

CAIRO OFFICE

Organization

Bahar Museum

Organization

Organization

U/2/1

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

8, SHARIA DAR EL-SHIFA - GARDEN CITY - CAIRO

Telegrams : UNRRA, CAIRO

Telephone { 51421
55439

4 January 1945

CAWA 1/595

*A-40 - Mrs Deegman
Mr Menshikov*

BUREAU OF AREAS (D.D.G.)
RECEIVED

JAN 26 1945

TIME

Mr. M. Menshikov
Deputy Director General
Bureau of Areas
U.N.R.R.A.
Washington, D.C.

Dear Mr. Menshikov:

In our orientation course we found that our new personnel had a keen interest in knowing more about the Balkan set-up and also the names of the heads of the various bureaus and divisions, so I prepared a chart. Thinking you might be interested in it I am enclosing several copies. The organization of the Missions is very similar so I think this chart will be helpful also to the members of the various Country Missions.

As you no doubt know, we have been very busy here due to the Greek trouble. Sir William has been in London for the past several weeks and we are very interested in getting a report from him of his conversations with Governor Lehman.

We hope that some day you will have an opportunity to come out and pay us a visit. Wishing you a most happy and prosperous 1945, I am

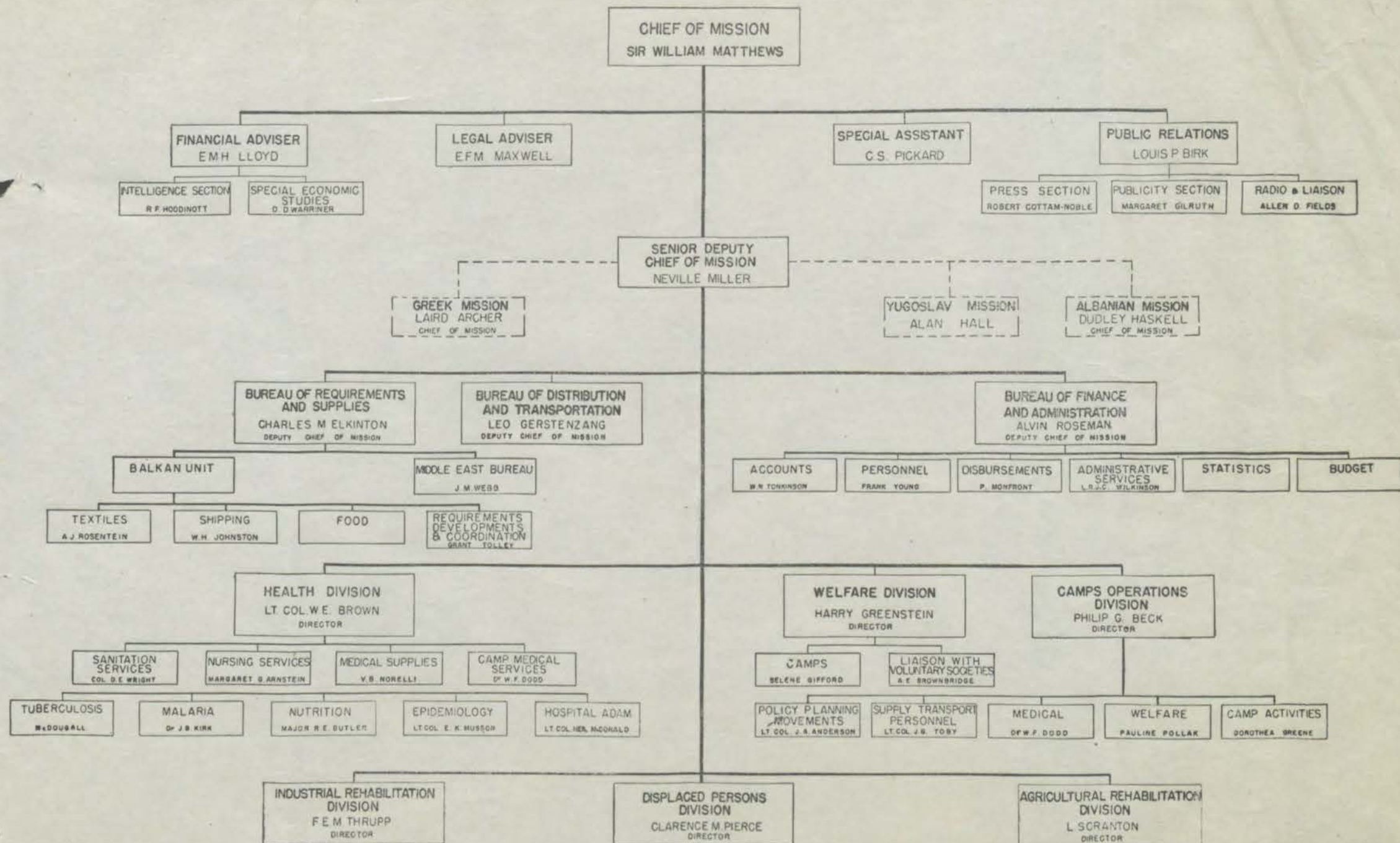
Very truly yours,

Neville Miller
Neville Miller
Senior Deputy Chief
Balkan Mission

NM/mv
Encl.

517013

BALKAN MISSION ORGANIZATION



draft - tentative
Draft - tentative
For Discussion only
2/11/44

OFFICE OF THE CHIEF OF MISSION

The Chief of Mission will be the ranking official of the Mission. His duties will be:

To exercise active direction and supervision of the administration of the headquarters Divisions and Offices and the District Offices of the Mission and of all relief and rehabilitation operations undertaken by the Mission.

To maintain liaison and supervise liaison activities with the Government of Greece, with the military authorities, and with appropriate governmental and inter-governmental agencies.

To supervise and direct the relief and rehabilitation activities in Greece of all private voluntary societies whose activities have been integrated into those of UNRRA, and the use in that country of the personnel and the supply resources of such societies.

To supervise and direct the operation of camps for displaced persons falling within the jurisdiction of the Mission.

To supervise and direct the preparation and any needed modifications of the operating plan of relief and rehabilitation in Greece.

To plan personnel requirements for the Mission, to make recommendations with respect to the selection of

personnel, and to select personnel as may be authorized.

To detail personnel between the several divisions and offices as needed.

To keep in constant touch with the work of the Mission and, together with the Deputy Chief of Mission, to meet with the office and divisional Chiefs at frequent intervals, and from time to time with the District Supervisors, to discuss the problems of the offices and divisions of the Mission and of the District Offices.

To advise the Washington and London offices on problems relating to Greece.

The staff of the Chief of Mission will be as follows:

A Deputy Chief of Mission, who will serve as the Executive Officer of the Chief of Mission. Under the direction of the Chief of Mission, he will supervise the activities of the various headquarters divisions and District Offices of the Mission, and will assist the Chief in the supervision of the headquarters offices of the Mission as the Chief may require. He will assist the Chief in conducting liaison activities. He will act as Chief of Mission in the absence of the Chief.

A Special Assistant to the Chief, who, as directed by the Chief of Mission, will work with the several divisions and offices of the Mission on particular problems, will assist

the Chief in conducting liaison activities, and will perform such other functions as the Chief may direct.

An Economic Adviser, whose duties will be:

To advise the Chief of Mission on the economic aspects of UNRRA operations in Greece and on all economic problems arising out of the operations of the Mission, with special regard to their influence on the economy of the country.

To assist the Supply and Distribution Division in the formulation of an operating plan for the most effective distribution in Greece of relief and rehabilitation goods and materials in the light of the overall program, taking into consideration wholesale and retail facilities and practices, producers and consumers cooperatives, trade associations, and brokerage and marketing practices.

To report upon rationing, commodity allocation, and price control systems in Greece; to evaluate their effectiveness; and to recommend adjustments or modifications designed to make such controls effective.

To advise upon economic factors bearing upon the effective utilization of relief supplies, and upon the relationship to the proper functioning of the program of economic factors such as the availability or lack of supplies, effective price controls, and adequate distribution facilities.

To advise the Chief of Mission of the effect of the relief and rehabilitation operations and program upon the economy of Greece.

If so directed by the Chief of Mission to report upon the ability of the Greek Government to finance and pay for relief and rehabilitation operations in Greece.

To act as the economic intelligence agency for the Mission, and to assemble and transmit economic intelligence to the Washington, London and Cairo Offices of the Administration.

A Chief Inspector responsible to the Chief of Mission, who will be in charge of Inspection Services and whose function will be to investigate the distribution of relief and rehabilitation supplies; to determine and report to the Chief of Mission whether such distribution is being made without discrimination because of race, breed, or political belief; whether distribution is so conducted that all classes of the population, irrespective of their purchasing power, are receiving their equitable shares of essential relief commodities; whether, when distribution is through private trade, the remuneration earned by such private trade is no more than is fair and reasonable as provided in approved plans and policies; and, in general, whether relief and rehabilitation supplies are being diverted from intended recipients or otherwise used for improper purposes.

A Chief of Public Relations, whose duties will be to prepare material relating to the work of the Mission for use in local news media and for use by the Washington and London offices in stimulating interest in the activities of the Mission, and in the preparation of reports and other data for

public information purposes; to digest and make available to the headquarters staff and the District Offices items of current interest from the Greek press; and to document by photography the relief and rehabilitation activities of the Mission.

A Legal Adviser to advise the Chief and members of his office and officers of the Divisions on legal problems, to approve all contracts of the Mission, and to perform such other legal services as may be required.

DIVISIONAL ORGANIZATION

The several Divisions of the Mission, and their functions will be:

WELFARE DIVISION

In the light of conditions in Greece to formulate operating plans for the public welfare aspects of relief and rehabilitation operations, including plans for special welfare services for children and mothers, for the restoration, mobilization, and operation of community welfare programs, for the distribution of food and clothing to persons without adequate resources, for provision of emergency shelter; and to formulate standards for determining the needs of individuals, families, and groups requiring special welfare services, and for ascertaining ability to pay for relief supplies.

To supervise the operation of the welfare aspects of the plan for relief and rehabilitation and to advise on needed modifications.

To supervise the operation of the camps for displaced persons within the jurisdiction of the Mission and to render, through the District Offices, appropriate welfare services to displaced persons.

To present to the Supply and Distribution Division requests for the supplies required to carry out the welfare program in Greece.

To furnish technical assistance to the other Divisions and the District offices on the welfare aspects of their work and to consult with the other Divisions on welfare problems involving the work of such divisions.

To establish and maintain working relationships with appropriate international welfare agencies operating in Greece, to coordinate their activities with those of UNRRA, and to recommend as to the use of such agencies and local governmental agencies in the distribution of relief goods.

To supervise field operations by the Welfare Staff of the District Offices and to make recommendations for the more effective execution of the program by the District Offices.

HEALTH DIVISION

To survey and determine the extent of the needs with respect to public health services and sanitation.

To supervise the operation of the health and medical aspects of the plan for relief and rehabilitation, and to advise on needed modifications.

In cooperation with appropriate governmental and inter-governmental agencies and Divisions of the Mission, to prepare plans for the improvement of public health and sanitation; for the control of communicable diseases; for the prevention of the introduction of disease from other areas; for the rehabilitation of hospital and clinical facilities; and plans for the administration of laws and regulations relating to public health, sanitation, manufacture and distribution of medical, biologic, and analogous products, maritime and international quarantine, communicable disease control, etc.

To provide, through the District Offices, appropriate health and medical care for displaced persons, both in camps for such persons and elsewhere in Greece.

To assist the Supply and Distribution Division in determining the availability in Greece of medical and sanitary supplies and equipment.

To present to the Supply and Distribution Division requests for essential medical and sanitary supplies.

To assist the Supply and Distribution Division in the formulation of operating plans for the storage, transport and distribution of medical and sanitary supplies and equipment.

To supervise field operations by the Health Staff of the District Offices and to make recommendations for the more effective execution of the program by the District Offices.

DISPLACED PERSONS DIVISION

To collect information and report on the number, location and condition of displaced persons falling within the scope of the activities of the Mission, and to assist in the identification of such persons.

To arrange with the Health and Welfare Divisions for meeting the needs for relief and medical care of such displaced persons, including the placement of such persons in camps for temporary care and shelter.

To assist the Welfare Division and other appropriate divisions in the supervision of the operation of camps for displaced persons under the jurisdiction of the Mission.

To prepare operating plans for the care and return of displaced persons to their homes and for the repatriation of such persons, and to propose modifications.

To assist in the execution of plans for the care and return to their homes or repatriation of such displaced persons as may fall within the scope of the activities of the Greek Mission.

To cooperate with the Greek government, the Health Division, the Military Authorities, and appropriate international organizations, in the prevention and control of epidemics which may occur in connection with the establishment and maintenance of refugee camps, repatriation projects, and projects for the return of displaced persons to their homes.

To supervise field operations by the displaced persons staff of the District Offices, and to make recommendations for the more effective execution of the program by the District Offices.

AGRICULTURE DIVISION

To survey and determine the extent of the need for agricultural rehabilitation, including the rehabilitation of fisheries and the reinstatement of agricultural labor, and to ascertain whether the agricultural plant of Greece is utilized to best advantage, taking into account both the needs of the area and the needs of the United Nations in the war effort.

In cooperation with local agricultural associations, public authorities, and other appropriate groups in Greece, to prepare and supervise the execution of plans for the increase of essential agricultural production.

To prepare and supervise the execution of operating plans for agricultural rehabilitation and to advise on any needed modifications.

In cooperation with the industrial rehabilitation division, to prepare and supervise the execution of plans for necessary rehabilitation of plants engaged in the processing of food, and in the manufacture of fertilizer, insecticides, and other essential agricultural supplies and equipment.

To assist the Supply and Distribution Division in determining the availability in Greece of food and agricultural supplies and equipment.

To present to the Supply and Distribution Division requests for essential supplies and equipment for agricultural production and for the rehabilitation of agriculture.

To assist the Supply and Distribution Division in the formulation of operating plans for the storage, transport and distribution of food and agricultural supplies and equipment.

To supervise field operations by the agricultural staff of the District Offices, and to make recommendations for the more effective execution of the program by the District Offices.

INDUSTRIAL REHABILITATION DIVISION

To survey and determine the extent of the need for rehabilitation of such industries as will enable Greece to produce relief supplies, such as food, clothing, shelter, and medical supplies, for its own use and for use in other liberated territories; of public utilities and services to provide such basic essentials as light, water, power, transportation and communication; and of industries producing raw materials such as coal, minerals, and construction materials.

To survey and determine, in cooperation with the Welfare Division, the extent of the need for shelter for homeless or displaced persons; and to formulate and supervise, with the cooperation of the Welfare Division, the execution of operating plans for the provision of such shelter.

In cooperation with local industrial groups, associations, and the public authorities, to develop within the scope of the Administration's activities, a program for the rehabilitation

of manufacturing, mining, transport, and public utility industries, of essential public services, and of essential civilian shelter.

To prepare and supervise the execution of operating plans for the rehabilitation of such industries, transport and other services as are essential to relief and to advise on any needed modifications.

To assist the Supply and Distribution Division in determining the availability in Greece of raw materials and equipment for industrial rehabilitation.

To present to the Supply Division requests for essential raw materials, supplies and equipment for industrial rehabilitation, civilian shelter, transport, and other services essential to relief.

To assist the Supply and Distribution Division in the formulation of operating plans for the storage, transport and distribution of raw materials, supplies and equipment for the rehabilitation of such industries, transport and other services as are essential to relief.

To supervise the field operations by the Industrial Staff of the District Offices, and to make recommendations for the more effective execution of the program by the District Offices.

SUPPLY AND DISTRIBUTION DIVISION

To be responsible for operations relating to the distribution, transport and storage of relief and rehabilitation goods in Greece, and the scheduling of supply shipments.

To arrange or make arrangements for the procurement and delivery of raw materials, equipment and supplies, including transportation and storage, and for their distribution, and to supervise supply and distribution operations by the District Offices.

To arrange for and supervise the processing of wheat and other food products supplied by the Mission, and to control the quantity and quality of such products which are processed.

To coordinate the supply, transport, storage and distribution functions of the Mission with those of the Greek governmental authorities, of the Balkan Economic Center or of any other United Nations supply authority, military or civilian, operating in Greece.

The Division will function through its Supply, Transport and Storage, and Distribution branches, the duties of which will be:

Supply Branch

To assemble the requirements for relief and rehabilitation supplies as recommended by the various divisions of the Mission, and to present, for the approval of the Chief of Mission, a balanced program of such requirements together with supporting data to justify such requirements program.

To survey and report to the Chief of Mission upon the availability of local supplies, and to arrange with the approval of the Chief of Mission for the purchase of such supplies as may be required.

To estimate, in the light of the availability of local supplies and relief and rehabilitation needs, the amounts and kinds of such supplies required to be imported for appropriate time periods of the UNRRA operation.

To arrange for the ocean transport and importation of such supplies as may be required within the area and to prepare shipping schedules for such importations.

To keep operating records of all requirements approved by the Chief of Mission and of all purchases and imports.

Generally, to exercise control of the import and export of supplies of the Mission and of the movement of such supplies within the area.

Transport and Storage Branch

To devise appropriate inland transport and communication procedures, procedures for the receipt of imported goods at ports and for the removal of such goods from vessels to appropriate warehouses; and to coordinate such procedures with the arrangements for distribution in the area.

To supervise or arrange for the supervision of the unloading at ports, of relief and rehabilitation goods consigned to the Mission, the warehousing and the release of such relief and rehabilitation goods, and the shipment of such goods throughout the area.

In cooperation with the Industrial Rehabilitation Division, to devise plans for more effective use of existing transport facilities (including army transport) or to prepare plans for the importation of needed vehicles.

Distribution Branch

To devise and install or arrange for the installation of procedures for the distribution of relief and rehabilitation goods and materials within the area and to organize the distribution media for their most effective use.

After consultation and with the cooperation of the Economic Adviser and the Divisions of Agriculture, Industrial Rehabilitation, Welfare Services, Displaced Persons, and Health, to prepare plans, procedures, and arrangements for the distribution of relief and rehabilitation supplies and materials in the area.

To supervise the execution of distribution plans by the field staff and to advise the Chief of Mission and the Economic Adviser upon the operation of such plans.

With the assistance of the Economic Adviser, to prepare operating plans for the distribution of relief and rehabilitation supplies and materials.

DIVISION OF FINANCE AND ADMINISTRATION

To be responsible for the personnel administration of the Mission and to make recommendations with respect to the selection of locally employed personnel.

To be responsible for the institution of proper accounting, record-keeping, business management, and administrative services procedures for the Mission.

To be responsible for the preparation of budget estimates for the Mission.

The Division will function through an Accounting Branch and an Administrative Services Branch whose duties will be as follows:

Accounting Branch

To maintain records of relief and rehabilitation supplies allocated to or purchased by the Mission and to account for the disposition of such goods.

To maintain proper inventory control of stocks of relief and rehabilitation goods.

To maintain records of the relief and rehabilitation funds of the Mission and to account for the disposition of such funds.

To institute a uniform system of accounting and reporting for the District Offices and, periodically, to review accounting records of such Offices.

To prepare budget estimates for the field mission for approval of the Chief of Mission and submission to the London and Washington offices.

Administrative Services Branch

To serve as the procurement agency for the Mission for necessary materials and supplies, other than relief and rehabi-

litiation supplies, and to operate the stockrooms and supplies service.

To be responsible for the procurement of office space for the headquarters office of the Mission and to be responsible for such maintenance, alterations, and repairs as may be necessary.

To provide such central stenographic and typing services as may be required.

To maintain the central files of the Mission.

To provide messenger service.

To collect and dispatch all outgoing mail and cables.

To open, date, time-stamp, sort, and distribute incoming mail.

To maintain and check attendance reports and, if required, to prepare and check payrolls.

To operate such library service as the Mission may require.

To operate or plan the operation of such motor and other vehicles as may be necessary for the performance of the functions of the headquarters office.

Generally, to be responsible for business management and personnel administration for the headquarters office of the Mission, and to formulate procedures of personnel administration and business management of the District Offices.

To review such reports of the several District offices relating to personnel and business management, as may be required by the Chief of Mission.

DISTRICT OFFICES

The duties of the District Supervisor for each District will be:

To supervise all District personnel, and to direct all operations in the District except those which have been or may be assigned to technical personnel.

To act as Chief Supply and Distribution officer in the District and to direct the operations of all non-technical field personnel of the District.

To have charge of the administrative and Business Management aspects of District Operations.

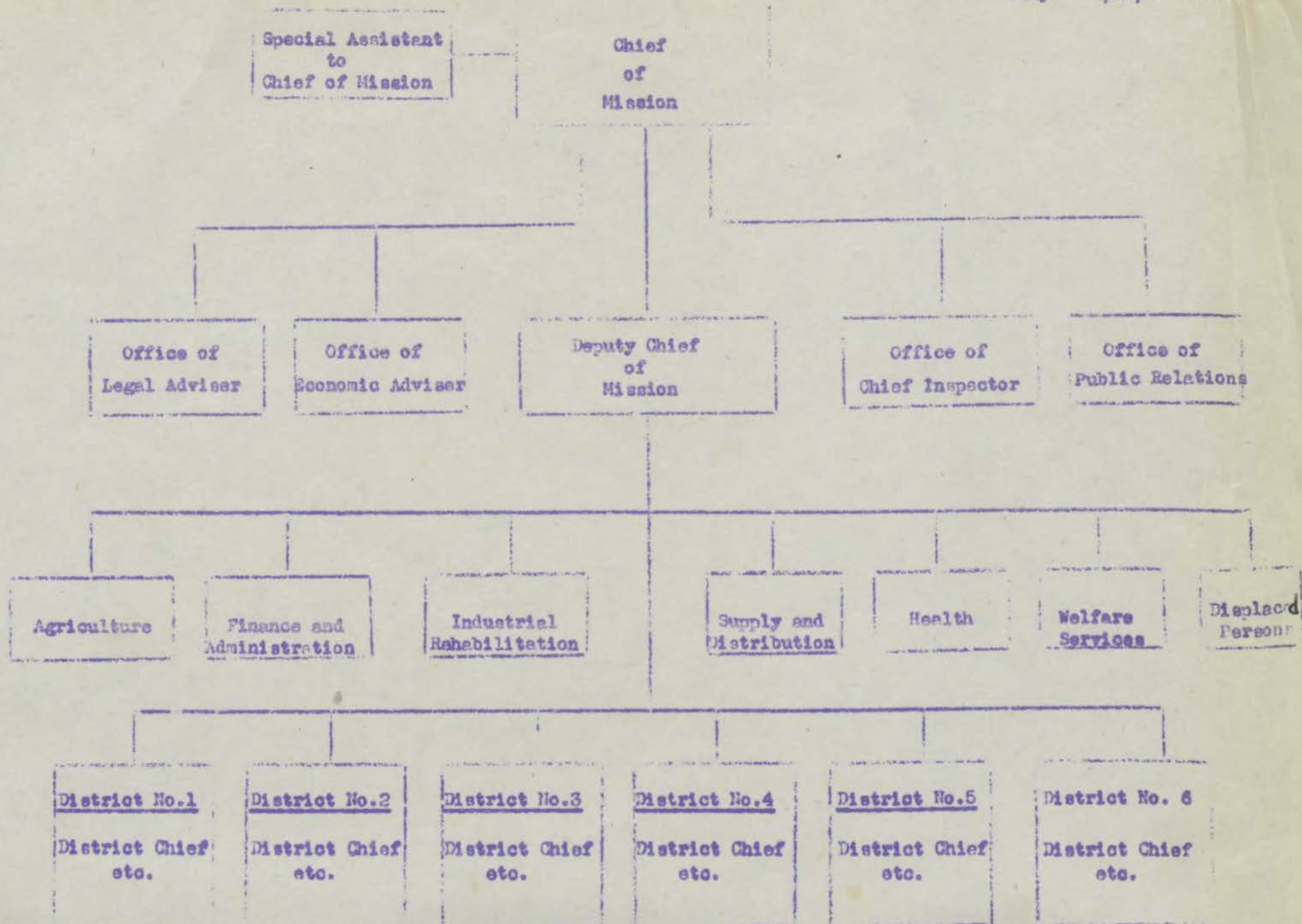
To advise the Chief and Deputy Chief of Mission and the technical divisions of the headquarters staff upon the needs of the several Districts for food, clothing, and shelter, and upon relief and rehabilitation needs generally, and the kinds and amounts of supplies required for meeting such needs.

To observe and make recommendations for modifications of the various aspects of the relief and rehabilitation program, including rationing and price control plans.

To receive and dispatch all communications relating to District operations, except that in case of emergency orders

and instructions to technical personnel may be transmitted by the headquarters office directly to such personnel; and to advise with the technical personnel upon ways and means of carrying out such orders and instructions and the manner in which such personnel conduct their operations.

Greek Field Mission
Tentative - Discussion
only. 2/11/44 - G.X.



COPY

Cairo - General
25 August 1944

My dear Governor:

When the Cairo Mission was first set up, it was decided that at the outset it should be responsible to Washington but that the question of transfer to London should be open to consideration. When Salter was over here we discussed the question whether responsibility for the Cairo office should now be transferred to ERO, and I understood that he agreed that this ought to be arranged as soon as possible. Since he left, the question has been put up from various angles.

Pickard, who has come over here from Cairo on a short visit, tells me that Matthews is anxious that the transfer should be arranged. Fulton sets out the reasons for an immediate decision in this sense in paragraph 1 (b) of the attached report, which is worth reading. Hoehler tells me that the Displaced Persons sub-committee (on which the Greek Government is represented) have expressed the view that the plans for dealing with displaced persons in the Balkans ought to be cleared in London rather than in Washington and that he strongly supports their views.

At a meeting yesterday which I had with the Health Division, Dr. Sawyer expressed himself as disturbed by the present triangular arrangements. As an example of the difficulties which it created, he mentioned the fact that he had not been informed of the arrangements made at Washington regarding the relations between UNRRA and the Typhus Commission in the Balkan area. He urged strongly the desirability of the transfer of responsibility from Washington to London both in respect to planning and to operations in the health field. He added that such a change might be difficult to make once active operations began and he thought that it should take place, if possible, well before the operational period. Sawyer's intervention on this point is the more impressive as he did not know that the same question had been raised by other Services and he raised it in the course of a general discussion of the work of his Division.

In view of these opinions, I brought the matter before a meeting of the Administrative Council with Dr. Sawyer, Mr. Hoehler and Miss McGeachy and it was unanimously agreed that I should inform you of the views expressed, ask whether you had any strong reason for wishing to maintain the direct responsibility of Cairo to Washington and if not, to ask you to approve the delegation to the ERO of responsibility for the Cairo Mission.

I was also asked to enquire whether (without prejudice to the overall budgetary control exercised by Washington) the authority delegated to London could include power to make such additions to the Budget allocations as experience has shown to be necessary. Miss McGeachy particularly wished to stress the need of some additional Welfare staff. The details are shown in the second enclosure.

We should be grateful if you would let us know your decision as soon as possible. It will entail some addition to our staff dealing with the Balkans and it would probably be best if you could send over one or two people from Washington who have been dealing with Cairo in the past. I am sending a copy of this to Matthews.

Yours sincerely,
Sd. F.W. Leith-Ross

P.S: The matter was mentioned at the European committee today and there was general agreement that Cairo and Balkan planning should be directly linked with London office.

Mr. Menshikov

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

27 May 1944

TO: Bureau and Division Chiefs
FROM: M. Menshikov

I am transmitting herewith a copy of the Balkan Budget, together with a letter and other data which were transmitted this week to Mr. Matthews, Chief of the Balkan Mission.

Attachments

*This was circulated
to all Bureaus +
Divisions - This
copy is for your
file. B.L.A.*

Please return to

L. Leonard

Rm. 313

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

1344 Connecticut Avenue
Washington 25, D.C.

9 May 1944

Mr. William Matthews
Chief of Mission
UNRRA
c/o American Legation
Cairo, Egypt

Dear Mr. Matthews:

I am transmitting herewith, the following documents:

- a) Over-all personnel budget for the Balkan Mission.
- b) Memorandum and chart on the administrative and organizational plan for the Balkan Mission.
- c) Schedule on proposed priorities for air and sea transport.

You will note that the budget has been prepared on a regional basis. In adopting this approach, the following basic assumptions were considered:

- 1. That personnel should be prepared and willing to serve in any part of the region as operations require, thus permitting the greatest possible flexibility in the use of personnel.
- 2. That with the exception of such positions as Chief of Mission, Financial Adviser, Special Assistant and Legal Adviser, personnel should be recruited on the specific understanding that they are subject to assignment anywhere in the Balkan region. This will prevent personnel from acquiring a vested interest in a particular position in a particular mission; and subsequent

9 May 1944

disappointment and resentment if personnel is required to go into another country because you deem a shift in the best interests of the mission.

3. It was essential that the original approach to the Balkan budget be on a country basis; consequently, you will note that we have suggested a division of personnel as between country missions.

This division is suggested primarily for purposes of recruitment and budget control, and is not intended to be a rigid allocation for each country mission.

4. No attempt has been made at this time to determine what portion of the mission will be required to remain in Cairo after field operations begin. The circumstances and conditions existing at that time will be the determining factors in reaching a decision, with respect to this problem. However, it is strongly felt that wherever possible, top personnel should move from Cairo to the field to be used in specific country operations.
5. It is to be clearly understood that while the mission is in Cairo the Chief of the Balkan Mission is the senior officer of the mission and that all mission and bureau chiefs and division directors are administratively responsible to him. The deputy chiefs of bureaus and the division directors of the Balkan Mission will in turn exercise top administrative authority over all personnel assigned to their respective bureaus and divisions. In the event that changes in the line of responsibility appear desirable after entry into the field, further instructions will be sent.

Very sincerely yours,

/s/ M. MENSHIKOV

Michail Menshikov,
Deputy Director General.

BALKAN MISSION

I. OFFICE OF THE CHIEF OF MISSION

Chief of Balkan Mission

The Chief of the Balkan Mission will be the ranking UNRRA official of the Mission. His duties will be:

To exercise active control and supervision of the administration of the Mission and to be directly responsible for all relief and rehabilitation operations undertaken by it.

To maintain liaison and supervise liaison activities with appropriate military authorities, governments, governmental and inter-governmental agencies.

To integrate activities of all private voluntary societies interested in Balkan relief and rehabilitation planning and operations, with those of UNRRA; to institute programs for the training of the personnel of such societies in UNRRA operations in the fields of health, displaced persons, welfare services, and such other fields as may be required; and to supervise and direct the use of the personnel and of the supply resources of such societies in such operations of UNRRA.

To supervise and coordinate the operation of refugee camps falling within the jurisdiction of the Mission.

To supervise and coordinate the planning of the Greek, Albanian and Yugoslav programs of relief and rehabilitation.

To detail personnel between the several Bureaus, Divisions and offices as needed.

To keep in constant touch with the work of the Mission and, together with the Senior Deputy Chief of Mission, to meet with the deputy chiefs and divisional directors at frequent intervals to discuss office and divisional problems.

Senior Deputy Chief of Mission

The Senior Deputy Chief of Mission will serve as the Executive Officer of the Mission. Under the direction of the Chief of Mission he will be responsible for the execution of all operating programs, and will coordinate the activities of the various bureaus, divisions and offices of the Mission. He will assist the Chief in conducting liaison activities. He will act as Chief of Mission in the absence of the Chief.

Special Assistant to the Chief of Mission

The Special Assistant to the Chief of Mission, under the direction of the Chief of Mission, will work with the several divisions and offices of the Mission on particular problems, and will perform such other functions as the Chief may direct.

Financial Adviser

The Financial Adviser will advise the Chief of Mission and the several offices and divisions of the Mission on the financial aspects of UNRRA operations in the Balkans and on all financial problems arising out of the operations of the Mission.

He will advise the Chief of Mission on all financial matters relating to governmental contributions and on the use of local

currency made available to UNRRA as a result of sale of relief and rehabilitation supplies.

He will assist the Chief of Mission in the preparation of financial plans which are calculated to accelerate the restoration of economic and financial stability in the Balkans through the distribution of relief and rehabilitation supplies.

He will advise each of the offices and divisions of the Mission upon financial factors bearing upon the effective utilization of relief supplies, and upon the relationship to the proper functioning of the program, of financial factors such as the stabilization of currency and control of inflation.

He will advise the Chief of Mission upon the ability of the Governments of the Balkan Nations to finance and pay for relief and rehabilitation operations.

He will advise the Chief of Mission and the several offices and divisions of the Mission on the problems of finance, currency and banking in each of the Balkan countries and on steps necessary to prevent inflation and other destructive monetary and financial conditions.

He will act as the intelligence agency for the Mission, gathering economic, social, political and other intelligence from the offices and divisions of the Mission; and from all available outside sources; and he will assemble, analyze and transmit such intelligence to the Washington and London offices of the Administration.

Legal Adviser

The Legal Adviser will advise the Chief of Mission and members of his office and officers of the Bureaus and Divisions on legal problems, will approve all contracts of the Mission, and will perform such other legal services as may be required.

Public Relations Officer

The Public Relations Officer will prepare material relating to the work of the Mission for use in local news media and for use by the Washington and London offices in stimulating interest in the activities of the Mission; and will prepare reports and other data for public information purposes. He will digest and make available to the Mission staff items of current interest from the local press. He will also document by photography the relief and rehabilitation activities of the Mission.

Chief of Greek Mission

The Chief of the Greek Mission will be responsible, under the general direction of the Chief of the Balkan Mission, for the development and integration of the relief and rehabilitation program for Greece for the military and post-military periods. He will be assisted by personnel assigned by the Chief of the Balkan Mission from the appropriate Bureaus and Divisions.

As authorized by the Chief of the Balkan Mission, he will maintain liaison with the military authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Greek relief and rehabilitation planning and operations.

He will advise the Chief of the Balkan Mission on problems relating to Greece.

He will plan personnel requirements for the Greek Mission and make recommendations with respect to the selection of personnel for the operations of the Greek Mission.

Chief of Yugoslav Mission

The Chief of the Yugoslav Mission will be responsible, under the general direction of the Chief of the Balkan Mission, for the development and integration of the relief and rehabilitation program for Yugoslavia for the military and post-military periods. He will be assisted by personnel assigned by the Chief of the Balkan Mission from the appropriate Bureaus and Divisions.

As authorized by the Chief of the Balkan Mission, he will maintain liaison with the military authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Yugoslav relief and rehabilitation planning and operations.

He will advise the Chief of the Balkan Mission on problems relating to Yugoslavia.

He will plan personnel requirements for the Yugoslav Mission and make recommendations with respect to the selection of personnel for the operations of the Yugoslav Mission.

Chief of Albanian Mission

The Chief of the Albanian Mission will be responsible, under the general direction of the Chief of the Balkan Mission, for the development and integration of the relief and rehabilitation

program for Albania for the military and post-military periods. He will be assisted by personnel assigned by the Chief of the Balkan Mission from the appropriate Bureaus and Divisions.

As authorized by the Chief of the Balkan Mission, he will maintain liaison with the military authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Albanian relief and rehabilitation planning and operations.

He will advise the Chief of the Balkan Mission on problems relating to Albania.

He will plan personnel requirements for the Albanian Mission and make recommendations with respect to the selection of personnel for the operations of the Albanian Mission.

II. DIVISIONAL ORGANIZATION

Requirements Coordination and Supply Bureau

To be responsible for planning and operations relating to the preparation and coordination of estimates of all relief and rehabilitation supply requirements.

To coordinate the supply functions of the Mission with those of any United States or United Kingdom supply authority, military or civilian, operating in the area.

To procure or make arrangements for the procurement of supplies for the refugee camps under the jurisdiction of the Mission.

To assist in the formulation of the requirements coordination and supply program for the Balkan nations.

To assemble the estimates of requirements for relief and rehabilitation supplies for operations in the area served by the Mission, as requested by the various bureaus and divisions of the Mission; to analyze such requests, to coordinate such requirements, and to present, for the approval of the Chief of Mission, a balanced program of such requirements together with supporting data to justify such requirements program.

To report to the Chief of Mission, after consultation with the several interested bureaus and divisions, upon the availability of local supplies, and to arrange, with the approval of the Chief of Mission, for the purchase of such supplies as may be required for operations in the area served by the Mission.

To estimate, in the light of the availability of local supplies and relief and rehabilitation needs, the amounts and kinds

of such supplies required to be imported for appropriate time periods of the UNRRA operation.

To arrange for the importation of such supplies as may be required within the area and to prepare shipping schedules for such importations.

To keep operating records of all requirements approved by the Chief of Mission and of all purchases and imports.

Generally, to exercise control of the import and export of supplies of the Mission.

Distribution and Transport Bureau

The Distribution and Transport Bureau will be responsible for the formulation of operating plans for the distribution of all relief and rehabilitation supplies and for the warehousing, storage and transport of the same. It will operate through a Distribution Methods and Control Branch, an Inland Transport Branch, and a Warehouse Branch as follows:

Distribution Methods and Controls Branch

To determine the various agencies, public as well as private, which may be utilized for the physical distribution of relief and rehabilitation supplies.

To study economic channels of distribution in the area, including wholesale and retail trade, producers and consumers cooperatives, trade associations, brokerage practices and the like.

To assist in the preparation of operating plans for the Balkan nations for the most effective distribution of relief and rehabilitation goods and materials in the light of the overall programs, taking into consideration wholesale and retail facilities and practices, producers and consumers cooperatives, trade associations, brokerage and marketing practices.

To advise upon rationing and price control systems in the Balkan nations; to evaluate their effectiveness; and to suggest adjustments or modifications designed to strengthen UNRRA's relief and rehabilitation program.

To advise the Requirements Coordination and Supply, the Distribution and Transport and other appropriate bureaus and divisions of

the Mission of the effect of the importation and distribution of relief and rehabilitation supplies and of proposed rehabilitation programs upon the economy of the Balkan countries.

On the basis of the overall program for relief and rehabilitation and with the cooperation of the several responsible bureaus and divisions to select such channels as may be appropriate for securing the effective distribution of relief and rehabilitation supplies.

To study the need for rationing and allocation of civilian goods, and the efficacy of any such plans which may currently be in operation on the area, and to make recommendations to the Chief of Mission for needed modifications of existing plans for the rationing and allocation of civilian goods.

Continually to evaluate the need of control over the prices of consumer goods and to appraise the efficacy of existing price controls, if any, in cooperation with other divisions of the Mission, and to make recommendations for needed modifications in such plans.

To prepare and supervise the execution of plans for the distribution of relief and such other supplies as may be required in the refugee camps under the jurisdiction of the Mission.

To assist in the formulation of plans for the distribution of relief and rehabilitation supplies in the Balkan nations.

To devise and install or arrange for the installation of procedures for the distribution of relief and rehabilitation goods and materials within the Balkan nations and to organize the

distribution media for their most effective use.

To supervise the execution of distribution plans by the field staff and to advise the Chief of Mission and the Financial Adviser upon the operation of such plans.

To consult and collaborate with the Financial Adviser and the Divisions of Agricultural Rehabilitation, Industrial Rehabilitation, Welfare, Displaced Persons and Health, in the preparation of plans, procedures and arrangements for the distribution of relief and rehabilitation supplies and materials in the area.

To be responsible for the distribution, regardless of the media used, of all relief and rehabilitation supplies in the area within the jurisdiction of the Mission.

Inland Transport Branch

To devise appropriate transport procedures, including procedures for transport orders, bills of lading, the receipt of imported goods at ports and the removal of such goods from vessels to appropriate warehouses; and to coordinate such procedures with the arrangements for distribution in the area.

To supervise or arrange for the supervision of the unloading at ports, of relief and rehabilitation goods consigned to the Mission; the release of relief and rehabilitation goods from warehouses; and the transportation of such goods by land and sea throughout both mainland and island areas.

In cooperation with the Industrial Rehabilitation Division, to devise plans for more effective use of existing transport facilities (including army transport) or to prepare plans for the im-

portation of vehicles or vessels needed for inland or inter-island transport.

Warehousing Branch

To supervise or arrange for the supervision of warehousing and other storage facilities.

In cooperation with the Industrial Rehabilitation Division, to devise plans for more effective use of existing storage facilities or to prepare plans for establishing essential storage facilities.

Finance and Administration Bureau

To be responsible for the personnel administration of the Mission and to make recommendations with respect to the selection of locally employed personnel.

To be responsible for the institution and administration of a training program for employees of the Mission and of the voluntary societies whose activities have been integrated into those of UNRRA.

To be responsible for the installation and maintenance of proper accounting, statistical, record-keeping, business management, and administrative services procedures for the Mission.

The bureau will function through a Personnel and Training Branch, an Accounting Branch, a Finance Branch, a Statistics Branch and an Administrative Services Branch whose duties will be as follows:

Personnel and Training Branch

To carry out, in accordance with established policies, all functions of personnel management within the scope of the Mission's responsibilities, including the initiation of recommendations with respect to recruitment, selection, appointment and separation of employees, and other phases of personnel management.

To institute and administer a general overall training program for all persons under the administrative jurisdiction of the Mission designed to interpret the principles and program of the Administration; in cooperation with the heads of the several

offices and divisions to provide specialized training in field techniques and procedures and in the language and customs of the Balkan nations; and with the approval of the Chief of Mission, to make use of qualified personnel of the Mission in the conduct of the training program.

Accounting Branch

To maintain records of relief and rehabilitation supplies allocated to or purchased by the Mission and to account for the disposition of such goods.

To maintain proper inventory control of stocks of relief and rehabilitation goods.

To maintain records of the relief and rehabilitation funds of the Mission and to account for the disposition of such funds.

To institute a uniform system of accounting and reporting for the Mission and the refugee camps, to review accounting records of such camps.

To prepare budget estimates for the field mission for approval of the Chief of Mission and submission to the London and Washington offices.

Finance Branch

To be responsible for all funds received in such depository or depositories as may be designated by the Director General, such funds will include contributions made by the member government or governments served by the Mission, donations from private agencies, institutions and individuals, and cash revenues received from all

other sources such as sales of commodities, etc.; will be responsible for disbursement, withdrawal and transfer of funds, including accountability for petty cash expenditures and cash advances made to members of the Mission staff for travel expenses or for other purposes; will be responsible for the custody of securities or other negotiable instruments which may from time to time come into the possession of the Mission; will make recommendations to the Mission Chief concerning the adequacy of surety coverage of persons exercising financial or fiscal or other custodial responsibility; will consult, advise with and present definite recommendations to the Mission Chief in connection with the formulation and promulgation of overall policies governing the financial functions of the Mission; will advise and counsel with and otherwise assist the responsible officers and employees of the Mission in the determination of cash requirements for the conduct of the Mission's activities in the field; will direct the installation and maintenance of such procedures as may be required to effectuate sound financial controls; will be responsible for maintaining full and accurate accounts together with appropriate documents appertaining to all moneys received and expended; will be responsible for reconciliation of all bank accounts; will be responsible for the preparation of regular and special reports and statements reflecting the status of cash received, expended, on hand, in banks, and in the form of advances to staff members and representatives of the Mission; will assume such other duties and responsibilities as may be delegated by the Chief of Mission.

Statistics Branch

To be responsible for the collection and compilation of all operating and financial statistics, for the Bureau of Finance and Administration and, as required, to prepare special statistical reports for the Chief of Mission.

Administrative Services Branch

To serve as the procurement agency for the Mission for necessary materials and supplies, other than relief and rehabilitation supplies, and to operate the stockrooms and supplies service, for such supplies.

To be responsible for the procurement of office space for the headquarters office of the Mission and to be responsible for such maintenance, alterations, and repairs as may be necessary.

To provide such central stenographic and typing services as may be required.

To maintain the central files of the Mission.

To provide messenger service.

To collect and despatch all outgoing mail and cables.

To open, date, time-stamp, sort, and distribute incoming mail.

To maintain and check attendance reports and, if required, to prepare and check payrolls.

To operate such library service as the Mission may require.

To operate or plan the operation of such motor and other vehicles as may be necessary for the performance of the functions of the headquarters office.

Generally, to be responsible for business management of the Mission.

Food and Agricultural Rehabilitation Division

To survey and determine the level of agricultural production, and the extent of the need for agricultural rehabilitation in the Balkan Nations, including rehabilitation of fisheries and the re-instatement of agricultural labor.

To assist in the formulation of plans for agricultural rehabilitation, and for the increase of essential agricultural production in the Balkan Nations; and, in collaboration with the Division of Industrial Rehabilitation, to formulate plans for necessary rehabilitation of plants engaged in the processing of food, and in the manufacture of fertilizer, insecticides, and other essential agricultural supplies and equipment in the Balkan Nations.

To assist the Distribution and Transport Bureau in the preparation of plans for the transport, storage and distribution of food and agricultural supplies.

To prepare and supervise the execution of plans for such agricultural activities as may be required in the refugee camps under the jurisdiction of the Mission.

To survey and report upon the availability of local supplies such as food, seed and livestock and to estimate the amount of such supplies required to be imported; to survey and report upon the availability of local agricultural rehabilitation supplies such as agricultural implements and machinery, fertilizers and insecticides, and, in collaboration with the Division of Industrial Rehabilitation, to estimate the import requirements of plants which should or could

be rehabilitated, and supplies required to be imported.

To present to the Requirements Coordination and Supply Bureau requests for agricultural supplies for the refugee camps.

To supervise field operations and technical personnel of the Mission relating to agricultural program; to render technical assistance to the field staff in the execution of such program and to make recommendations for its more effective execution.

Health Division

To prepare, in cooperation with the Welfare and Displaced Persons Divisions, plans for health and medical care of displaced persons in the area served by the Mission, and to supervise the rendering of such care to persons in refugee camps, and of the required public health services in such camps.

On the basis of the plans prepared, to present to the Requirements Coordination and Supply Bureau requests for essential medical and sanitary supplies for the area served by the Mission.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA health service operations of the personnel of the voluntary relief societies whose activities are integrated into those of UNRRA.

To supervise field operations by the health personnel of the Mission; to render technical assistance to the field staff; to make recommendations for the more effective execution of the program by the field staff.

To survey and determine the extent of the needs with respect to public health services and sanitation in the Balkan Nations.

To assist in the formulation of the Health and Medical care program for the Balkan Nations, including plans relating to improvement of public health and sanitation; the control of communicable diseases; the prevention of the introduction of disease from other areas; the rehabilitation of hospital and clinical facilities; and plans for the administration of laws and regulations relating to public health, sanitation, manufacture and dis-

tribution of medical, biologic, and analogous products, maritime and international quarantine, communicable disease control, etc.

Welfare Division

Under the direction of the Chief of Mission, to institute and supervise training in UNRRA Welfare operations of both UNRRA staff and personnel of the Voluntary Societies whose activities are integrated into those of UNRRA.

To supervise the welfare aspects of field operations of the Mission and to supervise and coordinate activities of personnel of all Voluntary Societies in the welfare field and to make recommendations of the effective execution of the program by the field staff.

To furnish technical advice and assistance to other Divisions and District Offices on the welfare aspects of their work and to consult with other Divisions on welfare problems whose solution will require the assistance of those divisions.

To assist the local administrations in setting up centers for the relief of those persons who are destitute, including evacuees, and to provide so far as practicable necessary welfare services for such people.

To assist in the drawing up of plans for the welfare aspects of the relief program of the Balkan Nations, including the distribution of relief to special classes of displaced persons (the destitute, children, nursing mothers and pregnant women, the disabled and the aged), the provision of emergency shelter, the formulation of standards for determining the needs of individuals and families and groups requiring welfare services and ascertaining ability to pay for relief supplies, the creation of plans for the restoration, mobilization and operation of community welfare programs.

Displaced Persons Division

To give technical advice and assistance in the operation of the refugee camps under the jurisdiction of the Mission and to formulate, with the assistance of the appropriate divisions, plans for the care, repatriation or return to their homes and reception in countries of destination, of such displaced persons.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA's displaced persons operational programs, of the personnel of voluntary societies whose activities are integrated into those of the Displaced Persons Division of UNRRA.

To conduct negotiations, as required, with respect to displaced persons with the governmental or military authorities of the area of the Mission, subject to the knowledge and approval of the Chief of Mission; and to be responsible for implementing the results of such negotiations with respect to the removal from or entry into the area of displaced persons.

To conduct negotiations, as required, with the Inter-governmental Committee on Refugees and the International Red Cross on matters relating to displaced persons, subject to the knowledge and approval of the Chief of Mission.

To collect information and report on the numbers, location and condition of displaced persons.

To plan and devise methods for the location and identification of displaced persons and to secure agreement on uniform documentation.

To advise on special requirements in the registration of such persons.

To assist in arranging for determination of the citizenship of such persons.

To advise on the formulation of instructions to displaced persons, directing them to reception centers, and with respect to arrangements for registration, medical examinations, the presentation of citizenship claims, personal communications, and other steps preparatory to repatriation or return.

To plan, in collaboration with the Chief of Mission, for necessary travel documents and for the transportation of displaced persons to their countries of destination.

To assist in the formulation of operating programs relating to displaced persons in the Balkan Nations and for the repatriation of nationals of the Balkan Nations.

To cooperate with interested governments, the Health Division, the military authorities, and appropriate international organizations, in the prevention and control of epidemics which may occur in connection with the establishment and maintenance of refugee camps, repatriation projects, and projects for the return of displaced persons to their homes.

Industrial Rehabilitation Division

To survey and determine, for the Balkan Mission, the level of industrial production and extent of the need for rehabilitation of industries engaged in the production of consumers goods, mining, transport, public utilities and other services, and industries; the need for repair and construction of industrial buildings; in cooperation with the Welfare Division, the extent of the need for shelter for individual families or groups of families, and the repair of existing shelter and the construction of new shelter.

To develop within the scope of the Administration's activities, a program for the rehabilitation of manufacturing, mining, transport, and public utility industries, of essential public services, and of shelter in the Balkan Nations; and in collaboration with the Agricultural Division to devise plans for the rehabilitation of food processing and agricultural machinery, fertilizers and similar industries.

To survey and report upon the availability of local supplies for such industrial rehabilitation, transport and civilian shelter activities, and to estimate the amount of such supplies required to be imported.

To assist and collaborate with the Financial Adviser and the Requirements Coordination and Supply and Distribution and Transport Bureaus in the formulation of plans for the storage, transport and distribution in such countries of such supplies and materials.

To prepare and supervise the execution of such plans for

industrial activities and shelter for displaced persons as may be required in the refugee camps under the jurisdiction of the Mission.

To present to the Requirements Coordination and Supply Bureau requests for such industrial, transport and shelter supplies as may be required in such camps.

To supervise the field operations of the Industrial Rehabilitation Division personnel of the Mission engaged in industrial activities; to institute and supervise programs for the training of such personnel; to render technical assistance to the other divisions of the Mission requiring technical services in engineering, industrial and other specialized fields in the execution of such programs; to make recommendations for the more effective execution of the program by the field staff. The several functional divisions and the Requirements Coordination and Supply and Distribution and Transport /Bureaus shall collaborate with the Division of Industrial Rehabilitation on all matters within their own spheres of responsibility which relate to industrial rehabilitation.

CAMPS AND TRANSIENT CENTERS DIVISION

Under the direction of the Chief of Mission, to formulate policies and establish standards for the operation of transient centers for temporarily displaced persons within the Balkans, or camps for persons unable to return to their homes pending the liberation of their country.

To confer with the Directors of the Divisions of Health, Welfare, Displaced Persons, and Industrial Rehabilitation at Mission Headquarters in order to correlate their programs as they relate to the operation of transient centers or camps and to prepare for the Chief of Mission comprehensive plans for all phases of transient centers or camp administration.

To advise the Chief of Mission and the interested division on the methods of administration and maintenance of transient centers or camps and problems relating to the shelter, feeding, clothing, and sanitary facilities.

To select the area in which the transient centers or camps are to be located.

To prepare ^{estimates of} the overall requirements for supplies, services and personnel needed for the carrying out of this program, and to represent the Chief of Mission in camp operations in the field.

Middle East Camp Administration

The Middle East Camp Administration office will be immediately responsible for the operation of all Refugee Camps and camp activities in the Middle East, and for coordinating the activities of the functional Bureaus and Divisions in relation to Camps and camp activities.

8 May 1944

TO: Mr. William Matthews
FROM: Mr. M. A. Menshikov
SUBJECT: Administrative Plan for the Balkan Mission

Responsibilities of the Balkan Mission

The Balkan Mission will be responsible for:

- (a) Assisting the Military in formulating the operating plans for relief and rehabilitation activities for the military period, and for formulating the operating plans for relief and rehabilitation activities for the post-military period, in Greece, Yugoslavia, Albania, and such other Balkan countries as may become fields of UNRRA operations;
- (b) Assisting the Military in estimating and coordinating the relief and rehabilitation supply requirements for the Balkan countries for the military period, and for estimating and coordinating such requirements for the post-military period;
- (c) Operating the refugee camps, in the Middle East, which will come under UNRRA's jurisdiction;
- (d) Conducting specialized, as well as general, overall training programs for all persons under the administrative jurisdiction of the Mission.

Planning Activities

The Balkan Mission does not have an overall planning function on the policy level. Its planning function will be to formulate operating plans for Greece, Yugoslavia, Albania and such other Balkan countries as may become fields of UNRRA operations. The formulation of a cohesive plan for each country requires central responsibility and direction. Plans prepared in Cairo will not be definitive. They

will be transmitted to London and Washington where they will be reviewed and, as required, modified or altered.

These planning operations in functional fields will be done with the assistance of personnel detailed by the Chief of Mission respectively to the Chiefs of the Greek Mission, the Yugoslav Mission, and the Albanian Mission, acting in consultation and collaboration with the several functional units. Thus, the preparation of the operating plans will proceed along the same lines of administrative responsibility as are considered essential in field operations. When operations begin and the field missions are set up in the several Balkan Countries, this experienced technical and supply personnel will be available for the actual carrying out of the plans formulated with their assistance.

Staffing

The Balkan Mission will be staffed by a small group of regularly assigned personnel plus a much larger group of personnel which will be available for assignment when needed to the Greek, Yugoslav, and Albanian Country Missions.

Headquarters - Mission Relationships

Direct supervision and control over the Balkan Mission will come from Washington through the Bureau of Areas, and the Chief of Mission will be responsible to the Deputy Director General for Areas in Washington. The Chief of the Southern European Division will serve as the opposite number, in Washington, of the Chief of the Balkan Mission. As the form and organization of the London Regional Office take shape, and as the Mission operations are accelerated, it is quite likely that there will be a delegation of authority from Washington to London. To the extent that it is practicable and desirable, this will permit a decentralization of direct control

over many aspects of day to day operations, subject, however, to general policy instructions from Washington through the Bureau of Areas. Even at this early stage, however, it is essential that there be a complete and constant exchange of intelligence between Cairo, Washington and London. Similarly, London and Washington must keep each other informed on major developments in Balkan planning and operational matters.

The Organizational Plan

The organizational plan breaks down into three principal categories:

1. The Office of the Chief of Mission
- 2.. The Functional Units
3. Refugee Camps

Office of the Chief of Mission

The Office of the Chief of Mission consists of the Chief of the Balkan Mission, the Senior Deputy Chief of Mission, the Special Assistant to the Chief of Mission, the Financial Adviser, the Legal Adviser, the Public Relations Officer and the Chiefs of the Greek, Yugoslav and Albanian Missions.

The presence of the Chiefs of the Greek, Yugoslav and Albanian Country Missions in the Balkan Mission organization does not affect the basic structure of the organization. These Country Mission Chiefs are under the direct administrative control of the Chief of the Balkan Mission and report to him through the Senior Deputy Chief of the Balkan Mission.

The Chief of the Balkan Mission will exercise active control and supervision of the administration of the Mission, and will be directly responsible for all relief and rehabilitation planning and operations undertaken by it. He will be assisted by a Senior Deputy

Chief of Mission who will serve as the Executive Officer of the Mission.

The Chief of Mission will receive and transmit all communications relating to the business of the Mission. The Chiefs of the several Divisions of the Mission may, as necessity requires, communicate with the Chiefs of their respective Divisions in Washington and London. Such communications will channel through the Chief of Mission who may make such comments as he deems appropriate. The Chief of any Bureau or Division in Washington or London will, at all times, have the right to communicate with the Chiefs of the functional divisions of the Mission; such communications will be channeled through the Southern European Division to the Deputy Director General in Charge of the Bureau of Areas and will be transmitted by the Deputy Director General to the Chief of Mission.

Functional Units

The Requirements Coordination and Supply, the Distribution and Transport, and the Finance and Administration Bureaus perform overall functions, servicing the entire mission. The five functional divisions, namely Health, Welfare, Displaced Persons, Food and Agricultural Rehabilitation, and Industrial Rehabilitation, perform functions of a specialized nature, each responsible for its own sphere of activity. Coordination will come through the Chief of Mission.

Refugee Camps

The Camp Administration Division will be responsible to the Chief of Mission, acting through the Senior Deputy Chief of Mission, for the overall operation of the Refugee Camps in the Middle East and the coordination of divisional activities in such camps. Certain of the camp activities will be its direct operating responsibility.

In others, such as health, welfare services, agricultural and industrial activities, and arrangements for movement and repatriation, it will act with necessary technical assistance provided by the functional units.

Received as of 3/31
March 1944
27 March 1944
F

To: Bureau and Division Chiefs
From: Dewey Anderson
Subject: Staff Plan for Balkan Operations

The attached budget contains the estimated requirements for staffing the Balkan Mission. These estimates have been made on the premise that maximum use will be made of local personnel and only essential supervisory or consultative positions should be filled by UNRRA employees from outside the country in which operations are being carried out. The estimates call for 331 UNRRA employees at an annual salary cost (exclusive of living and quarters allowances) of \$1,483,200. /, 800, 200

This mission staffing plan is based on a planning period in Cairo at which time executive and professional personnel (assigned to Country Mission) will develop the detailed plans for country operations (Greece, Yugoslavia and Albania). Personnel necessary for the first portion of this period has been designated in the budget with the Symbol "A". In this category there are 72 individuals, of whom 15 are clerical.

As the mission plans progress it will become necessary to bring in certain additional administrative and technical personnel who are to be responsible for supervising operations in various aspects of the program. These staff members will, through participation in the planning and through training planned for the purpose, receive a complete orientation in the details of the program. Personnel in this group are designated by the Symbol "B".

At such time as it may appear that operations are about to begin, the third staff group designated as "C" will be sent into the field.

The plan of operations as outlined above indicates that planning in Cairo for the country missions will be carried out largely by the staffs being built to supervise operations in a particular country. It is assumed that when the planning phase at Cairo tapers off and field operations begin, that all personnel, with the exception of a small permanent Cairo staff, will move from Cairo to the field.

The budget estimates as set up are exclusive of:

1. Personnel assigned to UNRRA by the Voluntary Agencies
2. Personnel to be recruited locally
3. Living and quarters allowances
4. Such staff as may be required in Cairo to supervise the camp operations in the Middle East (medical, camp management, welfare, etc.)

An analysis of the distribution of the 331 UNRRA personnel indicates that seven (7) of this number are designated for the Cairo office. In addition, the Medical Division and the Industrial Rehabilitation Division are temporarily assigning 19 persons to the Cairo office.

The Greek, Yugoslav and Albanian Missions are constituted as follows:

Greek - 129

Headquarters - 56
Districts - 73

Yugoslav - 155

Headquarters - 65
Districts - 90

Albania - 21

In considering the respective distribution between Headquarters and District personnel, it should be understood that the planning and supervision of Functional activities will be carried on by professional UNRRA staff assigned to headquarters, and district office operations will be carried on by a minimum UNRRA staff utilizing relatively large numbers of local personnel.

The following exhibits constitute the budget:

1. Complete Summary and Recapitulation of Personnel Requirements
2. Total Personnel Cost
3. List of Positions allocated as "A" Priority for Temporary Cairo Assignments
4. Line Budget for Cairo Office and Recapitulation of Salary Cost
5. Line Budgets for Greek, Yugoslav, and Albanian Missions, and Recapitulations of Salaries Costs
6. Statements prepared by Area Divisions on Greece, Yugoslavia and Albania, respectively
7. Map of Yugoslavia showing locations of Districts

Sheet #1

See
Sheet No.

SUMMARY

Total Cairo Greece Yugosl. Albania

2	Executive & Administrative	61	3	26	30	2	
3	Welfare	30		13	14	3	
4	Health	21	7	5	5	4	
5	Displaced Persons	8		4	4		
6	Agricultural Rehabilitation	24		9	13	2	
7	Industrial Rehabilitation	8	8				
8	Accounting	5		2	2	1	
9	Finance	5		2	2	1	
10	Requirements Coordination and Supply	11		5	5	1	
11	Distribution	82		34	44	4	
12	Refugee Camp Administration	34		14	20		
	Subtotal: Exec., Admin., and Technical	289	18	114	139	18	
13	Subtotal: Admin. Services	42	8	15	16	3	
	TOTAL	331	26	129	155	21	

Sheet #1-A

See

Sheet No.:

SUMMARY (Cont.)

TOTAL

HEADQUARTERS

DISTRICT

			Total	Cairo	Greece	Yugosl.	Albania	Total	Greece	Yugosl.
2	Executive & Administrative	61	15	3	5	5	2	46	21	25
3	Welfare	30	17		7	7	3	13	6	7
4	Health	21	21	7	5	5	4			
5	Displaced Persons	8	8		4	4				
6	Agricultural Rehabilitation	24	11		3	6	2	13	6	7
7	Industrial Rehabilitation	8	8	8						
8	Accounting	5	5		2	2	1			
9	Finance	5	5		2	2	1			
10	Requirements Coordination & Supply	11	11		5	5	1			
11	Distribution	82	23		6	12	4	60	28	32
12	Refugee Camp Administration	34	16		8	8		18	6	12
	Subtotal: Exec., Admin., & Tech.	289	139	18	47	56	18	150	67	83
13	Subtotal: Admin. Services	42	29	8	9	9	3	13	6	7
	TOTAL	331	168	26	56	65	21	163	73	90

Sheet #2

EXECUTIVE & ADMINISTRATIVE	Total	Cairo	Greece	Yugosl.	Albania	Greece	Yugosl.	
						*H. D.	H. D.	
Chief of Mission	4	1	1	1	1	1	1	
Deputy Chief of Mission	3		1	1	1	1	1	
Assistant Chief of Mission	2		1	1		1	1	
Public Relations Officer	3	1	1	1		1	1	
District Chief	13		6	7		6	7	
Deputy District Chief	13		6	7		6	7	
Field Representative	13		6	7	1	6	7	
Assistant Field Representative	7		3	4		3	4	
Administrative Assistants	3	1	1	1		1	1	
Total	61	3	26	30	2	5 21	5 25	

*Headquarters, District

Sheet #3

WELFARE	Total	Cairo	Greece	Yugosl.	Albania	Greece	Yugosl.		
						Hdqs. District	Hdqs. District		
Chief of Welfare	3		1	1	1	1	1		
Senior Welfare Specialist	2		1	1		1	1		
Welfare Specialist	21		9	10	2	3	6	3	7
Assistant Welfare Specialist	4		2	2		2	2		
Total	30		13	14	3	7	6	7	7

Sheet #4

HEALTH	Total	Cairo	Greece	Yugoslavia	Albania	
			Hdqs.	Hdqs.	Hdqs.	
Chief Medical Officer	4	1	1	1	1	
Medical Malariologist	1	1				
Tuberculosis Expert	1	1				
Epidemic Control Expert	1	1	1			
Sanitation & Mosquito Control Expert	4	1	1	1	1	
Nursing Consultant	1	1				
Medical Supply Officer	3	1	1	1		
Health & Medical Services Officer	3		1	1	1	
Nursing Services Officer	3		1	1	1	
Total	21	7	5	5	4	

Sheet #5

DISPLACED PERSONS	Total	Cairo	Greece	Yugoslavia	Albania
			Hdqrs.	Hdqrs.	Hdqrs.
Chief of Displaced Persons	2		1	1	
Senior Displaced Persons Specialist	2		1	1	
Displaced Persons Specialist	4		2	2	
Total	8		4	4	

Sheet #6

Agricultural Rehabilitation	Total	Cairo	Greece	Yugoslavia	Albania	Greece		Yugoslavia		
						Hdqs. District		Hdqs. District		
Chief of Agric. Rehab.	2		1	1		1		1		
Agric. Rehab. Specialist	4		2	2		2		2		
General Agriculturalist	17		6	10	1		6	3	7	
Asst. General Agriculturalist	1				1					
Total	24		9	13	2	3	6	6	7	

Sheet #7

Industrial Rehabilitation	Total	Cairo	
Chief of Industrial Rehabilitation	1	1	
Industrial Specialist	5	5	
Industrial Engineer	2	2	
Total	8	8	

Sheet #8

ACCOUNTING	Total	Cairo	Greece	Yugosl.	Albania
			Hdqs.	Hdqs.	Hdqs.
Chief Accountant	3		1	1	1
Assistant Accountant	2		1	1	
Total	5		2	2	1

Sheet #9

FINANCE	Total	Cairo	Greece	Yugoslavia	Albania	
			Hdqrs.	Hdqrs.	Hdqrs.	
Finance Officer	3		1	1	1	
Asst. Finance Officer	2		1	1		
Total	5		2	2	1	

Sheet #10

Requirements Coordination
and Supply

	Total	Cairo	Greece	Yugoslavia	Albania	
			Hdqrs.	Hdqrs.	Hdqrs.	
Chief of Req. Coord. & Supply	3		1	1	1	
Req. Coord. & Supply Specialist	8		4	4		
Total	11		5	5	1	

Sheet #11

Distribution	Total	Cairo	Greece	Yugosla.	Albania	Greece Hdqs. District		Yugosl. Hdqs. District		
Chief of Distribution	16		7	8	1	1	6	1	7	
Rationing & Price Control Off.	2		1	1		1		1		
Asst. Rat. & Price Cont. Off.	2			2				2		
Marketing Expert	2		1	1		1		1		
Warehouseman	14		6	8			6		7	
Transport Officer	16		7	8	1	1	6	1	7	
Port & Warehouse Off.	1				1					
Asst. Port & Warehouse Off.	1		17		1					
Port Officer	3			3				3		
Distribution Specialist	4		2	2		2		2		
Economist (Monetary & Exchange)	1			1				1		
Chief Inspector	13		6	7		6		7		
Assistant Inspector	8		4	4			4		4	
TOTAL	82		34	44	4	6	28	12	32	

Sheet #12

Refugee Camp Administration	Total	Cairo	Greece	Yugoslavia	Albania	Greece		Yugoslavia		
						Hdqs. District		Hdqs. District		
Chief of Refugee Camp Administration	2		1	1		1		1		
Executive Assistant	2		1	1		1		1		
Camp Administrator	10		4	6		2	2	2	4	
Asst. Camp Administrator	10		4	6		2	2	2	4	
Camp Project Specialist	10		4	6		2	2	2	4	
Total	34		14	20		8	6	8	12	

Sheet #13

Administrative Services	Total	Cairo	Greece	Yugosl.	Albania	Greece		Yugoslavia		
						*H.	D.	H.	D.	
Office Manager	3	1	1	1		1		1		
Confidential Secretary	6	3	1	1	1	1		1		
Secretary	20	3	7	8	2	1	6	1	7	
Stenographer	13	1	6	6		6		6		.
Total	42	8	15	16	3	9	6	9	7	

*Headquarters, District

Total Personnel Cost of Balkan Operations

<u>Totals</u>		<u>Number of Persons</u>
<u>Cairo Office</u> - Administrative and Professional	\$105,600	19
Secretarial	<u>16,800</u>	<u>7</u>
Total.....	\$122,400	26
 <u>Yugoslav Mission</u>		
<u>Headquarter Office</u>		
Administrative and Professional	\$304,100	57
Secretarial	<u>18,400</u>	<u>8</u>
Total.....	\$324,500	65
<u>District Offices</u>		
Administrative and Professional	\$412,400	83
Secretarial	<u>16,800</u>	<u>7</u>
Total.....	\$429,200	90
Total -- Yugoslav Mission..	\$753,700	155
 <u>Greek Mission</u>		
<u>Headquarter Office</u>		
Administrative and Professional	\$261,300	48
Secretarial	<u>18,400</u>	<u>8</u>
Total.....	\$279,700	56
<u>District Offices</u>		
Administrative and Professional	\$332,400	67
Secretarial	<u>14,400</u>	<u>6</u>
Total.....	\$346,800	73
Total Greek Mission.....	\$626,500	129
 <u>Albanian Mission</u> - Administrative and Professional		
	\$ 90,200	18
Secretarial	<u>7,400</u>	<u>3</u>
Total.....	\$ 97,600	21
 <u>Grand Total</u> - Administrative and Professional	\$1,508,000	292
Secretarial	<u>92,200</u>	<u>39</u>
	\$1,600,200	331

Budget Request for Personal ServicesCalendar Year 1944

Temporary Cairo Assignments
Bureau, Division or Office

"A" Priorities
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present incumbent if position is filled	Present Salary
1	Chief of Cairo Mission		10,000		
1	Chief of Greek Mission		10,000		
1	Chief of Yugoslav "		10,000		
1	Chief of Albanian "	14	8,000		
1	Deputy Chief of Greek Mission	14	9,000	8,000	
1	Deputy Chief of Yugoslav Mission	14	9,000	8,000	
1	Public Relations Officer	11	5,000		
1	Administrative Asst.	9	4,000		
1	Office Manager	8	3,600		
	<u>Welfare</u>				
1	Chief of Welfare(Greece)	13	7,000	6,000	
1	C/Welfare(Yugo)	13	7,000	6,000	
1	Sr. Welfare Spec.(Greece)	12	6,000	5,000	
1	C/Welfare(Albania)	12	6,000		

Signature

Date

Title

Budget Request for Personal ServicesCalendar Year 1944Temporary Cairo Assignments
Bureau, Division or Office"A" Priorities
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
1	Welfare Spec.(Yugo)	11	5,000		
5	Welfare Spec.(Greece)	11	5,000		
	<u>Medical</u>				
1	Chief Med. Off.(Cairo)	13	7,000		
1	C/Med. Off.(Greece)	13 12	7,000 6,000		
1	C/Med. Off.(Albania)	12	6,000		
1	Sanitation & Mosquito Control Expert(Cairo)	11	5,000		
1	San. & Mos. Officer (Greek)	10	5,000		
1	Welfare Spec.(Yugo)	11	5,000		
1	San. & Mos. Off.(Alba)	11	5,000		
1	Nursing Consultant(C (Cairo)	10	4,500		
1	Nursing Services Officer (Greek)	10	4,500		
1	Med. Supply Off.((Cairo)	10	4,500		

Signature_____
Date_____
Title

Budget Request for Personal ServicesCalendar Year 1944Temporary Cairo Assignments
Bureau, Division or Office"A" Priority
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
<u>Displaced Persons</u>					
1	Chief DP (Greece)	13	7,000		
1	Chief DP (Yugo)	13	7,000		
1	Sr. DP Spec.(Greece)	12 "	6,000	5,000	
1	Sr. DP (Yugo)	12 "	6,000	5,000	
<u>Agri. Rehabilitation</u>					
1	Chief (Greece)	13 12	7,000	6,000	
1	Chief Agri. Rehab.(Yugo)	13 12	7,000	6,000	
1	Agr. Rehab. Spec.(Greece)	12 "	6,000	5,000	
2	" " " (Yugo)	" "	5,000		
<u>Industrial Rehab Div.</u>					
1	Chief Ind. Rehab.	13 12	7,000	6,000	
1	Industrial Spec	12 "	6,000	5,000	
1	" "	12 "	6,000	5,000	
1	" "	12 "	6,000	5,000	
1	" "	12 "	6,000	5,000	
1	" "	12	6,000		

Signature_____
Date_____
Title

Budget Request for Personal ServicesCalendar Year 1944Temporary Cairo Assignment
Bureau, Division of Office"A" Priorities
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	Associate Ind. Eng.	11-10	5,000	4,500	
1	" " "	11-10	5,000	4,500	
	<u>Accounting Division</u>				
1	C/Accountant(Greece)	10	4,500		
1	C/Accountant (Yugo)	10	4,500		
	<u>Finance Division</u>				
1	Finance off.(Greece)	10	4,500		
	<u>Req. Coordination & Supply Division</u>				
1	Chief (Greece)	13-12	7,000	6,000	
1	Chief (Yugo)	13-12	7,000	6,000	
1	Chief (Albania)	13-12	7,000	6,000	
3	<u>Requirements Specialists Distribution</u>	11	5,000		
1	Chief (Greece)	13-12	7,000	6,000	
1	Chief (Yugo)	13-12	7,000	6,000	

Signature_____
Date_____
Title

Budget Request for Personal ServicesCalendar Year 1944

Temporary Cairo Assignment
Bureau, Division or Office

"A" Priorities
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title Of position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	Ration & Price Control Officer (Greece)	12	6,000		
1	Rationing and Price Control Off. (Yugo)	12	6,000		
1	Marketing Expert (Greece)	13 12	7,000	6,000	
1	Chief (Albania)	11	5,000		
	<u>Refugee Camp Adm.</u>				
1	Chief (Greece)	13 12	7,000	6,000	
1	Chief (Yugo)	13 12	7,000	6,000	
	<u>Secretarial</u>				
4	Confidential Sect'ys	6	2,800		
8	Sect's	5	2,400		
3	Stenos	4	2,200		
	<u>Total</u>		72		
	Adm. & Prof.		57		
	Secretarial & Stenog.		15		

Signature

Date

Title

Cairo Office

<u>Division</u>	<u>Number of Persons</u>	<u>Total Costs</u>
Cairo Office		
<u>Office of Chief</u>		
(Administrative and Professional)	4	\$ 22,600
(Secretarial)	<u>3</u>	<u>7,600</u>
Total	7	\$ 30,200
 <u>Industrial Rehabilitation</u>		
(Administrative and Professional)	8	\$ 47,000
(Secretarial)	<u>2</u>	<u>4,600</u>
Total	10	\$ 51,600
 <u>Health Division</u>		
(Administrative and Professional)	7	\$ 36,000
(Secretarial)	<u>2</u>	<u>4,600</u>
Total	9	\$ 40,600
 Total (Administrative and Professional)	19	\$105,600
Total (Secretarial)	<u>7</u>	<u>16,800</u>
<u>Cairo Office Total</u>	26	\$122,400

Budget Request for Personal ServicesCalendar Year 1944Cairo Office
Bureau, Division or OfficeOffice of Chief of Mission
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number		Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	A	1 Chief of Mission		\$10,000		
2	A	1 Public Relations Officer	11	5,000		
3	A	1 Administrative Asst.	9	4,000		
4	A	1 Office Manager	8	3,600		
5	A	1 Confidential Secy	6	2,800		
6	A	1 Secretary	5	2,400		
7	A	1 Secretary	5	2,400		

Signature_____
Date_____
Title

Budget Request for Personal ServicesCalendar Year 1944

Cairo Office
Bureau, Division or Office

Industrial Rehabilitation
Organizational Unit
 Temporary Cairo Assignments

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized
 for the Calendar Year 1944:

Line Number		Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	A	1 Chief	13	\$7000		
2	A	1 Ind. Spec.	12	6000		
3	A	1 Ind. Spec.	12	6000		
4	A	1 Ind. Spec.	12	6000		
5	A	1 Ind. Spec.	12	6000		
6	A	1 Ind. Spec.	12	6000		
7	A	1 Ind. Engineer	11	5000		
8	A	1 Ind. Engineer	11	5000		
9	A	1 Secretary	5	2400		
10	A	1 Stenographer	4	2200		
<i>see country missions</i>						

 Signature

 Date

 Title

Budget Request for Personal ServicesCalendar Year 1944

Cairo Office
Bureau, Division or Office

Health Division
Organizational Unit
 Temporary Cairo Assignments

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number		Title of position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	A	1 Chief Medical Officer	13	\$7000	Already in Cairo	
2	C	1 Medical Malarialogist	11	5000		
3	C	1 Tuberculosis Expert	11	5000		
4	C	1 Epidemic Control Expert	11	5000		
5	A	1 Sanitation & Mosquito Control Expert	11	5000	Already in Cairo	
6	A	1 Nursing Consultant	10	4500	Already in Cairo	
7	A	1 Medical Supply Officer	10	4500		
8	A	1 Secretary	5	2400		
9	A	1 Stenographer	4	2200		

Lines 1, 6 and 7 eliminated because they are duplicated in each country mission

 Signature

 Date

 Title

GREECE

A. District No. 1, Macedonia and Thrace

Area:	43,190 sq.km.
Population:	2,043,000
(1940 Estimate	2,118,000)
Headquarters:	Thessaloniki

This district is second in importance only to the Athens-Piraeus region. It is the largest in area and second largest in population. It includes the most extensive agricultural sections in Greece, and the Verria-Naousa region, with available water-power, offer opportunities for industrial development.

It will present a great displaced populations problem as the Bulgarians have driven out some 150,000 Greeks who have settled for the most part around Saloniki.

It is estimated that nearly a million people are suffering from malaria in this district and another 1/2 million from tuberculosis. Because of the health conditions the great number of refugees which will be found in this district and the widespread destruction of Greek villages and the general size of the area to be covered, this district will require a larger staff.

The district contains the very important port of Thessaloniki and the secondary ports of Kavalla and Alexandroupolis, besides a large number of landing places for small boats. Most of the larger towns are on or near the three railways which cross the district; one to Turkey and two to Yugoslavia. The main roads are rough but passable in all weather.

B. District No. 2, Thessaly

Area:	13,488 sq. km.
Population:	562,000
(1940 Estimate	573,000)
Headquarters and Port:	Volos

This is the most extensive level area in Greece and is potentially the most important agricultural area in the country. Cereals are raised on the plains and both on the plains and in the hills stock raising is an important industry. The district is crossed by the main line railroad from Athens to Thessaloniki and by the 1 meter gauge Thessalian Railroad.

Outside the few main highways, the roads are few and not well surfaced.

Volos is the only usable port in this district. It is a regular port of call for the Greek coastal steamers and is an important industrial and exporting center.

The greatest destruction of villages has been in this district. It is estimated that between 150,000 to 300,000 have been made homeless and have sought some refuge in and around Volos.

Of the estimated two and one half million who are suffering from malaria in Greece, over a million are reported to be in this area.

C. District No. 3, East Central Greece and the Aegean Islands

Area:	23,910 sq.km.
Population:	2,028,000
	(1940 Estimate: 2,230,000)
Headquarters	Athens
Chief Port	Piraeus

All political and economic life of the nation gravitate around Athens and Piraeus. All lines of travel, whether by rail, auto, sea or air converge on these two. Athens and Piraeus are encircled by an almost continuous group of suburban towns. Most of these towns were dependent upon bus transportation, which is reported to have almost completely broken down because of lack of autos, parts and gasoline.

The biggest relief and rehabilitation operations will be in this district. Due to the food shortage, destruction of villages and health conditions brought on by the invasion, the population from the neighboring towns have all poured upon Athens. The population has increased by more than 500,000 in the past two years. Seventy-five percent of the relief work of the Joint Relief Commission is done in this area. This district, as in District 1, will require additional field representatives, camp supervisors and health workers.

Piraeus is the third largest port in the Mediterranean. It has all the facilities, lighters, docks, cranes, warehouses, etc., for handling goods up to a daily capacity of 6700 tons.

Most of the Greek Islands in the Aegean will be serviced from this district.

D. District No. 4, Kriti (Crete) and the Dhodhekanisi

Area:	9,414 sq. km.
Population:	564,000
Headquarters:	Khania
Chief Ports:	Khania Rodhos (Rhodes)

Crete ranks next to the Peloponnesos in the production of olive oil. It produces considerable amounts of vegetables, fruit, and wine but is deficient in cereals, meat and dairy products.

There is a coastal road from Khania to Ayios Nikolaos, with a cross island road in each nomos. The principal ports are all on the northern coast.

Soudha Bay is the safest harbor for Khania as Khania Bay is exposed to strong gales from the north. Before the invasion lighters and warehouse facilities were adequate, and there was a cold storage warehouse of two rooms with a volume of 580 cubic meters. This was a regular port of call for Italian as well as Greek steamers.

At Irakleion the harbor is formed by two moles and in good weather a vessel drawing 12 feet may enter. In stormy weather it is not safe for more than a 10 foot draft. There is good anchorage off the town in summer, but in the winter vessels are exposed to the strong north wind. There is a cold storage warehouse of two rooms with a capacity of 580 cubic meters.

E. District No. 5, the Peloponnesus

Area:	16,541 sq. km.
Population	822,000
(1940 Estimate	798,000)
Headquarters and Chief Port:	Kalamata or Tripolis

All the Peloponnesus except the nomoi of Akkaia and Ilia (Elis) are included in this district, although the Argolis-Corinth area in the northeast will probably be supplied from Athens. Much of the peninsula is rugged and dry, but every available bit of soil is utilized. Olives and vines are grown intensively.

The port of Kalamata affords good shelter and unloading can continue in bad weather. There were about 30 lighters available and three hand cranes with a capacity of one, two and three long tons respectively. There were some storage facilities for oil; a small grain elevator; two cold storage warehouses of four or five rooms each, with a total volume of 2000 cubic meters; and some warehouses for general merchandise.

F. District No. 6, Western Greece

Area:	24,444 sq. km.
Population:	1,219,000
(1940 Estimate	1,397,000)
Headquarters and Chief Port	Patras

This district includes the nomoi of Akhania and Ilia, Aitolia and Akarnania, the region of Epirus and the Ionian Islands. Much of the transportation of supplies must be by sea, and there are a large number of small ports with rather limited facilities for handling cargoes from small vessels. The Epirus presents more difficult problems of transport than any other Greek region. There are no first class harbors, few all weather roads, and no railroads. In winter much of the distribution will need to be done by pack animals or carts.

Yannina is the capital of Epirus, and an important road center for this region.

GREECE

<u>Population</u>	<u>Area</u>	<u>Mission Headquarters</u>	<u>Number of Districts</u>
7,115,000	51,950 square miles	Athens	6

<u>District</u>	<u>Headquarters</u>	<u>Population</u>	<u>Area</u>	<u>Distribution Centers</u>	<u>Ports</u>	<u>Airports</u>
<u>District 1</u>	Salonica	2,118,000	43,190 sq.km.	Alexandroupolis Komotini Kavalla Drama Edhessa Kozani	Alexandroupolis Salonica Kavalla	Salonica Drama Kavalla
<u>District 2</u>	Volos	562,000	13,488 sq.km.	Larissa Trikala	Volos	Larissa Halmyros
<u>District 3</u>	Athens	2,028,000	23,910 sq.km.	Lamia Khalkis Thebes Lesvos Kos Samos Alexandroupolis	Piraeus	Athens
<u>District 4</u>	Khania	564,000	9,414 sq.km.	Rethymnon Herakleion Ayios Nikolaos Rhodos	Khania Rhodos	

	<u>Headquarters</u>	<u>Population</u>	<u>Area</u>	<u>Distribution Centers</u>	<u>Ports</u>	<u>Airports</u>
<u>District 5</u>	Kalamata	822,000	16,541 sq.km.	Tripolis Nauplion Sparta	Kalamata	Kalo-Athenaia
<u>District 6</u>	Patras	1,219,000	24,444 sq.km.	Agrinion Argostoli Corfu Yannina	Patras Corfu	Agrinion Yannina

	<u>Railroads</u>	<u>Roads</u>
<u>District 1</u>	<u>Hellenic State Railway</u> 1. Piraeus-Athens to Salonika 2. Salonika to Alexandroupolis 3. Salonika to Florina <u>Franco-Hellenic Railroad</u> Alexandroupolis to Ormenion	Passable
<u>District 2</u>	<u>Hellenic State Railway</u> 1. Piraeus-Athens to Larissa <u>Thessalian Railway</u> 1. Volos to Larissa 2. Volos to Trikkala, Kalabaka	Few main highways

Railroads

Roads

District 3

Hellenic State Railway

- | | |
|---------------------------------|-----------------------|
| 1. Piraeus-Athens to Thebes | All roads converge on |
| 2. Branch line, Thebes to Lania | Athens and Piraeus. |

Attica Railway

1. Athens to Laurion, to Dionysos

District 4

No railways

Good coastal roads.

District 5

Peloponnesus Railway

- | | |
|-------------------------------------|------------|
| 1. Piraeus-Athens to Patras | Good roads |
| 2. Piraeus-Athens to Corinth | |
| 3. Corinth to Kalamata via Tripolis | |
| 4. Corinth to Pyrgos via Tripolis | |

District 6

Northwestern Railway

- | | |
|---|----------------|
| 1. Kryoneri to Agrinion via Missolonghi and Mitoliken | |
| 2. Branch line: Mitoliken to Neochorion | |
| 3. Branch line: Agrinion to Kalyvia | Few good roads |

GREEK MISSION

Hdqs. Office

<u>Division</u>	<u>No. of Persons</u>	<u>Total Costs</u>
<u>Office of Chief</u>	5	\$35,000.
<u>Welfare</u>	7	37,000.
<u>Health</u>	5	25,100.
<u>Displaced Persons</u>	4	23,000.
<u>Agric. Rehabilitation</u>	3	19,000.
<u>Industrial Rehabilitation</u>	All Personnel Tentatively Assigned to Cairo	
<u>Accounting</u>	2	8,500.
<u>Finance</u>	2	8,500.
<u>Distribution Office</u>	6	34,000.
<u>Reg. Coord. & Supply</u>	5	27,000.
<u>Refugee Camp Administrator</u>	8	40,600.
<u>Administrative Service</u>		
(Adm. & Prof.)	1	3,600.
(Secretarial)	8	18,400.
Total	56	279,700.

GREEK MISSION

District Offices

<u>Division</u>	<u>No. of Persons</u>	<u>Total Costs</u>
<u>Office of District Chief</u>	12	\$ 78,000
<u>Field Representatives</u>	9	42,000
<u>Distribution</u>	28	122,400
<u>Welfare</u>	6	30,000
<u>Agriculture</u>	6	30,000
<u>Camp Administrator</u>	6	30,000
<u>Secretaries</u>	6	14,400
Total	73	\$346,800

Budget Request for Personal ServicesCalendar Year 1944Greek Mission
Bureau, Division or OfficeOffice of Chief of Mission
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	A	1 Chief of Mission	10,000		
2	A	1 Deputy Chief of Mission	9,000	8,000	
3	B	1 Assistant Chief of Mission	7,000	6,000	
4	C	1 Public Relations Officer	5,000		
5	B	1 Adminis- trative Assistant	4,000		

Budget Request for Personal ServicesCalendar Year 1944

Greek Mission
Bureau, Division or Office

Headquarters Office
Welfare Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number		Title of Position	UNRRA Grade	Present Incumbent Salary if position is filled		Pres. Salary
1	A	1 Chief of Welfare	13 12	7,000	6,000	
2	A	1 Sr. Welfare Spec	12 11	6,000	5,000	
3	A	1. Welfare Spec	11	5,000		
4	A	1 Welfare Spec.	11	5,000		
5	A	1 Welfare Spec.	11	5,000		
6	A	1 Associate Welfare Specialist	10 11	4,500	5,000	
7	A	1 Associate Welfare Specialist	10 11	4,500	5,000	

Signature

Title

Date

B-3

Budget Request for Personal Services

Calendar Year: 1944

Greek Mission
Bureau, Division or Office

Headquarters Office
Health Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent position is filled	Present Salary
1	A Chief Medical Officer	13 12	7,000	6,000	
2	A 1 Sanitation and Mosquito Control Officer	11	5,000		
3	C 1 Health & Medical Services Officer	11	5,000		
4	C 1 Medical Supply Officer	10	4,500		
5	A 1 Nursing Services Officer	8 10	3,600	4,500	

Signature

Title

Budget Request for Personal ServicesCalendar Year 1944

Greek Mission
Bureau, Division or Office

Headquarters Office
 Displaced Persons
 Div.
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number		Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	A	1 Chief of Displaced Persons	13-12	7,000-	6,000	
2	A	1 Sr. Specialist of Displaced Persons	12-11	6,000-	5,000	
3	B	1 Specialist of Displaced Persons	11	5,000		
4	B	1 " "	11	5,000		

 Signature

 Date

 Title

Budget Request for Personal Services B-5

Calendar Year 1944

Greek Mission
Bureau, Division or Office

Headquarters Office
Agricultural Rehabilitation Div.
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line No.	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Pres. Sal.
1 - A	1 Chief Agric. Re-hab.	13 12	7,000	6,000	
2 A	1 Agricultural Rehab. Spec.	11	6,000	5,000	
3 B	1 " " "	11	6,000	5,000	

Signature

Title

Date

B-6

Budget Request for Personal ServicesCalendar Year 1944Greek Mission
Bureau, Division or OfficeHeadquarters Office
Industrial Rehabilitation Div.
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized
for the Calendar Year 1944:

Line No.	Title of Position	UNRRA Grade	Present Incumbent Salary if pos. is filled	Present Salary
----------	----------------------	----------------	---	-------------------

- All personnel tentatively assigned to Cairo -

1.	B	Chief	12	6,000
2.	A	Agric specialist	11	5,000
3.	A	" "	11	5,000
4.	B	" "	11	5,000
5.	B	" "	11	5,000
6.	A	Assoc. Engineer	10	4,500
7.	B	" "	10	4,500

Signature_____
Date_____
Title

Greek Mission

Headquarters Office
Accounting Division
Organizational Unit

It is requested that the following positions be authorized for the Calendar Year 1944:

Line No.	Title of Position	UNRRA Grade	Salary	Present Incumbent if position filled	Present Salary
1 - A	1 Chief Accountant	10	4500		
2 - C	1 Asst. Accountant	9	4000		

Signature

Title

Date _____

B-8

Budget Request for Personal Services

Calendar Year 1944

Greek Mission
Bureau, Division or Office

Headquarters Office
Finance Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line No.	Title of Position	UNRRA Grade	Salary	Present Incumbent if position filled	Present Salary
1 - A	1 Finance Officer	10	4500		
2 - C	1 Assistant Finance Off.	9	4000		

Signature

Title

Date

Budget Request for Personal ServicesCalendar Year 1944

Greek Mission
Bureau, Division or Office

Headquarters Office
Reg. Coord. & Supply
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line No.	Title of Position	UNRRA Grade	Salary	Pres. Incumbent if pos. is filled	Present Salary
1 - A	1 Req. Coord. & Supply Chief	13 12	7000	6,000	
2 - B	1 Req. Coord. & Supply Spec.	11	5000		
3 - C	1 Req. Coord. & Supply Spec.	11	5000		
4 - B	1 Req. Coord. & Supply Spec.	11	5000		
5 - C	1 Req. Coord. & Supply Spec.	11	5000		

 Signature

 Date

 Title

Budget Request for Personal ServicesCalendar Year 1944Greek MissionBureau, Division or OfficeHeadquarters OfficeDistribution OfficeOrganizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line No.	Title of Position	UNRRA Grade	Salary	Pres. Incumbent if position filled	Present Salary
1 - A	1 Chief of Distribution	13 12	7000- 6,000		
2 - A	1 Rationing & Price control Officer	12	6000		
3 - A	1 Marketing Expert	12	6000		
4 - B	1 Distribution Officer	11	5000		
5 - B	1 Distribution Officer	11	5000		
6 - B	1 Transport Off.	11	5000		

Additional Distribution personnel (Part Officers) may be necessary.

Signature_____
Date_____
Title

Budget Request for Personal ServicesCalendar Year 1944Greek Mission
Bureau, Division or OfficeHeadquarters Office
Refugee Camp Administration
Organizational Unit

To: Herbert M. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	USRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1 - A	1 Chief Refugee Camp Administrator	13 12	7000.	6,000	
2 - C	1 Camp Administrator	12 11	6000.	5,000	
3 - C	1 Camp Administrator	12 11	6000.	5,000	
4 - C	1 " " Asst.	11 10	5000.	4,500	
5 - C	1 " " "	11 10	5000.	4,500	
6 - C	1 Camp Project Spec.	9	4000.		
7 - C	1 " " "	9	4000.		
8 - C	1 Executive Assistant	8	3800.		
* 2 to 7 inc. represent two auxiliary Camp Management Teams to be assigned as needed.					

Signature_____
Date_____
Title

Budget Request for Personal Services

B-12

Calendar Year 1944

Greek Mission
Bureau, Division or Office

Administrative Service
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if pos. is filled	Pres. Sal.
1 - B	1 Office Manager	8	3600		
2 - A	1 Confidential Sec.	6	2800	(for Office of Chief)	
3 - A	1 Secretary	5	2400	(for Office of Chief)	
4 - A	1 Stenographer	4	2200		
5 - B	1 "	4	2200		
6 - B	1 "	4	2200		
7 - B	1 "	4	2200		
8 - B	1 "	4	2200		
9 - B	1 "	4	2200		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

Greek Mission
Bureau, Division or Office

District Office No. 1
Salonica
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if Present position is filled	Present Salary
1 - B	District Chief	13 12	\$7,000	6,000	
2 - B	Deputy Chief	12 11	6,000	5,000	
3 - C	1 Camp Administ.	12 11	6,000	5,000	
4 - C	1 Asst. Camp Administrator	11 10	5,000	4,500	
5 - B	Chief of Distribution	11	5,000		
6 - C	Welfare Specialist	11	5,000		
7 - C	General Agriculturist	11 10	5,000	4,500	
8 - C	Field Representative	11 10	5,000	4,500	
9 - C	Transportation Officer	10 9	4,500	4,000	
10 - C	Warehouseman	10 9	4,500	4,000	
11 - C	Chief Inspector	9	4,000		
12 - C	1 Asst. Field Rep.	9 8	4,000	3,600	
13 - C	1 Camp Project Specialist	9	4,000		
14 - C	1 Assistant Insp.	8	3,600		
15 - C	1 " "	8	3,600		
16 - B	1 Secretary	5	2,400		

Signature

Date

Title

Budget Request for Personal ServicesCalendar Year 1944Greek MissionBureau, Division or OfficeDistrict Office #2Organizational Unit
Volos

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1 - B	District Chief	13-12	\$7000.	6,000	
2 - B	Deputy Chief	12-11	6000.	5,000	
3 - B	Chief of Distribution	11	5000.		
4 - C	Welfare Specialist	11	5000.		
5 - C	General Agri.	11-10	5000.	4,500	
6 - C	Field Representative	11-10	5000.	4,500	
7 - C	Transportation Officer	10-9	4500.	4,000	
8 - C	Warehouseman	10-9	4500.	4,000	
9 - C	Chief Inspector	9	4000.		
10 - B	Secretary	5	2400.		

Signature_____
Date_____
Title

NOTES ON THE SELECTION OF UNRRA ADMINISTRATIVE DISTRICTS IN YUGOSLAVIA

Yugoslavia has been divided into seven administrative regions with central headquarters and several subcenters in each region. The basic criteria used in this selection were the ports, railways, waterways and other transportation and storage facilities. This was done mainly from the point of view of developing the most efficient distribution system for UNRRA goods.

Ethnological, religious, political and other factors were given very little weight in selecting these districts, although the chosen areas naturally follow the political boundaries that were in existence before the war. All subcenters are located either close to railroads or on good highway systems and with railway connections to ports and warehouses. They were selected in such a way that a distance of not more than 100 kilometers separated them from all the county seats in the particular region.

It should be understood, however, that it is not expected to have permanent UNRRA personnel in most of the subcenters, but that the distribution from district headquarters to subcenters and counties will be handled by local personnel. Likewise, the distribution within the county will be assigned to local people and only field representatives, inspectors and such special agents of the Mission will be active in the counties.

It will be noticed from the attached table that the districts vary considerably in area and population. On the other hand, the budget calls for fairly standardized district personnel for each region. This has been done because the economic conditions and the transportation systems in the districts vary widely, and due to the high degree of need which will be found in the small districts the work in administering the UNRRA program will be considerable. In the following pages a brief outline of the economic and physical characteristics of each district is given.

MISSION HEADQUARTERS

Belgrade has been selected as the Mission headquarters because it is likely to be the seat of the Yugoslav Government and because it is an excellent center of communications by railway, highways, waterways and air with the rest of Europe and the Near East. Moreover, it is located in one of the important industrial and commercial districts in the Balkans. Belgrade has many scientific and cultural institutions that could provide qualified technical personnel for the Yugoslav Mission.

DISTRICT #1

This District encompasses the whole of Slovenia and most of Croatia. It has a densely populated industrial area with a total population of approximately 3,250,000. Considerable proportions of UNRRA industrial rehabilitation activities will have to be concentrated in this region. If the Slovenian population of some 600,000 people who have lived in pre-war Italy is returned to Yugoslavia, as it seems quite likely, the problems of relocation of displaced persons will be serious. Moreover, many thousands of Slovenes have been deported to Serbia proper and to Hungary and have been replaced by German colonists. It is presumed that upon cessation of hostilities the Germans will be forced to abandon these regions and Slovenes will in turn come back to their pre-war homes.

Contrary to most other districts in Yugoslavia, it will be necessary to maintain permanent UNRRA personnel in Ljubljana which has been designated as one of Zagreb's subdistricts. Should political and language considerations become of importance with regard to administering Slovenia as a separate unit, it may be necessary to make this region a separate UNRRA administrative district.

Zagreb has been selected as the headquarters for District 1, because it is centrally located on a network of railroads connecting it with the ports of Trieste, Fiume, Susak and Split, and with Italy and Western and Central Europe. Maribor, Otocac, Sisak, Verazdin and Bjelovar have been selected as subcenters for the distribution of UNRRA goods because they are situated either on railroad lines or on main highways. Trieste, Fiume and Susak, which will serve as the major ports for this district, could also be effectively used for the shipment of goods into Districts 5, 6 and 7.

DISTRICT #2

In this district there are some of the poorest agricultural areas in Yugoslavia where relief needs will be of considerable proportion. Several northern counties of this district, as well as in the adjoining Districts 1 and 7, have been the scenes of the most violent guerrilla fighting in the country, which will have, no doubt, disrupted the normal economic activities in these regions. Perhaps the first shipload of wheat or flour should be sent to this district, because due to poor terrain and lack of agricultural land it has always been a deficit food producing region. The communications with the interior are very poor so that food cannot be imported from the surplus food producing regions of the north. Because of acute needs that are likely to be found there and poor transportation facilities, this region will require a full complement of district personnel in spite of the fact that its population is less than 1/4 that of District 1. The problems of displaced population in

this region are not likely to be serious because, according to available information, no large movements of people have taken place. It is expected that the people attached to the guerrilla armies will return to their homes upon cessation of hostilities. This is likely to happen before the UNRRA Mission enters the country.

The larger ports that can be used for shipments of goods to this region are Split and Zadar. Both of them are equipped to unload ocean going vessels and have fairly adequate storage facilities. In addition, Split, which is a railway terminal on the line going through Gospic to Zagreb, has been selected as the administrative center for this district. The subcenters are Gospic and Livno, both of which are located on main highways.

DISTRICT #3

This district is comprised of most of Zetska and part of Primorska Provinces. Like the adjoining District 2, it is also situated in the mountainous region where land is scarce, communications poor and where local food resources have been traditionally inadequate. It is perhaps one of the poorest regions in the Balkans where relief needs in proportion to the population will be of considerable magnitude. Due to the fact that trained local personnel will not be available, it is expected that a full complement of district personnel will be required. Guerrilla fighting has also been severe in this region, which has considerably disturbed the pre-war economic patterns. In the field of agricultural rehabilitation, lack of draft animals will be one of the most urgent problems. Due to terrain conditions this difficulty cannot be materially alleviated by importing farm machinery.

In this district, also, there will be several "blighted areas", especially in the Sandjak region where food will be most urgently needed. Except for the mountain fighters who will return to their homes as soon as hostilities cease, there is not likely to be any serious problem regarding the refugee camps for displaced persons. A good many of the refugees, now in Cairo, however, have come from Districts 2 and 3, and will present a considerable problem in returning them home.

Cetinje has been selected as the administrative center of this district because it is located on a fairly good highway system and because of its historical importance as an administrative center for this region. It is also not very far from the ports of Kotor, Dubrovnik and Bar on the Adriatic Coast. It should be remembered, however, that all of these ports have rather poor unloading facilities which would present a considerable problem in the distribution of UNRRA goods. (At a later date in the planning program, it will be necessary to develop additional information concerning this problem and specific proposals for handling sea-borne goods in this district.)

The subcenters selected are Mostar, which will be used as the distribution point for Hercegovina; Niksic, which will be used for northern Montenegro; and Berane, which will probably be the central distribution point for the very poor Sandjak region.

There are several malarial areas in this district, especially in the neighborhood of Lake Scutari, which will present a difficult problem to the Health Division. Both here and in District 2, doctors will be very scarce and medical supplies urgently needed.

DISTRICT #4

This is another "blighted region" corresponding to some of the worst areas in the world where people live in the most primitive manner and where remnants of feudal economy are still in existence. Malaria is quite prevalent and doctors and medicines will be sorely needed. Moreover, parts of this region have been occupied by Italians, Bulgarians and Germans and several foreign currencies are now in circulation. There are several price control and rationing systems now in existence which, together with the currency situation, will present a problem of some magnitude to the Mission personnel in charge of distribution. The political situation is likely to be quite complicated, involving as it does the whole Macedonian question that will require most careful handling.

The western part of this district is highly mountainous, land very scarce and local food resources very inadequate. In proportion to the total population, the relief needs here will be exceptionally heavy. For this reason and also due to the fact that trained local personnel will be scarce, a full district complement of UNRRA people will be required. It is probable that there will be many refugees and war prisoners coming from Bulgaria and Hungary, which will necessitate the setting up of camps. However, next to food, medical and sanitary activities will be one of the most important phases of Mission work.

Skoplje, which is the largest city in this region, has been selected as the administrative headquarters. It has good railway connections with Salonika to the south and Nis and Belgrade to the north. Salonika is the most convenient port for supplying this district. Other distribution subcenters for this region are Mitrovica, Prilep, Stip, Vranje, Bitolj and Kicevo. These provide an efficient distribution system for the entire region.

- 5 -
DISTRICT #5

This is the largest district in the country both in area and in population. Here, in one of the richest agricultural regions in Yugoslavia, live more than 4,200,000 people. The area north of Belgrade has been a surplus food producing region and together with the northern portion of District 7, was one of the important sources of food supply for Italy and central Europe (Germany particularly).

Except in large cities like Belgrade, Subotica, Zemun and Novi Sad, relief needs are likely to be light, assuming of course, that Germans do not apply the scorched-earth policy and destroy all available food reserves. Should this be the case, due to the high density of population in this region, relief needs would be extremely acute and many more people than provided in our budget would be required for an efficient administration of the UNRRA program.

The areas south of Belgrade, although not as poor as those in Districts 2, 3 and 4, are, nevertheless, either subsistence or deficit food producing regions that will require considerable help. Locally trained personnel will probably be available in large numbers that can be used by the Yugoslav Mission. Cooperatives which have been especially effective in this region should also provide skilled personnel. This region, however, has been occupied by Germans and Hungarians and large numbers of workers have been sent as forced labor in these countries. This, plus the fact that hundreds of thousands of war prisoners will be returning to these highly populous regions, will present a problem of considerable magnitude for the Displaced Persons Division of the Mission.

Belgrade has been selected as the district headquarters and Novi Sad, Kragujevac and Nis as distribution subcenters. They are all located on or near railways connecting this region with the ports of Salonika, Trieste, Fiume and Susak, from which supplies could be shipped.

Special stress should be placed on the rehabilitation of agriculture in the Novi Sad district. Because this is one of the richest agricultural regions in the country, every effort should be made to utilize agricultural equipment stations, seeds, farm machinery and fertilizers to raise the maximum amount of food that can be used for other regions in Yugoslavia. For this reason more than the normal number of agricultural specialists will be required in the Novi Sad district. Here, it may be also necessary to use all the agricultural personnel attached to Mission headquarters and because of its proximity to Belgrade it may be even desirable to establish in Novi Sad the headquarters of the Agricultural Division of the Mission.

DISTRICT #6

This region comprises practically the whole of Drinska Province with a population of approximately 1,490,000. It is densely populated in the northern and central parts and sparsely in the south where there are some of the very poor regions comparable to those of Districts 2, 3 and 4. Outside of these regions, the relief problems are not likely to be very serious. It is assumed that food reserves will be available in the adjoining Novi Sad district from which communications by river and rail are fairly good for transporting supplies to District 6.

Sarajevo has been selected as a district headquarters, which in addition to being a traditional administrative center for this area, has also a good communication system with the Adriatic Coast and with the main east-west railway lines coming from Zagreb, Trieste and western Europe. The subcenters are Uzice, Zvornik and Sabac. They are located either on main highways or on railways and could be used effectively as distribution points for UNRRA goods. The port that may be used for this district in addition to Fiume, Susak and Trieste is Dubrovnik, from which a narrow gauge line runs directly to Sarajevo. However, port facilities in Dubrovnik are limited.

DISTRICT #7

This district has a population of about 1,720,000 people and an area of approximately 10,000 square miles. The river Sava which is now navigable throughout the region divides it into a rich food producing area in the north and a very poor mountainous region in the south. Communications in the south are very inadequate, land is scarce and there is likely to be a high degree of need for food, medicines and farm implements. Furthermore, the section south of Banja Luka has been occupied by the Partisan forces for nearly two years and its normal economic life has, no doubt, been considerably disrupted. Due to poor communication facilities, trucks will have to be used as the chief means of transportation for the distribution of UNRRA goods.

Bosanski Brod has been selected as district headquarters. It is located on the river Sava which connects it with Belgrade to the east and Sisak to the west. Railway connections to Zagreb, Trieste and Fiume are also excellent and there is a good narrow gauge railway going to Sarajevo and the port of Dubrovnik on the Adriatic Coast.

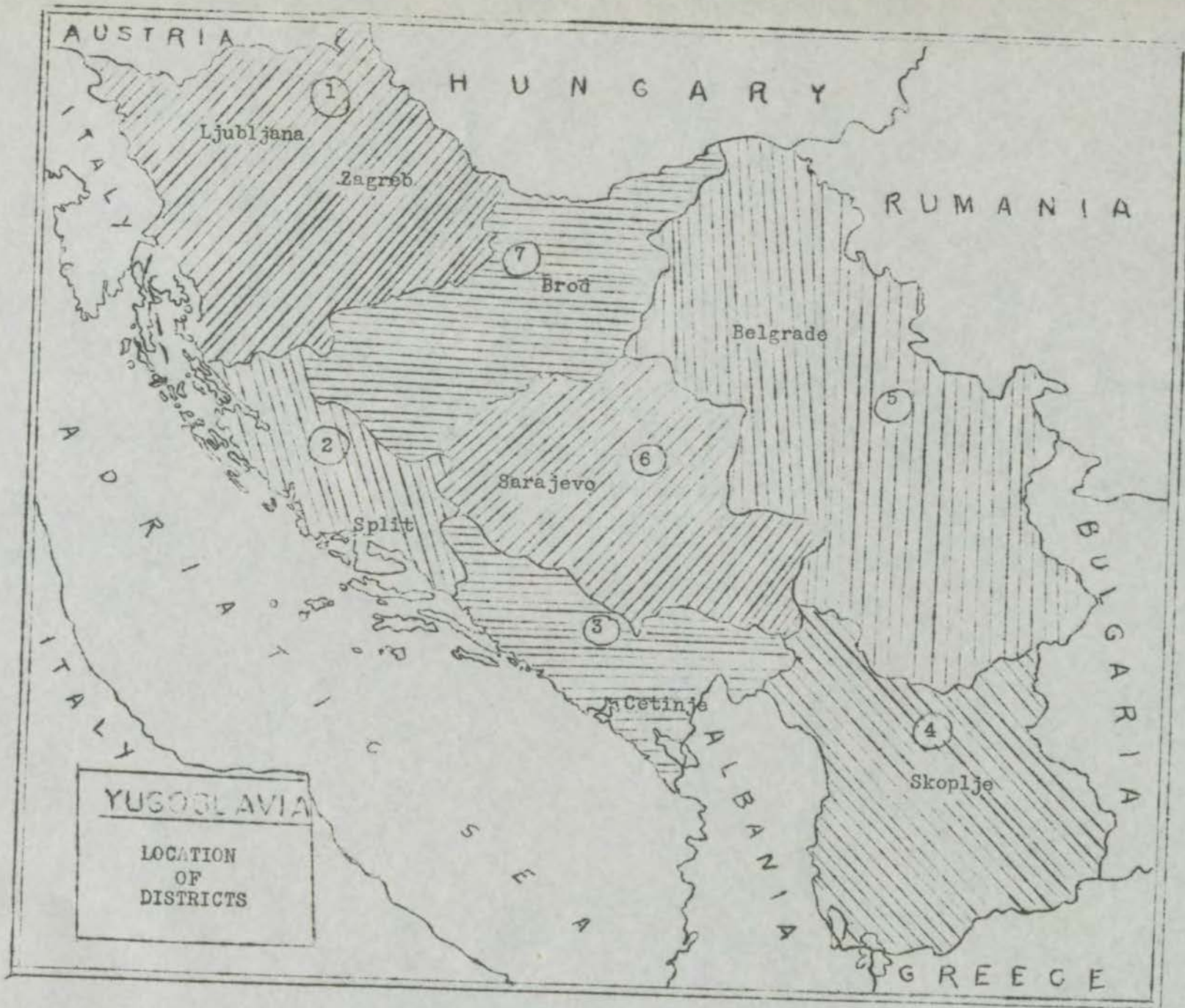
Banja Luka has been chosen as the distribution center for the south and Osijek for the north. The relief needs for the northern portion of this region are likely to be light, unless the Germans apply the scorched-earth policy. Due to the fact that many people from the northern section of this district have been deported to Germany as forced labor or as war prisoners, the problems of relocation will be considerable.

YUGOSLAVIA

<u>Population</u>	<u>Area</u>	<u>Mission Headquarters</u>
1931 - 13,900,000	249,468 square kilometers	Belgrade
1941 - 16,435,000		

	<u>Population 1/</u>	<u>Headquarters</u>	<u>Distribution Centers</u>	<u>Ports</u>	
<u>District 1</u>	3,250,000	Zagreb	Ljubljana Maribor Otocac Sisak	Varazdin Bjelovar	Trieste Susak Fiume Split
<u>District 2</u>	780,000	Split	Gospic Livno		Split Zadar
<u>District 3</u>	830,000	Cetinje	Mostar Dubrovnik Niksic	Berane	Dubrovnik Kotor Bar
<u>District 4</u>	1,630,000	Skoplje	Mitrovica Prilep Kicevo	Stip Vranje Bitolj	Salonika
<u>District 5</u>	4,200,000	Belgrade	Novi Sad Nis Kragujevac Negotin (Moravska)		Salonika Trieste Fiume Susak
<u>District 6</u>	1,490,000	Sarajevo	Uzice Zvornik Sabac		Dubrovnik Herzeg Novi-Zelenika
<u>District 7</u>	1,720,000	Slavonski Brod	Osijek Banja Luka		Dubrovnik Herzeg Novi-Zelenika Susak - Fiume

1/ District population based on 1931 census.
1941 census figures not available for the Districts



Yugoslav Mission

<u>Division</u>	<u>Number of Persons</u>	<u>Total Costs</u>
<u>Office of the Chief</u>		
(Administrative and Professional)	5	\$ 35,000
<u>Welfare (Headquarter Office)</u>		
(Administrative and Professional)	7	38,000
<u>Health (Headquarter Office)</u>		
(Administrative and Professional)	5	26,000
<u>Displaced Persons</u>		
(Administrative and Professional)	4	23,000
<u>Agricultural Rehabilitation</u>		
(Administrative and Professional)	6	34,000
<u>Industrial Rehabilitation</u>		
All personnel tentatively assigned to Cairo.		
<u>Accounting (Headquarter Office)</u>		
(Administrative and Professional)	2	8,500
<u>Finance</u>		
(Administrative and Professional)	2	8,500
<u>Requirements, Coordination, and Supply (Headquarters)</u>		
(Administrative and Professional)	5	27,000
<u>Distribution</u>		
(Administrative and Professional)	12	62,500
* 1 Master Mechanic to be added if not available locally.		
<u>Refugee Camp Administration</u>		
(Administrative and Professional)	8	41,000
<u>Administrative Services</u>		
(Administrative and Professional)	1	3,600
(Secretarial)	8	18,400
Total.....	9	22,000

YUGOSLAV MISSION

District Offices

<u>Division</u>	<u>No. of Persons</u>	<u>Total Costs</u>
<u>Office of District Chief</u>	14	\$91,000
<u>Field Representatives</u>	11	51,000
<u>Distribution</u>	32	136,400
<u>Welfare</u>	7	35,000
<u>Agriculture</u>	7	35,000
<u>Camp Administration</u>	12	56,000
<u>Secretaries</u>	7	16,800
Total	<u>90</u>	<u>\$421,200</u>

A - 1

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission
Bureau, Division or Office

Office of Chief of
Mission
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Present Incumbent Salary if position is filled	Present Salary
1 - A	1 Chief of Mission		\$10,000	
2 - A	1 Deputy Chief of Mission		9,000	
3 - A	1 Asst. Chief	13	7,000	
4 - C	1 Public Relations Officer	11	5,000	
5 - B	1 Administrative Assistant	9	4,000	

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission
Bureau, Division or Office

Headquarters Office
Welfare Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent position is filled	If Present Salary
1 - A	1 Chief of Welfare	13	\$7,000		
2 - B	1 Sr. Welfare Spec.	12	6,000		
3 - A	1 Welfare Specialist	11	5,000		
4 - B	1 " "	11	5,000		
5 - B	1 " "	11	5,000		
6 - C	1 " "	10	4,500		
7 - C	1 " "	10	4,500		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission
Bureau, Division or Office

Headquarters Office
Health Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Present Incumbent if Present Salary position is filled	Present Salary
1 - A	1 Chief Med. Offic.	13	\$7,000	
2 - A	1 Sanitation and Mosquito control officer	11	5,000	
3 - C	1 Health and Medical Services Officer	11	5,000	
4 - A	1 Nursing Services Officer	10	4,500	
5 - C	1 Medical Supply Officer	10	4,500	

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission

Bureau, Division or Office

To: Herbert H. Lehman, Director General

Displaced Persons

Organizational Unit

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Salary
1 - A	1 Chief of Displaced Persons	13	\$7,000		
2 - A	1 Sr. Specialist	12	6,000		
3 - B	1 D.P. Specialist	11	5,000		
4 - C	1 D.P. Specialist	11	5,000		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav MissionBureau, Division or Office
To: Herbert H. Lehman, Director GeneralAgricultural Rehabilitation

Organizational Unit

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Present Incumbent Salary if position is filled	Present Salary
1 - A	1 Chief, Agricul. Rehabilitation	13	\$7,000	
2 - B	1 Agricul. Rehab. Specialist	12	6,000	
3 - B	1 Agricul. Rehab. Specialist	12	6,000	
4 - C	1 General Agricul- tunist	11	5,000	
5 - C	1 " "	11	5,000	
6 - C	1 " "	11	5,000	

 Signature

 Date

 Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission
To: Herbert H. Lehman, Director General

Industrial Rehabilitation

It is requested that the following positions be authorized for
the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary
-------------	----------------------	----------------	--------

All personnel tentatively assigned to Cairo

A-7

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission

Bureau, Division or Office

To: Herbert H. Lehman, Director General

Headquarters Office

Accounting Division

Organizational Unit

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1 - A	Chief accountant	10	\$4,500		
2 - C	Asst. accountant	9	4,000		

Signature

Date

Title

Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission
 Bureau, Division or Office
 To: Herbert H. Lehman, Director General

Headquarters Office
 Requirements Coordination
 and Supply Division
 Organizational Unit

It is requested that the following positions be authorized for
 the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1 - A	1 Chief of Requirements & Supply	13	\$7,000		
2 - B	1 Requirements Specialist	11	5,000		
3 - C	1 Requirements Specialist	11	5,000		
4 - C	1 Requirements Specialist	11	5,000		
5 - C	1 Requirements Specialist	11	5,000		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission

Bureau, Division or Office

To: Herbert H. Lehman, Director General

Distribution DivisionOrganizational Unit

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if Present position is filled	Present Salary
1 - A	1 Chief of Distribution	13	\$7,000		
2 - A	1 Rationing & Price Control Officer	12	6,000		
3 - B	1 Asst. Price Control Officer	11	5,000		
4 - B	1 Asst. Price Control Officer	11	5,000		
5 - B	1 Marketing Expert	12	6,000		
6 - C	1 Distribution Specialist	11	5,000		
7 - C	1 Distribution Specialist	11	5,000		
8 - A	1 Transport Officer	11	5,000		
9 - B	1 Economist (Monetary & Exchange)	11	5,000		
10 - B	1 Port Officer	10	4,500		
11 - B	1 Port Officer	10	4,500		
12 - B	1 Port Officer	10	4,500		

* 1 Master Mechanic to be added if not available locally.

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission

Refugee Camp Administ.

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1 - A	1 Chief	13	\$7,000		
2 - C	1 Exec. Asst.	9	4,000		
3 - C	*1 Camp Administrator	12	6,000		
4 - C	1 Asst. Camp Admin.	11	5,000		
5 - C	1 Camp Project Spec.	9	4,000		
6 - C	1 Camp Administrator	12	6,000		
7 - C	1 Asst. Camp Admin.	11	5,000		
8 - C	1 Camp Project Specialist	9	4,000		
*3 to 8 inclusive represent two auxiliary Camp Management teams to be assigned as needed.					

 Signature

 Date

 Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission

Administrative Services

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of position	UNRRA Grade	Salary		
1 - B	1 Office Manager	8	\$3,600		
2 - A	1 Confidential Secretary	6	2,800		
3 - A	1 Secretary	5	2,400		
4 - A	1 Stenographer	4	2,200		
5 - B	1 Stenographer	4	2,200		
6 - B	1 Stenographer	4	2,200		
7 - B	1 Stenographer	4	2,200		
8 - B	1 Stenographer	4	2,200		
9 - B	1 Stenographer	4	2,200		

 Signature

 Date

 Title

Budget Request for Personal Services

Calendar Year 1944

Yugoslav MissionBureau, Division or OfficeDistrict Office #1Organizational Unit

Zagrab

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1 - B	District Chief	13	7,000		
2 - B	Deputy Chief	12	6,000		
3 - C	1 Camp Administrator	12	6,000		
4 - C	1 Asst. Camp. Admin.	11	5,000		
5 - B	Chief of Distribution	11	5,000		
6 - C	Welfare Specialist	11	5,000		
7 - C	General Agric'l	11	5,000		
8 - C	Field Representative	11	5,000		
9 - C	Transportation Officer	10	4,500		
10 - C	Warehouseman	10	4,500		
11 - C	Chief Inspector	9	4,000		
12 - C	1 Asst. Field Rep.	9	4,000		
13 - C	1 Asst. Field Rep.	9	4,000		
14 - C	1 Camp Project Spec.	9	4,000		
15 - C	1 Asst. Inspector	8	3,600		
16 - C	1 Asst. Inspector	8	3,600		
17 - B	Confidential Secretary	5	2,400		

Signature

Date

Title

Budget Request for Personal Services

A-14

Calendar Year 1944

Yugoslav Mission
Bureau, Division or Office

District Office #2
Organizational Unit
Split

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1 - B	District Chief	13	7,000		
2 - B	Deputy Chief	12	6,000		
3 - B	Chief of Distribution	11	5,000		
4 - C	Welfare Specialist	11	5,000		
5 - C	Gen. Agric. Spec.	11	5,000		
6 - C	Field Representative	11	5,000		
7 - C	Transportation Officer	10	4,500		
8 - C	Warehouseman	10	4,500		
9 - C	Chief Inspector	9	4,000		
10 - B	Secretary	5	2,400		

Signature

Date

Title

Budget Request for Personal ServicesCalendar Year 1944Yugoslav Mission

Bureau, Division or Office

District Office #3

Organizational Unit

To: Herbert H. Lehman, Director General

Cetinje

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA # Grade	Salary	Present ncumbent if position is filled	Present Salary
1 - B	District Chief	13	7,000		
2 - B	Deputy Chief	12	6,000		
3 - B	Chief of Distribution	11	5,000		
4 - C	Welfare Specialist	11	5,000		
5 - C	Gen. Agric. Spec.	11	5,000		
6 - C	Field Representative	11	5,000		
7 - C	Transportation Officer	10	4,500		
8 - C	Warehouseman	10	4,500		
9 - C	Chief Inspector	9	4,000		
10 - B	Secretary	5	2,400		

Signature_____
Date_____
Title

Budget Request for Personal ServicesCalendar Year 1944Yugoslav MissionBureau, Division or OfficeDistrict Office #4Organizational Unit

To: Herbert H. Lehman, Director General

Skoplje

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present ncumbent if position is filled	Present Salary
1 - B	District Chief	13	7,000		
2 - B	Deputy Chief	12	6,000		
3 - C	Camp Administrator	12	6,000		
4 - C	Asst. Camp Adminis- trator	11	5,000		
5 - B	Chief of Distribution	11	5,000		
6 - C	Welfare Specialist	11	5,000		
7 - C	Gen. Agric. Spec.	11	5,000		
8 - C	Field Representative	11	5,000		
9 - C	Transportation Officer	10	4,500		
10 - C	Warehouseman	10	4,500		
11 - C	Chief Inspector	9	4,000		
12 - C	1 Camp Project Spec.	9	4,000		
13 - B	Secretary	5	2,400		

Signature_____
Date_____
Title

Budget Request for Personal ServicesCalendar Year 1944Yugoslav Mission
Bureau, Division or OfficeDistrict #5
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number		Title of Position	UNRRA Grade	Salary	Present Uncumbent if position is filled	Present Salary
1	B	District Chief	13	\$7,000		
2	B	Deputy Chief	12	6,000		
3	C	1 Camp Administra-				
		tor	12	6,000		
4	C	1 Asst. Camp. Adm.	11	5,000		
5	B	Chief of Distribu-				
		tion	11	5,000		
6	C	Welfare Specialist	11	5,000		
7	C	General Agri.	11	5,000		
8	C	Field Representa-				
		tive	11	5,000		
9	C	Transportation				
		Officer	10	4,500		
10	C	Warehouseman	10	4,500		
11	C	Chief Inspector	9	4,000		
12	C	1 Asst. Field Rep.	9	4,000		
13	C	1 " " "	9	4,000		
14	C	1 Camp Project Spec.	9	4,000		
15	C	1 Asst. Inspector	8	3,600		
16	C	1 " "	8	3,600		
17	B	1 Secretary	5	2,400		

Signature_____
Date_____
Title

A-18

Budget Request for Personal Services

Calendar Year 1944

Yugoslav Mission
Bureau, Division or Office

District Office #6
Sarajevo
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line No.	Title of position	UNRRA Grade	Salary	Pres. Incumbent if pos. is filled	Present Salary
1 - B	District Chief	13	7000		
2 - B	Deputy Chief	12	6000		
3 - B	Chief of Distr.	11	5000		
4 - C	Welfare Spec.	11	5000		
5 - C	General Agri.	11	5000		
6 - C	Field Represent.	11	5000		
7 - C	Transportation Officer	10	4500		
8 - C	Warehouseman	10	4500		
9 - C	Chief Inspector	9	4000		
10 - B	Secretary	5	2400		

Signature

Date

666

Title

Budget Request for Personal ServicesCalendar Year 1944Yugoslav Mission
Bureau, Division or OfficeDistrict Office #7
Bosanski - Brod

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line No.	Title of Position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1-B	District Chief	13	7,000		
2-B	Deputy Chief	12	6,000		
3-C	Camp Administrator	13	6,000		
4-C	1 Asst. "	11	5,000		
5-B	Chief of Distrib..	11	5,000		
6-C	Welfare Specialist	11	5,000		
7-C	General Agricul.	11	5,000		
8-C	Field Representa- tive	11	5,000		
9-C	Transportation Officer	10	4,500		
10-C	Warehouseman	10	4,500		
11-C	Chief Inspector	9	4,000		
12-C	1 Camp Project Specialist	10	4,500		
13-B	Secretary	5	2,400		

Signature_____
Date_____
Title

ALBANIA

Population: 1,063,833

Area: 10,632 square miles

Number of districts: 1 Mission Headquarters: Tirana

Ports: Sheh-Gjun, best port in the North
Durres, principal Albanian port, chief center of communications
Vlone, best natural harbor in the South, second most important port
Sarrande (or Porto Edda), third most important port

Railroads: Single track railway from Durres to Tirana
Railway line from Durres to Elbasan via Kavaja and Pegin

Roads: Main artery (coastal road)
Shkoder to Porto Edda via Durres and Vlone. East-West communications connect this main artery to the more important centers of the interior: Tirana, Elbasan, Berat, Kukes Karca. A secondary road runs from north to south linking Kukes and Peshkapi

Airports: Shkoder, Kukes, Peshkapi, Tirana, Korca, Vlone, Cjjinokastre

Topography: The dominant features of Albanian topography are its low, marshy coast, heavily indented and crossed by several important rivers, and its rugged inland mountain ranges, enclosing small, fertile basins and valleys.

Agriculture: Land utilization and farm ownership: Although Albania is primarily an agricultural country, only a little over 11 percent of its total area is under cultivation; this is divided about equally between tilled land and vineyards. Another 11 percent is arable but uncultivated; almost a third is given over to pasturage; and slightly over a third is covered by woodlands. Sparse population, unhealthy conditions in the swampy lowlands, and primitive methods of cultivation have impeded agricultural development.

Livestock: The raising of livestock plays an important part in Albanian economy. It is generally preferred to agriculture, and is practiced both on a commercial scale and domestically. Fodder is required only in deep winter, in the mountain regions, and elsewhere is rendered unnecessary by an abundance of pasturage. Not only does Albania raise enough livestock to satisfy its own needs, but cattle and dairy products constitute an important part of the country's total exports.

Occupational distribution: No statistics exist on the occupational distribution of the Albanian population. It has been estimated, however, that 90 percent of the population is engaged in agriculture. Because of the relatively small proportion of arable land, only 25 percent of the people of Albania are occupied in the raising of crops; the remainder of those engaged in agriculture are employed mainly in animal husbandry. No data are available on the numbers of those in industry, commerce, or the professions.

Manufacturing industries: Albania is entirely lacking in heavy industries; there are no metallurgical, engineering, or chemical plants, or concerns engaged in the production of armaments, ships, or aircraft. Until 1925, Albania had practically no industries whatsoever, except those on a household scale. Since then, a certain amount of progress has been made, backed principally by Italian capital. Tools, textiles, and shoes are still made mostly by hand in small shops; cotton fabrics and all fine textiles are imported.

Foreign trade: General course of foreign trade. Albania has consistently had a large passive balance of trade, the value of its imports being more than twice that of its exports. This is to be expected in an essentially agrarian economy, where four-fifths of the exports are agricultural products, while the major imports are manufactured articles and machinery. Whereas formerly the unfavorable balance was in part offset by emigrant remittances, especially those from America, and by tourist trade, these two sources of revenue tended to decline materially in recent years, and Albania's large adverse balance of trade could only be maintained because of a continuing influx of capital from Italy.

ALBANIAN MISSION

<u>Division</u>	<u>No. Of Persons</u>	<u>Total Costs</u>
<u>Office of the Chief</u>	2	\$14,000
<u>Welfare</u>	3	16,000
<u>Health</u>	4	19,600
<u>Agric. Rehabilitation</u>	2	9,500
<u>Accounting</u>	1	4,500
<u>Finance</u>	1	4,000
<u>Reg. Coord. & Supply</u>	1	5,000
<u>Distribution</u>	4	17,600
<u>Secretarial</u>	3	7,400
Total	21	\$97,600

Budget Request for Personal ServicesCalendar Year 1944Albania
Bureau, Division or OfficeMission Office
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number		Title of position	UNRRA Grade	Salary	Present Incumbent if position is filled	Present Salary
1	A	1 Chief	14	\$8000		
2	B	1 Deputy	12	6000		
		<u>Welfare:</u>				
3	A	1 Welfare Chief	12	6000		
4	B	1 Welfare Spec.	11	5000		
5	B	1 Welfare Spec.	11	5000		
		<u>Health:</u>				
6	A	1 Chief Med. Officer	12	6000		
7	A	1 San. & Mosquito Control Expert	11	5000		
8	A	1 Health & Med. Services	11	5000		
9	A	1 Nursing Services Officer	8	3600		
		<u>Agricultural Rehabilitation:</u>				
10	A	1 Agr. Rehab. Chief	11	5000		
11	B	1 Asst. Agr. Rehab."	10	4500		
		<u>Accounting:</u>				
12	B	1 Accountant	10	4500		
		<u>Finance:</u>				
13	C	1 Finance Officer	9	4000		
		<u>Requirements Coordination & Supply:</u>				
14	A	1 Chief Req. Coord. & Supply	11	5000		
		<u>Distribution:</u>				
15	A	1 Chief of Distribution	11	5000		
16	B	1 Transportation Officer	9	4500		
17	C	1 Port and Warehouse Officer	9	4500		
18	C	1 Asst. Port and Warehouse Officer	8	3600		

Mr. Marshall
Rm 311

7th April, 1944

TO: Bureau and Division Chiefs

FROM: Dewey Anderson

SUBJECT: Attachment to "Recruitment Program - "A" Priorities
and Team Personnel"

The attached sheet should be added to the recruiting schedule dated 5th April, 1944. It increases the number of positions to 160 and provides a public information officer for Cairo and if necessary for a country mission's operations.

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional
Personnel Required to Build Complete Country Team
Bureau, Division or Office

Public Information Div.
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

<u>Line Number</u>	<u>Title of Position</u>	<u>UNRRA Grade</u>	<u>Salary</u>	<u>Present Encumbent if position is filled</u>	<u>Present Salary</u>
160	"A" Priority Public Information Officer	11	5000		
	Additional Personnel Required				
	None				

Signature

Date

Title

5th April, 1944

TO: Bureau and Division Chiefs

FROM: Dewey Anderson

SUBJECT: Recruitment Program - "A" Priorities and Team Personnel

I. In accordance with our discussions in the afternoon meeting of 4th April, 1944, recruiting, selection, and placement action may now proceed toward staffing the "A" Priorities Group, plus those positions needed to round out a complete country team. The detail of these positions and the staffing plan therefor are shown in the attached schedules.

This staffing plan has not been developed according to a country mission's organizational pattern; rather, positions have been categorized according to the Washington Division that has responsibility for recruitment and selection for the respective positions. The country designations given for positions in the "A" priority group are to be disregarded for recruiting purposes. These designations are included merely to identify the relation of the position to the staffing plan for total Balkan operations. This latter staffing plan will not be released for general use until more specific information has been received from the Director General regarding overall staff needs for the Balkans.

II. These positions are to be filled both from current UNRRA staff and by candidates from outside sources, and the following procedure is suggested for routing personnel action requests to the Bureau of Areas:-

A. Current UNRRA Employees -

If a Bureau or Division wishes to recommend one of its employees for a field assignment, it should transmit to the Bureau of Areas a memo containing:

- (1) the employee's name
- (2) present position
- (3) grade and salary
- (4) the field position for which he is being recommended
- (5) the line and job number of "4"

B. Candidates from outside sources -

A PT-2 should be prepared and transmitted to the Bureau of Areas together with:

- (1) the PT-1 (application form)
- (2) a report of the Division's findings in checking the technical experience of the candidate.

- (3) the comments of the personnel officer who has interviewed the candidate.

III. All such memoranda and Form PT-2 should be addressed and routed to Mr. Arthur A. May, Bureau of Areas.

IV. In order that Washington recruitment quotas may be definitely determined, all Bureau and Division Chiefs are requested to advise this office as promptly as possible the line numbers of those positions which they desire to assign to London, for London recruitment.

"A" PRIORITY GROUP

Plus additional Personnel required to build complete
Country Team (Greece)

	"A" Priority	Additional Personnel Required	Total Country Team
Areas	31	70	101
Welfare	10	6	16
Health	7	2	9
Displaced Persons	4	0	4
Agriculture Rehabilitation	6	6	12
Industrial Rehabilitation	7	0	7
Accountant	2	0	2
Finance	1	1	2
Requirements, Coordination & Supply	6	0	6
	—	—	—
	74	85	159

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus additional
Personnel required to build complete Country Team
Bureau, Division or Office

Bureau of Areas
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the
Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	<u>"A" Priority</u>				
1	Chief of Mission (Cairo)		10,000		
2	Chief of Mission (Greece)		10,000		
3	Chief of Mission (Yugo)		10,000		
4	Chief of Mission (Albania)	14	8,000		
5	Deputy Chief of Mission (Greece)	14	8,000		
6	Deputy Chief of Mission (Yugo)	14	8,000		
7	Chief of Distribution (Greece)	12	6,000		
8	Chief of Distribution (Yugo)	12	6,000		
9	Rationing & Price Control Officer (Greece)	12	6,000		
10	Rationing & Price Control Officer (Yugo)	12	6,000		
11	Marketing Expert (Greece)	12	6,000		
12	Chief Camp Adm. (Greece)	12	6,000		
13	Chief Camp Adm. (Yugo)	12	6,000		
14	Chief of Distribution (Albania)	11	5,000		
15	Administrative Asst. (Cairo)	9	4,000		
16	Office Manager (Cairo)	8	3,600		
17	Confidential Secretary	6	2,800		
18	"	6	2,800		
19	"	6	2,800		
20	"	6	2,800		
21	Secretary	5	2,400		
22	"	5	2,400		
23	"	5	2,400		
24	"	5	2,400		
25	"	5	2,400		

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
26	Secretary	5	2,400		
27	"	5	2,400		
28	"	5	2,400		
29	Stenographer	4	2,200		
30	"	4	2,200		
31	"	4	2,200		
Personnel Required to Build "A" Priority Group into a Country Team (Greece)					
32	District Chief	12	6,000		
33	"	12	6,000		
34	"	12	6,000		
35	"	12	6,000		
36	"	12	6,000		
37	"	12	6,000		
38	Deputy District Chief	11	5,000		
39	"	11	5,000		
40	"	11	5,000		
41	"	11	5,000		
42	"	11	5,000		
43	"	11	5,000		
44	Distribution Officer(Mission)	11	5,000		
45	"	11	5,000		
46	Transport Officer	11	5,000		
47	District Camp Management Officer	11	5,000		
48	District Camp Management Officer	11	5,000		
49	District Camp Management Officer	11	5,000		
50	District Distribution Officer	11	5,000		
51	"	11	5,000		
52	"	11	5,000		
53	"	11	5,000		
54	"	11	5,000		
55	"	11	5,000		

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
56	Asst. Camp Mgt. Officer	10	4,500		
57	"	10	4,500		
58	"	10	4,500		
59	"	10	4,500		
60	Field Officer (Representative)	10	4,500		
61	"	10	4,500		
62	"	10	4,500		
63	"	10	4,500		
64	"	10	4,500		
65	"	10	4,500		
66	Camp Project Officer	9	4,000		
67	"	9	4,000		
68	"	9	4,000		
69	"	9	4,000		
70	Transport Officer (District)	9	4,000		
71		9	4,000		
72		9	4,000		
73		9	4,000		
74		9	4,000		
75		9	4,000		
76	Warehouse Officer (District)	9	4,000		
77	"	9	4,000		
78	"	9	4,000		
79	"	9	4,000		
80	"	9	4,000		
81	"	9	4,000		
82	Supplies Inspector	9	4,000		
83	"	9	4,000		
84	"	9	4,000		
85	"	9	4,000		
86	"	9	4,000		
87	"	9	4,000		

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
88	Asst. Supplies Inspector	8	3,600		
89	"	8	3,600		
90	"	8	3,600		
91	"	8	3,600		
92	Asst. Field Officer	8	3,600		
93	"	8	3,600		
94	"	8	3,600		
95	Asst. to Chief of Camp Management	8	3,600		
96	Secretary	5	2,400		
97	"	5	2,400		
98	"	5	2,400		
99	"	5	2,400		
100	"	5	2,400		
101	"	5	2,400		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Welfare Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	"A" Priority				
102	Chief of Welfare(Greece)	12	6000		
103	Chief of Welfare(Yugo.)	12	6000		
104	Chief of Welfare (Albania)	12	6000		
105	Mission Welfare Officer	11	5000		
106	Mission Welfare Officer	11	5000		
107	Mission Welfare Officer	11	5000		
108	Mission Welfare Officer	11	5000		
109	Mission Welfare Officer	11	5000		
110	Mission Welfare Officer	11	5000		
111	Mission Welfare Officer	11	5000		
	Additional Personnel Required				
112	Welfare Officer (District)	11	5000		
113	Welfare Officer (District)	11	5000		
114	Welfare Officer (District)	11	5000		
115	Welfare Officer (District)	11	5000		
116	Welfare Officer (District)	11	5000		
117	Welfare Officer (District)	11	5000		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Health Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	"A" Priority				
118	Chief Medical Officer (Greece)	12	6000		
119	Chief Medical Officer (Yugo.)	12	6000		
120	Chief Medical Officer (Albania)	12	6000		
121	Sanitation Engineer (Cairo)	11	5000		
122	Sanitation Engineer (Greece)	11	5000		
123	Sanitation Engineer (Albania)	11	5000		
124	Nursing Service Officer (Greece)	10	4500		
	Additional Personnel Required				
125	Health Services Officer	11	5000		
126	Medical Supply Officer	10	4500		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Displaced Persons Div.
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	"A" Priority				
127	Chief of Displaced Persons (Greece)	12	6000		
128	Chief of Displaced Persons (Yugo.)	12	6000		
129	Displaced Persons Officer (Greece)	11	5000		
130	Displaced Persons Officer (Yugo.)	11	5000		
	Additional Personnel Required				
	None				

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Agricultural
Rehabilitation Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	"A" Priority				
131	Chief of Agric. Rehab. (Greece)	12	6000		
132	Chief of Agric. Rehab. (Yugo.)	12	6000		
133	Agric. Rehab. Officer (Greece)	11	5000		
134	Agric. Rehab. Officer (Greece)	11	5000		
135	Agric. Rehab. Officer (Yugo.)	11	5000		
136	Agric. Rehab. Officer (Yugo.)	11	5000		
	Additional Personnel Required				
137	District Ag. Rehab. Officer	10	4500		
138	District Ag. Rehab. Officer	10	4500		
139	District Ag. Rehab. Officer	10	4500		
140	District Ag. Rehab. Officer	10	4500		
141	District Ag. Rehab. Officer	10	4500		
142	District Ag. Rehab. Officer	10	4500		

Signature

Title

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Industrial Rehabilitation
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar
Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	"A" Priority				
143	Chief of Ind. Rehabilitation	12	6000		
144	Ind. Rehabilitation Officer	11	5000		
145	Ind. Rehabilitation Officer	11	5000		
146	Ind. Rehabilitation Officer	11	5000		
147	Ind. Rehabilitation Officer	11	5000		
148	Asst. Engineer	10	4500		
149	Asst. Engineer	10	4500		
	Additional Personnel Required				
	N O N E				

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Accounting Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	"A" Priority				
150	Chief Accountant (Greece)	10	4500		
151	Chief Accountant (Yugoslavia)	10	4500		
	Additional Personnel Required				
	N O N E				

Signature

Title

Date _____

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Finance Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
152	"A" Priority Finance Officer (Greece)	10	4500		
	Additional Personnel Required				
153	Asst. Finance Officer	9	4000		

Signature

Date

Title

Budget Request for Personal Services

Calendar Year 1944

"A" Priority Group plus Additional Personnel
Required to Build Complete Country Team (Greece)
Bureau, Division or Office

Requirement Coordination and
Supply Division
Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1944:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
	"A" Priority				
154	Chief of R. C. & S.(Greece)	12	6000		
155	Chief of R. C. & S.(Yugo)	12	6000		
156	Chief of R.C.&S.(Albania)	12	6000		
157	Requirements Officer	11	5000		
158	Requirements Officer	11	5000		
159	Requirements Officer	11	5000		
	Additional Personnel Required				
	N O N E				

Signature

Date

Title

Hendrickson - Alternative in Place of Annex I

ANNEX I

March 3, 1944

Mr. Hendrickson suggested an alternative proposal, stating in explanation that he did not feel the organizational plan should be crystallized until the chief of mission had been selected and had an opportunity to analyze the problem. Therefore an alternative proposal would be useful. He pointed out further that one of the fundamental weaknesses in connection with all organizational plans as presented to date is an excessive number of persons reporting to the chief of mission; that the nature of a new operation, particularly one such as is provided for by this mission, involves so much pioneering that the chief of mission would be well advised to have not more than seven, and preferably not more than five persons reporting directly to him.

He suggested as one alternative that there be three deputy chiefs of mission instead of one, with their functions as follows:

1. Deputy chief for field operations, reporting directly to the chief, who would be specifically in charge of field operations.
2. Deputy chief for requirements and supply, who would be responsible to the chief for all requirements coordination and supply functions, covering both planning and operations. The extreme importance of having supplies, and the complex relationships presented by obtaining allocations from the Combined Boards in Washington on the one hand, and dealing with the Middle East and other supply centers right on the ground, is so critically important and of such a difficult character that unless the chief of mission expects to handle this function himself, it will be necessary for him to have a subordinate with at least the status of deputy in order to achieve the program objectives. Further with the large number of initiating points for requirements, an internal job of coordination within the area mission itself will require someone with substantial status or the chief of mission will find that he has to devote an excessive proportion of his time to this function. He pointed out further that

the deputy chief for supply will find it necessary to have units on requirements and allocations coordination for handling the arrangements for off-short supplies and a third unit dealing with local procurement where the supply policies, especially as they relate to financial questions, will be difficult at best.

3. Deputy chief for distribution, who would be responsible for the distribution program of relief supplies and services on an overall basis, covering both planning and operations. An alternative to the latter proposal might be a deputy in charge of staff technical services, but the position of deputy chief for distribution as herein described would doubtless be more acceptable to the responsible heads of the functional divisions at the regional and headquarters level. It appears reasonable that the area chief must have assistance with respect to coordinating the determinations with respect to the flow of services or he will be unduly burdened, leaving inadequate time for handling the overall supervision, the public relations and the diplomatic functions, which at a minimum are going to be substantial.

While pointing out that area missions organizationally will have to reflect the problems to be dealt with, Mr. Hendrickson stated that the above division would contribute two things:

- a. Appreciation of the work load of the chief of mission and the necessity for having a limited number of persons reporting directly to him.
- b. That it would result in a better balance of the total work load of the mission with an appropriate level of coordinating work.

If this suggestion was followed, the work of the requirements coordination and supply division, provided for under the other plan, would be absorbed by the deputy in charge of requirements and supply, while the work of the

distribution division, as well as the activities of the economic adviser, would be absorbed by the deputy in charge of distribution. It would make more nearly possible the assignment of responsibility and authority by the chief of mission in some manageable fashion. The annexed chart represents Mr. Hendrickson's suggested alternative.

LLd

FROM: Mr. Mihail Menshikov

Annexed is the revised statement of the organization and functions of the Balkan Field Mission in Cairo, together with a list of mission personnel requirements. This draft incorporates the recommendations suggested by the Bureau and Division Directors, all of whom have been consulted in the preparation of the document and of the administrative chart. (K)

The purposes of the Mission will be (1) to formulate operating plans for relief and rehabilitation activities in Greece, Yugoslavia, Albania, and such other Balkan countries as may become fields of UNRRA operations; (2) to estimate and coordinate relief and rehabilitation supply requirements for the Balkan Area for the post-military period; and, if requested by the Military, to assist in estimating relief requirements for the military period; (3) to operate the refugee camps which will come under UNRRA's jurisdiction; and (4) to conduct specialized, as well as general, overall training programs for all persons under the administrative jurisdiction of the Mission.

① See annex I containing alternative proposal suggested by Mr. Hendrickson.

Washington through the Bureau of Areas, and the Chief of Mission will be responsible to the Deputy Director General for Areas in Washington. As the form and organization of the London Regional Office take shape, and as the Mission operations are accelerated, it is quite likely that there will be a delegation of authority from Washington to London. To the extent that it is practicable and desirable, this will permit a decentralization of direct control over many aspects of day to day operations, subject, however, to general policy instructions from Washington through the Bureau of Areas. Even at this early stage, however, it is essential that there be a complete and constant exchange of intelligence between Cairo, Washington and London. Similarly, London and Washington must keep each other informed on major developments in Balkan planning and operational matters.

The Chief of Mission will exercise active control and supervision of the administration of the Mission, and will be directly responsible for all relief and rehabilitation operations undertaken by it. He will be assisted by a Deputy Chief, who will serve as his Executive Officer for Field Operations. No provision has been made in the Cairo Mission for an additional Deputy or Assistant Chief of Mission. However, when Greek or Yugoslav operations begin, it is contemplated that the personnel and activities of the Mission in those countries will be so greatly expanded that the Chief will require the services of two additional Deputies or Assistants.

The Chief of Mission will receive and transmit all communications relating to the business of the Mission. The Chiefs of the several divisions of the Mission will have the right to communicate with the Chiefs of their respective divisions in Washington and London, subject to the right of the Chief of Mission to make comments with respect to such communications. Similarly, the Chief of any Bureau or Area division in Washington or London, will at all times have the right to communicate with the Chiefs of the functional divisions of the country Mission. Such communications will be channeled through the Bureau of Areas, and through it transmitted to the Chief of the country Mission.

The organizational plan breaks down into three principal categories:

1. The Office of the Chief of Mission
2. The Functional Units
3. The Refugee Camps

Office of the Chief of Mission

Consisting of the Chief of Mission, Deputy Chief, Special Assistant to the Chief, Economic Adviser and two Deputies to the Chief, one in charge of Greek (and Albanian) planning, the other in charge of Yugoslav planning. No provision has been made at this time for a legal adviser, ~~or for a public relations officer~~ ^{OR A CHIEF INSPECTOR}. However, these staff officers are considered essential in a fully developed country mission such as is contemplated for Greece or Yugoslavia. As soon as conditions warrant they should be included in the Balkan Mission.

Functional Units

The Finance and Administration, Requirements Coordination and Supply, and Distribution Divisions perform an overall function, servicing the entire mission. The five functional divisions, namely Health, Welfare, Displaced Persons, Agricultural Rehabilitation and Industrial Rehabilitation, perform functions of a specialized nature, each responsible for its own sphere of activity. Coordination will come through the Chief of Mission.

Refugee Camps

The Chief of Mission will be responsible for the overall operation of the refugee camps and the coordination of divisional activities in such camps. Certain of the camp activities will be his direct operating responsibility. In others, such as health, welfare services, agricultural and industrial activities, and arrangements for movement and repatriation, he will act with necessary technical assistance provided by the appropriate functional divisions.

Planning Activities

The Mission does not have an overall planning function on the policy level. Its planning function will be to formulate operating plans for Greece, Yugoslavia, Albania, and such other Balkan countries as may become fields of UNRRA operations. The formulation of a cohesive plan for each country requires central responsibility and direction. It is for this reason that we propose the establishment, in the Office of the Chief of Mission, of the Office of Greek Planning and the Office of Yugoslav Planning in charge of Deputies who will serve under the supervision of the Chief of Mission. Plans prepared in Cairo will not be definitive. They will be transmitted to London and Washington where they will be reviewed and, as required, modified or altered.

These planning operations in functional fields will be done with the assistance of personnel detailed to the Offices of Greek and Yugoslav Planning by the Chief of Mission, acting in consultation and collaboration with the several functional units. Thus, the preparation of the operating plans will proceed along the same lines of administrative responsibility as we consider essential in field operations. It is anticipated that, when the field missions are set up in the several Balkan Countries, this experienced technical and supply personnel will be available for the actual carrying out of the plans formulated with their assistance.

Personnel Requirements

The Personnel schedule represents personnel requirements when the mission office reaches full strength. Immediate requirements should not exceed thirty persons. At least ten professionals can be drawn from the UNRRA-MERRA staff now in Cairo. A substantial part of the clerical and book-keeping force will be recruited locally. In any event, more than half of the total personnel can be temporarily used, while awaiting entrance into their respective areas, in refugee camp activities. In view of the 1,500 personnel goal set up by MERRA for the private agencies, it is felt that the suggested personnel setup is extremely modest.

Office of the Chief of Mission

The Chief of Mission will be the ranking UNRRA official of the Mission. His duties will be:

To exercise active control and supervision of the administration of the Mission and to be directly responsible for all relief and rehabilitation operations undertaken by it.

To maintain liaison and supervise liaison activities with appropriate military authorities, governments, governmental and inter-governmental agencies.

To integrate activities of all private voluntary societies interested in Balkan relief and rehabilitation planning and operations, with those of UNRRA; to institute programs for the training of the personnel of each society in UNRRA operations in the fields of health, displaced persons, welfare services, and such other fields as may be required; and to supervise and direct the use of the personnel and of the supply resources of such societies in such operations of UNRRA.

Unofficially, to represent UNRRA on the Executive Board of the Balkan Supply Center and to be responsible for the coordination of all UNRRA activities relating to the Balkan Supply Center.

To supervise and direct the operation of refugee camps falling within the jurisdiction of the Mission.

To supervise and direct the planning of the several Balkan programs of relief and rehabilitation.

To detail personnel between the several divisions and offices as needed.

To keep in constant touch with the work of the Mission and, together with the Deputy Chief of Mission, to meet with the individual office and divisional chiefs at frequent intervals to discuss office and divisional problems.

To constitute the Office and Divisional Chiefs as an informal executive board of the Mission; and, together with the Deputy Chief of Mission, to meet with such executive Board at frequent and regular intervals.

The staff of the Chief of Mission will be as follows:

A Deputy Chief of Mission, who will serve as the Executive Officer of the Chief of Mission. Under the direction of the Chief of Mission he will coordinate the activities of the various divisions of the Mission and will assist the Chief in the supervision of the offices of the Mission, as the Chief may require. He will assist the Chief in conducting liaison activities. He will act as Chief of Mission in the absence of the Chief.

A Special Assistant to the Chief, who, as directed by the Chief of Mission, will work with the several divisions and office of the Mission on particular problems, and will perform such other functions as the Chief may direct.

A Deputy Chief for the Office of Greek (Albanian) Planning, who will be responsible for the development and integration of the relief and rehabilitation program for Greece (and Albania) for the post military period and, when requested, for furnishing assistance in development of plans for relief and rehabilitation activities in Greece during the military period. He will be assisted by personnel assigned by the Chief of Mission from the appropriate technical divisions.

As authorized by the Chief of Mission, he will maintain liaison with the Military Authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Balkan relief and rehabilitation planning and operations.

He will advise the Chief of Mission on problems relating to Greece (and Albania).

He will plan personnel requirements for the Greek (and Albanian) Mission and make recommendations with respect to the selection of personnel for the operations of the Greek (and Albanian) Mission.

A Deputy Chief for the Office of Yugoslavian Planning, who will be responsible for the development and integration of the relief and rehabilitation program for Yugoslavia for the post military period and, when requested, for furnishing assistance in the development of plans for relief and rehabilitation activities in Yugoslavia during the Military period. He will be assisted by personnel assigned by the Chief of Mission from the appropriate technical divisions.

As authorized by the Chief of Mission, he will maintain liaison with the military Authorities, governments, governmental and inter-governmental agencies and private voluntary societies, interested in Balkan relief and rehabilitation planning and operations.

He will advise the Chief of Mission on problems relating to Yugoslavia.

He will plan personnel requirements for the Yugoslavian Mission and make recommendations with respect to the selection of personnel for the operations of the Yugoslavian Mission.

An Economic Adviser, whose duties will be:

To advise the Chief of Mission and the several offices and divisions of the Mission on the economic aspects of INRRA oper-

ations in the area and on all economic problems arising out of the operations of the Mission.

To act as the intelligence agency for the Mission, gathering economic, social and other intelligence from the offices and divisions of the Mission; and from all available outside sources; to assemble, analyze and transmit such intelligence to the Washington and London offices of the Administration.

To assist, in cooperation with the Distribution and other appropriate divisions, the Offices of the Greek and Yugoslav Missions in the preparation of an operating plan for those countries for the most effective distribution of relief and rehabilitation goods and materials in the light of the overall program, taking into consideration wholesale and retail facilities and practices, producers and consumers cooperatives, trade associations, brokerage and marketing practices.

To advise the Mission upon rationing and price control systems in Greek and Yugoslavia; to evaluate their effectiveness; and to suggest adjustments or modifications designed to strengthen UNEPA's relief and rehabilitation program.

To advise each of the offices and divisions of the Mission upon economic factors bearing upon the effective utilization of relief supplies, and upon the relationship to the proper functioning of the program of economic factors such as the availability or lack of supplies, effective price controls, and adequate distribution facilities.

To advise the Requirements Coordination and Supply, the Distribution and other appropriate divisions of the Mission of the effect of the importation and distribution of relief and rehabilitation supplies and of proposed rehabilitation programs upon the

economy of the Balkan countries.

If so directed by the Chief of Mission, to report upon the ability of the Greek and Yugoslav Governments to finance and pay for relief and rehabilitation operations.

// DIVISIONAL ORGANIZATION

The functions of the several Divisions of the Mission will be:

WELFARE DIVISION

Under the direction of the Chief of Mission, to institute and supervise for training in UNRRA Welfare operations of both UNRRA staff and personnel of the Voluntary Societies whose activities are integrated into those of UNRRA.

To supervise the Welfare aspects of field operations of the Mission and to supervise and coordinate activities of personnel of all Voluntary Societies in the Welfare field and to make recommendations of the effective execution of the program by the field staff.

To furnish technical advice and assistance to other Divisions and District Offices on the Welfare aspects of their work and to consult with other Divisions on Welfare problems whose solution will require the assistance of those Divisions.

To develop plans and supervise operations with regard to the Welfare aspects of UNRRA Camps and to render appropriate Welfare services to displaced persons and refugees.

Under the direction of the Office of Greek Planning and the Office of Yugoslav Planning, respectively, to assist in the drawing up of plans for the Welfare aspects of the relief programs of Greece and Yugoslavia, including the distribution of relief to special classes of dispersed persons (the destitute, children, nursing mothers and pregnant women, the disabled and the aged), the provision

of emergency shelter, the formulation of standards for determining the needs of individuals and families and groups requiring welfare services and ascertaining ability to pay for relief supplies, the creation of plans for the restoration, mobilization and operation of community welfare programs.

HEALTH DIVISION

To prepare, in cooperation with the Welfare and Displaced Persons Divisions, plans for health and medical care of displaced persons in the area served by the Cairo Mission, and to supervise the rendering of such care to persons in refugee camps, and of the required public health services in such camps.

On the basis of the plans prepared, to present to the Supply Division requests for essential medical and sanitary supplies for the area served by the Mission.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA health service operations of the personnel of the voluntary relief societies whose activities are integrated into those of UNRRA.

To supervise field operations by the health personnel of the Mission; to render technical assistance to the field staff; to make recommendations for the more effective execution of the program by the field staff.

To survey and determine the extent of the needs with respect to public health services and sanitation in the several Balkan countries in which UNRRA will operate.

Under the direction of the Office of Greek Planning, and the Office of Yugoslav Planning, to assist in the formulation of the Health and Medical care programs for Greece and Yugoslavia, including plans relating to improvement of public health and sanitation; the control of communicable

diseases; the prevention of the introduction of disease from other areas; the rehabilitation of hospital and clinical facilities; and plans for the administration of laws and regulations relating to public health, sanitation, manufacture and distribution of medical, biologic, and analogous products, maritime and international quarantine, communicable disease control, etc.

DISPLACED PERSONS DIVISION

To give technical advice and assistance in the operation of the refugee camps under the jurisdiction of the Mission and to formulate, with the assistance of the appropriate divisions, plans for the care, repatriation or return to their homes and reception in countries of destination, of such displaced persons.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA's displaced persons operational programs, of the personnel of voluntary societies whose activities are integrated into those of the Displaced Persons Division of UNRRA.

To conduct negotiations, as required, with respect to displaced persons with the governmental or military authorities of the area of the Mission, subject to the knowledge and approval of the Chief of Mission; and to be responsible for implementing the results of such negotiations with respect to the removal from or entry into the area of displaced persons.

To conduct negotiations, as required, with the Intergovernmental Committee on Refugees and the International Red Cross on matters relating to displaced persons, subject to the knowledge and approval of the Chief of Mission.

To collect information and report on the numbers, location and condition of displaced persons.

To plan and devise methods for the location and identification of displaced persons and to secure agreement on uniform documentation.

To advise on special requirements in the registration of such persons.

To assist in arranging for determination of the citizenship of such persons.

To advise on the formulation of instructions to displaced persons, directing them to reception centers, and with respect to arrangements for registration, medical examinations, the presentation of citizenship claims, personal communications, and other steps preparatory to repatriation or return.

To plan, in collaboration with the Chief of Mission, for necessary travel documents and for the transportation of displaced persons to their countries of destination.

Under the direction of the Office of Greek Planning and the Office of Yugoslav Planning to assist in the formulation of operating programs relating to displaced persons in Greece and Yugoslavia and for the repatriation of nationals of those countries.

To cooperate with interested governments, the Health Division, the Military Authorities, and appropriate international organizations, in the prevention and control of epidemics which may occur in connection with the establishment and maintenance of refugee camps, repatriation projects, and projects for the return of displaced persons to their homes.

AGRICULTURE DIVISION

To survey and determine the level of agricultural production and the extent of the need for agricultural rehabilitation in the Balkan countries in which UNRRA will operate, including rehabilitation of fisheries and the reinstatement of agricultural labor.

c Under the direction of the Office of Greek Planning and the Office of Yugoslav Planning, respectively, to assist in the formulation of plans for agricultural rehabilitation, and for the increase of essential agricultural production in Greece and Yugoslavia; and, in collaboration with the Division of Industrial Rehabilitation, to formulate plans for necessary rehabilitation of plants engaged in the processing of food, and in the manufacture of fertilizer, insecticides, and other essential agricultural supplies and equipment in such countries.

To assist the Distribution Division in the preparation of plans for the transport, storage and distribution of food

and agricultural supplies.

To prepare and supervise the execution of plans for such agricultural activities as may be required in the refugee camps under the jurisdiction of the Mission.

To survey and report upon the availability of local supplies such as food, seed and livestock and to estimate the amount of such supplies required to be imported; to survey and report upon the availability of local agricultural rehabilitation supplies such as agricultural implements and machinery, fertilizers and insecticides, and in collaboration with the Division of Industrial Rehabilitation, to estimate the import requirements of plants which should or could be rehabilitated, and supplies required to be imported.

To present to the ^{*Requirements Coordination and*} Supply Division requests for agricultural supplies for the refugee camps.

To supervise field operations and technical personnel of the Mission relating to agricultural program; to render technical assistance to the field staff in the execution of such program and to make recommendations for its more effective execution.

INDUSTRIAL REHABILITATION DIVISION

To survey and determine, for Balkan countries in which UNRRA will operate, the level of industrial production and extent of the need for rehabilitation of industries engaged in the production of consumers goods, mining, transport, public utilities and other services, and industries; the need for repair and construction of industrial buildings; in co-operation with the Welfare Division, the extent of the need for shelter for individual families or groups of families, and the repair of existing shelter and the construction of new shelter.

Under the administrative supervision of the Office of Greek Planning and the Office of Yugoslav Planning, respectively, to develop within the scope of the Administration's activities, a program for the rehabilitation of manufacturing, mining, transport, and public utility industries, of essential public services, and of shelter in Greece and Yugoslavia; and in collaboration with the Agricultural Division to devise plans for the rehabilitation of food processing and agricultural machinery, fertilizers and similar industries.

To survey and report upon the availability of local supplies for such industrial rehabilitation, transport and civilian shelter activities, and to estimate the amount of such supplies required to be imported.

To assist and collaborate with the Economic Adviser, The Requirements, Coordination and Supply, and The Distribution Divisions in the formulation of plans for the storage, transport and distribution in such countries of such supplies and *materials.*

To prepare and supervise the execution of such plans for industrial activities and shelter for displaced persons as may be required in the refugee camps under the jurisdiction of the Mission.

Requirements Coordination and
To present to the Supply ~~and~~ Transport Division, requests for such industrial, transport and shelter supplies as may be required in such camps.

To supervise the field operations of the Industrial Rehabilitation Division personnel of the Mission engaged in industrial activities; to institute and supervise program for the training of such personnel; to render technical assistance to the other divisions of the Mission requiring technical services in engineering, industrial and other specialized fields in the execution of such program; to make recommendations for the more effective execution of the program by the field staff. The several functional divisions and the *Requirements. Co-*ordination and Supply and the *Distribution* Divisions shall collaborate with the Division of Industrial Rehabilitation on all matters within their own spheres of responsibility which relate to industrial rehabilitation.

REQUIREMENTS, COORDINATION AND SUPPLY DIVISION

To be responsible for planning and operations relating to the preparation and coordination of estimates of all relief and rehabilitation supply requirements.

To coordinate the supply functions of the Mission with those of the Balkan Supply Center or any other United States

or United Kingdom supply authority, military or civilian, operating in the area.

To procure or make arrangements for the procurement of supplies for the refugee camps under the jurisdiction of the Mission.

Under the direction of the Offices of Greek and Yugoslav Planning to assist in the formulation of the requirements coordination and supply programs for Greece and Yugoslavia.

To assemble the estimates of requirements for relief and rehabilitation supplies for operations in the area served by the Mission, as requested by the various divisions of the Missions; to analyze such requests, to coordinate such requirements, and to present, for the approval of the Chief of Mission, a balanced program of such requirements together with supporting data to justify such requirements program.

To report to the Chief of Mission, after consultation with the several interested divisions, upon the availability of local supplies, and to arrange with the approval of the Chief of Mission for the purchase of such supplies as may be required for operations in the area served by the Mission.

To estimate, in the light of the availability of local supplies and relief and rehabilitation needs, the amounts and kinds of such supplies required to be imported for appropriate time periods of the UNRRA operation.

To arrange for the importation of such supplies as may be required within the area and to prepare shipping schedules for such importations.

To keep operating records of all requirements approved by the Chief of Mission and of all purchases and imports.

Generally, to exercise control of the import and export of supplies of the Mission and of the movement of such supplies within the area.

DISTRIBUTION DIVISION

The Distribution Division shall be responsible for the formulation of operating plans for the distribution of all relief and rehabilitation supplies and for the warehousing, storage and transport of the same. It will operate through a Distribution Branch and a Transport and Storage Branch as follows:

Distribution Branch

To determine the various agencies, public as well as private, which may be utilized for the physical distribution of relief and rehabilitation supplies.

To study economic channels of distribution in the area, including wholesale and retail trade, producers and consumers cooperatives, trade associations, brokerage practices and the like.

On the basis of the overall program for relief and rehabilitation and with the cooperation of the several responsible divisions to select such channels as may be appropriate for securing the effective distribution of relief and rehabilitation supplies.

To study the need for rationing and allocation of civilian goods, and the efficacy of any such plans which may currently be in operation in the area, and to make

recommendations to the Chief of Mission for needed modifications of existing plans for the rationing and allocation of civilian goods.

Continually to evaluate the need of control over the prices of consumer goods and to appraise the efficacy of existing price controls, if any, in cooperation with other divisions of the mission, and to make recommendations for needed modifications in such plans.

To prepare and supervise the execution of plans for the distribution of relief and such other supplies as may be required in the refugee camps under the jurisdiction of the Mission.

To assist the Office of Greek Planning and the Office of Yugoslav Planning in the formulation of plans for the distribution of relief and rehabilitation supplies in those countries.

To devise and install or arrange for the installation of procedures for the distribution of relief and rehabilitation goods and materials within those countries and to organize the distribution media for their most effective use.

To supervise the execution of distribution plans by the field staff and to advise the Chief of Mission and the Economic Adviser upon the operation of such plans.

To consult and collaborate with the Economic Adviser and the Divisions of Agriculture, Industrial Rehabilitation, Welfare Services, Displaced Persons and Health, in the preparation of plans, procedures and arrangements for the

distribution of relief and rehabilitation supplies and materials in the area.

To be responsible for the distribution, regardless of the media used, of all relief and rehabilitation supplies in the area within the jurisdiction of the Mission.

Transport and Storage Branch

To devise appropriate transport and communication procedures, including procedures for the receipt of imported goods at ports and for the removal of such goods from vessels to appropriate warehouses, and to coordinate such procedures with the arrangements for distribution in the area.

To supervise or arrange for the supervision of the unloading at ports, of relief and rehabilitation goods consigned to the Mission; the warehousing and the release of such relief and rehabilitation goods; and the shipment of such goods throughout the area.

In cooperation with the Industrial Rehabilitation Division, to devise plans for more effective use of existing transport and storage facilities (including army transport) or to prepare plans for the importation of needed vehicles.

DIVISION OF FINANCE AND ADMINISTRATION

To be responsible for the personnel administration of the Mission and to make recommendations with respect to the selection of locally employed personnel.

To be responsible for the institution and administration of a training program for employees of the Mission and of the

voluntary societies whose activities have been integrated into those of UNRRA.

To be responsible for the installation and maintenance of proper accounting, record-keeping, business management, and administrative services procedures for the Mission.

The Division will function through a Personnel and Training Branch, an Accounting Branch and an Administrative Services Branch whose duties will be as follows:

Personnel and Training Branch

To carry out, in accordance with established policies, all functions of personnel management within the scope of the Mission's responsibilities, including the initiation of recommendations with respect to recruitment, selection, appointment and separation of employees, and other phases of personnel management.

To institute and administer a general overall training program for all persons under the administrative jurisdiction of the Mission designed to interpret the principles and program of the Administration; in cooperation with the heads of the several offices and divisions to provide specialized training in field techniques and procedures and in the languages and customs of countries in which operations will be conducted; and with the approval of the Chief of Mission, to make use of qualified personnel of the Mission in the conduct of the training program.

Accounting Branch

To maintain records of relief and rehabilitation supplies allocated to or purchased by the Mission and to account for

the disposition of such goods.

To maintain proper inventory control of stocks of relief and rehabilitation goods.

To maintain records of the relief and rehabilitation funds of the Mission and to account for the disposition of such funds.

To institute a uniform system of accounting and reporting for the Mission and the refugee camps, to review accounting records of such camps.

To prepare budget estimates for the field mission for approval of the Chief of Mission and submission to the London and Washington offices.

Administrative Services Branch

To serve as the procurement agency for the Mission for necessary materials and supplies, other than relief and rehabilitation supplies, and to operate the stockrooms and supplies service, for such supplies.

To be responsible for the procurement of office space for the headquarters office of the Mission and to be responsible for such maintenance, alterations, and repairs as may be necessary.

To provide such central stenographic and typing services as may be required.

To maintain the central files of the Mission.

To provide messenger service.

To collect and despatch all outgoing mail and cables.

To open, date, time-stamp, sort, and distribute incoming mail.

To maintain and check attendance reports and, if required, to prepare and check payrolls.

To operate such library service as the Mission may require.

To operate or plan the operation of such motor and other vehicles as may be necessary for the performance of the functions of the headquarters office.

Generally, to be responsible for business management of the Mission.

REFUGEE CAMPS

Each refugee camp under the jurisdiction of the Mission will be under the supervision of a camp administrator who will be responsible to the Chief of Mission, and whose duties will be:

To be responsible for the administration of all camp activities, and to exercise administrative responsibility over all personnel employed within the camp.

To act as the chief distribution officer in the camp.

To have charge of the administrative and business management aspects of all camp operations.

To advise the Chief of Mission and the appropriate technical and functional divisions upon the need for food, clothing, shelter and other relief and rehabilitation needs and the kinds and amounts of supplies required to meet such needs.

To receive and transmit to the technical staff the orders and instructions issued by the mission office relating to technical functions being performed within the camp. However, in cases of emergency such orders and instructions may be transmitted directly to such personnel.

To advise with the technical personnel upon ways and means of carrying out such orders and instructions in relation to the camp as a whole, and the manner in which such personnel conduct their operations.

Revised

BALKAN MISSION - CAIRO OFFICE

PERSONNEL REQUIREMENTS

- 1 Chief of Mission
- 1 Deputy Chief of Mission
- 1 Economic Adviser
- 1 Special Assistant to Chief of Mission
- 4

Office of Greek Planning

- 1 Deputy Chief of Mission for Greek Office
- 1 Special Assistant
- 1 Economic Adviser
- 1 Distribution Specialist
- 4

Office of Yugoslav Planning

- 1 Deputy Chief of Mission for Yugoslav Office
- 1 Special Assistant
- 1 Economic Adviser
- 1 Distribution Specialist
- 4

Welfare Division

- 1 Chief of Welfare Division
- 1 Deputy Chief
- 1 Professional on information and advice centres
- 2 Professionals on child care (not physicians)
- 2 Professionals on feeding
- 1 Professional on emergency shelter care
- 2 Professionals on occupational recreation and retraining and problems of the physically handicapped
- 1 Professional on welfare aspects on Industrial Rehabilitation
- 1 Professional to analyze existing governmental agencies and services in field of public welfare
- 2 Professionals on community welfare problems
- 6 Professional on camp welfare programs
- 20

Revised

Health Division

1 Chief Medical Officer
1 Deputy Chief Medical Officer
4 Sanitary Engineers
1 Malarialogist
4 Public Health Nurses
1 Maternal and Child Care Specialist (physician)
1 Medical Supply Officer
2 Public Health Officers
15

Displaced Persons Division

1 Chief - Displaced Persons
1 Deputy Chief - Displaced Persons
6 Field Workers - Displaced Persons
6

Agriculture Division

1 Chief - Agriculturist
1 Principal Agriculturist - production
1 Principal Agriculturist - marketing and processing
3 Senior Agriculturists
6

Industry Division

1 Chief - Industrial Rehabilitation
1 Utilities Engineer
1 Textile Engineer
1 Food Processing Engineer
1 Transport Engineer
1 Shelter Engineer
1 Electrical Engineer
1 Mechanical Engineer
8

Requirements Coordination and Supply
Supply and Transport Division

1 Chief of Division
1 Deputy Chief - Supply and Requirements Coordination
1 Deputy Chief - Local Production
3

Revised

Distribution Division

1 Chief (all economic aspects)
1 Deputy Chief (all physical aspects)
3 Supply and Transport Officers
12 Field Organizers and Inspectors
17

Refugee Camps

2 Camp Administrators
2 Deputy Camp Administrators
2 Administrative Assistants
6

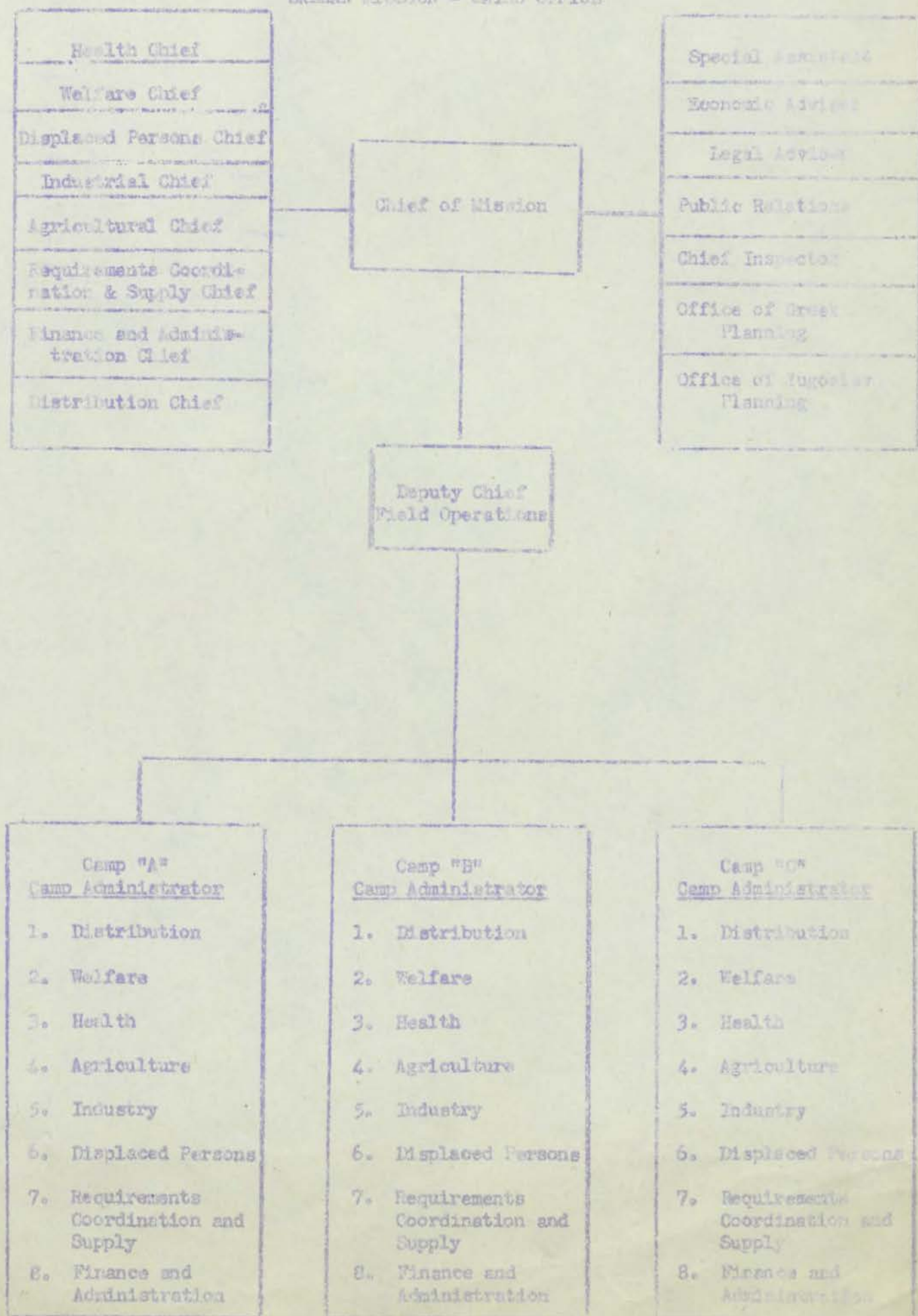
Finance and Administration Division

1 Chief of Division
1 Deputy Chief (Personnel and Training)
1 Administrative Assistant
3 Accountants
9 Confidential Secretaries
25 Stenographic Pool
3 Accounting Clerks
43

Recapitulation

101 Professional
9 Confidential Secretaries
25 Stenographic Pool (all local)
3 Accounting Clerks (all local)
138

BALKAN MISSION - CAIRO OFFICE



ANNEX I

As an alternative proposal Mr. Hendrickson has suggested that there be three Deputy Chiefs of Mission instead of one. The Deputies will be charged with the following specific functions:

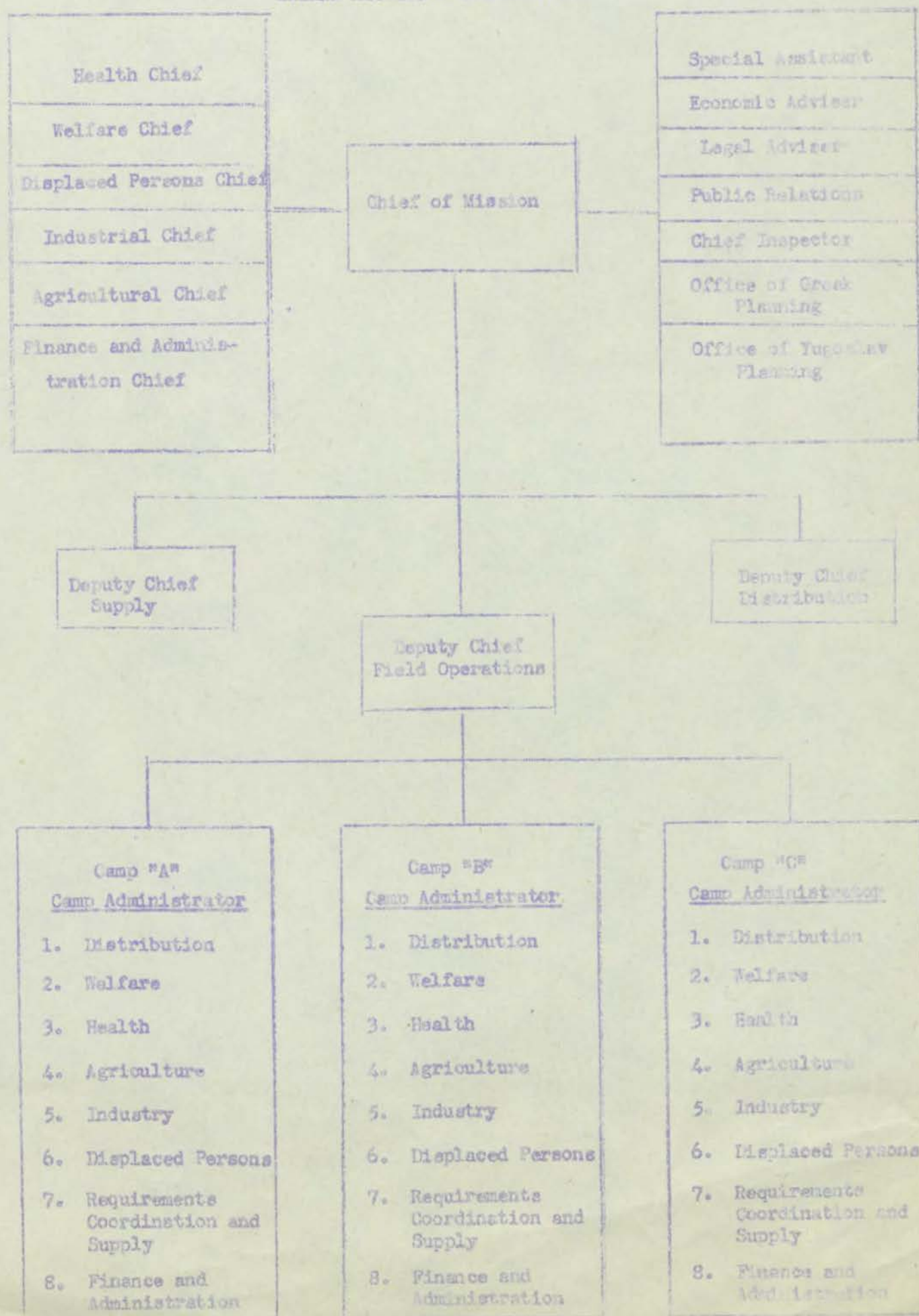
1. Deputy Chief for Field Operations who will be the executive officer to the Chief in charge of all Field Operations.
2. Deputy for Supply who will be responsible for all requirements coordination and supply functions on an overall basis, covering both planning and operations.
3. Deputy Chief for Distribution who will be responsible for the distribution of relief supplies and services on an overall basis, covering both planning and operations.

Mr. Hendrickson has pointed out that this division would make for a standard administrative pattern and that it would result in a better balance of the total work load of the Mission.

If this suggestion is followed, the work of the Requirements Coordination and Supply Division would be absorbed by the Deputy in charge of Supply and the work of the Distribution Division, as well as a major part of the activities of the Economic Adviser, would be absorbed by the Deputy in charge of Distribution. The major change would be in the placing of responsibility rather than in the nature of services to be performed.

The annexed chart represents Mr. Hendrickson's suggestions.

BALKAN MISSION - CAIRO OFFICE



February 5, 1944

TO: Sir Arthur Salter Dr. Crabtree
Roy Hendrickson Mr. Fried
Miss McGuachy Mr. Jackson
Mr. Warren Mr. Dayton

FROM: Mr. Mihail Andrew Menshikov

SUBJECT: Administrative Plan for The Balkan Mission - Cairo Office

Annexed is a detailed statement and chart setting forth the functions and organization of the Balkan Field Mission in Cairo, and a list of personnel requirements for the Mission.

Southern European
The purposes of the Mission will be (1) to formulate operating plans for relief and rehabilitation activities in Greece, Yugoslavia, Albania, and such other Balkan countries as may become fields of UNRRA operations, and (2) to operate the refugee camps which will fall under the jurisdiction of UNRRA.

The essential character of the organization is that of a field mission, both from the viewpoint of the operation of the refugee camps and the formulation of plans for Balkan operations. In both of these fields the Mission will work in conjunction with the Military Command and the Greek and Yugoslav governments now functioning in Cairo. In principal, therefore, the proposed organizational structure follows that which is contemplated for separate country missions such as those for Greece and Yugoslavia.

The Chief of Mission will be the administrative officer in active charge of all planning and operating functions of the Mission, assisted by a Deputy Chief of Mission who will serve as his executive officer.

The Chief of Mission will be responsible to the Deputy Director General for the Bureau of Areas in Washington. Policy will be made in Washington. Policy decisions will be executed by the Bureau of Areas acting through the Chief of Mission. All communications between the Mission and Washington will be channeled through the Deputy for that Bureau. Because the character and organization of the London Regional Office have not yet been clearly fixed, nor its functions and responsibilities clarified, it is impossible at this time, to define the relationships between the Mission and that office.

The Cairo Mission will consist of
The organizational plan breaks down into three principal categories:

1. The Office of the Chief of Mission
 2. The Divisional Units
 3. The Refugee Camps
- See 7*
14

In addition to the Chief and his staff, there will be in the Office of the Chief of Mission, an office of the Greek Mission and an Office of the Yugoslav (and Albanian) Mission, which will be in charge of Deputy Chiefs. The functions of these offices, and such like offices as may be required for other Balkan Countries, are treated specially below.

The Divisional organization comprises the Supply and Distribution Division, the Accounting Division, and five technical divisions corresponding to those in the Washington Office.

The Welfare Division is designated as the headquarters division responsible, under the supervision of the Chief of Mission, for the operation of the refugee camps, which comprise the last of the three groupings of the Mission organization. Necessary technical assistance will be furnished by the other Divisions. The administration of these camps is an operating function and the responsibility for it must be definitely fixed.

The Missions does not have an overall planning function on the policy level. Its planning function will be to devise actual operating plans for specific Balkan countries. The formulation of a cohesive plan for each country requires central responsibility and direction. It is for this reason that we propose the establishment, in the Office of the Chief of Mission, of the Office of the Greek Mission and the Office of the Yugoslav Mission in charge of Deputy Chiefs who will serve under the supervision of the Chief of Mission. These officers will have responsibility for all planning operations for Greece and Yugoslavia (and Albania), respectively.

These planning operations, in technical fields such as health and welfare services, and in the supply and distribution field, will be done with the assistance of personnel detailed by the Chief of Mission from the several technical divisions and from the Supply and Distribution Division, to the Offices of the Greek and Yugoslav Missions. Thus, the preparation of the operating plans will proceed along the same lines of administrative responsibility as we consider essential in field operations. It is anticipated that, when the field Missions are set up in the several Balkan Countries, this experienced technical and supply personnel will be available for the actual carrying out of the plans formulated with their assistance.

Office of the Chief of Mission

The Chief of Mission will be the ranking UNRRA official of the Mission. His duties will be:

To exercise active control and supervision of the administration of the Divisions and Offices of the Mission and of all relief and rehabilitation operations undertaken by the Mission.

To maintain liaison and supervise liaison activities with appropriate military authorities, governments, governmental and inter-governmental agencies.

To integrate activities of all private voluntary societies interested in Balkan relief and rehabilitation planning and operations, with those of UNRRA; to institute and supervise programs for the training of the personnel of such societies in UNRRA operations in the fields of health, displaced persons, welfare services, and such other fields as may be required; and to supervise and direct the use of the personnel and of the supply resources of such societies in such operations of UNRRA.

Unofficially, to represent UNRRA on the Executive Board of the Balkan Economic Center and to be responsible for the coordination of all UNRRA activities relating to the Balkan Economic Center.

To supervise and direct the operation of refugee camps falling within the jurisdiction of the Mission.

To supervise and direct the planning of the several Balkan programs of relief and rehabilitation.

To detail personnel between the several divisions and offices as needed.

To keep in constant touch with the work of the Mission and, together with the Deputy Chief of Mission, to meet with the office and divisional chiefs at frequent intervals to discuss the problems of the offices and divisions and of the Mission.

The staff of the Chief of Mission will be as follows:

A Deputy Chief of Mission, who will serve as the Executive Officer of the Chief of Mission. Under the direction of the Chief of Mission he will supervise the activities of the various divisions of the Mission and will assist the Chief in the supervision of the offices of the Mission, as the Chief may require. He will assist the Chief in conducting liaison activities. He will act as Chief of Mission in the absence of the Chief.

A Special Assistant to the Chief, who, as directed by the Chief of Mission, will work with the several divisions and offices of the Mission on particular problems, and will perform such other functions as the Chief may direct.

A Deputy Chief for the Office of the Greek Mission, who will be responsible for the development and integration of the relief and rehabilitation program for Greece for the post military period and, when requested, for furnishing assistance in development of plans for relief and rehabilitation activities in Greece during the military period. He will be assisted by personnel assigned by the Chief of Mission from the appropriate technical divisions.

As authorized by the Chief of Mission, he will maintain liaison with the Military Authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Balkan relief and rehabilitation planning and operations.

He will advise the Chief of Mission on problems relating to Greece.

He will plan personnel requirements for the Greek Mission and make recommendations with respect to the selection of personnel for the operations of the Greek Mission.

A Deputy Chief for the Office of the Yugoslavian Mission, who will be responsible for the development and integration of the relief and rehabilitation program for Yugoslavia for the post military period and, when requested, for furnishing assistance in the development of plans for relief and rehabilitation activities in Yugoslavia during the military period.

He will be assisted by personnel assigned by the Chief of Mission from the appropriate technical divisions.

As authorized by the Chief of Mission, he will maintain liaison with the Military Authorities, governments, governmental and inter-governmental agencies and private voluntary societies, interested in Balkan relief and rehabilitation planning and operations.

He will advise the Chief of Mission on problems relating to Yugoslavia.

He will plan personnel requirements for the Yugoslavian Mission and make recommendations with respect to the selection of personnel for the operations of the Yugoslavian Mission.

An Economic Adviser, whose duties will be:

To advise the Chief of Mission on the economic aspects of UNRRA operations in the area and on all economic problems arising out of the operations of the Mission.

To assist the Offices of the Greek and Yugoslav Missions in the preparation of an operating plan for those countries for the most effective distribution of relief and rehabilitation goods and materials in the light of the overall program, taking into consideration wholesale and retail facilities and practices, producers and consumers cooperatives, trade associations, brokerage and marketing practices.

To report upon rationing and price control systems in

Greece and Yugoslavia; to evaluate their effectiveness; and to recommend adjustments or modifications designed to make such controls effective.

To advise upon economic factors bearing upon the effective utilization of relief supplies, and upon the relationship to the proper functioning of the program of economic factors such as the availability or lack of supplies, effective price controls, and adequate distribution facilities.

To advise the Chief of Mission of the effect of the importation and distribution of relief and rehabilitation supplies and of proposed rehabilitation programs upon the economy of the Balkan countries.

If so directed by the Chief of Mission, to report upon the ability of the Greek and Yugoslav Governments to finance and pay for relief and rehabilitation operations.

To act as the economic intelligence agency for the Mission and to assemble and transmit such economic intelligence to the Washington and London Offices of the Administration.

DIVISIONAL ORGANIZATION

The functions of the several Divisions of the Mission will be:

WELFARE DIVISION

To supervise the operation of the refugee camps under the jurisdiction of the Mission and to render appropriate welfare

services to displaced persons and refugees.

To present to the Supply Division requests for the supplies required to carry out the welfare program in the area under the jurisdiction of the Mission.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA welfare services operations of the personnel of the voluntary relief societies whose activities are integrated into those of UNRRA.

To supervise the welfare aspects of field operations of the Mission and to make recommendations for the more effective execution of the program by the field staff.

To furnish technical assistance to the other Divisions and the District offices on the welfare aspects of their work and to consult with the other Divisions on welfare problems involving the work of such divisions.

Under the direction of the Office of the Greek Mission and the Office of the Yugoslavian Mission, respectively, to assist in the formulation of plans for public welfare activities for Greece and Yugoslavia, including plans for the restoration, mobilization, and operation of community welfare programs, for the distribution of food and clothing to persons without adequate resources, for provision of emergency shelter, and the formulation of standards for determining the needs of individuals and families and groups requiring special welfare services, and for ascertaining ability to pay for relief supplies.

HEALTH DIVISION

To prepare, in cooperation with the Welfare and Displaced Persons Divisions, plans for health and medical care of displaced persons in the area served by the Cairo Mission, and to supervise the rendering of such care to persons in refugee camps, and of the required public health services in such camps.

On the basis of the plans prepared, to present to the Supply Division requests for essential medical and sanitary supplies for the area served by the Mission.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA health service operations of the personnel of the voluntary relief societies whose activities are integrated into those of UNRRA.

To supervise field operations by the health personnel of the Mission; to render technical assistance to the field staff; to make recommendations for the more effective execution of the program by the field staff.

To survey and determine the extent of the needs with respect to public health services and sanitation in the several Balkan countries in which UNRRA will operate.

Under the direction of the Office of the Greek Mission, and the Office of the Yugoslav Mission, to assist in the formulation of the Health and Medical care Programs for Greece and Yugoslavia, including plans relating to improvement of

public health and sanitation; the control of communicable diseases; the prevention of the introduction of disease from other areas; the rehabilitation of hospital and clinical facilities; and plans for the administration of laws and regulations relating to public health, sanitation, manufacture and distribution of medical, biologic, and analogous products, maritime and international quarantine, communicable disease control, etc.

DISPLACED PERSONS DIVISION

To assist the Welfare Division and other appropriate divisions in the supervision of the operation of refugee camps under the jurisdiction of the Mission.

To collect information and report on the number, location and condition of displaced persons falling within the scope of the activities of the Mission, and to assist in the identification of such persons.

To arrange with the Health and Welfare Divisions for meeting the needs for relief and medical care of such displaced persons, including the placement of such persons in refugee camps.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA displaced persons operational programs, of the personnel of the voluntary relief societies whose activities are integrated into those of UNRRA.

Under the direction of the Office of the Greek Mission

and the Office of the Yugoslav Mission to assist in the formulation of operating programs relating to displaced persons in Greece and Yugoslavia and for the repatriation of nationals of those countries.

To cooperate with interested governments, the Health Division, the Military Authorities, and appropriate international organizations, in the prevention and control of epidemics which may occur in connection with the establishment and maintenance of refugee camps, repatriation projects, and projects for the return of displaced persons to their homes.

AGRICULTURE DIVISION

To survey and determine the extent of the need for agricultural rehabilitation in the Balkan countries in which UNRRA will operate, including rehabilitation of fisheries and the reinstatement of agricultural labor, taking into account both the needs of the area and the needs of the United Nations in the war effort.

Under the direction of the Office of the Greek Mission and the Office of the Yugoslavian Mission respectively, to assist in the formulation of plans for agricultural rehabilitation, and for the increase of essential agricultural production in Greece and Yugoslavia; and plans for necessary rehabilitation of plants engaged in the processing of food, and in the manufacture of fertilizer, insecticides, and other essential agricultural supplies and equipment in such countries.

To assist the Supply and Distribution Division in the preparation of plans for the distribution of food and agricultural supplies.

To prepare and supervise the execution of plans for such agricultural activities as may be required in the refugee camps under the jurisdiction of the Mission.

To survey and report upon the availability of local supplies for use in such activities, such as seeds, fertilizers, insecticides, agricultural implements and machinery, and livestock, and to estimate the amounts of such supplies required to be imported.

To present to the Supply Division requests for agricultural supplies for the refugee camps.

To supervise field operations and technical personnel of the Mission relating to agricultural program; to render technical assistance to the field staff in the execution of such program and to make recommendations for its more effective execution.

INDUSTRIAL REHABILITATION DIVISION

To survey and determine, for Balkan countries in which UNRRA will operate, the extent of the need for rehabilitation of industries engaged in the production of consumers goods, mining, transport, public utilities and other public services, and, in cooperation with the Welfare Division, the extent of

the need for shelter for individual families or groups of families.

Under the direction of the Office of the Greek Mission and the Office of the Yugoslavian Mission, respectively, to assist in developing within the scope of the Administration's Activities, a program for the rehabilitation of manufacturing, mining, transport, and public utility industries, of essential public services, and of civilian shelter in Greece and Yugoslavia.

To assist the Supply and Distribution Division in the preparation of plans for the distribution in such countries of industrial rehabilitation supplies and materials.

To prepare and supervise the execution of such plans for industrial activities and shelter for displaced persons in the area served by the Mission, as may be required.

To present to the Supply Division requests for supplies for such industrial activities and such civilian shelter as may be required in the refugee camp under the jurisdiction of the Mission.

To supervise the field operations of technical personnel of the Mission relating to industrial activities; to render technical assistance to the field staff in the execution of such program; to make recommendations for the more effective execution of the program by the field staff.

SUPPLY AND DISTRIBUTION DIVISION

To be responsible for operations relating to the distribution, transport and storage of relief and rehabilitation goods in the area, and the scheduling of supply shipments.

To coordinate the supply, transport, storage and distribution functions of the mission with those of the Balkan Economic Center or any other United States or United Kingdom supply authority, military or civilian, operating in the area.

To arrange or make arrangements for the procurement and delivery of supplies, including transportation and storage, and for their distribution to the refugee camps under the jurisdiction of the Mission.

Under the direction of the Office of the Greek and Yugoslav Mission to assist in the formulation of the supply, transport and storage, and distribution programs for Greece and Yugoslavia.

The Division will function through its Supply, Transport and Storage, and Distribution branches, the duties of which will be:

Supply Branch

To assemble the requirements for relief and rehabilitation supplies for operations in the area served by the Mission, as recommended by the various divisions of the Mission; and to present, for the approval of the Chief of Mission, a balanced program of such requirements together with supporting data

to justify such requirements program.

To survey and to report to the Chief of Mission upon the availability of local supplies, and to arrange with the approval of the Chief of Mission for the purchase of such supplies as may be required for operations in the area served by the Mission.

To estimate, in the light of the availability of local supplies and relief and rehabilitation needs, the amounts and kinds of such supplies required to be imported for appropriate time periods of the UNRRA operation.

To arrange for the importation of such supplies as may be required within the area and to prepare shipping schedules for such importations.

To keep operating records of all requirements approved by the Chief of Mission and of all purchases and imports.

Generally, to exercise control of the import and export of supplies of the Mission and of the movement of such supplies within the area.

Transport and Storage Branch

To devise appropriate transport and communication procedures, including procedures for the receipt of imported goods at ports and for the removal of such goods from vessels to appropriate warehouses, and to coordinate such procedures with the arrangements for distribution in the area.

To supervise or arrange for the supervision of the

unloading at ports, of relief and rehabilitation goods consigned to the Mission; the warehousing and the release of such relief and rehabilitation goods; and the shipment of such goods throughout the area.

In cooperation with the Industrial Rehabilitation Division, to devise plans for more effective use of existing transport facilities (including army transport) or to prepare plans for the importation of needed vehicles.

Distribution Branch

To devise and install or arrange for the installation of procedures for the distribution of relief and rehabilitation goods and materials within the area and to organize the distribution media for their most effective use.

To supervise the execution of distribution plans by the field staff and to advise the Chief of Mission and the Economic Adviser upon the operation of such plans.

After consultation and with the cooperation of the Economic Adviser and the Divisions of Agriculture, Industrial Rehabilitation, Welfare Services, Displaced Persons and Health, to prepare plans, procedures and arrangements for the distribution of relief and rehabilitation supplies and materials in the area.

ACCOUNTING DIVISION

To maintain records of relief and rehabilitation supplies allocated to or purchased by the Mission and to account for

the disposition of such goods.

To maintain proper inventory control of stocks of relief and rehabilitation goods.

To maintain records of the relief and rehabilitation funds of the Mission and to account for the disposition of such funds.

To institute a uniform system of accounting and reporting for the refugee camps and, periodically, to review accounting records of such camps.

BALKAN MISSION - CAIRO OFFICE

PERSONNEL REQUIREMENTS

1 Chief of Mission
1 Deputy Chief of Mission
1 Economic Adviser
 $\frac{1}{4}$ Special Assistant to Chief of Mission

Office of Greek Mission

1 Deputy Chief of Mission for Greek Office
1 Special Assistant
 $\frac{1}{3}$ Economic Adviser

Office of Yugoslav Mission

1 Deputy Chief of Mission for Yugoslav Office
1 Special Assistant
 $\frac{1}{3}$ Economic Adviser

1 Chief-Welfare Division
1 Deputy Chief of Welfare Division
1 Professional - Maternal & Child Care
1 Professional - Vocational rehabilitation
1 Professional - Shelter & Housing
1 Professional - Private Agency & Community Organization
1 Professional - Special Social Welfare Needs
 $\frac{12}{19}$ Professional - Camp Administrators

1 Chief Medical Officer
1 Deputy Chief Medical Officer
2 Sanitary Engineers
1 Malarialogist
1 Public Health Nurse
1 Pediatrician
 $\frac{2}{9}$ Public Health Officers

1 Chief - Displaced Persons
1 Deputy Chief, Displaced Persons
 $\frac{4}{6}$ Field workers, displaced persons

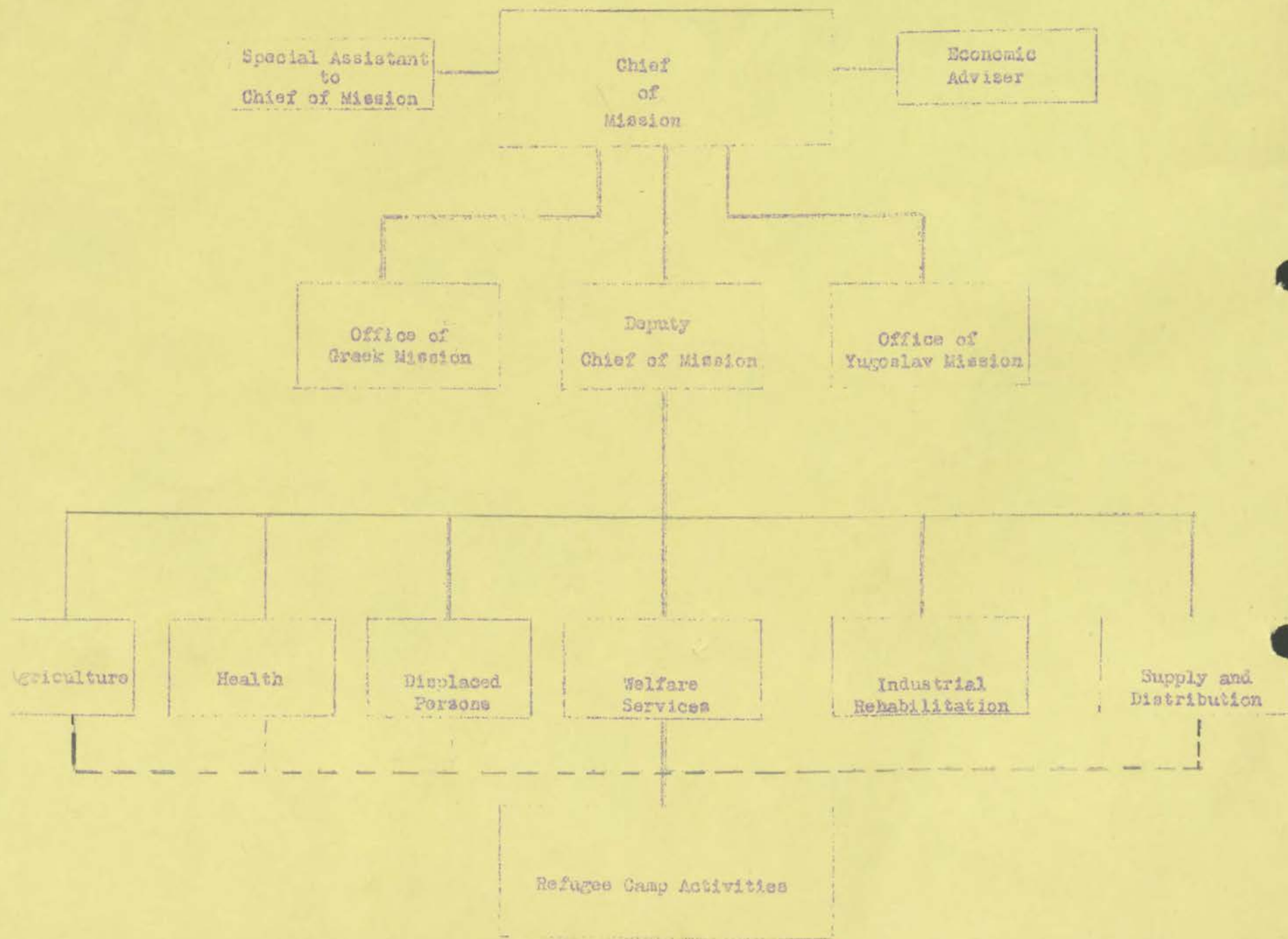
1	Chief - Agriculturist
1	Principal Agriculturist - livestock
1	Principal Agriculturist - production
1	Principal Agriculturist - coops - marketing
<u>4</u>	
1	Chief-Industrial Rehabilitation
1	Utilities Engineer
1	Textile Engineer
1	Engineer - food processing
<u>4</u>	
1	Chief - Supply and Distribution
1	Deputy Chief - Supply
1	Deputy Chief - Transport and Storage
1	Deputy Chief - Distribution
<u>4</u>	
1	Chief Accountant
8	Confidential Secretaries
10	Stenographic Pool
3	Accounting Clerks
<u>22</u>	

Recapitulation

57	Professional	
8	Confidential Secretaries	
10	Stenographic Pool	- (all local)
3	Accounting Clerks	- (all local)
<u>78</u>		

BALKAN MISSION - CAIRO OFFICE

Tentative - 1/4
Bureau of Areas



*Chief of Office
Org. & Functions*

BALKAN MISSION

I. OFFICE OF THE CHIEF OF MISSION

Chief of Balkan Mission

The Chief of the Balkan Mission will be the ranking UNRRA official of the Mission. His duties will be:

To exercise active control and supervision of the administration of the Mission and to be directly responsible for all relief and rehabilitation operations undertaken by it.

To maintain liaison and supervise liaison activities with appropriate military authorities, governments, governmental and inter-governmental agencies.

To integrate activities of all private voluntary societies interested in Balkan relief and rehabilitation planning and operations, with those of UNRRA; to institute programs for the training of the personnel of such societies in UNRRA operations in the fields of health, displaced persons, welfare services, and such other fields as may be required; and to supervise and direct the use of the personnel and of the supply resources of such societies in such operations of UNRRA.

To supervise and coordinate the operation of refugee camps falling within the jurisdiction of the Mission.

To supervise and coordinate the planning of the Greek, Albanian and Yugoslav programs of relief and rehabilitation.

To detail personnel between the several Bureaus, Divisions and offices as needed.

To keep in constant touch with the work of the Mission and, together with the Senior Deputy Chief of Mission, to meet with the deputy chiefs and divisional directors at frequent intervals to discuss office and divisional problems.

Senior Deputy Chief of Mission

The Senior Deputy Chief of Mission will serve as the Executive Officer of the Mission. Under the direction of the Chief of Mission he will be responsible for the execution of all operating programs, and will coordinate the activities of the various bureaus, divisions and offices of the Mission. He will assist the Chief in conducting liaison activities. He will act as Chief of Mission in the absence of the Chief.

Special Assistant to the Chief of Mission

The Special Assistant to the Chief of Mission, under the direction of the Chief of Mission, will work with the several divisions and offices of the Mission on particular problems, and will perform such other functions as the Chief may direct.

Financial Adviser

The Financial Adviser will advise the Chief of Mission and the several offices and divisions of the Mission on the financial aspects of UNRRA operations in the Balkans and on all financial problems arising out of the operations of the Mission.

He will advise the Chief of Mission on all financial matters relating to governmental contributions and on the use of local

currency made available to UNRRA as a result of sale of relief and rehabilitation supplies.

He will assist the Chief of Mission in the preparation of financial plans which are calculated to accelerate the restoration of economic and financial stability in the Balkans through the distribution of relief and rehabilitation supplies.

He will advise each of the offices and divisions of the Mission upon financial factors bearing upon the effective utilization of relief supplies, and upon the relationship to the proper functioning of the program, of financial factors such as the stabilization of currency and control of inflation.

He will advise the Chief of Mission upon the ability of the Governments of the Balkan Nations to finance and pay for relief and rehabilitation operations.

He will advise the Chief of Mission and the several offices and divisions of the Mission on the problems of finance, currency and banking in each of the Balkan countries and on steps necessary to prevent inflation and other destructive monetary and financial conditions.

He will act as the intelligence agency for the Mission, gathering economic, social, political and other intelligence from the offices and divisions of the Mission; and from all available outside sources; and he will assemble, analyze and transmit such intelligence to the Washington and London offices of the Administration.

Legal Adviser

The Legal Adviser will advise the Chief of Mission and members of his office and officers of the Bureaus and Divisions on legal problems, will approve all contracts of the Mission, and will perform such other legal services as may be required.

Public Relations Officer

The Public Relations Officer will prepare material relating to the work of the Mission for use in local news media and for use by the Washington and London offices in stimulating interest in the activities of the Mission; and will prepare reports and other data for public information purposes. He will digest and make available to the Mission staff items of current interest from the local press. He will also document by photography the relief and rehabilitation activities of the Mission.

Chief of Greek Mission

The Chief of the Greek Mission will be responsible, under the general direction of the Chief of the Balkan Mission, for the development and integration of the relief and rehabilitation program for Greece for the military and post-military periods. He will be assisted by personnel assigned by the Chief of the Balkan Mission from the appropriate Bureaus and Divisions.

As authorized by the Chief of the Balkan Mission, he will maintain liaison with the military authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Greek relief and rehabilitation planning and operations.

He will advise the Chief of the Balkan Mission on problems relating to Greece.

He will plan personnel requirements for the Greek Mission and make recommendations with respect to the selection of personnel for the operations of the Greek Mission.

Chief of Yugoslav Mission

The Chief of the Yugoslav Mission will be responsible, under the general direction of the Chief of the Balkan Mission, for the development and integration of the relief and rehabilitation program for Yugoslavia for the military and post-military periods. He will be assisted by personnel assigned by the Chief of the Balkan Mission from the appropriate Bureaus and Divisions.

As authorized by the Chief of the Balkan Mission, he will maintain liaison with the military authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Yugoslav relief and rehabilitation planning and operations.

He will advise the Chief of the Balkan Mission on problems relating to Yugoslavia.

He will plan personnel requirements for the Yugoslav Mission and make recommendations with respect to the selection of personnel for the operations of the Yugoslav Mission.

Chief of Albanian Mission

The Chief of the Albanian Mission will be responsible, under the general direction of the Chief of the Balkan Mission, for the development and integration of the relief and rehabilitation

program for Albania for the military and post-military periods. He will be assisted by personnel assigned by the Chief of the Balkan Mission from the appropriate Bureaus and Divisions.

As authorized by the Chief of the Balkan Mission, he will maintain liaison with the military authorities, governments, governmental and inter-governmental agencies and private voluntary societies interested in Albanian relief and rehabilitation planning and operations.

He will advise the Chief of the Balkan Mission on problems relating to Albania.

He will plan personnel requirements for the Albanian Mission and make recommendations with respect to the selection of personnel for the operations of the Albanian Mission.

II. DIVISIONAL ORGANIZATION

Requirements Coordination and Supply Bureau

To be responsible for planning and operations relating to the preparation and coordination of estimates of all relief and rehabilitation supply requirements.

To coordinate the supply functions of the Mission with those of any United States or United Kingdom supply authority, military or civilian, operating in the area.

To procure or make arrangements for the procurement of supplies for the refugee camps under the jurisdiction of the Mission.

To assist in the formulation of the requirements coordination and supply program for the Balkan nations.

To assemble the estimates of requirements for relief and rehabilitation supplies for operations in the area served by the Mission, as requested by the various bureaus and divisions of the Mission; to analyze such requests, to coordinate such requirements, and to present, for the approval of the Chief of Mission, a balanced program of such requirements together with supporting data to justify such requirements program.

To report to the Chief of Mission, after consultation with the several interested bureaus and divisions, upon the availability of local supplies, and to arrange, with the approval of the Chief of Mission, for the purchase of such supplies as may be required for operations in the area served by the Mission.

To estimate, in the light of the availability of local supplies and relief and rehabilitation needs, the amounts and kinds

of such supplies required to be imported for appropriate time periods of the UNRRA operation.

To arrange for the importation of such supplies as may be required within the area and to prepare shipping schedules for such importations.

To keep operating records of all requirements approved by the Chief of Mission and of all purchases and imports.

Generally, to exercise control of the import and export of supplies of the Mission.

Distribution and Transport Bureau

The Distribution and Transport Bureau will be responsible for the formulation of operating plans for the distribution of all relief and rehabilitation supplies and for the warehousing, storage and transport of the same. It will operate through a Distribution Methods and Control Branch, an Inland Transport Branch, and a Warehouse Branch as follows:

Distribution Methods and Controls Branch

To determine the various agencies, public as well as private, which may be utilized for the physical distribution of relief and rehabilitation supplies.

To study economic channels of distribution in the area, including wholesale and retail trade, producers and consumers cooperatives, trade associations, brokerage practices and the like.

To assist in the preparation of operating plans for the Balkan nations for the most effective distribution of relief and rehabilitation goods and materials in the light of the overall programs, taking into consideration wholesale and retail facilities and practices, producers and consumers cooperatives, trade associations, brokerage and marketing practices.

To advise upon rationing and price control systems in the Balkan nations; to evaluate their effectiveness; and to suggest adjustments or modifications designed to strengthen UNRRA's relief and rehabilitation program.

To advise the Requirements Coordination and Supply, the Distribution and Transport and other appropriate bureaus and divisions of

the Mission of the effect of the importation and distribution of relief and rehabilitation supplies and of proposed rehabilitation programs upon the economy of the Balkan countries.

On the basis of the overall program for relief and rehabilitation and with the cooperation of the several responsible bureaus and divisions to select such channels as may be appropriate for securing the effective distribution of relief and rehabilitation supplies.

To study the need for rationing and allocation of civilian goods, and the efficacy of any such plans which may currently be in operation on the area, and to make recommendations to the Chief of Mission for needed modifications of existing plans for the rationing and allocation of civilian goods.

Continually to evaluate the need of control over the prices of consumer goods and to appraise the efficacy of existing price controls, if any, in cooperation with other divisions of the Mission, and to make recommendations for needed modifications in such plans.

To prepare and supervise the execution of plans for the distribution of relief and such other supplies as may be required in the refugee camps under the jurisdiction of the Mission.

To assist in the formulation of plans for the distribution of relief and rehabilitation supplies in the Balkan nations.

To devise and install or arrange for the installation of procedures for the distribution of relief and rehabilitation goods and materials within the Balkan nations and to organize the

distribution media for their most effective use.

To supervise the execution of distribution plans by the field staff and to advise the Chief of Mission and the Financial Adviser upon the operation of such plans.

To consult and collaborate with the Financial Adviser and the Divisions of Agricultural Rehabilitation, Industrial Rehabilitation, Welfare, Displaced Persons and Health, in the preparation of plans, procedures and arrangements for the distribution of relief and rehabilitation supplies and materials in the area.

To be responsible for the distribution, regardless of the media used, of all relief and rehabilitation supplies in the area within the jurisdiction of the Mission.

Inland Transport Branch

To devise appropriate transport procedures, including procedures for transport orders, bills of lading, the receipt of imported goods at ports and the removal of such goods from vessels to appropriate warehouses; and to coordinate such procedures with the arrangements for distribution in the area.

To supervise or arrange for the supervision of the unloading at ports, of relief and rehabilitation goods consigned to the Mission; the release of relief and rehabilitation goods from warehouses; and the transportation of such goods by land and sea throughout both mainland and island areas.

In cooperation with the Industrial Rehabilitation Division, to devise plans for more effective use of existing transport facilities (including army transport) or to prepare plans for the im-

portation of vehicles or vessels needed for inland or inter-island transport.

Warehousing Branch

To supervise or arrange for the supervision of warehousing and other storage facilities.

In cooperation with the Industrial Rehabilitation Division, to devise plans for more effective use of existing storage facilities or to prepare plans for establishing essential storage facilities.

Finance and Administration Bureau

To be responsible for the personnel administration of the Mission and to make recommendations with respect to the selection of locally employed personnel.

To be responsible for the institution and administration of a training program for employees of the Mission and of the voluntary societies whose activities have been integrated into those of UNRRA.

To be responsible for the installation and maintenance of proper accounting, statistical, record-keeping, business management, and administrative services procedures for the Mission.

The bureau will function through a Personnel and Training Branch, an Accounting Branch, a Finance Branch, a Statistics Branch and an Administrative Services Branch whose duties will be as follows:

Personnel and Training Branch

To carry out, in accordance with established policies, all functions of personnel management within the scope of the Mission's responsibilities, including the initiation of recommendations with respect to recruitment, selection, appointment and separation of employees, and other phases of personnel management.

To institute and administer a general overall training program for all persons under the administrative jurisdiction of the Mission designed to interpret the principles and program of the Administration; in cooperation with the heads of the several

offices and divisions to provide specialized training in field techniques and procedures and in the language and customs of the Balkan nations; and with the approval of the Chief of Mission, to make use of qualified personnel of the Mission in the conduct of the training program.

Accounting Branch

To maintain records of relief and rehabilitation supplies allocated to or purchased by the Mission and to account for the disposition of such goods.

To maintain proper inventory control of stocks of relief and rehabilitation goods.

To maintain records of the relief and rehabilitation funds of the Mission and to account for the disposition of such funds.

To institute a uniform system of accounting and reporting for the Mission and the refugee camps, to review accounting records of such camps.

To prepare budget estimates for the field mission for approval of the Chief of Mission and submission to the London and Washington offices.

Finance Branch

To be responsible for all funds received in such depository or depositories as may be designated by the Director General, such funds will include contributions made by the member government or governments served by the Mission, donations from private agencies, institutions and individuals, and cash revenues received from all

other sources such as sales of commodities, etc.; will be responsible for disbursement, withdrawal and transfer of funds, including accountability for petty cash expenditures and cash advances made to members of the Mission staff for travel expenses or for other purposes; will be responsible for the custody of securities or other negotiable instruments which may from time to time come into the possession of the Mission; will make recommendations to the Mission Chief concerning the adequacy of surety coverage of persons exercising financial or fiscal or other custodial responsibility; will consult, advise with and present definite recommendations to the Mission Chief in connection with the formulation and promulgation of overall policies governing the financial functions of the Mission; will advise and counsel with and otherwise assist the responsible officers and employees of the Mission in the determination of cash requirements for the conduct of the Mission's activities in the field; will direct the installation and maintenance of such procedures as may be required to effectuate sound financial controls; will be responsible for maintaining full and accurate accounts together with appropriate documents appertaining to all moneys received and expended; will be responsible for reconciliation of all bank accounts; will be responsible for the preparation of regular and special reports and statements reflecting the status of cash received, expended, on hand, in banks, and in the form of advances to staff members and representatives of the Mission; will assume such other duties and responsibilities as may be delegated by the Chief of Mission.

Statistics Branch

To be responsible for the collection and compilation of all operating and financial statistics, for the Bureau of Finance and Administration and, as required, to prepare special statistical reports for the Chief of Mission.

Administrative Services Branch

To serve as the procurement agency for the Mission for necessary materials and supplies, other than relief and rehabilitation supplies, and to operate the stockrooms and supplies service, for such supplies.

To be responsible for the procurement of office space for the headquarters office of the Mission and to be responsible for such maintenance, alterations, and repairs as may be necessary.

To provide such central stenographic and typing services as may be required.

To maintain the central files of the Mission.

To provide messenger service.

To collect and despatch all outgoing mail and cables.

To open, date, time-stamp, sort, and distribute incoming mail.

To maintain and check attendance reports and, if required, to prepare and check payrolls.

To operate such library service as the Mission may require.

To operate or plan the operation of such motor and other vehicles as may be necessary for the performance of the functions of the headquarters office.

Generally, to be responsible for business management of the Mission.

Food and Agricultural Rehabilitation Division

To survey and determine the level of agricultural production, and the extent of the need for agricultural rehabilitation in the Balkan Nations, including rehabilitation of fisheries and the reinstatement of agricultural labor.

To assist in the formulation of plans for agricultural rehabilitation, and for the increase of essential agricultural production in the Balkan Nations; and, in collaboration with the Division of Industrial Rehabilitation, to formulate plans for necessary rehabilitation of plants engaged in the processing of food, and in the manufacture of fertilizer, insecticides, and other essential agricultural supplies and equipment in the Balkan Nations.

To assist the Distribution and Transport Bureau in the preparation of plans for the transport, storage and distribution of food and agricultural supplies.

To prepare and supervise the execution of plans for such agricultural activities as may be required in the refugee camps under the jurisdiction of the Mission.

To survey and report upon the availability of local supplies such as food, seed and livestock and to estimate the amount of such supplies required to be imported; to survey and report upon the availability of local agricultural rehabilitation supplies such as agricultural implements and machinery, fertilizers and insecticides, and, in collaboration with the Division of Industrial Rehabilitation, to estimate the import requirements of plants which should or could

be rehabilitated, and supplies required to be imported.

To present to the Requirements Coordination and Supply Bureau requests for agricultural supplies for the refugee camps.

To supervise field operations and technical personnel of the Mission relating to agricultural program; to render technical assistance to the field staff in the execution of such program and to make recommendations for its more effective execution.

Health Division

To prepare, in cooperation with the Welfare and Displaced Persons Divisions, plans for health and medical care of displaced persons in the area served by the Mission, and to supervise the rendering of such care to persons in refugee camps, and of the required public health services in such camps.

On the basis of the plans prepared, to present to the Requirements Coordination and Supply Bureau requests for essential medical and sanitary supplies for the area served by the Mission.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA health service operations of the personnel of the voluntary relief societies whose activities are integrated into those of UNRRA.

To supervise field operations by the health personnel of the Mission; to render technical assistance to the field staff; to make recommendations for the more effective execution of the program by the field staff.

To survey and determine the extent of the needs with respect to public health services and sanitation in the Balkan Nations.

To assist in the formulation of the Health and Medical care program for the Balkan Nations, including plans relating to improvement of public health and sanitation; the control of communicable diseases; the prevention of the introduction of disease from other areas; the rehabilitation of hospital and clinical facilities; and plans for the administration of laws and regulations relating to public health, sanitation, manufacture and dis-

tribution of medical, biologic, and analogous products, maritime and international quarantine, communicable disease control, etc.

Welfare Division

Under the direction of the Chief of Mission, to institute and supervise training in UNRRA Welfare operations of both UNRRA staff and personnel of the Voluntary Societies whose activities are integrated into those of UNRRA.

To supervise the welfare aspects of field operations of the Mission and to supervise and coordinate activities of personnel of all Voluntary Societies in the welfare field and to make recommendations of the effective execution of the program by the field staff.

To furnish technical advice and assistance to other Divisions and District Offices on the welfare aspects of their work and to consult with other Divisions on welfare problems whose solution will require the assistance of those divisions.

To assist the local administrations in setting up centers for the relief of those persons who are destitute, including evacuees, and to provide so far as practicable necessary welfare services for such people.

To assist in the drawing up of plans for the welfare aspects of the relief program of the Balkan Nations, including the distribution of relief to special classes of displaced persons (the destitute, children, nursing mothers and pregnant women, the disabled and the aged), the provision of emergency shelter, the formulation of standards for determining the needs of individuals and families and groups requiring welfare services and ascertaining ability to pay for relief supplies, the creation of plans for the restoration, mobilization and operation of community welfare programs.

Displaced Persons Division

To give technical advice and assistance in the operation of the refugee camps under the jurisdiction of the Mission and to formulate, with the assistance of the appropriate divisions, plans for the care, repatriation or return to their homes and reception in countries of destination, of such displaced persons.

Under the direction of the Chief of Mission to institute and supervise programs for the training in UNRRA's displaced persons operational programs, of the personnel of voluntary societies whose activities are integrated into those of the Displaced Persons Division of UNRRA.

To conduct negotiations, as required, with respect to displaced persons with the governmental or military authorities of the area of the Mission, subject to the knowledge and approval of the Chief of Mission; and to be responsible for implementing the results of such negotiations with respect to the removal from or entry into the area of displaced persons.

To conduct negotiations, as required, with the Inter-governmental Committee on Refugees and the International Red Cross on matters relating to displaced persons, subject to the knowledge and approval of the Chief of Mission.

To collect information and report on the numbers, location and condition of displaced persons.

To plan and devise methods for the location and identification of displaced persons and to secure agreement on uniform documentation.

To advise on special requirements in the registration of such persons.

To assist in arranging for determination of the citizenship of such persons.

To advise on the formulation of instructions to displaced persons, directing them to reception centers, and with respect to arrangements for registration, medical examinations, the presentation of citizenship claims, personal communications, and other steps preparatory to repatriation or return.

To plan, in collaboration with the Chief of Mission, for necessary travel documents and for the transportation of displaced persons to their countries of destination.

To assist in the formulation of operating programs relating to displaced persons in the Balkan Nations and for the repatriation of nationals of the Balkan Nations.

To cooperate with interested governments, the Health Division, the military authorities, and appropriate international organizations, in the prevention and control of epidemics which may occur in connection with the establishment and maintenance of refugee camps, repatriation projects, and projects for the return of displaced persons to their homes.

Industrial Rehabilitation Division

To survey and determine, for the Balkan Mission, the level of industrial production and extent of the need for rehabilitation of industries engaged in the production of consumers goods, mining, transport, public utilities and other services, and industries; the need for repair and construction of industrial buildings; in cooperation with the Welfare Division, the extent of the need for shelter for individual families or groups of families, and the repair of existing shelter and the construction of new shelter.

To develop within the scope of the Administration's activities, a program for the rehabilitation of manufacturing, mining, transport, and public utility industries, of essential public services, and of shelter in the Balkan Nations; and in collaboration with the Agricultural Division to devise plans for the rehabilitation of food processing and agricultural machinery, fertilizers and similar industries.

To survey and report upon the availability of local supplies for such industrial rehabilitation, transport and civilian shelter activities, and to estimate the amount of such supplies required to be imported.

To assist and collaborate with the Financial Adviser and the Requirements Coordination and Supply and Distribution and Transport Bureaus in the formulation of plans for the storage, transport and distribution in such countries of such supplies and materials.

To prepare and supervise the execution of such plans for

industrial activities and shelter for displaced persons as may be required in the refugee camps under the jurisdiction of the Mission.

To present to the Requirements Coordination and Supply Bureau requests for such industrial, transport and shelter supplies as may be required in such camps.

To supervise the field operations of the Industrial Rehabilitation Division personnel of the Mission engaged in industrial activities; to institute and supervise programs for the training of such personnel; to render technical assistance to the other divisions of the Mission requiring technical services in engineering, industrial and other specialized fields in the execution of such programs; to make recommendations for the more effective execution of the program by the field staff. The several functional divisions and the Requirements Coordination and Supply and Distribution and Transport /Bureaus shall collaborate with the Division of Industrial Rehabilitation on all matters within their own spheres of responsibility which relate to industrial rehabilitation.