permanent effects or continuing influence of the work done should be described fully and accurately. This section is to be considered the most vital and important section. For example, in the reports on supply activities, the immediate effect on health conditions, on industrial activities, and agricultural activities of the supplies brought in, as well as the effect on the economic development of the country, should be set out in as detailed a fashion as possible.

A clear evaluation should also be attempted of the extent to which success was achieved as well as an indication of important work necessarily left undone.

(iii) Part III.

(a) Documents.

A list of available documents which illustrates the work discussed in the preceding sections of the report.

6. TREATMENT.

(a) Contents of the Report.

The report should be a serious study of the work of the Mission. It should not consist of a repetition of monthly and other periodic routine reports which are already available to the Historian. A rehash of such reports or excerpts from them would obviously present no addition to available material.

(b) Facts and Opinions.

Reports should include factual material, expressions of opinion, results, etc. A clear distinction should, however, be made between these various elements.

(c) Lessons Learned.

In each section of the report consideration should be given to the lessons learned and the work done.

(d) Precision.

The reports throughout should be as precise as possible. They should indicate the year, the month and, if possible, the day on which a particular piece of work began or on which a particular event occurred. Similarly all figures quoted, whether of personnel, supplies, etc., should be precise and accurate.

(e) Cross References.

References should be included throughout the reports to Mission documents. These references should clearly identify the documents and should be given in all cases to support figures, opinions, evaluations, etc.

(f) Length.

The report should be sufficiently lengthy to describe completely the work done. Generally speaking, it is better to include too much material than not enough. On the other hand, matters extraneous to the subject under consideration should not be included.

(g) Style.

The reports should be clearly written but time should not be spent in attempts to produce fine prose for publication. Facts, opinions, deductions are more important than literary form.

7. INSTRUCTIONS

Mission Chiefs should provide the Chief Historian by 15 October, 1946 with a list of those reports and special reports which he proposes to have prepared.

8. DEFINITION OF MISSION

Throughout this instruction the word Mission will be read as also referring to any other type of UNRRA Field Unit reporting directly to ERO.

R.G. LEWIS

D.D.G. and Chief of Finance
and Administration.

SUBJECT: History of UNRRA

I. PURPOSE

The purpose of this Order is to provide for the preparation and submission to E.R.O. of reports called for by European Region Order No. 65 dated 30 September - subject "HISTORY OF UNRRA" (copy attached at Appendix 'A'), in accordance with the form prescribed in European Region Technical Instruction No. 7.1 (General Series) dated 30 September - subject "UNRRA HISTORICAL REPORTS. MISSIONS AND FIELD UNITS." (copy attached at Appendix 'B').

II. LIST OF REPORTS

The list of reports given in paragraph 4(a) of European Technical Instruction No. 7.1 has been amplified in consultation with Mr. G. Woodbridge, Chief Archivist and Historian of UNRRA, and it has been decided that the following reports will be prepared as indicated:-

1. Office of Chief of Mission - S. M. Keeny
2. Relations with Governments - P. Contini
3. Relations with other organisations }
(such as FAO, Red Cross, military } - S. M. Keeny
organisations, etc).
4. Work of economic analysis and }
"investigation" } - J. H. Gorvin
5. Legal problems and work - P. Contini
6. Public Information - B. Ashford-Russell
7. Protective Services - G. P. Bruno
8. Office of Chief of Supply
9. Food
10. Textiles and clothing
11. Other consumer goods
12. Medical supplies
13. Agriculture, forestry and fisheries
14. Industrial rehabilitation
 - Chemical industry
 - food processing
 - engineering and power
 - coal and P.O.L.
 - miscellaneous industries
15. Internal transport
16. Shipping and warehousing
17. Distribution and observation

18. Office of Chief of Finance and Administration
19. Organisation and Management
20. Personnel
21. Finance and Accounts
22. Administrative Services
23. Housing and feeding of UNRRA employees) - Bureau of F & A
24. Administration Transport
25. Lire Fund
26. Maintenance and operation of transport for the Italian Government)
27. Administrative property control
28. Office of Chief of Relief Services
29. Anti-malaric program
30. Health (other than anti-malaria program)
31. Supplementary feeding program
32. Development of Ministry of Social Services
33. CASAS
34. Processing
35. Displaced Persons Operation
 - (a) Relations with Military
 - (b) Relations with Governments of Countries of Origin
 - (c) Relations with other Governments
 - (d) Relations with other Organizations
 - (e) Central Tracing Bureau
 - (f) Acquisition and distribution of basic supplies
 - (g) Acquisition and distribution of supplementary supplies
 - (h) Transport
 - (i) Organisation
 - (j) Personnel
 - (k) Administrative Services
 - (l) Finance and Accounts
 - (m) Camp Administration
 - (n) Camp Provisioning
 - (o) Camp activities - Health
 - (p) Camp activities - Welfare and Employment
 - (q) Camp activities - Community
 - (r) Camp Self-Government
 - (s) Eligibility and Screening
 - (t) Repatriation Program
 - (u) Resettlement Work

Personnel
Mr. Baur

Danister

G Nalyo

Varichini

- Bureau of R.S.

Banister

36.	Sardinia	- Region A	- F. Collins
37.	Sicily	- Region B	- C. B. Moses
38.	Southern	- Region C	- C. Hanson-Abbott
39.	Central	- Region D	- P. C. Borre
40.	Emilia & Toscana	- Region E	- A. L. Ellison
41.	Piemonte & Liguria	- Region F	- L. Koenigsbert
42.	Lombardia	- Region G	- A. L. Raffa
43.	Veneto	- Region H	- J. L. Jones

III. WRITING OF REPORTS

15 1. The three Chiefs of Bureaux are asked to inform the Mission Executive Officer by 11 November of the names of the individuals in their Bureau designated to write the reports listed in Section II above.

20 2. The Mission Executive Officer will, by 15 November, submit to the Chief Archivist and Historian of UNRRA a list of the reports to be submitted with the names of the persons designated to write them.

IV. GENERAL POLICY.

1. Attention is drawn to the second sub-paragraph of Para. 3 of European Region Technical Instruction No. 7.1, and it is emphasised that the persons designated to write the reports will be working as individuals, and should express their views freely, although criticism, while frank, must be substantiated by facts.

2. Reports will be submitted by the writers to their administrative superiors, and through the Bureau Chiefs to the Reports Branch of the Division of Operational Analysis.

3. Reports will not be changed, but supervisors will be free to add their comments for submission, together with the report, to the Chief Archivist and Historian of UNRRA.

V. SPECIAL REPORTS

1. Attention is drawn to Paragraph 4(b) of European Region Technical Instruction No. 7.1.

2. Bureau Chiefs are asked to submit to the Mission Executive Officer for the Chief of Mission's consideration, lists of subjects suggested for such special reports.

VI. TREATMENT

1. Special attention is directed to paragraphs 5 and 6 of European Region Technical Instruction No. 7.1, the provisions of which are to be followed as closely as possible.

2. All reports and any commentary will be submitted to the Reports Branch strictly in accordance with the following editorial rules:-

- (a) in quadruplicate
 - (1) double spaced
 - (i) one and a half inch left-hand margin
 - (!) on one side of paper only
 - (2) on standard foolscap size paper
3. Reports, together with commentaries, will be submitted to the Chief Archivist and Historian in duplicate by 21 March 1947.

VII EFFECTIVE DATE

This Order is effective immediately.

VIII DISTRIBUTION

This Order will be distributed down to Divisional Directors at Mission Headquarters and to Regional Directors.

S. M. Keeny,
CHIEF OF MISSION.

U.N.R.R.A.

EUROPEAN REGIONAL OFFICE

EUROPEAN REGION ORDER NO. 65.

Subject: History of UNRRA.

Date: 30th September 1946.

1. PURPOSE

This Order establishes the policy governing the preparation of an official history of UNRRA (referred to in Part VII of E.R. Order No. 55), under the supervision of the Chief Archivist and Historian.

2. APPLICABILITY.

This Order applies to E.R.O. and to all Missions and Field Units under the jurisdiction of E.R.O.

3. GENERAL POLICY.

To preserve the experience gained in the operation of the United Nations Relief and Rehabilitation Administration, the Director General has decided that the material necessary for the ultimate compilation of a history of the Administration's activities shall be prepared while the Administration is still active and while the material can be made available by officials directly concerned with the Administrations activities, and its compilation supervised by Chiefs of Mission before both leave the service of the Administration. The collation of this material and its subsequent usage in the preparation of the official history will be the responsibility of the Chief Archivist and Historian.

4. PROCEDURE.

- (a) Chiefs of Missions and equivalent Field Units will select appropriate individuals to prepare these reports, in accordance with the directions contained in E.R.O. Technical Instructions Nos. 7, 7.1 and 7.2, which are being issued concurrently with this Order. The applicability of each of these Technical Instructions will be stated therein.
- (b) The reports should be completed before the end of Phase I as defined by E.R. Order No. 55.

R.G. LEWIS
D.D.G. and Chief of Finance
and Administration.

U.N.A.7177.

EUROPEAN REGIONAL OFFICEEuropean Region Technical Instruction No. 7.1
(General Series)

Subject : UNRRA Historical Reports.
Missions and Field Units.

Date : 30 September 1946.

PURPOSE

The Administration has decided that a history of the organization should be prepared for publication. It is no exaggeration to say that the work of the Administration will not be completed until this history is published. The Administration has handled greater funds and has had a greater practical effect on the world situation than any other international organization to date. Its accomplishments and its failures are of immense importance and if correctly known will certainly prove of great value in the organization and operation of other international organizations, in the handling of emergencies and crises, and in work of economic rehabilitation and reconstruction.

Many accounts of the work of the Administration have already appeared and will continue to appear. In most cases, these have been inaccurate, have come to incorrect conclusions and have thrown an entirely false light on what has been done and what has been accomplished. This is due, in part at least, to the fact that they have generally been prepared by people outside the Administration who had insufficient knowledge of the Administration and its work. It is obvious that the most effective accounts can be written by those with direct, first-hand knowledge of what has been done.

An accurate history, correctly evaluating the work of the Administration must be prepared if the full effects of the work of the Administration are not to be lost, and the experience gained in its operations are to prove of lasting benefit. Furthermore, this history must be prepared by the members of the Administration.

It is now planned that the final history of the Administration will emphasize the following three main themes :

- (1) An international organization : its organization, administration and staffing.
- (2) An international organization and national governments.
 - (a) Relations with contributing governments, including problems of publicity in such countries.
 - (b) Relations with benefiting countries, including problems of control over the activities of such countries, observation of their use of supplies given them and of their welfare activities.
- (3) The economic impact and implications of an international supply organization, including the effect on health conditions, as well as on industrial, agricultural, and transport developments.

2. APPLICABILITY.

This Instruction applies to Missions and Field Units under the jurisdiction of ERO, excluding D.P. Operations Germany.

3. PHASES.

It has been decided that the history of UNRRA will be prepared in several phases. The first phase will involve preparation by the Administration's working staff of reports or monographs dealing with the work of the Administration. The final history will be, to a considerable extent, based on

/these

U.N.a. 7179.

these reports. It is important, therefore, that they should be accurate and complete. They will form a basic part of the final history and statement of the work of the Administration.

It is not contemplated, however, that they will be published in precisely the form written. They will be, at first, for the confidential use of the Chief Historian and his staff. The writers, therefore, should express their views freely; they should not hesitate to be frank, but they must be factual and if criticism of governments or individuals is involved, it must be substantiated by facts and not merely by hearsay or the writer's personal view. Their reports will in no way affect the attitude of the Administration towards the writers; their position will be fully protected.

LIST OF REPORTS.

(a) Minimum list of reports.

The following minimum list of reports should be prepared in each Mission :

- A.1 - Office of Chief of Mission.
- 2 - Relations with Governments.
- 3 - Relations with other organizations (such as FAO, Red Cross, military organizations, etc.).
- 4 - Work of economic analysis and investigation.
- 5 - Legal problems and work.
- 6 - Public Information.
- B.7 - Office of Chief of Supply.
- 8 - Food.
- 9 - Textiles and clothing (including yarn, finished clothing, shoes, etc.).
- 10 - Medical Supplies.
- 11 - Agricultural rehabilitation.
- 12 - Industrial rehabilitation.
- 13 - Transport.
- 14 - Shipping, warehousing, and protective services.
- 15 - Distribution and observation.
- C.16 - Office of Chief of Finance and Administration.
- 17 - Organization and Management.
- 18 - Personnel.
- 19 - Finance and Accounts.
- 20 - Administrative Services.
- 21 - Housing and Feeding of UNRRA employees.
- 22 - Administration Transport.
- D.23 - Office of Chief of Relief Services.
- 24 - Health.
- 25 - Welfare.
- 26 - Displaced Persons.
- E.27 - Regional Offices.

Chiefs of Missions may omit from the above list those reports which clearly do not apply to the work done by their Mission.

Chiefs of Missions may also at their discretion sub-divide the above reports and have prepared, in place of some of those suggested, several reports. For example, it may be decided in certain Missions that a special report should be prepared on travel distinct from the report dealing with the administrative services. It may be decided in several Missions that the work of welfare should be broken down into several reports. Likewise in respect to supply activities, Mission Chiefs may at their discretion add categories to those listed above.

(b) Special Reports

In addition to the above reports to be prepared in all Missions, there should be prepared in each Mission special reports dealing with certain technical aspects of the work done by the Administration or under its auspices, such as malaria control operations in Italy and Greece, plastic surgery operations in Yugoslavia, etc. These reports should be prepared primarily for publication by technical experts, thoroughly familiar with /the

the work done. They should be prepared with all the care and exactness that would enter into the preparation of papers for scientific, medical and other learned journals.

The Mission Chief will, in the case of each Mission, determine what aspects of the work performed in his Mission should be specially recorded in this fashion. Generally speaking, the types of work to be described are those involving technical problems and developments which will be of interest to technicians working in similar and allied fields.

5. OUTLINE

(a) The reports should be prepared in accordance with the following outline:

(i) Part I.

- (a) Programme purpose and function.
- (b) Internal structure and methods of work.
- (c) Relations with other parts of UNRRA.
- (d) Personnel.
- (e) Relations with governments and other organizations.
- (f) Problems.

(ii) Part II.

Achievements and results.

(iii) Part III.

Documents.

(b) It is assumed that the minimum list of reports requested covering various functions and operations of the Administration will, in general, coincide with the organization of Missions into bureaux or departments, divisions, branches, and sections. Mission Chiefs may at their discretion alter the list of reports to make them coincide with such organizational pattern if they believe this is desirable.

(i) Part I.

(a) Programme purpose and function.

The Programme purpose and function of the work performed by bureaux, departments, divisions, branches, sections, etc., should be clearly stated. Since, in many cases, there were undoubtedly changes from time to time, the development, purpose and function of each bureau, division, etc., should be indicated clearly in an orderly, chronological manner. This section of the report should include a list of documents which created the terms of reference for the work done. These documents should be clearly identified.

(b) Internal Structure and Methods of work.

- (i) Charts showing the internal structure of the bureaux, divisions etc., (To indicate change and development there should be included a series of such charts indicating the structure of the particular branch during the important phases of its existence).
- (ii) Job descriptions of the more important positions in the branch
- (iii) A clear description of the way in which particular tasks were performed.

- (iv) The extent to which work was done on a committee or group basis.
- (v) The extent to which the work centered in the Head of the Mission or Branch.
- (vi) The extent to which the work was delegated to junior members of the division or branch.
- (vii) The extent of work done in the principal UNRRA office.
- (viii) The extent of work done in the field or regional office.
- (c) Relations with other parts of UNRRA.
 - (i) Relations with Headquarters.
 - (ii) Relations with ERO.
 - (iii) Relations with other divisions, branches of the Mission (in discussing these relations it is not necessary for, let us say, the agricultural rehabilitation branch to discuss relationships with the personnel, finance, or administrative services branches of the same Mission. Such relations will be taken for granted. On the other hand, the agricultural rehabilitation branch should discuss relations with the food branch if that existed as an independent unit).
 - (iv) Relations between branches and divisions and the Office of Bureau Heads.
- (d) Personnel.
 - (i) Amount and adequacy of personnel.
 - (ii) Relations between personnel of different nationalities.
 - (iii) Relations between Class I and Class II personnel.
 - (iv) Evaluation of type of personnel available for work. (This should include a discussion of the suitability of people with general training, with specialised training, and with prior contact with the country, etc.).
 - (v) Staff morale.
- (e) Relations with Governments and other Organizations.
 - (i) Extent to which relations were satisfactory, unsatisfactory, and changing pattern of relations.
 - (ii) Relations with a central clearing office (if one were established).
 - (iii) Relations with corresponding functional departments of governments.
 - (iv) Adequacy of relations.
 - (v) Attitude of governments to suggestions, criticisms, etc., made by the Mission.
- (f) Problems.
 - (i) Problems arising out of local conditions in the country.

- (ii) Problems arising out of relations with other parts of the Administration.
- (iii) Problems arising from the arrival or non-arrival of supplies.
- (iv) Problems of communications.

The influence of these problems on the work of the Administration and on the effectiveness of this work should be fully discussed. It should be shown what attempts were made to overcome the problems and to what extent these attempts were successful.

(ii) Part II.

(a) Achievements and Results.

The achievements and results and, wherever possible, the permanent effects or continuing influence of the work done should be described fully and accurately. This section is to be considered the most vital and important section. For example, in the reports on supply activities, the immediate effect on health conditions, on industrial activities, and agricultural activities of the supplies brought in, as well as the effect on the economic development of the country, should be set out in as detailed a fashion as possible.

A clear evaluation should also be attempted of the extent to which success was achieved as well as an indication of important work necessarily left undone.

(iii) Part III.

(a) Documents.

A list of available documents which illustrates the work discussed in the preceding sections of the report.

6. TREATMENT.

(a) Contents of the Report.

The report should be a serious study of the work of the Mission. It should not consist of a repetition of monthly and other periodic routine reports which are already available to the Historian. A rehash of such reports or excerpts from them would obviously present no addition to available material.

(b) Facts and Opinions.

Reports should include factual material, expressions of opinion, results, etc. A clear distinction should, however, be made between these various elements.

(c) Lessons Learned.

In each section of the report consideration should be given to the lessons learned and the work done.

(d) Precision.

The reports throughout should be as precise as possible. They should indicate the year, the month and, if possible, the day on which a particular piece of work began or on which a particular event occurred. Similarly all figures quoted, whether of personnel, supplies, etc., should be precise and accurate.

(e) Cross References.

References should be included throughout the reports to Mission documents. These references should clearly identify the documents and should be given in all cases to support figures, opinions, evaluations, etc.

(f) Length.

The report should be sufficiently lengthy to describe completely the work done. Generally speaking, it is better to include too much material than not enough. On the other hand, matters extraneous to the subject under consideration should not be included.

(g) Style.

The reports should be clearly written but time should not be spent in attempts to produce fine prose for publication. Facts, opinions, deductions are more important than literary form.

7. INSTRUCTIONS

Mission Chiefs should provide the Chief Historian by 15 October, 1946 with a list of those reports and special reports which he proposes to have prepared.

8. DEFINITION OF MISSION

Throughout this instruction the word Mission will be read as also referring to any other type of UNRRA Field Unit reporting directly to ERO.

R.G. LEWIS

D.D.G. and Chief of Finance
and Administration.

SUBJECT: History of UNRRA

I. PURPOSE

The purpose of this Order is to provide for the preparation and submission to E.R.O. of reports called for by European Region Order No. 65 dated 30 September - subject "HISTORY OF UNRRA" (copy attached at Appendix 'A'), in accordance with the form prescribed in European Region Technical Instruction No. 7.1 (General Series) dated 30 September - subject "UNRRA HISTORICAL REPORTS. MISSIONS AND FIELD UNITS." (copy attached at Appendix 'B').

II. LIST OF REPORTS

The list of reports given in paragraph 4(a) of European Technical Instruction No. 7.1 has been amplified in consultation with Mr. G. Woodbridge, Chief Archivist and Historian of UNRRA, and it has been decided that the following reports will be prepared as indicated:-

1. Office of Chief of Mission - S. M. Keeny
2. Relations with Governments - P. Contini
3. Relations with other organisations
(such as FAO, Red Cross, military
organisations, etc). - S. M. Keeny
4. Work of economic analysis and
investigation - J. H. Gorvin
5. Legal problems and work - P. Contini
6. Public Information - B. Ashford-Russell
7. Protective Services - G. P. Bruno
8. Office of Chief of Supply
9. Food
10. Textiles and clothing
11. Other consumer goods
12. Medical supplies
13. Agriculture, forestry and fisheries
14. Industrial rehabilitation
 - Chemical industry
 - food processing
 - engineering and power
 - coal and POL
 - miscellaneous industries
15. Internal transport
16. Shipping and warehousing
17. Distribution and observation

18. Office of Chief of Finance and Administration
19. Organisation and Management
20. Personnel
21. Finance and Accounts
22. Administrative Services
23. Housing and feeding of UNRRA employees) - Bureau of F & A
24. Administration Transport
25. Lire Fund
26. Maintenance and operation of transport for the Italian Government)
27. Administrative property control
28. Office of Chief of Relief Services
29. Anti-malaria program
30. Health (other than anti-malaria program
31. Supplementary feeding program
32. Development of Ministry of Social Services
33. CASAS
34. Processing
35. Displaced Persons Operation
 - (a) Relations with Military
 - (b) Relations with Governments of Countries of Origin
 - (c) Relations with other Governments
 - (d) Relations with other Organisations
 - (e) Central Tracing Bureau
 - (f) Acquisition and distribution of basic supplies
 - (g) Acquisition and distribution of supplementary supplies
 - (h) Transport
 - (i) Organisation
 - (j) Personnel
 - (k) Administrative Services
 - (l) Finance and Accounts
 - (m) Camp Administration
 - (n) Camp Provisioning
 - (o) Camp activities - Health
 - (p) Camp activities - Welfare and Employment
 - (q) Camp activities - Community
 - (r) Camp Self-Government
 - (s) Eligibility and Screening
 - (t) Repatriation Program
 - (u) Resettlement Work

- Bureau of R.S.

- | | | | |
|-----|--------------------|------------|--------------------|
| 36. | Sardinia | - Region A | - F. Collins |
| 37. | Sicily | - Region B | - C. B. Moses |
| 38. | Southern | - Region C | - C. Hanson-Abbott |
| 39. | Central | - Region D | - P. C. Borre |
| 40. | Emilia & Toscana | - Region E | - A. L. Ellison |
| 41. | Piemonte & Liguria | - Region F | - L. Koenigsbert |
| 42. | Lombardia | - Region G | - A. L. Raffa |
| 43. | Veneto | - Region H | - J. L. Jones |

III. WRITING OF REPORTS

1. The three Chiefs of Bureaux are asked to inform the Mission Executive Officer by 14 November of the names of the individuals in their Bureaux designated to write the reports listed in Section II above.

2. The Mission Executive Officer will, by ²⁰15 November, submit to the Chief Archivist and Historian of UNRRA a list of the reports to be submitted with the names of the persons designated to write them.

IV. GENERAL POLICY.

1. Attention is drawn to the second sub-paragraph of Para. 3 of European Region Technical Instruction No. 7.1, and it is emphasised that the persons designated to write the reports will be working as individuals, and should express their views freely, although criticism, while frank, must be substantiated by facts.

2. Reports will be submitted by the writers to their administrative superiors, and through the Bureau Chiefs to the Reports Branch of the Division of Operational Analysis.

3. Reports will not be changed, but supervisors will be free to add their comments for submission, together with the report, to the Chief Archivist and Historian of UNRRA.

V. SPECIAL REPORTS

1. Attention is drawn to Paragraph 4(b) of European Region Technical Instruction No. 7.1.

2. Bureau Chiefs are asked to submit to the Mission Executive Officer for the Chief of Mission's consideration, lists of subjects suggested for such special reports.

VI. TREATMENT

1. Special attention is directed to paragraphs 5 and 6 of European Region Technical Instruction No. 7.1, the provisions of which are to be followed as closely as possible.

2. All reports and any commentary will be submitted to the Reports Branch strictly in accordance with the following editorial rules:-

- 4-
- (a) in quadruplicate
 - (b) double spaced
 - (c) one and a half inch left-hand margin
 - (d) on one side of paper only
 - (e) on standard foolscap size paper

3. Reports, together with commentaries, will be submitted to the Chief Archivist and Historian in duplicate by 20 March 1947.

VII EFFECTIVE DATE

This Order is effective immediately.

VIII DISTRIBUTION

This Order will be distributed down to Divisional Directors at Mission Headquarters and to Regional Directors.

S. H. Keeny,
CHIEF OF MISSION.

U.N.R.R.A.EUROPEAN REGIONAL OFFICEEUROPEAN REGION ORDER NO. 65.

Subject: History of UNRRA.Date: 30th September 1946.

1. PURPOSE

This Order establishes the policy governing the preparation of an official history of UNRRA (referred to in Part VII of E.R. Order No. 55), under the supervision of the Chief Archivist and Historian.

2. APPLICABILITY.

This Order applies to E.R.O. and to all Missions and Field Units under the jurisdiction of E.R.O.

3. GENERAL POLICY.

To preserve the experience gained in the operation of the United Nations Relief and Rehabilitation Administration, the Director General has decided that the material necessary for the ultimate compilation of a history of the Administration's activities shall be prepared while the Administration is still active and while the material can be made available by officials directly concerned with the Administrations activities, and its compilation supervised by Chiefs of Mission before both leave the service of the Administration. The collation of this material and its subsequent usage in the preparation of the official history will be the responsibility of the Chief Archivist and Historian.

4. PROCEDURE.

- (a) Chiefs of Missions and equivalent Field Units will select appropriate individuals to prepare these reports, in accordance with the directions contained in E.R.O. Technical Instructions Nos. 7, 7.1 and 7.2, which are being issued concurrently with this Order. The applicability of each of these Technical Instructions will be stated therein.
- (b) The reports should be completed before the end of Phase I as defined by E.R. Order No. 55.

R.G. LEWIS
D.D.G. and Chief of Finance
and Administration.

U.N.A.7177.

EUROPEAN REGIONAL OFFICEEuropean Region Technical Instruction No. 7.1
(General Series)

Subject : UNRRA Historical Reports.
Missions and Field Units.

Date : 30 September 1946.

PURPOSE

The Administration has decided that a history of the organization should be prepared for publication. It is no exaggeration to say that the work of the Administration will not be completed until this history is published. The Administration has handled greater funds and has had a greater practical effect on the world situation than any other international organization to date. Its accomplishments and its failures are of immense importance and if correctly known will certainly prove of great value in the organization and operation of other international organizations, in the handling of emergencies and crises, and in work of economic rehabilitation and reconstruction.

Many accounts of the work of the Administration have already appeared and will continue to appear. In most cases, these have been inaccurate, have come to incorrect conclusions and have thrown an entirely false light on what has been done and what has been accomplished. This is due, in part at least, to the fact that they have generally been prepared by people outside the Administration who had insufficient knowledge of the Administration and its work. It is obvious that the most effective accounts can be written by those with direct, first-hand knowledge of what has been done.

An accurate history, correctly evaluating the work of the Administration must be prepared if the full effects of the work of the Administration are not to be lost, and the experience gained in its operations are to prove of lasting benefit. Furthermore, this history must be prepared by the members of the Administration.

It is now planned that the final history of the Administration will emphasize the following three main themes :

- (1) An international organization : its organization, administration and staffing.
- (2) An international organization and national governments.
 - (a) Relations with contributing governments, including problems of publicity in such countries.
 - (b) Relations with benefiting countries, including problems of control over the activities of such countries, observation of their use of supplies given them and of their welfare activities.
- (3) The economic impact and implications of an international supply organization, including the effect on health conditions, as well as on industrial, agricultural, and transport developments.

2. APPLICABILITY.

This Instruction applies to Missions and Field Units under the jurisdiction of ERO, excluding D.P. Operations Germany.

3. PHASES.

It has been decided that the history of UNRRA will be prepared in several phases. The first phase will involve preparation by the Administration's working staff of reports or monographs dealing with the work of the Administration. The final history will be, to a considerable extent, based on

/these

U.N.a. 7179.

these reports. It is important, therefore, that they should be accurate and complete. They will form a basic part of the final history and statement of the work of the Administration.

It is not contemplated, however, that they will be published in precisely the form written. They will be, at first, for the confidential use of the Chief Historian and his staff. The writers, therefore, should express their views freely; they should not hesitate to be frank, but they must be factual and if criticism of governments or individuals is involved, it must be substantiated by facts and not merely by hearsay or the writer's personal view. Their reports will in no way affect the attitude of the Administration towards the writers; their position will be fully protected.

LIST OF REPORTS.

(a) Minimum list of reports.

The following minimum list of reports should be prepared in each Mission :

- A.1 - Office of Chief of Mission.
- 2 - Relations with Governments.
- 3 - Relations with other organizations (such as FAO, Red Cross, military organizations, etc.).
- 4 - Work of economic analysis and investigation.
- 5 - Legal problems and work.
- 6 - Public Information.
- B.7 - Office of Chief of Supply.
- 8 - Food.
- 9 - Textiles and clothing (including yarn, finished clothing, shoes, etc.).
- 10 - Medical Supplies.
- 11 - Agricultural rehabilitation.
- 12 - Industrial rehabilitation.
- 13 - Transport.
- 14 - Shipping, warehousing, and protective services.
- 15 - Distribution and observation.
- C.16 - Office of Chief of Finance and Administration.
- 17 - Organization and Management.
- 18 - Personnel.
- 19 - Finance and Accounts.
- 20 - Administrative Services.
- 21 - Housing and Feeding of UNRRA employees.
- 22 - Administration Transport.
- D.23 - Office of Chief of Relief Services.
- 24 - Health.
- 25 - Welfare.
- 26 - Displaced Persons.
- E.27 - Regional Offices.

Chiefs of Missions may omit from the above list those reports which clearly do not apply to the work done by their Mission.

Chiefs of Missions may also at their discretion sub-divide the above reports and have prepared, in place of some of those suggested, several reports. For example, it may be decided in certain Missions that a special report should be prepared on travel distinct from the report dealing with the administrative services. It may be decided in several Missions that the work of welfare should be broken down into several reports. Likewise in respect to supply activities, Mission Chiefs may at their discretion add categories to those listed above.

(b) Special Reports

In addition to the above reports to be prepared in all Missions, there should be prepared in each Mission special reports dealing with certain technical aspects of the work done by the Administration or under its auspices, such as malaria control operations in Italy and Greece, plastic surgery operations in Yugoslavia, etc. These reports should be prepared primarily for publication by technical experts, thoroughly familiar with /the

the work done. They should be prepared with all the care and exactness that would enter into the preparation of papers for scientific, medical and other learned journals.

The Mission Chief will, in the case of each Mission, determine what aspects of the work performed in his Mission should be specially recorded in this fashion. Generally speaking, the types of work to be described are those involving technical problems and developments which will be of interest to technicians working in similar and allied fields.

5. OUTLINE

(a) The reports should be prepared in accordance with the following outline:

(i) Part I.

- (a) Programme purpose and function.
- (b) Internal structure and methods of work.
- (c) Relations with other parts of UNRRA.
- (d) Personnel.
- (e) Relations with governments and other organizations.
- (f) Problems.

(ii) Part II.

Achievements and results.

(iii) Part III.

Documents.

(b) It is assumed that the minimum list of reports requested covering various functions and operations of the Administration will, in general, coincide with the organization of Missions into bureaux or departments, divisions, branches, and sections. Mission Chiefs may at their discretion alter the list of reports to make them coincide with such organizational pattern if they believe this is desirable.

(i) Part I.

(a) Programme purpose and function.

The Programme purpose and function of the work performed by bureaux, departments, divisions, branches, sections, etc., should be clearly stated. Since, in many cases, there were undoubtedly changes from time to time, the development, purpose and function of each bureau, division, etc., should be indicated clearly in an orderly, chronological manner. This section of the report should include a list of documents which created the terms of reference for the work done. These documents should be clearly identified.

(b) Internal Structure and Methods of work.

(i) Charts showing the internal structure of the bureaux, divisions etc., (To indicate change and development there should be included a series of such charts indicating the structure of the particular branch during the important phases of its existence).

(ii) Job descriptions of the more important positions in the branch

(iii) A clear description of the way in which particular tasks were performed.

- (iv) The extent to which work was done on a committee or group basis.
- (v) The extent to which the work centered in the Head of the Mission or Branch.
- (vi) The extent to which the work was delegated to junior members of the division or branch.
- (vii) The extent of work done in the principal UNRRA office.
- (viii) The extent of work done in the field or regional office.
- (c) Relations with other parts of UNRRA.
 - (i) Relations with Headquarters.
 - (ii) Relations with ERO.
 - (iii) Relations with other divisions, branches of the Mission (in discussing these relations it is not necessary for, let us say, the agricultural rehabilitation branch to discuss relationships with the personnel, finance, or administrative services branches of the same Mission. Such relations will be taken for granted. On the other hand, the agricultural rehabilitation branch should discuss relations with the food branch if that existed as an independent unit).
 - (iv) Relations between branches and divisions and the Office of Bureau Heads.
- (d) Personnel.
 - (i) Amount and adequacy of personnel.
 - (ii) Relations between personnel of different nationalities.
 - (iii) Relations between Class I and Class II personnel.
 - (iv) Evaluation of type of personnel available for work. (This should include a discussion of the suitability of people with general training, with specialised training, and with prior contact with the country, etc.).
 - (v) Staff morale.
- (e) Relations with Governments and other Organizations.
 - (i) Extent to which relations were satisfactory, unsatisfactory, and changing pattern of relations.
 - (ii) Relations with a central clearing office (if one were established).
 - (iii) Relations with corresponding functional departments of governments.
 - (iv) Adequacy of relations.
 - (v) Attitude of governments to suggestions, criticisms, etc., made by the Mission.
- (f) Problems.
 - (i) Problems arising out of local conditions in the country.

- (ii) Problems arising out of relations with other parts of the Administration.
- (iii) Problems arising from the arrival or non-arrival of supplies.
- (iv) Problems of communications.

The influence of these problems on the work of the Administration and on the effectiveness of this work should be fully discussed. It should be shown what attempts were made to overcome the problems and to what extent these attempts were successful.

(ii) Part II.

(a) Achievements and Results.

The achievements and results and, wherever possible, the permanent effects or continuing influence of the work done should be described fully and accurately. This section is to be considered the most vital and important section. For example, in the reports on supply activities, the immediate effect on health conditions, on industrial activities, and agricultural activities of the supplies brought in, as well as the effect on the economic development of the country, should be set out in as detailed a fashion as possible.

A clear evaluation should also be attempted of the extent to which success was achieved as well as an indication of important work necessarily left undone.

(iii) Part III.

(a) Documents.

A list of available documents which illustrates the work discussed in the preceding sections of the report.

6. TREATMENT.

(a) Contents of the Report.

The report should be a serious study of the work of the Mission. It should not consist of a repetition of monthly and other periodic routine reports which are already available to the Historian. A rehash of such reports or excerpts from them would obviously present no addition to available material.

(b) Facts and Opinions.

Reports should include factual material, expressions of opinion, results, etc. A clear distinction should, however, be made between these various elements.

(c) Lessons Learned.

In each section of the report consideration should be given to the lessons learned and the work done.

(d) Precision.

The reports throughout should be as precise as possible. They should indicate the year, the month and, if possible, the day on which a particular piece of work began or on which a particular event occurred. Similarly all figures quoted, whether of personnel, supplies, etc., should be precise and accurate.

(e) Cross References.

References should be included throughout the reports to Mission documents. These references should clearly identify the documents and should be given in all cases to support figures, opinions, evaluations, etc.

(f) Length.

The report should be sufficiently lengthy to describe completely the work done. Generally speaking, it is better to include too much material than not enough. On the other hand, matters extraneous to the subject under consideration should not be included.

(g) Style.

The reports should be clearly written but time should not be spent in attempts to produce fine prose for publication. Facts, opinions, deductions are more important than literary form.

7. INSTRUCTIONS

Mission Chiefs should provide the Chief Historian by 15 October, 1946 with a list of those reports and special reports which he proposes to have prepared.

8. DEFINITION OF MISSION

Throughout this instruction the word Mission will be read as also referring to any other type of UNRRA Field Unit reporting directly to ERO.

R.G. LEWIS

D.D.G. and Chief of Finance
and Administration.

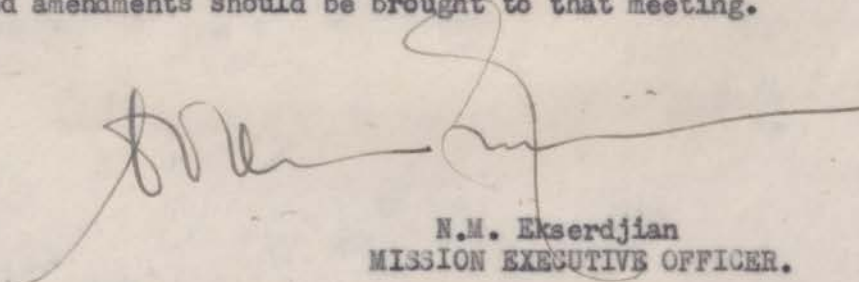
U.N.R.R.A. - ITALIAN MISSION

4 November, 1946.

To : Deputy Chief of Mission for F. & A. ✓
Deputy Chief of Mission for R. S. ✓
Deputy Chief of Mission for R. & D.
Director, Information Division
Special Assistant to Chief of Mission
Director, Operational Analysis Div.

From: Mission Executive Officer.

1. Please see attached draft Mission Operation Order, together with attachments, for your urgent consideration.
2. This Operation Order will be discussed at the Cabinet Meeting on Wednesday, 6 November, and any comments or suggested amendments should be brought to that meeting.


N.M. Ekserdjian
MISSION EXECUTIVE OFFICER.

NMEKSERDJIAN/jms.

cc: COM.

*Excluded to
Mission
12, 11, 0 - 574*

Rafornu

D R A F T

UNITED NATIONS
RELIEF AND REHABILITATION
ADMINISTRATION

ITALIAN MISSION
MISSION OPERATION ORDER

SUBJECT: HISTORY OF UNRRA

I. PURPOSE

The purpose of this Order is to provide for the preparation and submission to E.R.O. of reports called for by European Region Order No. 65 dated 30 September - ^{subject} ~~SUBJECT~~ "HISTORY OF UNRRA" (copy attached at Appendix 'A'), in accordance with the form prescribed in European Region Technical Instruction No. 7.1 (General Series) dated 30 September - ^{Subject} ~~SUBJECT~~ "UNRRA HISTORICAL REPORTS. MISSIONS AND FIELD UNITS." (copy attached at Appendix 'B').

II. LIST OF REPORTS

The list of reports given in paragraph 4(a) of European Technical Instruction No. 7.1 has been amplified in consultation with Mr. G. Woodbridge, Chief Archivist and Historian of UNRRA, and it has been decided that the following reports will be prepared as indicated:-

- | | | |
|-----|---|--------------------|
| 1. | Office of Chief of Mission | - S.M. Keeny |
| 2. | Relations with Governments | - P. Contini |
| 3. | Relations with other organisations)
(such as FAO, Red Cross, military
organisations, etc.)) | - S.M. Keeny |
| 4. | Work of economic analysis and investigation | - J.H. Gorvin |
| 5. | Legal problems and work | - P. Contini |
| 6. | Public Information | - B. Ashford-Russe |
| 7. | Protective Services | - G.P. Bruno |
| 8. | Office of Chief of Supply | |
| 9. | Food | |
| 10. | Textiles and clothing | - Bureau of R & I |
| 11. | Other consumer goods | |
| 12. | Medical supplies | |
| 13. | Agriculture, forestry and fisheries | |
| 14. | Industrial rehabilitation
(Continued Page.2) | |

14. Industrial rehabilitation (contd.)
 - Chemical industry
 - food processing
 - engineering and power
 - coal and POL
 - miscellaneous industries
15. Internal transport
16. Shipping and warehousing
17. Distribution and observation
18. Office of Chief of Finance and Administration
19. Organisation and Management
20. Personnel
21. Finance and Accounts
22. Administrative Services
23. Housing and feeding of UNRRA employees
24. Administration Transport
25. Life Fund
26. Maintenance and operation of transport for
the Italian Government
27. Administrative property control
28. Office of Chief of Relief Services
29. Anti-malaria programme
30. Health (other than anti-malaria programme)
& clothing etc.
31. Supplementary feeding programme
32. Development of Ministry of Social Services
33. GASAS
34. Processing
35. Displaced Persons Operation
 - (a) Relations with Military
 - (b) Relations with Governments of Countries
of Origin
 - (c) Relations with other Governments
 - (d) Relations with other Organisations
 - (e) Central Tracing Bureau
 - (f) Acquisition and distribution of
basic supplies

- Bureau of R & D

- Bureau of P & A

- Bureau of R.S.

SRPD

35. Displaced Persons Operation (Contd.)

- (g) Acquisition and distribution of supplementary supplies
- (h) Transport
- (i) Organisation
- (j) Personnel
- (k) Administrative Services
- (l) Finance and Accounts
- (m) Camp Administration
- (n) Camp Provisioning
- (o) Camp activities - Health
- (p) Camp activities - Welfare and Employment
- (q) Camp activities - Community
- (r) Camp Self-Government
- (s) Eligibility and Screening
- (t) Repatriation Programme
- (u) Resettlement Work

- Bureau of R.S.

36.	Sardinia	- Region A	- F. Collins
37.	Sicily	- Region B	- G.B. Moses
38.	Southern	- Region C	- C. Hanson-Abbott
39.	Central	- Region D	- P.C. Borre
40.	Emilia & Toscana	- Region E	- A.L. Ellison
41.	Piemonte & Liguria	- Region F	- L. Koenigsbert
42.	Lombardia	- Region G	- A.L. Raffa
43.	Veneto	- Region H	- J.L. Jones

III. WRITING OF REPORTS.

1. The three Chiefs of Bureaux are asked to inform the Mission Executive Officer by 15 November of the names of the individuals in their Bureaux designated to write the reports listed in Section II above.

2. The Mission Executive Officer will, by 20 November, submit to the Chief Archivist and Historian of UNHRA a list of the reports to be submitted with the names of the persons designated to write them.

IV. GENERAL POLICY.

1. Attention is drawn to the second sub-paragraph of Para. 3 of European Region Technical Instruction No. 7.1, and it is emphasised that the persons designated to write the reports will be working as individuals, and should express their views freely, although criticism, while frank, must be substantiated by facts.
2. Reports will be submitted by the writers to their administrative superiors, and through the Bureau Chiefs to the Reports Branch of the Division of Operational Analysis.
3. Reports will not be changed, but supervisors will be free to add their comments for submission, together with the report, to the Chief Archivist and Historian of UNRRA.

V. SPECIAL REPORTS.

1. Attention is drawn to Paragraph 4(b) of European Region Technical Instruction No. 7.1.
2. Bureau Chiefs are asked to submit to the Mission Executive Officer for the Chief of Mission's consideration, lists of subjects suggested for such special reports.

VI. TREATMENT

1. Special attention is directed to paragraphs 5 and 6 of European Region Technical Instruction No. 7.1, the provisions of which are to be followed as closely as possible.
2. All reports and any commentary will be submitted to the Reports Branch strictly in accordance with the following editorial rules:-

- (a) in quadruplicate
- (b) double spaced
- (c) one and a half inch left-hand margin
- (d) on one side of paper only
- (e) on standard foolscap size paper

As a technician
as a technician. →

3. Reports, together with commentaries, will be submitted to the Chief Archivist and Historian in duplicate by 20 March 1947.

VII. EFFECTIVE DATE.

This Order is effective immediately.

VIII. DISTRIBUTION

This Order will be distributed down to Divisional Directors ^{at} ~~and~~ Mission Headquarters and to Regional Directors.

S.M. Keeny
CHIEF OF MISSION.

Appendix 'A' - as Section I.

Appendix 'B' - as Section I.

C O P Y.

DATE 8th November, 1946.

TO: : The Directors, Health, S.P. and
D.P. Divisions.

File. RS.

FROM: Helen Montgomery, Asst. Chief
Bureau of Relief Services

Attached is a copy of a memorandum we have received from the Welfare Division, which gives a draft outline for the History of UNRRA. I thought you might wish to have this memorandum, in order that you could review it in connection with the preparation of a draft History of 5378 C for your Division.

C.c: Welfare Division.

UNRRA ITALIAN MISSION
BUREAU OF RELIEF SERVICES
WELFARE DIVISION
HEADQUARTERS

8 November 1946

TO : ACTG. CHIEF, BUREAU OF RELIEF SERVICES
FROM : WELFARE DIVISION *P. Baunister*
SUBJECT : DRAFT OUTLINE FOR HISTORY OF UNRRA

1. According to your request we are submitting brief comment on the draft outline to be used as a guide in preparation of the history of UNRRA Italian Mission. We shall confine our comments to the sections which refer to the Welfare Division. Of the 47 items listed, but 2 with the exception of welfare aspects which will be included in the regional reports, refer to welfare. They are No. 31 Supplementary Feeding and Clothing, etc. prog., and No. 32 Development of Ministry of Social Services. Item 32 will in itself be a very brief one because all of the work leading up to the development of a Ministry of Social Services will be contained in the history of the Welfare Division itself where the foundation for such organization has been laid.

2. According to ERO Admin. Order 65 and Technical Instruction No. 7 on the UNRRA historical reports, emphasis is placed upon certain subjects which we believe are fundamental in the preparation of the final report. The outline suggested therein is such that we favor its use as a guide in the preparation of the outline which we should like to use for the Division report.

3. It appears to us that the major features to be emphasized in such a report are:

I. Principles or philosophy of work.

Here would be contained the relationship with the Italian Government at all levels: national, provincial and communal; and the basic philosophy upon which the plan of operation was developed.

II. Organization, Function and structure of the Division

III. Personnel

Here would be included the qualifications, adequacy of number, etc.

IV. Program

a. Method of work.--Here again would be included the matter of relationship with the Italian Government at all levels, the community organization aspects of the work, as well as relationships with other Divisions within UNRRA.

b. General operations.

c. Specific projects.

V. Achievements

VI. Findings and problems.

VII. Future steps indicated for welfare in the country.

4. Of major importance among the items to be emphasized in the final report are philosophy, method of work and evaluation. The subject of problems is closely connected with evaluation and those two subjects together should be emphasized in order to make the achievements or lack of achievements as planned understandable.

5. At the same time, these subjects should contain useful information with regard to future planning in similar arrangements of work. The problems, both those arising out of conditions in the country and those arising due to factors outside the country, together with those due to structures, personnel, etc., all might well be included together with an evaluation, both of the achievements which were generally recognized as adequate and those which were less full than was anticipated in original planning.

Phoebe Bannister

Phoebe Bannister
DIRECTOR OF WELFARE

GGABOWER:jca

Extras

UNRRA ITALIAN MISSION
BUREAU OF RELIEF SERVICES
WELFARE DIVISION
HEADQUARTERS

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2. According to ERO Admin. Order 65 and Technical Instruction No. 7 on the UNRRA historical reports, emphasis is placed upon certain subjects which we believe are fundamental in the preparation of the final report. The outline like to use for the Division report.

3. It appears to us that the major features to be emphasized in such a report are:

I. Principles or philosophy of work.

Here would be contained the relationship with the Italian Government at all levels: national, provincial and communal; and the basic philosophy upon which the plan of operation was developed.

II. Organization, Function and structure of the Division

III. Personnel.

Here would be included the qualifications, adequacy of number, etc.

IV. Program

a. Method of work. -- Here again would be included the matter of relationship with the Italian Government at all levels, the community organization aspects of the work, as well as relationships with other Divisions within UNRRA.

b. General operations.

c. Specific projects.

V. Achievements

VI. Findings and problems.

VII. Future steps indicated for Welfare in the country.

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Hoebe Bennister
DIRECTOR OF WELFARE

CGABOWER: jca

UNRRA ITALIAN MISSION
BUREAU OF RELIEF SERVICES
WELFARE DIVISION
HEADQUARTERS

8 November 1946

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FROM: WELFARE DIVISION
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II. Organization, function and structure of the Division

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a. Method of work. -- Here again would be included the matter of relationship with the Italian Government at all levels, the community organization aspects of the work, as well as relationships with other Divisions within UNRRA.

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VII. Future steps indicated for Welfare in the country.

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Hoche Bannister
DIRECTOR OF WELFARE

CGABOWER: jca

1. A. Revisions in Termination procedure — Halsall

(No changes in Div. terminations without clearance with me)

B. Vol. Society terminations — Seconded Personnel Welfare & SRPD

2. Live Friend Program

Cable 3188

3. History of AUKDA

Admin Orders

I History — factual

II Evaluation

~~4. Vol Society~~

(a) Am Inter. Org. Problems of staffing, setting up +
administering such an agency

4.

②

(b) Relat. of an Inter. Agency with Nat'l Govts

(c) Economic Impact in broader sense on the World.

U. N. R. R. A.

EUROPEAN REGIONAL OFFICE

European Region Technical Instruction No. 7.1

(General Series)

Subject: UNRRA Historical Reports.
Missions and Field Units.

Date: 30 September, 1946.

1. PURPOSE

The Administration has decided that a history of the organization should be prepared for publication. It is no exaggeration to say that the work of the Administration will not be completed until this history is published. The Administration has handled greater funds and has had a greater practical effect on the world situation than any other international organization to date. Its accomplishments and its failures are of immense importance and if correctly known will certainly prove of great value in the organization and operation of other international organizations, in the handling of emergencies and crises, and in work of economic rehabilitation and reconstruction.

Many accounts of the work of the Administration have already appeared and will continue to appear. In most cases, these have been inaccurate, have come to incorrect conclusions and have thrown an entirely false light on what has been done and what has been accomplished. This is due, in part at least, to the fact that they have generally been prepared by people outside the Administration who had insufficient knowledge of the Administration and its work. It is obvious that the most effective accounts can be written by those with direct, first-hand knowledge of what has been done.

An accurate history, correctly evaluating the work of the Administration must be prepared if the full effects of the work of the Administration are not to be lost, and the experience gained in its operations are to prove of lasting benefit. Furthermore, this history must be prepared by the members of the Administration.

It is now planned that the final history of the Administration will emphasize the following three main themes:

- (1) An international organization: its organization, administration and staffing.
- (2) An international organization and national governments.
 - (a) Relations with contributing governments, including problems of publicity in such countries.
 - (b) Relations with benefiting countries, including problems of control over the activities of such countries, observation of their use of supplies given them and of their welfare activities.
- (3) The economic impact and implications of an international supply organization, including the effect on health conditions, as well as on industrial, agricultural, and transport developments.

2. APPLICABILITY

This Instruction applies to Missions and Field Units under the jurisdiction of ERO, excluding D.P. Operations Germany.

3. PHASES

It has been decided that the history of UNRRA will be prepared in several phases. The first phase will involve preparation by the Administration's working staff of reports or monographs dealing with the work of the Administration. The final history will be, to a considerable extent, based on

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these reports. It is important, therefore, that they should be accurate and complete. They will form a basic part of the final history and statement of the work of the Administration.

It is not contemplated, however, that they will be published in precisely the form written. They will be, at first, for the confidential use of the Chief Historian and his staff. The writers, therefore, should express their views freely; they should not hesitate to be frank, but they must be factual and if criticism of governments or individuals is involved, it must be substantiated by facts and not merely by hearsay or the writer's personal view. Their reports will in no way affect the attitude of the Administration towards the writers; their position will be fully protected.

4. LIST OF REPORTS

(a) Minimum List of Reports

The following minimum list of reports should be prepared in each Mission:

- A.1 - Office of Chief of Mission.
- 2 - Relations with Governments.
- 3 - Relations with other organizations (such as FAO, Red Cross, military organizations, etc.).
- 4 - Work of economic analysis and investigation.
- 5 - Legal problems and work.
- 6 - Public Information.
- B.7 - Office of Chief of Supply.
- 8 - Food.
- 9 - Textiles and clothing (including yarn, finished clothing, shoes, etc.).
- 10 - Medical Supplies.
- 11 - Agricultural rehabilitation.
- 12 - Industrial rehabilitation.
- 13 - Transport.
- 14 - Shipping, warehousing, and protective services.
- 15 - Distribution and observation.
- C.16 - Office of Chief of Finance and Administration.
- 17 - Organization and Management.
- 18 - Personnel.
- 19 - Finance and Accounts.
- 20 - Administrative Services.
- 21 - Housing and Feeding of UNRRA employees.
- 22 - Administration Transport.
- D.23 - Office of Chief of Relief Services.
- 24 - Health.
- 25 - Welfare.
- 26 - Displaced Persons.
- E.27 - Regional Offices.

Chiefs of Missions may omit from the above list those reports which clearly do not apply to the work done by their Mission.

Chiefs of Missions may also at their discretion sub-divide the above reports and have prepared, in place of some of those suggested, several reports. For example, it may be decided in certain Missions that a special report should be prepared on travel distinct from the report dealing with administrative services. It may be decided in several Missions that the work of welfare should be broken down into several reports. Likewise in respect to supply activities, Mission Chiefs may at their discretion add categories to those listed above.

(b) Special Reports

In addition to the above reports to be prepared in all Missions, there should be prepared in each Mission special reports dealing with certain technical aspects of the work done by the Administration or under its auspices, such as malaria control operations in Italy and Greece, plastic surgery operations in Yugoslavia, etc. These reports should be prepared primarily for publication by technical experts, thoroughly familiar with

the work done. They should be prepared with all the care and exactness that would enter into the preparation of papers for scientific, medical and other learned journals.

The Mission Chief will, in the case of each Mission, determine what aspects of the work performed in his Mission should be specially recorded in this fashion. Generally speaking, the types of work to be described are those involving technical problems and developments which will be of interest to technicians working in similar and allied fields.

5. OUTLINE

(a) The reports should be prepared in accordance with the following outline:

(i) Part I.

- (a) Programme purpose and function.
- (b) Internal structure and methods of work.
- (c) Relations with other parts of UNRRA.
- (d) Personnel.
- (e) Relations with governments and other organizations.
- (f) Problems.

(ii) Part II.

Achievements and results.

(iii) Part III.

Documents.

(b) It is assumed that the minimum list of reports requested covering various functions and operations of the Administration will, in general, coincide with the organization of Missions into bureaux or departments, divisions, branches, and sections. Mission Chiefs may at their discretion alter the list of reports to make them coincide with such organizational pattern if they believe this is desirable.

(i) Part I.

(a) Programme purpose and function.

The Programme purpose and function of the work performed by bureaux, departments, divisions, branches, sections, etc., should be clearly stated. Since, in many cases, there were undoubtedly changes from time to time, the development, purpose and function of each bureau, division, etc., should be indicated clearly in an orderly, chronological manner. This section of the report should include a list of documents which created the terms of reference for the work done. These documents should be clearly identified.

(b) Internal Structure and Methods of work.

- (i) Charts showing the internal structure of the bureaux, divisions, etc. (To indicate change and development there should be included a series of such charts indicating the structure of the particular branch during the important phases of its existence).
- (ii) Job descriptions of the more important positions in the branch.
- (iii) A clear description of the way in which particular tasks were performed.

- (iv) The extent to which work was done on a committee or group basis.
- (v) The extent to which the work centered in the Head of the Mission or branch.
- (vi) The extent to which the work was delegated to junior members of the division or branch.
- (vii) The extent of work done in the principal UNRRA office.
- (viii) The extent of work done in the field or regional office.
- (c) Relations with other parts of UNRRA.
 - (i) Relations with Headquarters.
 - (ii) Relations with ERO.
 - (iii) Relations with other divisions, branches of the Mission (in discussing these relations it is not necessary for, let us say, the agricultural rehabilitation branch to discuss relationships with the personnel, finance, or administrative services branches of the same Mission. Such relations will be taken for granted. On the other hand, the agricultural rehabilitation branch should discuss relations with the food branch if that existed as an independent unit).
 - (iv) Relations between branches and divisions and the Office of Bureau Heads.
- (d) Personnel.
 - (i) Amount and adequacy of personnel.
 - (ii) Relations between personnel of different nationalities.
 - (iii) Relations between Class I and Class II personnel.
 - (iv) Evaluation of type of personnel available for work. (This should include a discussion of the suitability of people with general training, with specialized training, and with prior contact with the country, etc.)
 - (v) Staff morale.
- (e) Relations with Governments and Other Organizations.
 - (i) Extent to which relations were satisfactory, unsatisfactory, and changing pattern of relations.
 - (ii) Relations with a central clearing office (if one were established).
 - (iii) Relations with corresponding functional departments of governments.
 - (iv) Adequacy of relations.
 - (v) Attitude of governments to suggestions, criticisms, etc., made by the Mission.
- (f) Problems.
 - (i) Problems arising out of local conditions in the country.
 - (ii) Problems arising out of relations with other parts of the Administration.
 - (iii) Problems arising from the arrival or non-arrival of supplies.
 - (iv) Problems of communications.

The influence of these problems on the work of the Administration and on the effectiveness of this work should be fully discussed. It should be shown what attempts were made to overcome the problems and to what extent these attempts were successful.

(ii) Part II.

(a) Achievements and Results.

The achievements and results and, wherever possible, the permanent effects or continuing influence of the work done should be described fully and accurately. This section is to be considered the most vital and important section. For example, in the reports on supply activities, the immediate effect on health conditions, on industrial activities, and agricultural activities of the supplies brought in, as well as the effect on the economic development of the country, should be set out in as detailed a fashion as possible.

A clear evaluation should also be attempted of the extent to which success was achieved as well as an indication of important work necessarily left undone.

(iii) Part III.

(a) Documents.

A list of available documents which illustrates the work discussed in the preceding sections of the report.

6. TREATMENT.

(a) Contents of the Report.

The report should be a serious study of the work of the Mission. It should not consist of a repetition of monthly and other periodic routine reports which are already available to the Historian. A rehash of such reports or excerpts from them would obviously present no addition to available material.

(b) Facts and Opinions.

Reports should include factual material, expressions of opinion, results, etc. A clear distinction should, however, be made between these various elements.

(c) Lessons Learned.

In each section of the report consideration should be given to the lessons learned and the work done.

(d) Precision.

The reports throughout should be as precise as possible. They should indicate the year, the month and, if possible, the day on which a particular piece of work began or on which a particular event occurred. Similarly all figures quoted, whether of personnel, supplies, etc., should be precise and accurate.

(e) Cross References.

References should be included throughout the reports to Mission documents. These references should clearly identify the documents and should be given in all cases to support figures, opinions, evaluations, etc.

(f) Length.

The report should be sufficiently lengthy to describe completely the work
/done.

done. Generally speaking, it is better to include too much material than not enough. On the other hand, matters extraneous to the subject under consideration should not be included.

(g) Style.

The reports should be clearly written but time should not be spent in attempts to produce fine prose for publication. Facts, opinions, deductions are more important than literary form.

7. INSTRUCTIONS

Mission Chiefs should provide the Chief Historian by 15 October, 1946 with a list of those reports and special reports which he proposes to have prepared.

8. DEFINITION OF MISSION

Throughout this instruction the word Mission will be read as also referring to any other type of UNRRA Field Unit reporting directly to ERO.

R.G. LEWIS
D.D.G. and Chief of Finance
and Administration.

EUROPEAN REGIONAL OFFICE

European Region Technical Instruction No. 7.1

(General Series)

Subject: UNRRA Historical Reports.
Missions and Field Units.

Date: 30 September, 1946.

1. PURPOSE

The Administration has decided that a history of the organization should be prepared for publication. It is no exaggeration to say that the work of the Administration will not be completed until this history is published. The Administration has handled greater funds and has had a greater practical effect on the world situation than any other international organization to date. Its accomplishments and its failures are of immense importance and if correctly known will certainly prove of great value in the organization and operation of other international organizations, in the handling of emergencies and crises, and in work of economic rehabilitation and reconstruction.

Many accounts of the work of the Administration have already appeared and will continue to appear. In most cases, these have been inaccurate, have come to incorrect conclusions and have thrown an entirely false light on what has been done and what has been accomplished. This is due, in part at least, to the fact that they have generally been prepared by people outside the Administration who had insufficient knowledge of the Administration and its work. It is obvious that the most effective accounts can be written by those with direct, first-hand knowledge of what has been done.

An accurate history, correctly evaluating the work of the Administration must be prepared if the full effects of the work of the Administration are not to be lost, and the experience gained in its operations are to prove of lasting benefit. Furthermore, this history must be prepared by the members of the Administration.

It is now planned that the final history of the Administration will emphasize the following three main themes:

- (1) An international organization: its organization, administration and staffing.
- (2) An international organization and national governments.
 - (a) Relations with contributing governments, including problems of publicity in such countries.
 - (b) Relations with benefiting countries, including problems of control over the activities of such countries, observation of their use of supplies given them and of their welfare activities.
- (3) The economic impact and implications of an international supply organization, including the effect on health conditions, as well as on industrial, agricultural, and transport developments.

2. APPLICABILITY

This Instruction applies to Missions and Field Units under the jurisdiction of ERO, excluding D.P. Operations Germany.

3. PHASES

It has been decided that the history of UNRRA will be prepared in several phases. The first phase will involve preparation by the Administration's working staff of reports or monographs dealing with the work of the Administration. The final history will be, to a considerable extent, based on

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these reports. It is important, therefore, that they should be accurate and complete. They will form a basic part of the final history and statement of the work of the Administration.

It is not contemplated, however, that they will be published in precisely the form written. They will be, at first, for the confidential use of the Chief Historian and his staff. The writers, therefore, should express their views freely; they should not hesitate to be frank, but they must be factual and if criticism of governments or individuals is involved, it must be substantiated by facts and not merely by hearsay or the writer's personal view. Their reports will in no way affect the attitude of the Administration towards the writers; their position will be fully protected.

4. LIST OF REPORTS

(a) Minimum List of Reports

The following minimum list of reports should be prepared in each Mission:

- A.1 - Office of Chief of Mission.
- 2 - Relations with Governments.
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Chiefs of Missions may omit from the above list those reports which clearly do not apply to the work done by their Mission.

Chiefs of Missions may also at their discretion sub-divide the above reports and have prepared, in place of some of those suggested, several reports. For example, it may be decided in certain Missions that a special report should be prepared on travel distinct from the report dealing with administrative services. It may be decided in several Missions that the work of welfare should be broken down into several reports. Likewise in respect to supply activities, Mission Chiefs may at their discretion add categories to those listed above.

(b) Special Reports

In addition to the above reports to be prepared in all Missions, there should be prepared in each Mission special reports dealing with certain technical aspects of the work done by the Administration or under its auspices, such as malaria control operations in Italy and Greece, plastic surgery operations in Yugoslavia, etc. These reports should be prepared primarily for publication by technical experts, thoroughly familiar with

the work done. They should be prepared with all the care and exactness that would enter into the preparation of papers for scientific, medical and other learned journals.

The Mission Chief will, in the case of each Mission, determine what aspects of the work performed in his Mission should be specially recorded in this fashion. Generally speaking, the types of work to be described are those involving technical problems and developments which will be of interest to technicians working in similar and allied fields.

5. OUTLINE

(a) The reports should be prepared in accordance with the following outline:

(i) Part I.

- (a) Programme purpose and function.
- (b) Internal structure and methods of work.
- (c) Relations with other parts of UNRRA.
- (d) Personnel.
- (e) Relations with governments and other organizations.
- (f) Problems.

(ii) Part II.

Achievements and results.

(iii) Part III.

Documents.

(b) It is assumed that the minimum list of reports requested covering various functions and operations of the Administration will, in general, coincide with the organization of Missions into bureaux or departments, divisions, branches, and sections. Mission Chiefs may at their discretion alter the list of reports to make them coincide with such organizational pattern if they believe this is desirable.

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(b) Internal Structure and Methods of work.

- (i) Charts showing the internal structure of the bureaux, divisions, etc. (To indicate change and development there should be included a series of such charts indicating the structure of the particular branch during the important phases of its existence).
- (ii) Job descriptions of the more important positions in the branch
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- (iv) The extent to which work was done on a committee or group basis.
- (v) The extent to which the work centered in the Head of the Mission or branch.
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- (vii) The extent of work done in the principal UNRRA office.
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 - (i) Amount and adequacy of personnel.
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The achievements and results and, wherever possible, the permanent effects or continuing influence of the work done should be described fully and accurately. This section is to be considered the most vital and important section. For example, in the reports on supply activities, the immediate effect on health conditions, on industrial activities, and agricultural activities of the supplies brought in, as well as the effect on the economic development of the country, should be set out in as detailed a fashion as possible.

A clear evaluation should also be attempted of the extent to which success was achieved as well as an indication of important work necessarily left undone.

(iii) Part III.

(a) Documents.

A list of available documents which illustrates the work discussed in the preceding sections of the report.

6. TREATMENT.

(a) Contents of the Report.

The report should be a serious study of the work of the Mission. It should not consist of a repetition of monthly and other periodic routine reports which are already available to the Historian. A rehash of such reports or excerpts from them would obviously present no addition to available material.

(b) Facts and Opinions.

Reports should include factual material, expressions of opinion, results, etc. A clear distinction should, however, be made between these various elements.

(c) Lessons Learned.

In each section of the report consideration should be given to the lessons learned and the work done.

(d) Precision.

The reports throughout should be as precise as possible. They should indicate the year, the month and, if possible, the day on which a particular piece of work began or on which a particular event occurred. Similarly all figures quoted, whether of personnel, supplies, etc., should be precise and accurate.

(e) Cross References.

References should be included throughout the reports to Mission documents. These references should clearly identify the documents and should be given in all cases to support figures, opinions, evaluations, etc.

(f) Length.

The report should be sufficiently lengthy to describe completely the work /done.

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The reports should be clearly written but time should not be spent in attempts to produce fine prose for publication. Facts, opinions, deductions are more important than literary form.

7. INSTRUCTIONS

Mission Chiefs should provide the Chief Historian by 15 October, 1946 with a list of those reports and special reports which he proposes to have prepared.

8. DEFINITION OF MISSION

Throughout this instruction the word Mission will be read as also referring to any other type of UNRRA Field Unit reporting directly to ERO.

R.G. LEWIS
D.D.G. and Chief of Finance
and Administration.

U. N. R. R. A.

EUROPEAN REGIONAL OFFICE

EUROPEAN REGION ORDER NO. 65.

Subject: History of UNRRA.

Date: 30th September 1946.

1. PURPOSE

This Order establishes the policy governing the preparation of an official history of UNRRA (referred to in Part VII of E.R. Order No. 55), under the supervision of the Chief Archivist and Historian.

2. APPLICABILITY

This Order applies to E.R.O. and to all Missions and Field Units under the jurisdiction of E.R.O.

3. GENERAL POLICY

To preserve the experience gained in the operation of the United Nations Relief and Rehabilitation Administration, the Director General has decided that the material necessary for the ultimate compilation of a history of the Administration's activities shall be prepared while the Administration is still active and while the material can be made available by officials directly concerned with the Administration's activities, and its compilation supervised by Chiefs of Mission before both leave the service of the Administration. The collation of this material and its subsequent usage in the preparation of the official history will be the responsibility of the Chief Archivist and Historian.

4. PROCEDURE

- (a) Chiefs of Missions and equivalent Field Units will select appropriate individuals to prepare these reports, in accordance with the directions contained in E.R.O. Technical Instructions Nos. 7, 7.1 and 7.2, which are being issued concurrently with this Order. The applicability of each of these Technical Instructions will be stated therein.
- (b) The reports should be completed before the end of Phase I as defined by E.R. Order No. 55.

R.G. LEWIS,
D.D.G. and Chief of Finance
and Administration.

U. N. R. R. A.EUROPEAN REGIONAL OFFICEEUROPEAN REGION ORDER NO. 65.

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R.G. LEWIS,
D.D.G. and Chief of Finance
and Administration.

CABINET MEETING

30 October 1946

Mr. Keeny's Office

4:00 p.m.

A G E N D A

- I. We have plan only for 6 months.*
2. D.P. operations
Summary of the last analysis.
- Memo to staff re this*
- DP plans*
- I. Review of steps in planning Life Fund expenditures.
(See cable No. 3188 from London) *Keeny*
- II. Out-placement plans for Class II personnel.
(How many people are to be placed by 31 December, and plans for getting them placed.) *Processing section inform Hutchings.* *Hutchings*
- III. Review of staff in relation to work-load, including:
a) percentage of staff on leave,
b) percentage ill,
c) extent to which office hours are being kept,
d) replacement by Class II personnel,
e) should bars be closed at noon. *Hutchings*
- IV. Procedure for answering letters addressed to C of M. ** See Admin Order from staff. - discuss with staff.* *Keeny*
- V. Plans for History of UNRRA. *Mr. Woodbridge*
- ~~VI. Other business.~~
- VI. Suggestions re Economic Notes Supplements.
(See memorandum attached)
- VII. Other business.

cc: Keeny
Ekserdjian
Contini
Snejko
Ashford-Russell
Gorvin

Hodgetts
Hopkins (for 1st item)
Holstein
Sorieri

History
I History - factual - of UNRRA
II Evaluation of the job.
(a) An International org. setting up +
administering such as going into
(b) Rel. of an Intern. org. with nat'l govt.
(c) Economic impact on the world.

** Letter from govt. on DP policy - only into Italy. See Paolo.*

C O P Y

3 October, 1946.

To: CHIEF OF MISSION
FROM: MISSION EXECUTIVE OFFICER
SUBJECT: REGIONAL INFORMATION SERVICE.

1. In the course of our discussions today, Mr. Ellison, Regional Director, Emilia & Toscana Region, canvassed my views regarding the possibility of preparing and publishing a pamphlet in Italian on "What UNRRA Has Done in Emilia & Toscana".
2. I explained to him our general position regarding publication of pamphlets and told him that I did not think his suggestion could be accepted.
3. I have, however, an alternative suggestion which you might wish to consider. The publication of the "Economic Survey" supplements to Economic Notes is about completed. It might be worth publishing in Italian, as supplements to "Note Economiche", brief surveys of UNRRA's activities in the eight regions. This would give the UNRRA picture to the Italian public in a more localized manner and might therefore be more effective in capturing their interest.
4. If you think this rather vague suggestion worth developing, I would recommend that these "Regional Supplements" be prepared by each region in conjunction with the Division of Information. They might also fit in well with John Western's activities.

(Signed) N. M. Ekserdjian

NMEKSERDJIAN/ch

CABLE CONTROL No 19595

.....
Rec'd UN/Rome 27.10.1946 Time 11:30

ACTION - Chief of Mission 4
INFO - DCM F & A 2
DCM R & D 2
DCM R. S. 2
Cable Control

FROM : LONDON

26.10.1946 Time 01.45

TO : UNRRA ROME 3188

A. IN ORDER TO IMPLEMENT RESOLUTION 97 IT IS NECESSARY FOR ADMINISTRATION

(1) TO DETERMINE AFTER CONSULTATION WITH CENTRAL COMMITTEE AND IN AGREEMENT WITH GOVERNMENTS WHAT IF ANY MODIFICATIONS IN AGREEMENTS ARE NECESSARY.

(2) TO FINALISE AS FAR AS POSSIBLE ALL QUESTIONS REGARDING PROCEEDS AND THEIR USE IN ORDER TO REDUCE IN SCOPE ANY TRANSFER OF FUNCTIONS AFTER TERMINATION UNRRA.

B. HQ THEREFORE HAS REQUESTED THAT EACH MISSION AS MATTER OF EXTREME URGENCY TAKE FOLLOWING ACTION

(1) REQUEST GOVERNMENT IMMEDIATELY SUBMIT PLANS FOR RELIEF AND REHABILITATION EXPENDITURE IN ACCORDANCE PARAGRAPH 5 (C) SUPPLEMENTARY AGREEMENT. THESE PLANS SHOULD :

(a) COVER TOTAL PROCEEDS OBTAINED AND EXPECTED TO BE OBTAINED FROM ENTIRE UNRRA PROGRAMME.

(b) MAKE ESTIMATED ALLOWANCE FOR ADMINISTRATIONS LOCAL CURRENCY REQUIREMENTS UNDER ARTICLE 5(B) SUPPLEMENTARY AGREEMENT.

(c) BE IN SUFFICIENT DETAIL TO SATISFY ADMINISTRATION ALL EXPENDITURE PROPOSED BY GOVERNMENT IS WITHIN PURVIEW OF SECTION 19 RESOLUTION 14 AND ARTICLE 5 (C) SUPPLEMENTARY AGREEMENT.

(d) BE BROKEN DOWN BY YEARS OF EXPENDITURE WHENEVER GOVERNMENT INTENDS TO MAKE EXPENDITURE AFTER 1946.

(2) SINCE ALL PROCEEDS HAVE NOT YET BEEN RECEIVED FUTURE PROCEEDS SHOULD PROVISIONALLY BE ESTIMATED.

C. IN IMPLEMENTING B(1) ABOVE MISSIONS SHOULD BE GUIDED BY FOLLOWING :

(A) EXPENDITURE SHOULD CLEARLY AND ONLY SERVE RELIEF AND REHABILITATION OF COUNTRY. WE ARE HOWEVER PREPARED TO INTERPRET THESE TERMS AS BROADLY

AS POSSIBLE CONSISTENTLY WITH THE RESOLUTIONS.

(B) PROVISIONS OF SUPPLEMENTARY AGREEMENTS WITH CZECHOSLOVAKIA MAY SERVE AS GUIDE AND WE ARE MAILING YOU COPY.

(C) IF GOVERNMENT SO DESIRED PART OF PROCEEDS CAN BE USED FOR THE ESTABLISHMENT OF REVOLVING FUND FROM WHICH LOANS CAN BE MADE FOR PRODUCTIVE PURPOSES TO AGRICULTURE OR INDUSTRY.

(D) UNRRA WOULD LIKE GOVERNMENTS TO MAKE AVAILABLE FUNDS AGAINST PROCEEDS FOR CONTINUATION OF UNRRAS FUNCTIONS AFTER THEIR TRANSFER TO SPECIALISED AGENCIES OR TO UNITED NATIONS. D P
plans

D. AS THESE PLANS MUST REACH HEADQUARTERS NOT LATER THAN 30 NOVEMBER PLEASE FORWARD ERO SOONEST; SUBSEQUENT MODIFICATIONS TO PLANS CAN BE MADE BY GOVERNMENT IN CONSULTATION WITH ADMINISTRATION.

E. INFORMATION REQUESTED PARAGRAPH B ABOVE REQUIRED BY HEADQUARTERS FOR FORMULATION PROPOSALS REGARDING EVENTUAL TRANSFER OF ADMINISTRATIONS FUNCTIONS AND RESPONSIBILITIES AS RECOMMENDED PARAGRAPH 2 AND 3 OF RESOLUTIONS 97.

F. ERO FULLY AWARE YOUR DIFFICULTIES BUT PLEASE USE YOUR UTMOST ENDEAVOURS PERSUADE GOVERNMENT ESTABLISH PROCEEDS AND PREPARE PROVISIONAL PLANS.

UNRRA

/mlc.

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Rec'd UN/Rome 27.10.1946 Time 11:30

ACTION - Chief of Mission 4
INFO - DCM F & A 2
DCM R & D 2
DCM R. S. 2
Cable Control
.....

FROM : LONDON

26.10.1946 Time 01.45

TO : UNRRA ROME 3188

A. IN ORDER TO IMPLEMENT RESOLUTION 97 IT IS NECESSARY FOR ADMINISTRATION

(1) TO DETERMINE AFTER CONSULTATION WITH CENTRAL COMMITTEE AND IN AGREEMENT WITH GOVERNMENTS WHAT IF ANY MODIFICATIONS IN AGREEMENTS ARE NECESSARY.

(2) TO FINALISE AS FAR AS POSSIBLE ALL QUESTIONS REGARDING PROCEEDS AND THEIR USE IN ORDER TO REDUCE IN SCOPE ANY TRANSFER OF FUNCTIONS AFTER TERMINATION UNRRA.

B. HQ THEREFORE HAS REQUESTED THAT EACH MISSION AS MATTER OF EXTREME URGENCY TAKE FOLLOWING ACTION

(1) REQUEST GOVERNMENT IMMEDIATELY SUBMIT PLANS FOR RELIEF AND REHABILITATION EXPENDITURE IN ACCORDANCE PARAGRAPH 5 (C) SUPPLEMENTARY AGREEMENT. THESE PLANS SHOULD :

(a) COVER TOTAL PROCEEDS OBTAINED AND EXPECTED TO BE OBTAINED FROM ENTIRE UNRRA PROGRAMME.

(b) MAKE ESTIMATED ALLOWANCE FOR ADMINISTRATIONS LOCAL CURRENCY REQUIREMENTS UNDER ARTICLE 5(B) SUPPLEMENTARY AGREEMENT.

(c) BE IN SUFFICIENT DETAIL TO SATISFY ADMINISTRATION ALL EXPENDITURE PROPOSED BY GOVERNMENT IS WITHIN PURVIEW OF SECTION 19 RESOLUTION 14 AND ARTICLE 5 (C) SUPPLEMENTARY AGREEMENT.

(d) BE BROKEN DOWN BY YEARS OF EXPENDITURE WHENEVER GOVERNMENT INTENDS TO MAKE EXPENDITURE AFTER 1946.

(2) SINCE ALL PROCEEDS HAVE NOT YET BEEN RECEIVED FUTURE PROCEEDS SHOULD PROVISIONALLY BE ESTIMATED.

C. IN IMPLEMENTING B(1) ABOVE MISSIONS SHOULD BE GUIDED BY FOLLOWING :

(A) EXPENDITURE SHOULD CLEARLY AND ONLY SERVE RELIEF AND REHABILITATION OF COUNTRY. WE ARE HOWEVER PREPARED TO INTERPRET THESE TERMS AS BROADLY

AS POSSIBLE CONSISTENTLY WITH THE RESOLUTIONS.

(B) PROVISIONS OF SUPPLEMENTARY AGREEMENTS WITH CZECHOSLOVAKIA MAY SERVE AS GUIDE AND WE ARE MAILING YOU COPY.

(C) IF GOVERNMENT SO DESIRED PART OF PROCEEDS CAN BE USED FOR THE ESTABLISHMENT OF REVOLVING FUND FROM WHICH LOANS CAN BE MADE FOR PRODUCTIVE PURPOSES TO AGRICULTURE OR INDUSTRY.

(D) UNRRA WOULD LIKE GOVERNMENTS TO MAKE AVAILABLE FUNDS AGAINST PROCEEDS FOR CONTINUATION OF UNRRAS FUNCTIONS AFTER THEIR TRANSFER TO SPECIALISED AGENCIES OR TO UNITED NATIONS.

D. AS THESE PLANS MUST REACH HEADQUARTERS NOT LATER THAN 30 NOVEMBER PLEASE FORWARD ERO SOONEST; SUBSEQUENT MODIFICATIONS TO PLANS CAN BE MADE BY GOVERNMENT IN CONSULTATION WITH ADMINISTRATION.

E. INFORMATION REQUESTED PARAGRAPH B ABOVE REQUIRED BY HEADQUARTERS FOR FORMULATION PROPOSALS REGARDING EVENTUAL TRANSFER OF ADMINISTRATIONS FUNCTIONS AND RESPONSIBILITIES AS RECOMMENDED PARAGRAPH 2 AND 3 OF RESOLUTIONS 97.

F. ERO FULLY AWARE YOUR DIFFICULTIES BUT PLEASE USE YOUR UTMOST ENDEAVOURS PERSUADE GOVERNMENT ESTIMATE PROCEEDS AND PREPARE PROVISIONAL PLANS.

UNRRA

/mlc.