

LIAISON AND COORDINATION DIVISION

GENERAL

DESCRIPTION OF THE
FUNCTIONS OF THE
STUDIES COORDINATION SECTION

Cicely Ryshpan
5 July 1944

I Functions Now Carried On

A. Informational Liaison

1. OSS - Officially designated liaison officer with OSS for UNRRA.
 - a. Most of our relationships with the Division of Research and Analysis, Dr. Langer, Chief. Actually we work through two of his assistants, Mr. Philip Dunaway and Dr. Donald McKay.
 - b. On request, we ask Dr. Langer, in writing, for reports desired by anyone in UNRRA, specifying name and number, if known, or general character of contents. We follow up through Mr. Dunaway, who handles these requests for Dr. Langer. Because of the confidential character of OSS, requested reports are identified over the telephone by number or by reference to the letter of request.
 - c. On request, we arrange with Dr. McKay for conferences between members of the UNRRA staff and appropriate members of the OSS staff.
 - d. On request, we arrange with the Map Division for maps.
2. FEA - Officially designated liaison officer with FEA for Bureau of Areas. FEA Intelligence and Document Security now channel all requests for reports from UNRRA through this office.
 - a. On request, we ask Mr. Lewis Riley for reports requested by anyone in UNRRA. If difficulties arise, we follow up through Mr. Wallace Cohen, Assistant to the Chief of the Liberated Areas Division, FEA. He is often able to make available to us at FEA reports which Document Security is unwilling to clear for our use.
 - b. On request, we arrange with Mr. Wallace Cohen for conferences between members of the UNRRA staff and appropriate members of the FEA staff.
 - c. On request we arrange with the Map Division for maps.
 - d. Other Bureaus and Division in UNRRA, in particular the Bureau of Supply, also deal with FEA, in particular the Supply Branch in the Liberated Areas Division.
3. State Department
Bureau of Foreign and Domestic Commerce
Treasury Department
Federal Reserve Board

Officially designated liaison officer with these agencies for Bureau of Areas.

On request by anyone in UNRRA we ask for reports or arrange

for conferences between members of the UNRRA staff and appropriate persons in these agencies.

4. Army)
Navy) Mr. Feller and Mr. Keeny are the officially designated liaison officers with these agencies.

- a. On request, we attempt to secure through them information desired by members of the staff of the Bureau of Areas. In practice, we attempt to determine by telephone from officers attached to Colonel Rounds' office exactly how the requests should be made and then prepare a written request for Mr. Feller's or Mr. Keeny's signature.
- b. On request, we secure maps directly from the Army Map Service.

5. All other U.S. agencies, including the American Red Cross.

- a. On request we attempt to secure information desired by members of the staff of the Bureau of Areas.
- b. Requests to the Combined Boards would be channeled through the Bureau of Supply, requests to the Office of Foreign Agricultural Relations are channeled through Mr. Andrew Cairns, Chief of the Food Division, Bureau of Supply, requests to the Office of the Surgeon General are channeled through the Health Division.

6. Agencies of other Member Governments

- a. On request, we attempt to secure reports prepared by agencies of other member governments which are desired by members of the staff of the Bureau of Areas.
- b. Clearance on these requests is secured from the Office of the Diplomatic Advisor. In some cases, the requests are channeled through it.
- c. In practice, we make direct requests of the British War Trade Department, with whom we have already effected liaison and make other routine requests directly.

B. Informational Clearance

- 1. All reports received in this office, whether in response to a specific request, or as part of a general arrangement (e.g., with respect to certain British material) are circulated to all appropriate persons in UNRRA. If a sufficient~~ly~~ number of copies can be secured, they are distributed, when appropriate, with a cautionary note pointing out the confidential character of the material. Where only one copy is available and wider distribution seems desirable, the material is duplicated for distribution. Where only one copy is available and duplication is not feasible, the copy is sent to the appropriate Area Division (in a few instances, where the report concerned a problem of major interest to some other Bureau or Division in

UNRRA, e.g., a report on Public Health, it was sent to the appropriate Bureau or Division) and a note is sent to all other Bureaus or Divisions which might be interested indicating the availability of the report in UNRRA and its location.

2. An index is maintained of all material in the files of the Area Divisions.
3. All material produced in UNRRA, e.g., allocation requests, information about advance purchases, reports on the activities of working parties, supply programs, etc., which comes to my attention is circulated in the Bureau of Areas or, if necessary, duplicated and distributed.
4. Arrangements have been made with the Library to circulate all accession lists and other information about material available there. Where it seems desirable, memoranda are circulated calling the attention of the staff to certain items available in the Library or to specific UNRRA Committee Documents.

C. Maintenance of Files of Area Divisions

1. An index to country files was prepared. Miss Cole is now revising and expanding it.
2. We advise on filing problems.

D. Supply Problems

1. Attend meetings of Committee of Review - the clearance committee established by the Bureau of Supply with representation from all Bureaus and Divisions of UNRRA - which passes on allocations requests and general supply policies, approves the setting up of Working Parties (within UNRRA) established when a problem is of concern to more than one Bureau or Division in UNRRA to recommend policies to the Committee of Review. Follow up on matters of concern to the Bureau of Areas.
2. Follow up on specific supply programs of concern to the Bureau of Areas - e.g., Used Clothing Rehabilitation Production Manual.

E. Reports produced in the Bureau of Areas

1. Advise on outline of reports to be prepared in the Bureau of Areas, on request.
2. Review and edit reports prepared in the Bureau of Areas, on request.

F. Forms and Reports Required by the Bureau of Areas.

Assist in the development of statistical records and non-statistical reports required by the Bureau of Areas.

G. Miscellaneous - Preparation of special memoranda on request.

II Staff

A. Cicely A. Ryshpan. Chief of Section, \$6,000.

1. Supervise all activities, including securing information from outside agencies, distributing information, maintaining index of available reports, maintenance of files of Area Divisions.
2. Attend meetings of Committee of Review and follow up, so far as possible, on Area Supply problems.
3. Consult with Area Divisions and Branches in planning reports and review completed reports.
4. General advisory and consultative responsibility for the preparation of forms and reports.

B. Mary Charles Cole, \$3900.

Under general supervision, requests material from outside agencies, arranges for internal distribution and routing, supervises maintenance of index of available reports, and advises on maintenance of files in Area Divisions.

C. Rose Guglielmo, \$2400 (Secretary)

Assists in requesting material from outside agencies. Maintains file of requests for follow-up. Maintains index of available reports. General secretarial duties, including supervising the preparation of duplicated material.

D. Hilda Coopersmith, \$2200

Assists in general secretarial and clerical work. Types stencils of material that must be duplicated. Clips material which can most appropriate be distributed in that way.

III Functions Not Being Adequately Carried On

A. Informational Liaison

1. OSS - As you know, OSS would like to have a full-time liaison person assigned to work over at their offices. You know my views which are that there is much material at OSS which would be useful to us and that full-time liaison would be justified.
2. FEA - Our contacts are reasonably satisfactory. However, we have done very little in the way of exploring FEA files. We have had clear indications from FEA that they would let us explore their files and request material which would be of value to us. Moreover, we need to know much more about FEA's organizational set-up so that we can enable UNRRA people to get in touch with appropriate people over at FEA. This is a job which waits on someone who can devote the necessary time to it.
3. All other agencies - Further exploration of the resources of other U.S. agencies and of agencies of the member governments would, I am sure, bring to light valuable material and inform us of people who might be useful sources of information.

B. Informational Clearance

We are aware of material in the Bureau of Areas files and are distributing material which comes to the attention of this office throughout UNRRA. We need to explore the files of other Divisions and Bureaus to learn what other material is available in UNRRA which might be of use to the Bureau of Areas, primarily, but also to all other Bureaus and Divisions. We need also to work out arrangements with these other Bureaus and Divisions for them to circulate additional material coming to them.

This is a job which Miss Cole was planning to undertake as soon as she had time to do so. If the responsibility for contacts with outside agencies is taken by additional liaison people, she will be free to work on this very important job of making all material in any part of UNRRA available to all members of the Headquarters staff having need of it.

C. Maintenance of Files of Area Divisions

More attention must be devoted to the country files. At present, they are kept up by secretaries in the Area Divisions who are not always well enough informed to do an adequate job. Two possibilities exist:

1. In conference with the Area Branch Chiefs, the importance of maintaining full and adequately indexed files could be pointed out and they could be assisted in making proper organizational arrangements to ensure the maintenance of their files.
2. A central Area file might be established to house all country

files. This could be staffed with a few junior professionals who would become familiar with the indexing system and would be able to do the job effectively.

- a. Advantages - Well-maintained files. Possibility of assuring agencies sending us confidential material that we are maintaining adequate document security.
- b. Disadvantages - Centralization of material which is more useful when immediately available to Area Division staffs.

D. Supply Problems

Much more attention needs to be given to following up on supply activities, including Army supply plans, and pulling the Area Divisions into supplies planning.

E. Reports

Much more attention needs to be given to the production of reports.

F. Forms and Reports Required by the Bureau of Areas

There is an immediate need for one or more persons to devote practically full time to the development of records and report forms. There will be a continuing need for one or more persons to devote some time to the revision of forms and the development of new forms. There will also be need for some persons to analyze the reports coming in from the Field. I am not certain whether these responsibilities should be located in the Intelligence and Liaison Division, but immediately the only person available (not free) to work on it is Ben Eckhaus, who is organizationally responsible for reports for the Field.

IV In addition to the deficiencies mentioned above, arrangements must be made for effective liaison with the Divisions of Health, Welfare and Displaced Persons.

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Studies Committee
Welfare, D P

18 December 1944

TO: Mr. Welk
FROM: Cicely A. Ryshpan
SUBJECT: Intelligence Section

Set forth below are the steps which should be taken in order (1) to meet the needs of all organizational units at Headquarters for intelligence about conditions in the areas of UNRRA responsibility and (2) to enable Headquarters to meet the needs of other offices of UNRRA for such intelligence. To make clear why these steps are needed, and what changes in present procedures will be involved, I shall first state briefly the needs to be met and the arrangements now in existence at Headquarters to meet them.

Needs to be Met

1. Headquarters needs intelligence on condition in areas of UNRRA responsibility from all available sources, including agencies of member governments located in Washington, field missions, and regional offices of the Administration.
2. Such intelligence as is received at Headquarters must be made available promptly and regularly to all organizational units concerned with the problem to which this intelligence relates.
3. A detailed index of all intelligence received at Headquarters must be maintained so that all information on a given subject will be readily available at any time.
4. Headquarters, in turn, should make available to all other offices of the Administration, such intelligence as it has obtained.

Present Arrangements for Securing Intelligence

1. From agencies of member governments located in Washington

a. The Studies Coordination Section of the Bureau of Areas is generally responsible for obtaining from U.S. agencies located in Washington documents containing intelligence. There are, however, a number of exceptions:

- (1) The Library is responsible for obtaining unclassified documents, purchasing books and periodicals and arranging inter-library loans.
- (2) The Health Division obtains all documents, classified and unclassified, from the Office of the Surgeon General.
- (3) The Office of the General Counsel and the Bureau of Supply are responsible for liaison with the military. No arrangements have yet been made for UNRRA to secure classified documents from the military.
- (4) Documents are obtained by other offices, notably the Bureau of Supply and the Welfare Division, as a result of informal or UNRRA committee contacts.

Moreover, the Studies Coordination Section has never been able to obtain as much material as could be obtained, because it has had no staff to establish close contacts with these agencies in order to ascertain from them what material they had which was of interest to UNRRA.

- b. No one office is responsible for obtaining documents containing intelligence from agencies of other member governments located in Washington. Documents produced by British agencies have been obtained by the Studies Coordination Section of the Bureau of Areas, the Bureau of Supply and the Welfare Division. Documents produced by other member governments have been obtained by the several Area Divisions; the Bureau of Supply, and the Welfare Division.

2. From other sources of the Administration

a. From field missions

All bureaus and divisions of the Administration are concerned with obtaining from field missions documents containing intelligence. No one office is responsible for coordinating their needs. Requests for intelligence have been made by all divisions. Since such intelligence, both when requested or when unsolicited, is contained in communications from the field, it is received by the Communications Section of the Bureau of Areas (after passing through the Office of Regional Liaison, if from Western Europe).

b. From regional offices

All bureaus and divisions of the Administration are concerned with obtaining from regional offices documents containing intelligence. No one office is responsible for coordinating their needs. Requests have been made by all divisions. Since such intelligence, both when requested and when unsolicited, is contained in communications, it is received by the Office of Regional Liaison.

Present Arrangements for Disseminating Intelligence at Headquarters

1. Documents containing intelligence obtained from agencies of member governments located in Washington by the Studies Coordination Section are recorded and one copy sent to the appropriate Area Division. A note giving the name of the document, briefly describing its contents, and stating its location is sent to all organizational units at Headquarters which might be interested. Similar documents received by other offices are not given general distribution, although the Welfare Division keeps the Bureau of Areas informed through the Studies Coordination Section, and, according to my information, documents received by the Bureau of Supply are not even given satisfactory distribution within that Bureau. Satisfactory indexes are maintained in the Welfare Division, the Health Division, and the Displaced Persons Division, but, according to my information, not by the Bureau of Supply. Documents received directly by the Area Divisions are suitably filed in their country research files.
2. Documents containing intelligence received from the regional office are distributed by the Office of Regional Liaison. The distribution is not consistent or general. Certain documents are duplicated and given general distribution. Other documents are distributed to one organizational unit on receipt, without notification to other interested organizational units. On occasion the organizational units receiving one copy of a document which they believe to be of general interest themselves duplicate and distribute further. An index of documents is maintained. However, this index is maintained by title, and very rarely describes the document fully.
3. Documents containing intelligence received from field offices are distributed by the Communications Section of the Bureau of Areas or by the Office of Regional Liaison if from Western Europe. Such documents are sent to the appropriate Area Divisions, which are then made responsible for further distribution. When they desire general distribution for a document they request the Communications Section to duplicate and distribute, themselves furnishing the distribution list. An index of documents is maintained. However, this index is maintained only by title and very rarely describes the document fully.
4. It will be seen that there is no single procedure for distribution. It will be seen further that responsibility for determining distribution lists rests with several offices which apply different criteria. Moreover, no one of the offices now charged with distribution of documents, with the exception of the Studies Coordination Section, has the time to read the documents and determine a distribution list according to sound criteria. It will be seen, too, that to ascertain what material on a given subject is available in UNRRA, it is necessary to approach half a dozen or more offices.

Proposed Arrangements

1. One office at Headquarters should be assigned responsibility for meeting all the needs outlined above. This office should be located in the Bureau of Areas because:

- a. The Bureau of Areas has the primary responsibility for gathering and making available to other organizational units at Headquarters all information about conditions in the areas of UNRRA responsibility.
 - b. The Bureau of Areas is responsible, according to Administrative Order No. 25 for intelligence liaison with member governments located in Washington.
 - c. Country subject research files in which this intelligence could be permanently available are, according to Administrative Order No. 32, to be maintained in a branch file of Central Files, to be located in the Bureau of Areas.
2. To insure that the responsibilities of the office are clear to all organizational units at Headquarters, an Administrative Order should be issued setting forth fully its responsibilities.
3. To insure that Headquarters obtains all intelligence which can be made available to it by agencies of member governments located in Washington at least two liaison officers should be appointed and accredited to these agencies.
4. To insure that all documents containing intelligence come to this office, the following procedures should be put into effect:
 - a. All communications coming into Headquarters, whether by cable, mail, or safe hand, should be received either in the Mail Room or in the Intelligence Section. (The Intelligence Section should receive such classified material delivered by safe hand as the agencies providing it do not wish to have pass through the Mail Room)
 - b. The Mail Room should continue to send communications from regional offices to the Office of Regional Liaison, and communications from field missions to the Communications Section, Bureau of Areas. All other documents containing intelligence about areas of UNRRA responsibility should come to the Intelligence Section, except for books, pamphlets, etc., which are directed to the Library, and documents produced by the Surgeon General's Office which are directed to the Health Division.
 - c. The Office of Regional Liaison and the Communications Section of the Bureau of Areas shall, in turn, transmit to the Intelligence Section one or all copies of communications containing intelligence about conditions in areas of UNRRA responsibility. If these offices receive more than one copy of such communications and transmit copies to organizational units other than the Intelligence Section, they shall transmit to the Intelligence Section, along with one copy of the document, a note of the distribution they have made.
5. To insure that all documents containing intelligence concerning areas of UNRRA responsibility are made available promptly and

regularly to all interested organizational units, the following procedures shall be instituted:

- a. The Intelligence Section shall ascertain from all Bureaus, Divisions, and offices at Headquarters a list of the types of intelligence each would like to receive regularly and the number of copies of each document containing intelligence each would like to receive. It shall also ascertain to what office in each Bureau or Division documents or information about their location should be sent, i.e., whether the Bureau, Division, or Office will be responsible for internal distribution of these documents or information about their location, or wishes to have the Intelligence Section assume this function.
- b. When any documents containing intelligence are received, the Intelligence Office shall do one of the three following, whichever is appropriate:
 - (1) Duplicate the document in whole or in part and distribute to all Bureaus, Divisions, and Offices, the number of copies they have indicated they would like to receive.
 - (2) Circulate the document promptly to all Bureaus, Divisions, and offices which have indicated they would like to be kept informed of intelligence of the kind included.
 - (3) Transmit the document to the appropriate organizational unit and notify all other organizational units which have indicated an interest in intelligence of the kind included that such a document has been received, describing its contents briefly, and noting its location.
6. To insure that all intelligence received is permanently available, the following procedures shall be instituted:
 - a. When any document containing intelligence is received, the Intelligence Section shall catalogue it, making all appropriate cross references.
 - b. If the document is duplicated, one or more copies shall be filed, and suitably cross referenced, in the Area Branch file.
 - c. If the document is not duplicated, charge out slips suitably cross referenced shall be inserted in the Area Branch file until the original copy is returned, when it shall be filed.
 - d. Arrangements shall be made to make a record of titles available to the Library.

7. To insure that intelligence received at Headquarters is made available to other offices of the Administration, the Intelligence Section shall be responsible for ascertaining regularly what material is available in these offices and for dispatching to them either the documents containing intelligence, or, where these documents can be secured by the offices more conveniently, lists of their titles.

14 November 1944

TO: Mr. Richard Brown
FROM: Cicely A. Ryshpan
SUBJECT: Intelligence Liaison Section

On 2 October, at Mr. Gladioux's suggestion, I sent him the attached memorandum on the setting up of an Intelligence Liaison Section, including:

- (1) A description of proposed functions
- (2) A proposed budget
- (3) Job descriptions for all positions
- (4) A recommendation that Mr. Sidney Kramer and Mr. Richard Friedman be appointed to it, and that Miss Mary Charles Cole, now with the Studies Coordination Section, be transferred to it at a higher grade.

I have not yet heard what action has been taken with respect to the organization of the section or the proposed budget. The plans were given to Dr. Welk and I understand that he proposed to include the section in a proposed Coordination and Liaison Division, but in what form and with what responsibilities I do not know. My recommendation that Mr. Kramer and Mr. Friedman be appointed was acted upon. Mr. Kramer has since informed us that he no longer is available for the position. The Personnel Division is now referring to Dr. Welk candidates for the position that Mr. Kramer was to have filled. Mr. Friedman's papers are now being processed by the Personnel Division. No attempt has, so far as I know, been made to find candidates for the fourth professional position assigned to the section in my proposed budget. Finally, neither Miss Cole nor I have been given any indication as to her prospective status. My own status is not involved since I have never contemplated going into the section.

Since the section does not seem to have been formally organized, I think that a purpose may be served if I restate the functions which I feel it can and should perform, and also to suggest that it should be made part of any branch set up to receive and analyze reports from the field. If you agree with this analysis, I shall be glad to suggest the specific procedures to be followed in order to secure the ends desired.

14 November 1944

1. Needs to be Met

(a) The Administration has and will have a continuing need for information on which to base policy decisions. This information will be of two types:

- (1) Reports on Administration activities prepared at Headquarters or in the Field;
- (2) Reports on general conditions in the areas in which UNRRA operates. These can be obtained from UNRRA's own personnel in the field and will be transmitted not only in reports but also in letters and cables. In addition, such information will be available from agencies of member governments who receive information of this type for their own purposes.

(b) In order to serve the Administration's purposes, three things are necessary:

- (1) One organizational unit at Headquarters must be responsible for locating and securing information from agencies of member governments, including the U. S. and the U. K., in Washington, and for insuring that the regional offices and the field missions are informed of the needs of various organizational units at Headquarters for information of the type described above.
- (2) One organizational unit must be responsible for insuring that material received is made available promptly to all persons in the Administration, including those located in offices other than Headquarters, concerned with the problems covered.
- (3) One organizational unit must be responsible for insuring that material received is appropriately classified (indexed) and filed so that all information on a given subject can be made available readily whenever needed.

2. Present Situation in UNRRA

(a) At present, all organizational units at Headquarters are responsible for locating and securing information from agencies of member governments in Washington and from UNRRA offices other than Headquarters. No single unit is responsible for coordinating their efforts to avoid duplication and achieve the best results.

- (1) The Studies Coordination Section of the Bureau of Areas is responsible for securing material produced by U.S. agencies, and some material produced by British agencies. It has never been staffed to render the service of locating available material.

- (2) Other organizational units, in some cases formally, in others informally, attempt to locate and secure information from all sources, including in some instances, the agencies such as OSS and FRA, with which the Studies Coordination Section is supposed to maintain liaison.

(b) Information of the types described above comes to a number of offices at Headquarters, in part as a result of administrative responsibility, in part as a result of the attempt of these offices to locate and secure the information.

- (1) All material from the European Regional Office, including material received by that office from agencies of the U.S., U.K., and other member governments, is received at Headquarters by the Office of Regional Liaison.
- (2) Material prepared by U.S. agencies in Washington is received at Headquarters by the Studies Coordination and the Communications Sections of the Bureau of Areas, by various divisions of the Bureau of Supply, by the functional divisions, and by the offices of the Financial and the Diplomatic Advisors.
- (3) Much material prepared by British agencies is made available to Headquarters through Washington channels, and is received by the Studies Coordination Section of the Bureau of Areas, by divisions of the Bureau of Supply, by the Secretariat, and by the Library. In several instances, different chapters of the same report were received by different offices at Headquarters.
- (4) Similarly, material prepared by other member governments is made available to Headquarters through Washington channels and is received by the several Area Divisions and the Studies Coordination Section of the Bureau of Areas, by divisions of the Bureau of Supply, by the functional divisions, by the Secretariat, and the Library.
- (5) Communications and reports from the Field are received by the Communications Section of the Bureau of Areas, except when communicated through the Regional Offices, when they are received by the Office of Regional Liaison.

(c) None of these offices have a procedure which ensures both prompt distribution to all interested organizational units and a systematic classification of materials to make it possible to locate all information on a given subject available at Headquarters, whenever needed.

14 November 1944

- (1) Communications - cables, letters, and reports from the Field are distributed promptly and are kept on file in the Communications office and in Central files. However, both in distribution and filing, only administrative considerations are taken into account. Communications containing incidental information about conditions in an area of concern to UNRRA are routed only to persons who should act on them or be informed of them for administrative reasons, not to persons interested in the intelligence they contain. Similarly, they are filed for administrative convenience, with the result that any intelligence contained is buried.
- (2) All material received by the Office of Regional Liaison is distributed promptly and a record of distribution maintained (this record was instituted only recently). However, only the title of the document distributed is recorded, and for a large number of the documents, which give information on many subjects, the title is a very inadequate guide.
- (3) The Library circulates documents only on request. It does prepare accessions lists from which requests can be made. It also catalogues documents. However, it catalogues only by source and broad subject. Moreover, it makes no attempt to catalogue in detail periodic reports which cover more than one subject. These are catalogued by *title* only.
- (4) Other offices receiving documents, either directly or through the Office of Regional Liaison, distribute only some of the documents received, and similarly notify other organizational units of the existence of only some of the documents in their files. Moreover, the Bureau of Supply, which has a large body of material, maintains its file in a number of offices and has no central record of the material available in them. As a result, the Studies Coordination Section has often received requests for material from one Division in the Bureau of Supply which is available in the files of another division in that Bureau.

(d) A variety of arrangements exist for transmitting information to regional offices and field missions. For the most part, administrative directives and progress reports are transmitted. No formal arrangements exist for transmitting intelligence obtained in Washington.

3. Administrative Solution Already Proposed

(a) Administrative Order No. 25 establishes and locates in the Bureau of Areas "an Intelligence Liaison Service between the Adminis-

14 November 1944

tration and agencies of the United States government and other governments located in Washington not covered by satisfactory intelligence liaison arrangements now in existence or which may be developed from time to time by members of the staff of any bureau, division, or office of the Administration."

- (1) The Order actually leaves intelligence liaison arrangements in status quo. It provides no definition of "satisfactory." A division which secures material which it wants may regard its arrangements as satisfactory, although from the Administration's point of view, the fact that it does not distribute nor maintain an adequate classified file, makes the arrangement very unsatisfactory.
- (2) The order permits the Bureau of Areas to set up a section which can approach agencies of governments located in Washington to secure from them all information which might be of use to the Administration. But the Section cannot approach any agencies with which other organizational units of the Administration have intelligence liaison arrangements which they regard as satisfactory.
- (3) Although the Order states that the staff assigned to the Intelligence Liaison Service shall

"Currently keep informed of the arrangements in existence or which may from time to time be established by the organizational units or individual members of the staff of the Administration with outside agencies ..."

the purpose to be served, in the language of the order, is

"to avoid any action which may interfere with the effective operation of such arrangements."

Thus the staff assigned to this service have no authority to insure:

- (a) That information received by one organizational unit is made available promptly to other interested organizational units; and
 - (b) That information received by UNRRA is appropriately classified and filed so that it will be readily available.
- (4) The Order makes no provision for insuring that the Administration will receive prompt and comprehensive intelligence reports from regional offices and field missions, that these reports will be made promptly available to all interested staff members and that they will be adequately classified and filed.

- (5) Similarly, the Order makes no provision for insuring that the Administration will make material received at Headquarters available to regional offices and field missions.

b. The proposed Bureau of Areas Branch File will make it possible to have adequately classified and filed all informational material available in the Bureau of Areas. But incidental information contained in communications not directed to the Bureau of Areas for action may never reach this file.

c. The proposed Reports Section, whose location and responsibilities have not been definitely determined, will be responsible for analyzing reports from the Field. I do not know what reports are contemplated, in particular, whether it is contemplated that statistical and non-statistical reports on conditions in the area shall be requested. Nor do I know whether the Reports Section will be responsible for prompt distribution of information to interested organizational units and for classification and filing of material received.

4. Recommendations

a. To insure that all information received at Headquarters, whether from outside agencies or from its regional offices and field missions is made promptly available and is adequately classified and filed, it is desirable that the section set up to receive and analyze reports should also be given responsibility for all intelligence, including the intelligence liaison service. Such a section could then be the organizational unit at Headquarters responsible for meeting all the needs outlined under (c) above.

b. Such a section should have the following responsibilities with respect to intelligence:

- (1) Liaison with agencies of the U.S. and other member governments located in Washington for the purpose of locating and securing all information of interest to any organizational unit at Headquarters or in any regional office or field mission.
- (2) Maintenance of control over all informational material received by the Bureau of Areas and supervision of the Bureau of Areas Branch File, to be maintained by Central Files, in order to insure that all informational material received by the Bureau of Areas is adequately classified and controlled and made available promptly to all interested organizational units at Headquarters or in any regional office or field mission.
- (3) Maintenance of current relationships with all organizational units at Headquarters receiving informational material, in order to ensure that a complete record of this material is maintained and that it is properly classified and filed. Responsibility for the

Mr. Brown

- 7 -

14 November 1944

maintenance of records of material received, for its classification and filing, may remain with the units receiving the material, but the Reports Division, through its intelligence service must be informed of all material received, its contents, and its location.

Attachment

CKR:hc

M. Salisbury to W. B. Phillips
8/27/44

-2-

I have been bearing down on Betts Kenworthy to see that you get the important clippings in the East Coast press bearing London datelines just as soon as possible. We have been forwarding them on the date of issue of the papers. Have you noticed the speed-up?

I have not been much help to you from the standpoint of transmitting policy, because for the six weeks after you left, I both had to run a one-man operating shop and to recruit the staff so that I wouldn't have to operate as a one-man show. During that time I was unable to spread myself over everything, and everything suffered. From here on, and particularly after Montreal, I can give some consecutive thought to your problem and try to develop aid for you.

By the way, send word through Cummings on what happened on that Reuters dispatch by Abell last Friday, which quoted UNRRA officials as saying they were ready to operate in Paris. From this end it was just simply incredible that such a statement should have been made. I am curious to know whether it was, and if so, why.

I accept without reservation or question all that you say about completing the liaison between the two offices. But it's got to be done from that end, and so I simply wait until it is accomplished.

I am sending separately the instructional kit and the publicity kit for the first used clothing drive through the churches. It may be that you will have some questions about it over there when the news breaks. One important thing to be noted in connection with the drive is that the DG has changed the policy of not accepting contributed goods with any strings on them as concerns gifts versus sale to the recipients. A new policy has just been issued stating that we will take contributed goods with the understanding that they are to be given away, not sold. This policy just had to be changed, as none of the groups in this country would undertake the collection of goods on any other basis. They all remember the YMCA scandals during the other war, which certainly did harm that organization's prestige, and they do not want to get caught in a similar one. I thought they were wrong at first, but a good many arguments with their members have convinced me that they are right. I was glad to see the change in policy.

Don't bother about sending us the flimsy on the "ID Notes". We do get the finished document about as early as the flimsy. I have made arrangements with Intelligence to duplicate the parts of the "Notes" which need immediate circulation, so you need send only one.

As to establishing here an Intelligence Service of the sort carried in the "Notes", I believe that would be better done by Intelligence than by Information. For one big reason, Strategic Services here would be much more likely to open up to Intelligence than to Information. I disagree that the value of such a service would depend on external circulation. It seems to me to be exactly the reverse. The value of the service would be enhanced if it provided otherwise inaccessible information to the staff. To get such information we must hold rigidly to security regulations, and that means internal circulation only.

Yes, continue sending the Health Division bulletin by air. We get considerable background value from it.

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

1344 CONNECTICUT AVENUE
WASHINGTON 25, D. C.

30 August 1944

To: Cicely A. Myshpan

From: Morse Salisbury *MS*

Attached are some excerpts from correspondence with Phillips, for your attention and comment on what I say about the usefulness of getting out Intelligence material for our staff here of the sort that is carried in the "ID Notes" in London and my feeling that the job here should be performed by Intelligence rather than by Information. I hope you agree, and in any case please give me a ring and we will go over the whole proposition.

MS₂Salisbury/sls

Phillips to Salisbury, 8/14/44

"As to the ID "Notes", I'm afraid the scheme for sending parts which might be immediately useful in flimsy is not so good. For one thing, little is saved in weight as the flimsies are typed on one side only. For another, the finished document is ready almost as early. So, hereafter I'll try to send the final document by air bag as soon as available and in toto.

"Could the additional copies Washington will need - as for example, in the Library - be made from the copy sent you? Otherwise, duplicates arriving by sea will not be available for several weeks.

"The "Notes" has some circulation over here in official quarters outside the office. OWI gets copies and OSS (PWD also, and SHAEF). An OSS man the other day told me he regarded it as one of the most useful documents for their purposes coming from UNRRA. Commenting on the source for much of the material in MEW, he said he thought a Washington edition of the "Notes" utilizing OSS sources might be similarly useful and urged our consideration of such a project. He said he knew OSS would cooperate. Value would depend on circulation - especially external circulation - which will raise security questions as here. Also, it is full time work for one person and a secretary. Yet I pass the suggestion on for what it may be worth."

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

7 August 1944

Assistant Intelligence Liaison Officer

Grade 7 - \$3200

To serve under the immediate direction of the Chief Intelligence Liaison Officer in the Intelligence Liaison Branch, and at the direction of his immediate superior to contact outside agencies and secure such information and intelligence as is required by the Intelligence Liaison Branch.

The Assistant Intelligence Liaison Officer shall perform such portion of the duties of the Chief Intelligence Liaison Officer as the volume of work may require. For an outline of the duties of the Chief Intelligence Liaison Officer, see the attached job description.

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

7 August 1944

Intelligence Liaison Officer

Grade 11 - \$5000

The Intelligence Liaison Officer, whose functional title will be Chief of the Intelligence Liaison Branch of the Coordination and Liaison Division, shall have the following duties:

Under the immediate supervision of the Chief of the Coordination and Liaison Division to be responsible for

- (1) ~~Currently keeping~~ informed of the arrangements in existence or which may from time to time be established by the organizational units or individual members of the staff of the Administration with outside agencies so as to avoid any action which may interfere with the effective operation of such arrangements.
- (2) Maintaining effective liaison with the various organizational units of the organization to determine the need for supplementary intelligence liaison service; fully informing himself of the types of material which would be of value to these units; and making the necessary arrangements with outside agencies for obtaining the required information.
- (3) As required, to assist in developing working relationships between staff members of outside agencies and members of the staff of the Administration who wish to avail themselves of such working relationships.
- (4) Advising outside agencies of the type of informational material which would be valuable to the Administration.
- (5) Maintaining suitable indexes of the material available through the Intelligence Liaison Service.

12 August 1944

To: M. Menshikov

From: Myer Cohen

Following our conversation, I have prepared the attached outline of the proposed functions for the Coordination and Liaison Division.

I am sending a copy of this outline to Mrs. Ryshpan so that she may go over it immediately upon her return from her vacation. I am also advising her of the list of people whom you wish to have present when you discuss the organization and functions of the Division.

Attachment

12 August 1944.

To: Cicely Ryshpan

From: Myer Cohen

The day before I left on my vacation I had a meeting with Mr. Menshikov concerning the Coordination and Liaison Division. During my meeting with him, he read over the several memoranda I had sent him last month concerning my ideas on organization. His reaction was that the memorandum was too long and that he would like to see the functions of my office, your office and the Intelligence Liaison Service in outline form. Accordingly, I have prepared the attached outline and am sending it on to Mr. Menshikov just before leaving on my vacation.

Mr. Menshikov proposed a meeting in his office attended by Mr. Leonard, Mr. Xanthaky, Mr. Weisl, Mr. Franck, Miss Davis and Mr. Herwitz. I urged that this meeting be postponed until your return (and my return) from vacation. Upon your return, will you attempt to set up this meeting on Monday, August 28, or as soon thereafter as possible? Will you also feel entirely free to revise and improve the attached memorandum? If you make any major changes, I suggest you get in touch with Mr. Leonard and retrieve my original from Mr. Menshikov.

Attachments

14 August 1944

COORDINATION AND LIAISON DIVISION

Functions

1. To carry on liaison for the Deputy Director General with Bureaus and Divisions within UNRRA on policy and operating problems involving more than one Area Division.
2. To represent the Deputy Director General at meetings of Technical Committees of the Council.
3. To assist the Deputy Director General in a coordinating capacity by recommending the scope and content of area operating programs, by working on a current basis with area divisions which are preparing such programs, and by reviewing for the Deputy Director General preliminary and final drafts of area operating programs.
4. To provide an Intelligence Liaison Service for the Area Divisions, and for UNRRA as a whole to the extent that satisfactory arrangements do not already exist between UNRRA and U.S. Governmental Agencies and between UNRRA and member governments by:
 - a. Currently keeping informed of the arrangements in existence or which may from time to time be established by the organizational units or individual members of the staff of the Administration with outside agencies so as to avoid any action which may interfere with the effective operation of such arrangements.
 - b. Maintaining effective liaison with the various organizational units of the organization to determine the need for supplementary intelligence liaison service; fully informing itself of the types of material which would be of value to these units; and making the necessary arrangements with outside agencies for obtaining the required information. In the case of OSS and FEA, this will involve spending a considerable portion of

time with both agencies screening confidential material.

- c. Assisting, as required, in developing working relationships between staff members of outside agencies and members of the staff of the Administration who wish to avail themselves of such working relationships.
 - d. Advising outside agencies of the type of informational material which would be valuable to the Administration; aiding in developing research projects by such agencies, designed in form and scope to meet these requirements; and making available these studies and reports to interested staff members of the Administration.
 - e. Making suitable indexes of all material made available through the intelligence liaison service; informing members of the staff of the Administration of such material and its availability; and when required, making summaries of such material to facilitate its use.
- 5. To carry on liaison for the Deputy Director General with the Military Authorities.
 - 6. To represent the Deputy Director General on the Committee of Review, and to keep Area Divisions fully advised of the work of this Committee.
 - 7. To carry on Program Analysis for the Deputy Director General, submitting to him periodically analyses and evaluations based on Field Reports from Field Missions and Regional Offices.
 - 8. To undertake special assignments for the Deputy Director General such as the preparation of material for the Director General's report to the Council.
 - 9. To prepare a coordinated monthly report from the Deputy Director General to the Director General covering work performed in the Bureau of Areas. This report shall be based on individual reports submitted by the various Division Chiefs.
 - 10. To serve as the representative of the Deputy Director General on the Committee for Used Clothing.
 - 11. To serve as Training Liaison Officer for the Bureau.
 - 12. To serve as a member of the Steering Committee on Training.
 - 13. To serve as a member of the Classification Committee established by the Personnel Division.

COORDINATION AND LIAISON DIVISION

Budget

Office of the Chief

Chief	Grade 13	Myer Cohen	\$7200
Jr. Prof. Asst.	Grade 7	Elizabeth von Thurn	\$3200 (\$2500)
Secretary II	Grade 6	Ruth Rifkin	\$2800

Studies Coordination Branch

Chief	Grade 12	Cicely Ryshpan	\$6000 (\$5300)
Jr. Analyst	Grade 8	Mary C. Cole	\$3900
Secretary I	Grade 5	Rose Guglielmo	\$2400
Stenographer	Grade 4	Hilda Coopersmith	\$2200

Intelligence Liaison Branch

Intelligence Liaison Officer	Grade 11	\$5000
Asst. Intelligence Liaison Officer	Grade 8	\$3200
Secretary I	Grade 5	\$2400

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

1344 CONNECTICUT AVENUE
WASHINGTON 25, D. C.

12 August 1944

COORDINATION AND LIAISON DIVISION

Functions

1. To carry on liaison for the Deputy Director General with Bureaus and Divisions within UNRRA on policy and operating problems involving more than one Area Division.
2. To represent the Deputy Director General at meetings of Technical Committees of the Council.
3. { To consult with the Area Divisions and other Bureaus and Divisions of UNRRA, in their preparation of Area Operating Programs, including estimates of personnel requirements and to review completed programs.
4. To provide an Intelligence Liaison Service for the Area Divisions, and for UNRRA as a whole to the extent that satisfactory arrangements do not already exist between UNRRA and U.S. Governmental Agencies and between UNRRA and member governments by:
 - a. Currently keeping informed of the arrangements in existence or which may from time to time be established by the organizational units or individual members of the staff of the Administration with outside agencies so as to avoid any action which may interfere with the effective operation of such arrangements.
 - b. Maintaining effective liaison with the various organizational units of the organization to determine the need for supplementary intelligence liaison service; fully informing itself of the types of material which would be of value to these units; and making the necessary arrangements with outside agencies for obtaining the required information. In the case of OSS and FEA, this will involve spending a considerable portion of time with both agencies screening confidential material.

Subst
d.



12 August 1944

- c. Assisting, as required, in developing working relationships between staff members of outside agencies and members of the staff of the Administration who wish to avail themselves of such working relationships.
 - d. Advising outside agencies of the type of informational material which would be valuable to the Administration; aiding in developing research projects by such agencies, designed in form and scope to meet these requirements; and making available these studies and reports to interested staff members of the Administration.
 - e. Making suitable indexes of all material made available through the intelligence liaison service; informing members of the staff of the Administration of such material and its availability; and when required, making summaries of such material to facilitate its use.
- 5. To carry on liaison for the Deputy Director General with the Military Authorities.
 - 6. To represent the Deputy Director General on the Committee of Review, and to keep Area Divisions fully advised of the work of this Committee.
 - 7. To ~~receive Reports from Field Missions and Regional Offices and to~~ carry on Program Analysis for the Deputy Director General, submitting to him periodically analyses and evaluations based on Field Reports. *from Field Missions and Regional Offices.*
 - 8. To undertake special assignments for the Deputy Director General such as the preparation of material for the Director General's report to the Council.
 - 9. To prepare a coordinated monthly report from the Deputy Director General to the Director General covering work performed in the Bureau of Areas. This report shall be based on individual reports submitted by the various Division Chiefs.
 - 10. To serve as the representative of the Deputy Director General on the Committee for Used Clothing.
 - 11. To serve as Training Liaison Officer for the Bureau.
 - 12. To serve as a member of the Steering Committee on Training.
 - 13. To serve as a member of the Classification Committee established by the Personnel Division.

2/29

COORDINATION AND LIAISON DIVISION

a. To assist the Deputy Director General by carrying on effective liaison between the Bureau of Areas and other bureaus and divisions of the Administration, outside agencies, including the military, and foreign governments on:

(1) Matters involving the relative importance of individual area programs to the total area program.

(2) Matters transcending a single area division.

b. To establish and maintain an effective intelligence liaison service not only for the Bureau of Areas, but also for other bureaus and divisions of the Administration with those agencies of the United States Government which are preparing studies and analyses of areas in which UNRRA will operate. This liaison function should not be permitted to discourage or sever working relationships now maintained within UNRRA or between any unit of UNRRA and agencies of the U. S. Government; its purpose is to seek informative data of value to more than one unit of UNRRA, to assemble such data and make it available to the units concerned.

c. To carry on such additional liaison activities as the Deputy Director General may assign as his personal representative.

d. To assist the Deputy Director General in a coordinating capacity by recommending the scope and content of area operating programs, by working on a current basis with area divisions which are preparing such programs, and by reviewing for the Deputy Director General preliminary ^{and final} drafts of area operating programs.

e. Currently to compile operational data for each area in which the Administration operates.

COORDINATION AND LIAISON DIVISION

Office of the Chief

Chief	Grade 13	Myer Cohen	\$7200
Jr. Prof. Asst.	Grade 7	Elizabeth Von Thurn	\$3200
Secretary II	Grade 6	Ruth Rifkin	\$2800

Studies Coordination Branch

Chief	Grade 12	Cicely Ryshpan	\$6000
Jr. Analyst	Grade 8	Mary C. Cole	\$3900
Secretary I	Grade 5	Rose Guglielmo	\$2400
Stenographer	Grade 4	Hilda Coopersmith	\$2200

Intelligence Liaison Branch

Intelligence Liaison Officer	Grade 11	\$5000
<i>Asst.</i> Intelligence Liaison Officer	Grade 8	\$3200
Secretary I	Grade 5	\$2400

Do you mind if I let Mr. Cohen have a copy of this. LAL

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

1344 CONNECTICUT AVENUE
WASHINGTON 25, D. C.

12 July 1944

TO: Mr. Menshikov

FROM: L. Leonard *LAL*

SUBJECT: Responsibilities of the Division of Liaison and Coordination

I agree with Mr. Cohen's memorandum that details of relationships between his Division and the other Divisions within your Bureau cannot be fully determined at the present. But we are having our experiences with one liaison office (ORL) and I think you will agree that overlapping jurisdictions and misunderstandings can be avoided only by defining as specifically as possible the responsibilities and the method by which these liaison functions will be carried out by the Division of Liaison.

I. Liaison Responsibilities

1. "Liaison" has come to have a good many meanings, and can in terms of our Liaison Division refer to: ✓
 - a. A channel for the flow of information to the Area Divisions
 - b. A center to which material comes and is acted upon, analyzed
 - c. A center which reviews and initials all memoranda and reports
2. The organizational units with which your Bureau has relations fall into the following:
 - a. Operating Units
 - (1) The Bureau of Supply (including Industrial Rehabilitation and Agricultural Rehabilitation)
 - (2) The Committee on Review
 - (3) The Committee on ~~Appropriations~~ Contributions
 - (4) Health Division
 - (5) Welfare Division
 - (6) Displaced Persons Division

- (7) The Military
- (8) Member Government Representatives

b. Non-Operating Units

- (1) Diplomatic Adviser
- (2) Financial Adviser
- (3) Training Center
- (4) General Counsel
- (5) Public Relations Office

c. Policy-Making Units

- (1) Central Committee
- (2) Committee on Supply
- (3) Committee on Financial Control
- (4) Committee on Industrial Rehabilitation
- (5) Committee on Agricultural Rehabilitation
- (6) Committee on Welfare
- (7) Committee on Displaced Persons
- (8) Committee on Health
- (9) Committee on Far East

d. Informational Units - agencies of the U.S. and other member governments

- 3. Are all of these units the responsibility of the Division of Liaison?
- 4. Should the Area Divisions keep the Division of Liaison informed of all contacts and relationships with all or any of the above units?
- 5. Does the Liaison Division or its Chief alone carry on all formal liaison activities with the above units, or can other Bureau of Areas Divisions or Sections or individuals carry them on?

II. Coordination Responsibilities

Coordination is a very broad term which can take in everything, and again take in little or nothing. Only by defining the term

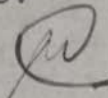
and the responsibilities that go with it, can c onfusion be avoided.

1. Direct supervision of the studies and programs developed by each of the Area Divisions.
2. A supervisory relationship, in which programs and studies as developed are submitted after your approval to the Studies Coordination Section for review in terms of consistency with an over-all UNRRA program.
3. An informal supervisory relationship, in which the Studies Coordination Section keeps in touch with the Divisions at each step of the programming and facilitates the development of programs.
4. Will the Coordination Section review the work of the Area Divisions:
 - a. Before the reports have come to you, or
 - b. After the reports have come to you.

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

19 July 1944

To: M. Menshikov

From: Myer Cohen 

In view of the long period of time which usually elapses between requests for the allocation of new positions, the interviewing of candidates, and the final appearance on the job of the new people, I recommend that we send the attached memorandum to Mr. Corson.

After interviewing the candidates for the position of Intelligence Liaison Officer, I shall, of course, refer them to you for final approval.

Attachment

Memorandum to Mr. Corson

5

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

1344 CONNECTICUT AVENUE
WASHINGTON 25, D. C.

19 July 1944

TO: John Corson
Bureau of Finance and Administration

FROM: M. Menshikov
Bureau of Areas

SUBJECT: Request for Allocations for the Coordination and
Liaison Division

In connection with the establishment of the new Coordination and Liaison Division in the Bureau of Areas, I should like to request the allocation of three new positions in the Intelligence Liaison Branch of this Division. In addition to the allocation of three new positions in this Branch, we should also like to request the reclassification of Mr. Cohen's secretary from Grade 5 to Grade 6. Attached you will find the proposed make-up of the new Division. All other positions, with the exception of those referred to above, are to remain at the same Grade at which they have previously been allocated.

It would be appreciated if the new positions could be allocated promptly and candidates referred to Mr. Cohen by the Personnel Division for consideration.

The functions of the Intelligence Liaison Officers will be to carry on under the direction of the Chief of the Division the duties outlined in the Draft Administrative Order on Intelligence Liaison Service which has been prepared by Mr. Herwitz, and which is to be issued in the near future.

The assistance of your Bureau in clearing the allocations and securing suitable candidates for these new positions would be greatly appreciated.

Attachment - 1

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

1344 CONNECTICUT AVENUE
WASHINGTON 25, D. C.

10 July 1944

TO: M. Menshikov
FROM: Myer Cohen *MC*
SUBJECT: Proposed organization of the
Coordination and Liaison Division

1. Cohen
2. Leonard
3. Byghron
4. VanHorn
5. Weis
6. Frank
7. Davis
8. Herwith

The general scope of the functions of the Coordination and Liaison Division is set forth in the report dated July 1, 1944 from Mr. Corson to the Director General, and needs therefore not to be repeated. A detailed statement of a portion of these functions, namely that portion dealing with an "Intelligence Liaison Service" is covered in a draft Administrative Order entitled "Intelligence Liaison Service," which is ready for release at the time an Administrative Order is released covering over-all organization of the Bureau of Areas.

I am in accord with the conception of responsibilities outlined in the two documents referred to above. We will need experience in operating this Division before we know the full nature and extent of activities to be encompassed. As I see the job of the Division it includes the following broad categories:

1. To provide an Intelligence Liaison Service for the Area Divisions, and for UNRRA as a whole to the extent that satisfactory arrangements do not already exist between UNRRA and outside Governmental Agencies.
2. To activate the exchange of intelligence among the various Bureaus and Divisions within UNRRA to the end that maximum information on various Areas and Programs is made mutually available.
3. To assist the Deputy Director General for Areas, and to serve as his personal representative in connection with special Liaison functions, such as: Liaison with the Military, Committee of Review (Supply), Training Liaison, etc.; and to carry on Liaison for the Deputy Director General for Areas with various Bureaus and Divisions as

*Liaison with
agencies of
member
govts.*

10 July 1944

requested from time to time.

4. Essentially, the scope of the functions of the Division can be defined as including activities which involve more than one Area Division, and for which therefore Coordination at a Bureau level is necessary.

In setting up the Personnel Requirements for the Division, I would prefer to be modest in my requests for additional personnel at the beginning, with the understanding that as the work develops I may make supplementary requests on the basis of demonstrable need. The first step in the formation of the Coordination and Liaison Division will be the merging of my small unit and the Studies Coordination Section. In addition, I recommend the allocation of three new positions: 2 Intelligence Liaison Officers at Grade 11, \$5000, and 1 Secretary at Grade 5, \$2400. See Attachment A for listing of positions.

In order to plan the organization of the Division, I requested Mrs. Ryshpan to prepare a detailed statement of the work currently being carried on by the Studies Coordination Section. A copy of her statement is available in my office should you care to see it. The statement reveals a definite need for clarification of the work of the Studies Coordination Section. The variety and multiplicity of tasks which are being undertaken currently by the Section (mostly by Mrs. Ryshpan herself) make it very difficult to complete successfully the basic work for which the Section is responsible.

As Chief of the new Division, I should like to make certain changes and reallocations of duties. Since some of the duties involved were assigned to Mrs. Ryshpan by you, I should like to discuss these assignments with you. I feel that the work can be so organized that Mrs. Ryshpan, as Chief of the Studies Coordination Branch within the Division, should devote full-time to the responsibilities assigned to the Branch. In this connection, I should like to refer to the recent meeting in which we discussed the establishment of a unit within the Bureau to handle Statistics and Reports. I think it is splendid that we have begun to work on this problem; furthermore, in assigning responsibility to Mr. Eckhaus for the development of a system, an excellent choice has been made. As I think about the nature of the data which will come in from the field, and the use to which it should be put here at Headquarters, it seems to me that these Reports and Statistics represent data which logically could best be handled for the Bureau in the Coordination and Liaison Division. Since the Division is charged with responsibility for "Intelligence Liaison," may I suggest that you consider the location of a unit for analyzing these Reports and Statistics in the

10 July 1944

Studies Coordination Branch of the Division, thus making possible effective analysis of reports on a uniform basis, and the development of an integrated and coordinated system of report analysis.

In addition to the logic of this suggestion from an organizational standpoint, we have in the person of Mrs. Ryshpan an individual experienced and qualified in handling this type of material. Therefore, although Mr. Eckhaus should continue with his present assignment, namely, the preparation of a system of reports, including statistical reporting, I recommend that the ultimate location of the unit for analyzing this data when it arrives from the field should be the Studies Coordination Branch.

One minor problem should be mentioned at this time, namely, that of securing full and complete coverage on all problems which properly should come to the attention of the Division. It would be extremely helpful if an arrangement could be worked out between your Office and the Division so that all appropriate memoranda and correspondence which come to your Office could be passed over my desk for informational purposes, so that I will have proper background in connection with specific problems referred to the Division by you. I would appreciate it if you would request Mr. Leonard to give this matter special attention.

After the issuance of the Administrative Order on the reorganization of the Bureau of Areas as a whole, and the issuance of the Order establishing an "Intelligence Liaison Service" for UNRRA within the Bureau of Areas, I propose the following action to establish the Division:

1. Announcement by the Bureau of Areas of establishment of the Division, and description of its functions.
2. Forwarding to Bureau of Finance and Administration of required Personnel Budget, requesting allocation of new positions, and approval of proposed salaries.

Will you set a time when I may come to discuss this memorandum with you?

Attachments - 1

COORDINATION AND LIAISON DIVISION

(Bureau of Areas)

Office of the Chief

Chief	Grade 13	Myer Cohen	\$7200
Jr. Prof. Asst.	Grade 7	Elizabeth Von Thurn	\$3200 (\$2500)
Secretary II	Grade 6	Ruth Rifkin	\$2800

Studies Coordination Branch

Chief	Grade 12	Cicely Ryshpan	\$6000 (\$5300)
Jr. Analyst	Grade 8	Mary C. Cole	\$3900
Secretary I	Grade 5	Rose Guglielmo	\$2400
Stenographer	Grade 4	Hilda Coopersmith	\$2200

Intelligence Liaison Branch

Intelligence Liaison Officer	Grade 11		\$5000
Intelligence Liaison Officer	Grade 11		\$5000
Secretary I	Grade 5		\$2400

+ Statist. asst.

27 July 1944

TO: L. Leonard

FROM: M. Cohen

I do not like to see this letter being released without some action being taken to secure additional personnel for the Liaison Coordination Division. Since it will probably take at least a month from the time we request allocations and personnel for the Intelligence Liaison Service until we actually get the people, it would be very helpful if Mr. Menshikov would send to Mr. Corson the recent memorandum I prepared requesting additional allocations and personnel.

~~C. R. Cohen~~

22 August 1944

Ensign Frederick G. Kilgour
Interdepartmental Committee for the
Acquisition of Foreign Publications
Office of Strategic Services
Washington 25, D. C.

Dear Mr. Kilgour:

In Mr. Cohen's absence, I received your letter to him, dated 21st August, giving the decision of the Interdepartmental Committee with respect to the use that UNRRA may make of the Interdepartmental Committee files. We are very grateful for the action which you have taken, which we think is sufficiently close to the plan that was worked out in Mr. Cohen's office some five or six weeks ago, to enable UNRRA to profit by these files.

We are now attempting to appoint Liaison Officers of American nationality and as soon as they have been appointed, their names will be transmitted to you.

Sincerely yours,

Cicely A. Ryspan
Chief, Studies Coordination
Section.

CC Myer Cohen

CARyspan;hc

INTERDEPARTMENTAL COMMITTEE FOR THE ACQUISITION
OF FOREIGN PUBLICATIONS

OFFICE OF STRATEGIC SERVICES
Washington, D. C.

21 August 1944

Mr. Myer Cohen
UNRRA - Rm. 332
1344 Connecticut Avenue
Washington, D. C.

Dear Mr. Cohen:

At a recent meeting of the Interdepartmental Committee Mr. Riley and I brought up the matter of UNRRA's use of IDC materials. The Committee's decision did not correspond to the one we worked out in your office some five or six weeks ago but is sufficiently close to it so that I am sure that UNRRA will profit. The following is the motion approved by the Committee:

"That UNRRA be permitted to use IDC files, excepting all secret and confidential material, on the following terms: that the files be open for inspection only to specifically designated liaison officers of American nationality appointed by UNRRA."

Sincerely yours

Frederick G. Kilgour
Ensign, USNR

FGK/vhw

8/22 - CAR drafting reply

11 August 1944

To: M. Menshikov

From: Myer Cohen

In accordance with your request of August 11, I am submitting the best possible estimate at the present time of personnel for the Coordination and Liaison Division.

I do not see how it would be possible to submit a more accurate estimate until we have had our meeting with Mrs. Ryshpan and the Area Division Chiefs for discussion of the functions of the Coordination and Liaison Division.

Attachment

Budget Request for Personal Services

Budget Request for Personal Services

Calendar Year 1945

Bureau of Areas

Coordination & Liaison Div.

Bureau, Division or Office

Organizational Unit

To: Herbert H. Lehman, Director General

It is requested that the following positions be authorized for the Calendar Year 1945:

Line Number	Title of Position	UNRRA Grade	Salary	Present Encumbent if position is filled	Present Salary
<u>Office of the Chief</u>					
	Chief	13	\$7200	Myer Cohen	\$7200
	Jr. Prof. Asst.	7	\$3200	Elizabeth von Thurn	\$2500
	Secretary II	6	\$2800	Ruth Rifkin	\$2500
<u>Studies Coordination Branch</u>					
	Chief	12	\$6000	Cicely A. Ryshpan	\$5300
	Jr. Analyst	8	\$3900	Mary C. Cole	\$3900
	Secretary I	5	\$2400	Rose Guglielmo	\$2400
	Stenographer	4	\$2200	Hilda Coopersmith	\$2200
<u>Intelligence Liaison Branch</u>					
	Intelligence Liaison Officer	11	\$5000		
	Intelligence Liaison Officer	8	\$3200		
	Secretary I	5	\$2400		

8/11/44
Date

Signature

Title

Appendix A to
Budget Request for
Personal Services,
Calendar Year 1945

Special Equipment

In connection with the intelligence liaison work of the Coordination and Liaison Division, it will be necessary to have a safe and several filing cabinets which can be properly locked. Equipment of this type is necessary in connection with proper security for documents entrusted to the Coordination and Liaison Division.

August 11, 1944

Myer Cohen

331

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

8 August 1944

TO: All Heads of Bureaus, Technical Divisions and Offices

FROM: John J. Corson, Acting Director General

SUBJECT: Expenditure Program for Administrative Activities
for 1945.

Before the UNRRA Council Meeting in Montreal, it is necessary that the expenditure program for administrative activities for 1945 be projected as accurately as the present conditions will allow.

In order that this budget may be prepared promptly, you are requested to furnish the following information, in an original and one duplicate copy, to the Budget Division on or before 15 August 1944.

1. Using the current Budget Control list of positions for your organizational unit (which was released by the Budget Division as of 31 July 1944) as the source of your list of positions needed for 1945, make such additions or deletions as you consider necessary. A complete list of the positions requested for 1945 is to be furnished by you on the forms as per sample attached. Additional forms may be secured from Mr. Steele, Budget Division, Room #1224, Extension #260.
2. Any comments which you may make in regard to an estimate of the amount to be needed by your organizational unit in the Headquarters Office during the calendar year 1945 for any of the following categories of expense will be helpful to the Budget Division in developing the projections necessary in this regard:
 - A. Travel: An over-all figure for transportation and per diem allowance to include all domestic and foreign travel of persons in your organizational unit charged to the Headquarters Office.
 - B. Communications: Information designed to permit an estimate of the long distance telephone toll and cable charges which will be incurred by the personnel charged to your organizational unit in the Headquarters Office during 1945. If the over-all expense for these items will vary from such expense for this year, estimate the approximate change in percentage, i.e., 10% increase, 5% decrease, etc. Explain so far as possible.

8 August 1944

- C. Special Equipment: A list of the special equipment such as calculating machines, adding machines, duplicating equipment which you contemplate requesting during the year 1945. Office desks, tables, chairs, typewriters and file cases should not be included in this list of Special Equipment.
- D. Contractual Services: A list of any new contracts with outside agencies, corporations or persons which you contemplate to be necessary in the development or accomplishment of the functions under your jurisdiction during the year 1945. Also list any contracts which expire this year and which it is recommended be renewed.

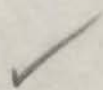
11 August 1944

TO: Chiefs of Divisions and Branches
FROM: M. Menshikov

You have received copies of "Expenditures Program for Administrative Activities for 1945" dated 8 August from Mr. Corson.

You will note that the Bureau of Areas has to submit to Mr. Corson by 15 August the information requested. Will you therefore send to my office by 12 August the information which Mr. Corson requests.

C + L Div



28 July 1944

TO: Joseph P. Harris - PERSONAL Attention
FROM: Myer Cohen
SUBJECT: OSS Liaison

The attached memorandum has been referred to me for further action.

A letter has been written to Dr. Langer by Mr. Menshikov under date of 15 July 1944, specifically designating me as representative for liaison with OSS. A copy of this letter is attached.

It would be appreciated if you would comply with paragraph 2 in Mr. Gulick's memorandum. When you write to Mr. Henry S. Prescott at OSS may I suggest that you refer to Mr. Menshikov's letter of 15 July 1944 to Dr. Langer.

Attachments - 2

Copy to Luther Gulick

MCohen/eh

File

27 July 1944

MEMORANDUM

To: Mr. Menshikov
From: Luther Gulick
Subject: OSS Liaison

Mr. Henry S. Prescott, of O.S.S., was asked by Dr. Langer to investigate and clear the appointment of Mr. Cohen from a security standpoint as your liaison representative with O.S.S. He telephoned me on the suggestion of Dr. Langer. I referred him to your office but was asked to expedite matters by passing the message on.

The following action is called for by the Bureau of Areas:

(1) A letter should be written to Dr. Langer specifically designating Mr. Cohen as your representative and liaison with O.S.S.

(2) You should send with that letter a statement from Col. Harris, UNRRA Personnel Director, describing the sort of security investigation which has been made in connection with the appointment of Mr. Cohen by UNRRA. (It is my belief that O.S.S. will make no further security investigation if our report is sufficiently detailed.)

These documents should be addressed to Mr. Henry S. Prescott at O.S.S.

CC:
Col. Harris

22 July 1944

To: Harry Herwitz

From: Myer Cohen

I trust the attached draft will give you something to chop up. If you approve the general idea and decide to polish up the letter, and also succeed in getting it out, I assume you will prepare the necessary Administrative Order to put the plan into effect.

Attachment - 1

D R A F T

MCohen/rr 7/22/44

Mr. Leo T. Crowley
Office of the Administrator
Foreign Economic Administration
Washington 25, D. C.

Dear Mr. Crowley:

Thank you very much for your letter of July 7, 1944, in which you refer to the working arrangements between FEA and UNRRA in connection with the exchange of information and intelligence between the two organizations. We appreciate the many services which have been accorded to UNRRA by the Foreign Economic Administration and note with pleasure the appointment of Mr. Lewis A. Riley as the Liaison Officer for FEA with UNRRA. We, in UNRRA, have also been conscious of the need for the appointment of a Liaison Officer to handle for UNRRA liaison on intelligence matters with U.S. Government Agencies. Our Intelligence Liaison Service is in the Bureau of Areas and Mr. M. Menshikov, Deputy Director General of the Bureau of Areas, has appointed Mr. Myer Cohen of his staff to serve as the Liaison Officer with FEA. We will instruct UNRRA personnel to clear through Mr. Cohen all requests for studies and materials from FEA.

My sentiments, etc.

Sincerely yours,

Herbert H. Lehman
Director General

D R A F T

MCohen/rr 7/22/44

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Office of the Administrator
Foreign Economic Administration
Washington 25, D. C.

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In appointing a Liaison Officer for UNRRA with FEA on matters of intelligence, it is our thought that Mr. Cohen would facilitate and supplement the exchange of information between the two organizations; however, it does not seem desirable that all requests for information should be channeled through his office to the extent of disrupting existing informal relationships between responsible individuals in the two agencies. In instances where information and intelligence cannot be secured through such established channels, I am instructing all personnel in UNRRA to clear requests for information through Mr. Cohen.

Mr. Leo T. Crowley

2

22 July 1944

My sentiments, etc.

Sincerely yours,

Herbert H. Lehman
Director General

19 July 1944

To: M. Menshikov

From: Myer Cohen

In view of the long period of time which usually elapses between requests for the allocation of new positions, the interviewing of candidates, and the final appearance on the job of the new people, I recommend that we send the attached memorandum to Mr. Corson.

After interviewing the candidates for the position of Intelligence Liaison Officer, I shall, of course, refer them to you for final approval.

Attachment

Memorandum to Mr. Corson

19 July 1944

TO: John Corson
Bureau of Finance and Administration

FROM: M. Menshikov
Bureau of Areas

SUBJECT: Request for Allocations for the Coordination and
Liaison Division

In connection with the establishment of the new Coordination and Liaison Division in the Bureau of Areas, I should like to request the allocation of three new positions in the Intelligence Liaison Branch of this Division. In addition to the allocation of three new positions in this Branch, we should also like to request the reclassification of Mr. Cohen's secretary from Grade 5 to Grade 6. Attached you will find the proposed make-up of the new Division. All other positions, with the exception of those referred to above, are to remain at the same Grade at which they have previously been allocated.

It would be appreciated if the new positions could be allocated promptly and candidates referred to Mr. Cohen by the Personnel Division for consideration.

The functions of the Intelligence Liaison Officers will be to carry on under the direction of the Chief of the Division the duties outlined in the Draft Administrative Order on Intelligence Liaison Service which has been prepared by Mr. Herwitz, and which is to be issued in the near future.

The assistance of your Bureau in clearing the allocations and securing suitable candidates for these new positions would be greatly appreciated.

Attachment - 1

MCohen/rr

COORDINATION AND LIAISON DIVISION

(Bureau of Areas)

Office of the Chief

Chief	Grade 13	Myer Cohen	\$7200
Jr. Prof. Asst.	Grade 7	Elizabeth Von Thurn	\$3200 (\$2500)
Secretary II	Grade 6	Ruth Rifkin	\$2800

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Chief	Grade 12	Cicely Ryshpan	\$6000 (\$5300)
Jr. Analyst	Grade 8	Mary C. Cole	\$3900
Secretary I	Grade 5	Rose Guglielmo	\$2400
Stenographer	Grade 4	Hilda Coopersmith	\$2200

Intelligence Liaison Branch

Intelligence Liaison Officer	Grade 11	\$5000
Intelligence Liaison Officer	Grade 11	\$5000
Secretary I	Grade 5	\$2400

DESCRIPTION OF THE
FUNCTIONS OF THE
STUDIES COORDINATION SECTION

Cicely Ryshpan
5 July 1944

7/5/44

CR:rr

I Functions Now Carried On

A. Informational Liaison

1. OSS - Officially designated liaison officer with OSS for UNRRA.
 - a. Most of our relationships with the Division of Research and Analysis, Dr. Langer, Chief. Actually we work through two of his assistants, Mr. Philip Dunaway and Dr. Donald McKay.
 - b. On request, we ask Dr. Langer, in writing, for reports desired by anyone in UNRRA, specifying name and number, if known, or general character of contents. We follow up through Mr. Dunaway, who handles these requests for Dr. Langer. Because of the confidential character of OSS, requested reports are identified over the telephone by number or by reference to the letter of request.
 - c. On request, we arrange with Dr. McKay for conferences between members of the UNRRA staff and appropriate members of the OSS staff.
 - d. On request, we arrange with the Map Division for maps.
2. FEA - Officially designated liaison officer with FEA for Bureau of Areas. FEA Intelligence and Document Security now channel all requests for reports from UNRRA through this office.
 - a. On request, we ask Mr. Lewis Riley for reports requested by anyone in UNRRA. If difficulties arise, we follow up through Mr. Wallace Cohen, Assistant to the Chief of the Liberated Areas Division, FEA. He is often able to make available to us at FEA reports which Document Security is unwilling to clear for our use.
 - b. On request, we arrange with Mr. Wallace Cohen for conferences between members of the UNRRA staff and appropriate members of the FEA staff.
 - c. On request we arrange with the Map Division for maps.
 - d. Other Bureaus and Division in UNRRA, in particular the Bureau of Supply, also deal with FEA, in particular the Supply Branch in the Liberated Areas Division.
3. State Department
Bureau of Foreign and Domestic Commerce
Treasury Department
Federal Reserve Board

Officially designated liaison officer with these agencies for Bureau of Areas.

On request by anyone in UNRRA we ask for reports or arrange

for conferences between members of the UNRRA staff and appropriate persons in these agencies.

4. Army)
Navy)

Mr. Feller and Mr. Keeny are the officially designated liaison officers with these agencies.

- a. On request, we attempt to secure through them information desired by members of the staff of the Bureau of Areas. In practice, we attempt to determine by telephone from officers attached to Colonel Rounds' office exactly how the requests should be made and then prepare a written request for Mr. Feller's or Mr. Keeny's signature.
- b. On request, we secure maps directly from the Army Map Service.

5. All other U.S. agencies, including the American Red Cross.

- a. On request we attempt to secure information desired by members of the staff of the Bureau of Areas.
- b. Requests to the Combined Boards would be channeled through the Bureau of Supply, requests to the Office of Foreign Agricultural Relations are channeled through Mr. Andrew Cairns, Chief of the Food Division, Bureau of Supply, requests to the Office of the Surgeon General are channeled through the Health Division.

6. Agencies of other Member Governments

- a. On request, we attempt to secure reports prepared by agencies of other member governments which are desired by members of the staff of the Bureau of Areas.
- b. Clearance on these requests is secured from the Office of the Diplomatic Advisor. In some cases, the requests are channeled through it.
- c. In practice, we make direct requests of the British War Trade Department, with whom we have already effected liaison and make other routine requests directly.

B. Informational Clearance

- 1. All reports received in this office, whether in response to a specific request, or as part of a general arrangement (e.g., with respect to certain British material) are circulated to all appropriate persons in UNRRA. If a sufficient number of copies can be secured, they are distributed, when appropriate, with a cautionary note pointing out the confidential character of the material. Where only one copy is available and wider distribution seems desirable, the material is duplicated for distribution. Where only one copy is available and duplication is not feasible, the copy is sent to the appropriate Area Division (in a few instances, where the report concerned a problem of major interest to some other Bureau or Division in

UNRRA, e.g., a report on Public Health, it was sent to the appropriate Bureau or Division) and a note is sent to all other Bureaus or Divisions which might be interested indicating the availability of the report in UNRRA and its location.

2. An index is maintained of all material in the files of the Area Divisions.
3. All material produced in UNRRA, e.g., allocation requests, information about advance purchases, reports on the activities of working parties, supply programs, etc., which comes to my attention is circulated in the Bureau of Areas or, if necessary, duplicated and distributed.
4. Arrangements have been made with the Library to circulate all accession lists and other information about material available there. Where it seems desirable, memoranda are circulated calling the attention of the staff to certain items available in the Library or to specific UNRRA Committee Documents.

C. Maintenance of Files of Area Divisions

1. An index to country files was prepared. Miss Cole is now revising and expanding it.
2. We advise on filing problems.

D. Supply Problems

1. Attend meetings of Committee of Review - the clearance committee established by the Bureau of Supply with representation from all Bureaus and Divisions of UNRRA - which passes on allocations requests and general supply policies, approves the setting up of Working Parties (within UNRRA) established when a problem is of concern to more than one Bureau or Division in UNRRA to recommend policies to the Committee of Review. Follow up on matters of concern to the Bureau of Areas.
2. Follow up on specific supply programs of concern to the Bureau of Areas - e.g., Used Clothing Rehabilitation Production Manual.

E. Reports produced in the Bureau of Areas

1. Advise on outline of reports to be prepared in the Bureau of Areas, on request.
2. Review and edit reports prepared in the Bureau of Areas, on request.

F. Forms and Reports Required by the Bureau of Areas.

Assist in the development of statistical records and non-statistical reports required by the Bureau of Areas.

G. Miscellaneous - Preparation of special memoranda on request.

-2-

II Staff

A. Cicely A. Ryshpan. Chief of Section, \$6,000.

1. Supervise all activities, including securing information from outside agencies, distributing information, maintaining index of available reports, maintenance of files of Area Divisions.
2. Attend meetings of Committee of Review and follow up, so far as possible, on Area Supply problems.
3. Consult with Area Divisions and Branches in planning reports and review completed reports.
4. General advisory and consultative responsibility for the preparation of forms and reports.

B. Mary Charles Cole, \$3900.

Under general supervision, requests material from outside agencies, arranges for internal distribution and routing, supervises maintenance of index of available reports, and advises on maintenance of files in Area Divisions.

C. Rose Guglielmo, \$2400 (Secretary)

Assists in requesting material from outside agencies. Maintains file of requests for follow-up. Maintains index of available reports. General secretarial duties, including supervising the preparation of duplicated material.

D. Hilda Coopersmith, \$2200

Assists in general secretarial and clerical work. Types stencils of material that must be duplicated. Clips material which can most appropriate be distributed in that way.

III Functions Not Being Adequately Carried On

A. Informational Liaison

1. OSS - As you know, OSS would like to have a full-time liaison person assigned to work over at their offices. You know my views which are that there is much material at OSS which would be useful to us and that full-time liaison would be justified.
2. FEA - Our contacts are reasonably satisfactory. However, we have done very little in the way of exploring FEA files. We have had clear indications from FEA that they would let us explore their files and request material which would be of value to us. Moreover, we need to know much more about FEA's organizational set-up so that we can enable UNRRA people to get in touch with appropriate people over at FEA. This is a job which waits on someone who can devote the necessary time to it.
3. All other agencies - Further exploration of the resources of other U.S. agencies and of agencies of the member governments would, I am sure, bring to light valuable material and inform us of people who might be useful sources of information.

B. Informational Clearance

We are aware of material in the Bureau of Areas files and are distributing material which comes to the attention of this office throughout UNRRA. We need to explore the files of other Divisions and Bureaus to learn what other material is available in UNRRA which might be of use to the Bureau of Areas, primarily, but also to all other Bureaus and Divisions. We need also to work out arrangements with these other Bureaus and Divisions for them to circulate additional material coming to them.

This is a job which Miss Cole was planning to undertake as soon as she had time to do so. If the responsibility for contacts with outside agencies is taken by additional liaison people, she will be free to work on this very important job of making all material in any part of UNRRA available to all members of the Headquarters staff having need of it.

C. Maintenance of Files of Area Divisions

More attention must be devoted to the country files. At present, they are kept up by secretaries in the Area Divisions who are not always well enough informed to do an adequate job. Two possibilities exist:

1. In conference with the Area Branch Chiefs, the importance of maintaining full and adequately indexed files could be pointed out and they could be assisted in making proper organizational arrangements to ensure the maintenance of their files.
2. A central Area file might be established to house all country

files. This could be staffed with a few junior professionals who would become familiar with the indexing system and would be able to do the job effectively.

- a. Advantages - Well-maintained files. Possibility of assuring agencies sending us confidential material that we are maintaining adequate document security.
- b. Disadvantages - Centralization of material which is more useful when immediately available to Area Division staffs.

D. Supply Problems

Much more attention needs to be given to following up on supply activities, including Army supply plans, and pulling the Area Divisions into supplies planning.

E. Reports

Much more attention needs to be given to the production of reports.

F. Forms and Reports Required by the Bureau of Areas

There is an immediate need for one or more persons to devote practically full time to the development of records and report forms. There will be a continuing need for one or more persons to devote some time to the revision of forms and the development of new forms. There will also be need for some persons to analyze the reports coming in from the Field. I am not certain whether these responsibilities should be located in the Intelligence and Liaison Division, but immediately the only person available (not free) to work on it is Ben Eckhaus, who is organizationally responsible for reports for the Field.

- IV In addition to the deficiencies mentioned above, arrangements must be made for effective liaison with the Divisions of Health, Welfare and Displaced Persons.

Attachment A

COORDINATION AND LIAISON DIVISION

Office of the Chief

Chief	Grade 13	Myer Cohen	\$7200
Jr. Prof. Asst.	Grade 7	Elizabeth Von Thurn	\$3200
Secretary II	Grade 6	Ruth Rifkin	\$2800

Studies Coordination Branch

Chief	Grade 12	Cicely Ryshpan	\$6000
Jr. Analyst	Grade 8	Mary C. Cole	\$3900
Secretary I	Grade 5	Rose Guglielmo	\$2400
Stenographer	Grade 4	Hilda Coopersmith	\$2200

Intelligence Liaison Branch

Intelligence Liaison Officer	Grade 11		\$5000
Intelligence Liaison Officer	Grade 11		\$5000
Secretary I	Grade 5		\$2400

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Stenographer	Grade 4	Hilda Coopersmith	\$2200

Intelligence Liaison Branch

Intelligence Liaison Officer	Grade 11		\$5000
Intelligence Liaison Officer	Grade 11		\$5000
Secretary I	Grade 5		\$2400

15 July 1944

Dr. William L. Langer, Chief
Branch of Research and Analysis
Office of Strategic Services
Room 602
Twenty-third & E Streets, N. W.
Washington, D. C.

Dear Dr. Langer:

You will recall our recent conversation regarding the appointment of a responsible UNRRA official to serve as liaison between UNRRA and OSS. Subsequent to our conversation, Mr. Myer Cohen, who called on you to discuss the problem of this official relationship, was nominated to serve in this liaison capacity with OSS.

I am wondering whether the Office of Strategic Services will wish to initiate security clearance on Mr. Cohen in order that he may have access to confidential materials in your possession.

Will you please advise me regarding this matter at your early convenience?

Sincerely yours,

W. Menshikov
Deputy Director General
Bureau of Areas

McCohen/rr

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

11 July 1944

To: ~~M. Menshikov~~

From: Myer Cohen *MC*

In the course of a conversation with Dr. Gulick this morning in which we were discussing informally the responsibilities of the proposed Coordination and Liaison Division, he suggested that it would be advisable for you to call Dr. Langer at OSS and request him to undertake the necessary "security clearance" for me which OSS would require before opening confidential files for my inspection.

Since security clearance on an individual frequently takes several weeks, you may wish to request Dr. Langer to begin the action immediately.

*Please prepare a letter
for MMY signature on
the above.*

*RAA
July 12
LAA*

12 July 1944

TO: Mr. Menshikov
FROM: L. Leonard
SUBJECT: Responsibilities of the Division of Liaison and Co-ordination

I agree with Mr. Cohen's memorandum that details of relationships between his Division and the other Divisions within your Bureau cannot be fully determined at the present. But we are having our experiences with one liaison office (ORL) and I think you will agree that overlapping jurisdictions and misunderstandings can be avoided only by defining as specifically as possible the responsibilities and the method by which these liaison functions will be carried out by the Division of Liaison.

I. Liaison Responsibilities

1. "Liaison" has come to have a good many meanings, and can in terms of our Liaison Division refer to:

- ✓ a. A channel for the flow of information to the Area Divisions
- ✓ b. A center to which material comes and is acted upon, analyzed
- c. A center which reviews and initials all memoranda and reports ?

2. The organizational units with which your Bureau has relations fall into the following:

a. Operating Units

- ✓ (1) The Bureau of Supply (including Industrial Rehabilitation and Agricultural Rehabilitation)
- ✓ (2) The Committee on Review
- (3) The Committee on ~~Appropriations~~ Contributions
- ✓ (4) Health Division
- ✓ (5) Welfare Division
- ✓ (6) Displaced Persons Division

- ✓ (7) The Military
- ✓ (8) Member Government Representatives

b. Non-Operating Units

- (1) Diplomatic Adviser
- (2) Financial Adviser
- ✓ (3) Training Center
- (4) General Counsel
- (5) Public Relations Office

c. Policy-Making Units

- ✓ (1) Central Committee
 - ✓ (2) Committee on Supply
 - ✓ (3) Committee on Financial Control
 - ✓ (4) Committee on Industrial Rehabilitation
 - ✓ (5) Committee on Agricultural Rehabilitation
 - ✓ (6) Committee on Welfare
 - ✓ (7) Committee on Displaced Persons
 - ✓ (8) Committee on Health
 - ✓ (9) Committee on Far East
- ✓ d. Informational Units - agencies of the U.S. and other member governments ?

- 3. Are all of these units the responsibility of the Division of Liaison?
- 4. Should the Area Divisions keep the Division of Liaison informed of all contacts and relationships with all or any of the above units? — *yes* — ?
- 5. Does the Liaison Division or its Chief alone carry on all formal liaison activities with the above units, or can other Bureau of Areas Divisions or Sections or individuals carry them on? *obviously Chief alone cannot.*

II. Coordination Responsibilities

Coordination is a very broad term which can take in everything, and again take in little or nothing. Only by defining the term

and the responsibilities that go with it, can c onfusion be avoided.

- ✓ 1. Direct supervision of the studies and programs developed by each of the Area Divisions. *as specifically delegated by DDG*
2. A supervisory relationship, in which programs and studies as developed are submitted after your approval to the Studies Coordination Section for review in terms of consistency with an over-all UNRRA program.
- also* ✓ 3. An informal supervisory relationship, in which the Studies Coordination Section keeps in touch with the Divisions at each step of the programming and facilitates the development of programs.
4. Will the Coordination Section review the work of the Area Divisions:
 - a. Before the reports have come to you, or
 - b. After the reports have come to you.

} Both.

LLeonard:brm
12 July 44

11 July 1944

To: M. Menshikov

From: Myer Cohen

In the course of a conversation with Dr. Gulick this morning in which we were discussing informally the responsibilities of the proposed Coordination and Liaison Division, he suggested that it would be advisable for you to call Dr. Langer at OSS and request him to undertake the necessary "security clearance" for me which OSS would require before opening confidential files for my inspection.

Since security clearance on an individual frequently takes several weeks, you may wish to request Dr. Langer to begin the action immediately.

10 July 1944

TO: H. Menshikov
FROM: Myer Cohen
SUBJECT: Proposed organization of the
Coordination and Liaison Division

The general scope of the functions of the Coordination and Liaison Division is set forth in the report dated July 1, 1944 from Mr. Corson to the Director General, and needs therefore not to be repeated. A detailed statement of a portion of these functions, namely that portion dealing with an "Intelligence Liaison Service" is covered in a draft Administrative Order entitled "Intelligence Liaison Service," which is ready for release at the time an Administrative Order is released covering over-all organization of the Bureau of Areas.

I am in accord with the conception of responsibilities outlined in the two documents referred to above. We will need experience in operating this Division before we know the full nature and extent of activities to be encompassed. As I see the job of the Division it includes the following broad categories:

1. To provide an Intelligence Liaison Service for the Area Divisions, and for UNRRA as a whole to the extent that satisfactory arrangements do not already exist between UNRRA and outside Governmental Agencies.
2. To activate the exchange of intelligence among the various Bureaus and Divisions within UNRRA to the end that maximum information on various Areas and Programs is made mutually available.
3. To assist the Deputy Director General for Areas, and to serve as his personal representative in connection with Special Liaison functions, such as: Liaison with the Military, Committee of Review (Supply), Training Liaison, etc.; and to carry on Liaison for the Deputy Director General for Areas with various Bureaus and Divisions as

10 July 1944

requested from time to time.

4. Essentially, the scope of the functions of the Division can be defined as including activities which involve more than one Area Division, and for which therefore Coordination at a Bureau level is necessary.

In setting up the Personnel Requirements for the Division, I would prefer to be modest in my requests for additional personnel at the beginning, with the understanding that as the work develops I may make supplementary requests on the basis of demonstrable need. The first step in the formation of the Coordination and Liaison Division will be the merging of my small unit and the Studies Coordination Section. In addition, I recommend the allocation of three new positions: 2 Intelligence Liaison Officers at Grade 11, \$5000, and 1 Secretary at Grade 5, \$2400. See Attachment A for listing of positions.

In order to plan the organization of the Division, I requested Mrs. Ryshpan to prepare a detailed statement of the work currently being carried on by the Studies Coordination Section. A copy of her statement is available in my office should you care to see it. The statement reveals a definite need for clarification of the work of the Studies Coordination Section. The variety and multiplicity of tasks which are being undertaken currently by the Section (mostly by Mrs. Ryshpan herself) make it very difficult to complete successfully the basic work for which the Section is responsible.

As Chief of the new Division, I should like to make certain changes and reallocations of duties. Since some of the duties involved were assigned to Mrs. Ryshpan by you, I should like to discuss these assignments with you. I feel that the work can be so organized that Mrs. Ryshpan, as Chief of the Studies Coordination Branch within the Division, should devote full-time to the responsibilities assigned to the Branch. In this connection, I should like to refer to the recent meeting in which we discussed the establishment of a unit within the Bureau to handle Statistics and Reports. I think it is splendid that we have begun to work on this problem; furthermore, in assigning responsibility to Mr. Eckhaus for the development of a system, an excellent choice has been made. As I think about the nature of the data which will come in from the field, and the use to which it should be put here at Headquarters, it seems to me that these Reports and Statistics represent data which logically could best be handled for the Bureau in the Coordination and Liaison Division. Since the Division is charged with responsibility for "Intelligence Liaison," may I suggest that you consider the location of a unit for analyzing these Reports and Statistics in the

10 July 1944

Studies Coordination Branch of the Division, thus making possible effective analysis of reports on a uniform basis, and the development of an integrated and coordinated system of report analysis.

In addition to the logic of this suggestion from an organizational standpoint, we have in the person of Mrs. Ryshpan an individual experienced and qualified in handling this type of material. Therefore, although Mr. Eckhaus should continue with his present assignment, namely, the preparation of a system of reports, including statistical reporting, I recommend that the ultimate location of the unit for analyzing this data when it arrives from the field should be the Studies Coordination Branch.

One minor problem should be mentioned at this time, namely, that of securing full and complete coverage on all problems which properly should come to the attention of the Division. It would be extremely helpful if an arrangement could be worked out between your Office and the Division so that all appropriate memoranda and correspondence which come to your Office could be passed over my desk for informational purposes, so that I will have proper background in connection with specific problems referred to the Division by you. I would appreciate it if you would request Mr. Leonard to give this matter special attention.

After the issuance of the Administrative Order on the reorganization of the Bureau of Areas as a whole, and the issuance of the Order establishing an "Intelligence Liaison Service" for UNRRA within the Bureau of Areas, I propose the following action to establish the Division:

1. Announcement by the Bureau of Areas of establishment of the Division, and description of its functions.
2. Forwarding to Bureau of Finance and Administration of required Personnel Budget, requesting allocation of new positions, and approval of proposed salaries.

Will you set a time when I may come to discuss this memorandum with you?

Attachments -1

MCohen/rr

Attachment A

COORDINATION AND LIAISON DIVISIONOffice of the Chief

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Intelligence Liaison Branch

Intelligence Liaison Officer	Grade 11		\$5000
Intelligence Liaison Officer	Grade 11		\$5000
Secretary I	Grade 5		\$2400

UNERA
Bureau of Areas

Date

July 6

To:

Mr Cohen

AAA

Office of D.D.G.
Mr. Leonard, Rm. 313
Extension 233

441310

Mr Leonard

5 July 1944

TO: Michail Menshikov
FROM: V. J. Tereshtenko *V.T.*
SUBJECT: Obtaining data from O.S.S.

During the past two weeks I made all possible efforts to make some arrangements with O.S.S. regarding obtaining data and information necessary for our work on Poland. This morning Lieutenant Deston, who is in charge of O.S.S.'s library and files containing the material for which we are looking, called me up and stated that he had had a talk with W. L. Langer, head of the Research and Analysis Branch, O.S.S. The latter advised Lieutenant Deston that no O.S.S. material should be given to us until Mr. Langer himself takes up with Mr. L. Gulick the whole question of relations with UNRRA. This means that we are at the same point regarding our relations with O.S.S. where we were three months ago.

May I add here that it is my old feeling that this vicious circle of clearance procedure will never be solved until a definite person from UNRRA's staff is entrusted with responsibility to solve it at the level of relations between UNRRA and the U. S. Government.

V. Tereshtenko/Lef
5 July 44

Coordination & Liaison

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

NOV 1 1944

TIME _____

1 November 1944

TO: Mr. Menshikov ✓

FROM: Cicely A. Ryshpan *CAR*

SUBJECT: Relations with FEA on classified (Secret and Confidential) material.

Mr. Lewis Riley, FEA, came to this office yesterday to discuss the problem of UNRRA's receiving and making use of classified (secret and confidential) material from FEA. He pointed out that FEA has been making material available to us on an interim basis pending the formulation of security regulations by UNRRA and the establishment of procedures to put these regulations into effect. He indicated that it might be difficult for FEA to continue their present arrangement with UNRRA unless prompt action is taken to make possible our continued receipt of classified material from FEA.

The following steps will have to be taken by UNRRA:

- (1) The establishment of security regulations by an administrative order.

I understand that a draft order has been prepared and is being cleared.

I believe that the Bureau of Areas should urge the prompt issuance of ~~the~~ order.

- (2) The setting up of a classified document file.

The Administrative Order on central files, which I understand is ready for issuance, provides for a file for classified documents. Mrs. Matthews, who is responsible for setting up the files, is prepared to set up a Branch file including such material in the Bureau of Areas. This file will be administered in accordance with the security regulations. It will be maintained by personnel attached to Central Files, but will be located in the Bureau of Areas and will be supervised by the personnel in the Intelligence Liaison Section, which is now being organized.

I believe that the Bureau of Areas should urge that the order be issued promptly. The Bureau should also offer

Mrs. Matthews every assistance, including the assignment of space and the issuance of orders within the Bureau that all classified material is to be transferred to the Branch file.

CC: Mr. Gladioux
Mr. Brown
Mr. Welk
Mr. Herwitz

Mr. H. H. H. H. *36*
UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

29 August 1944

BUREAU OF AREAS (DDAF)
RECEIVED

To: M. Menshikov

SEP 1 1944

From: Myer Cohen *M*

TIME _____

I have been serving on the following Committees and in the following capacities as your representative:

1. Training Liaison Officer for the Bureau of Areas
2. Member of the Steering Committee of the Committee on Training
3. Member of the Classification Committee (Personnel Division)
4. Liaison with the Military

In view of my pending departure, I assume you will wish to appoint someone else for each of these responsibilities so that the Bureau of Areas will continue to be represented.

As soon as a Chief of the Coordination and Liaison Division is appointed, letters should be addressed to Mr. Crowley of FEA, and to Dr. Langer of OSS, advising them of the name of your new Liaison Officer.

MADE IN U.S.A.

MA

AMERICAN
MADE

Ch. Pearson

25 July 1944

TO: John J. Corson

FROM: L. Leonard

1. You will note that the 7 July letter from Crowley provides for two liaison officers:
 - a. Mr. Lewis A. Riley, "Liaison Officer of the Economic Intelligence Division";
 - b. Mr. Wallace M. Cohen of the Liberated Areas Branch, who will handle liaison on policy and operational matters.
2. It does not appear to be clear whether Mr. Myer Cohen's liaison responsibility will be vis a vis Mr. Riley or vis a vis Mr. Wallace Cohen, or both. I believe it is Mr. Menshikov's view that Mr. Myer Cohen's liaison relationship with FEA will be broader than Mr. Lewis Riley's relationship with UNRRA, as outlined in Mr. Crowley's letter of 7 July.

LLeonard/brm
25 July 44

Leonard
UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

13 July 1944

To: Mr. Menshikov

From: L. Leonard *LLA*

the work of the Bureau of Areas is being considerably handicapped by the serious delays in transmitting to us from the Director General's office and from Mr. Jackson's office copies of important communications which are of direct concern to your Bureau.

For example, the letter of 19 June 1944 from the military was only transmitted to us about 6 July 1944, and the attached letter of 30 June 1944 from Leith-Ross was only sent to us from Jackson's office on 12 July 1944.

As we get into operations, it becomes more and more urgent that we be promptly informed of the information contained in communications of these types.

Attachment

Ed. Lison

11 July 1944

TO: M. Cohen
FROM: L. Leonard

Mr. Menshikov asked me to call to your attention his interest in General Holmes' visit to this country. He would like to have full information about the purposes of his visit and on the discussions which he has with officials of UNRRA. He thought it may be desirable for you to arrange to see him.

LLeonard/brm
11 July 44

CHAPTER 4

LIAISON AND NEGOTIATIONS

The preceding three chapters have presented an account of the assistance which UNRRA during the past quarter rendered or made definite plans to render. The present chapter concerns itself, not with relations between UNRRA and recipient governments, but rather with the liaison or special negotiations of the Administration with member governments, neutrals, and other authorities and organizations, designed either to pave the way for future relief and rehabilitation operations or to establish the broadest possible basis of international cooperation for operations already in progress.

As one means of maintaining effective liaison with member governments UNRRA issues regular and thorough information with regard to its achievements, its problems, and its resources for service. Among member governments in general, this function is fulfilled through publications and releases of the Public Information Offices at Headquarters and the Regional Offices, and, in countries where UNRRA is operating, through a Public Information Officer attached to the Mission. UNRRA's policy is to work in close cooperation with the information offices of the respective governments, with which it consults as regards the form, content, and distribution of informational materials. Where desired, distribution is effected through government channels.

AID REQUESTED AND OFFERED

British Military Administration in the Dodecanese Islands

In June, UNRRA was requested by the British Military Administration in

- 2 -

the Dodecanese to assume the responsibility of supplying to those islands the goods and services necessary to relief and rehabilitation. The request was based upon the following grounds: that there is no indigenuous government in the Dodecanese; that pending ultimate decision as to government, the islands will be under the British military; and that supplies are required in the Dodecanese for relief and rehabilitation which, under Council Resolution No. 59, UNRRA is empowered to provide. The Director General has determined that the Dodecanese are to be considered unable to pay in suitable means of foreign exchange, and a memorandum of agreement will shortly be negotiated.

Union of Soviet Socialist Republics

On 11 April 1945, the Administration indicated to the Government of the Union of Soviet Socialist Republics its readiness to set aside a provisional fund of \$20,000,000 for relief supplies to assist in meeting the emergency in particularly devastated areas of Soviet Russia.

Another offer of assistance was made to the Union of Soviet Socialist Republics on 2 June, when the Administration invited the Soviet Government to advise whether it required, for civilian medical use, human blood plasma, which is expected to become available soon to UNRRA for shipment.

DANISH MEMBERSHIP IN UNRRA

The liberation of Denmark has raised the issue of Danish membership in UNRRA. Council Resolution No. 51 authorized the Central Committee to act upon such application for membership in UNRRA as might be made, after the liberation of Denmark, by an appropriate Danish Government, before the next session of the Council if the urgency of the situation should so require.

- 3 -

It is expected that the Danish Government will soon announce its decision in regard to the invitation to membership in UNRRA tendered under Resolution No. 51. Meanwhile the Director General has authorized the European Regional Office to send to Denmark, upon invitation of the Danish Government, an exploratory mission to determine both Danish relief needs and Danish surpluses of relief goods which could be exported. The Administration has, furthermore, included in its procurement program supplies for purchase by Denmark.

A representative of the European Regional Office has visited Copenhagen to make inquiries into the possibility of recruiting Danish medical personnel for UNRRA.

LIAISON MISSIONS

In a number of member countries UNRRA maintains small Liaison Missions, generally consisting of experts in the various fields of relief and rehabilitation. Such missions do not necessarily signify that UNRRA provides services to the governments to which they are accredited. Rather they mean that UNRRA has been invited to send representatives for two purposes: (1) to keep governments informed of ways and means of rendering assistance to UNRRA's general program, e.g., through making known UNRRA's needs for procurement or recruitment in the country in question; (2) to explore the fields in which UNRRA may render assistance in future operations and, if requested, to render expert advice on immediate problems of relief and rehabilitation.

The UNRRA Liaison Missions and their activities in the past quarter are discussed below.

- 4 -

Belgium

The Mission to Belgium was concerned primarily with the food, health, and welfare problems of the numerous displaced Belgians who were returning to their homes from Germany or from other areas in Belgium. Since Belgium is still under military control, members of the UNRRA Liaison Mission to that country have been under the authority of SHAEF, with the exception of the Chief of Mission, W. P. Wrathall, who is accredited to the Belgian Government and is responsible to the European Regional Office. The Mission liaison officers for health, welfare, and displaced persons served as integral parts of the military units to which they were attached, communicating with both the Chief of Mission and the European Regional Office through military channels. Six of the sixteen positions in the Belgian Mission have been filled.

France

The UNRRA Liaison Mission to France consists now of officers for displaced persons, health, welfare, and agricultural rehabilitation. Its primary responsibility has been the recruitment of French personnel for displaced persons operations in Germany. At last report, 1,213 persons were either recruited or in process of recruitment in France. In the past quarter the Mission concluded a special agreement with the French Ministry of War, under which two hundred young physicians who had been called up for military service were released from the French Army to work with UNRRA. Additional doctors will come from this source later. A considerable number of French civilian doctors, including some women, were ^{also} recruited. A welfare liaison officer cooperated with the French administration in the recruitment

- 5 -

of numerous French social workers for participation in displaced persons operations. Teams formerly organized by the French Mission Militaire de Liaison aux Armées will be integrated with UNRRA.

France was the first of the liberated countries to set up a consultative committee on welfare for the purpose of assisting UNRRA, not merely in recruitment of personnel, but also in conveying its experience in organizing social assistance of different kinds for victims of the enemy during the occupation. Two other French expert committees, both established by the French Ministry of Prisoners of War, Deportees, and Refugees, have been helpful to UNRRA: a committee on the repatriation of deported women and girls, and a committee on the legal status and care of unaccompanied children. Both committees have invited an UNRRA welfare representative to confer with them, and the consultation has proved mutually beneficial.

Luxembourg

The UNRRA Liaison Mission to Luxembourg, headed by Dr. M. Simon, and comprising also specialists in displaced persons operations, has been conferring with Luxembourg authorities concerning emergency aid as well as problems of health and displaced persons in Luxembourg.

The Netherlands

On 5 June the Netherlands Government approved the appointment of John Baker Hollister as Chief of an UNRRA Liaison Mission which will shortly visit the Netherlands. It will include experts in health, welfare, displaced persons, and agricultural rehabilitation. The Mission will maintain contact with the Government of the Netherlands on all matters of mutual concern to the Government

- 6 -

and UNRRA, including the program of emergency relief supplies for Holland.

NORWAY

In a letter of 30 April 1945, the Norwegian Government expressed its desire to receive UNRRA assistance as regards (1) repatriation processes, (2) supplies to be provided for displaced persons and refugees in cases of emergency, and (3) the loan of a certain number of Flying Squads to be used in care for displaced persons and refugees. An UNRRA Liaison Mission, consisting of eleven members headed by Brigadier T. T. Waddington, was approved in May by the Norwegian Government. The Mission consists of officers for supply; displaced persons, health, welfare, and agricultural and industrial rehabilitation. Its task is to meet with representatives of the Norwegian Government to determine what help, if any, in the form of goods or services is required of UNRRA. A nucleus group of the Mission has reached the Norwegian capital.

LIAISON WITH LATIN AMERICA

The Latin-American Republics have displayed a keen interest in UNRRA since its inception. In recent months, as also in the past, the Administration has sought to maintain and put to use this interest by keeping the Latin-American member governments closely informed about UNRRA's problems and by indicating the concrete ways in which they could assist its operations.

The Office of Public Information of UNRRA has initiated the publication in Spanish and Portuguese of a Fortnightly News Letter, for circulation among the Latin-American member governments. It will bring to the peoples of Latin America a constant flow of information regarding UNRRA's activities in all

- 7 -

parts of the world.

Visit of Dr. Alfaro

The visit to Latin America which Dr. Alfaro, former President of the Republic of Panama, had begun in March continued in the first three weeks of April. During April he visited four countries: Panama, Costa Rica, Nicaragua, and Cuba. His visit was interrupted by his appointment as representative of his Government at the San Francisco Conference. Following this Conference, he was scheduled to confer again with the Governments of Nicaragua and Cuba, and also to visit El Salvador, Guatemala, and Honduras.

As a result of his visit, four Latin-American countries made contributions to UNRRA (recorded in Chapter 5): Costa Rica, the Dominican Republic, Haiti, and Panama. Further, the Cuban Government authorized UNRRA to procure and refine in Cuba 10,000 Spanish long tons of raw sugar, to be paid out of the eventual Cuban contribution.

UNRRA Offices in Latin America

Señor Luis Vial of Santiago, Chile, has been designated the principal representative of UNRRA in five Latin-American republics: Colombia, Costa Rica, Ecuador, Panama, and Venezuela. Señor Vial will work from a headquarters in Bogotá, Colombia. His chief objective will be the procurement from these five countries of UNRRA supplies for shipment to the areas of Europe where UNRRA is operating; he will also administer the recruitment, supply, and public information functions of UNRRA in these countries.

Alfredo Pareja has opened an UNRRA office in Mexico City. He and Herbert

Schenker, his assistant, are devoting a part of their time to the recruitment of doctors for overseas service. They are also assisting in the organization of a Mexican-UNRRA mixed commission. Mr. Pareja is exploring the possibilities of procurement of a number of items needed by UNRRA.

Recruitment of Latin-American Personnel

In order to meet the urgent need for professional personnel, particularly physicians, UNRRA undertook special recruitment of personnel in Colombia, Cuba, Mexico, and Venezuela during the months of May and June. This recruitment was handled by Dr. Herbert K. Abrams of the Health Division.

The results of Dr. Abrams' mission were very successful. In every one of the four countries he visited, interest among physicians was high. The applications filed were first reviewed by local committees, set up in each country, comprising the government health authorities, the medical federation, and prominent doctors interested in the UNRRA program. Dr. Abrams personally interviewed those whose applications were approved by these local committees.

In Cuba fourteen doctors were appointed; in Mexico, ; in Colombia, eleven, and in Venezuela, four. After passing through the regular training course at the University of Maryland, these doctors are to proceed overseas for immediate assignment.

UNRRA has also obtained the services of approximately twenty other Latin-American physicians. The greater number of these were recruited by the Brazilian Government through its civil service commission (DASP). These Brazilian doctors are proceeding directly from Brazil to Europe, where they will pass through a training program at Granville before taking up assignments in Germany. The other doctors recruited come from Bolivia, Ecuador, El Salvador, Guatemala, and Panama.

PROCUREMENT DELEGATIONS

India

On 25 June, an UNRRA delegation headed by Francis B. Sayre, Diplomatic Adviser of UNRRA and former United States High Commissioner to the Philippines, left for New Delhi to discuss with the Indian Government supplies which UNRRA may procure against the \$24,000,000 contributed to UNRRA by the Indian Legislature in May. This visit was undertaken in pursuance of an official invitation of the Indian Government to UNRRA to send representatives to discuss how the Indian Contribution could best be utilized in purchases of supplies for world relief. It is expected that jute and peanut oil, of which there is a critical world shortage, will occupy an important part of the discussion. Another question to be taken up with the Indian Government is the possibility of establishing an UNRRA office in India to handle matters of supply.

Union of South Africa

In April, the South African Legation in Washington conveyed to the Director General an invitation of the Union of South Africa to send to that country an UNRRA delegation to discuss questions of procurement. The Director General appointed Francis B. Sayre to head the delegation to South Africa. Immediately after the conclusion of the Third Council Session in London, which he will attend following his visit to Egypt, Iraq, and India, Mr. Sayre will proceed to Pretoria to take up with the South African authorities questions relating to the procurement of products of their territory, such as coal and wool, which are urgently needed as relief supplies in Europe.

PREPARATIONS FOR RELIEF IN THE FAR EAST

The importance of speeding up preparations for the vast task of relief which will be entailed by liberation of Far Eastern territories has been ever clear to the Administration. Headquarters, the Southwest Pacific Office, and the China Office have all been working in the past three months towards this end, and their efforts have in many respects been valuably guided by the resolutions adopted by the Committee of the Council for the Far East at its Lapstone Conference held in Australia in February.

Consultation of the Administration with Member Governments of the Far East

In accordance with the resolutions of the Lapstone Conference, the Administration has been in communication with the Governments which are members of the Committee of the Council for the Far East to inform them of what is being done in implementating these resolutions. The Administration has also sought to put into effect the Lapstone resolution recommending that arrangements should be made for systematic and regular supply of information to the Director General by member governments on conditions pertaining to relief and rehabilitation in the Far East, in order to enable the committees and subcommittees of the Council to discharge effectively their duty of advising the Director General.

This resolution has already proved beneficial to the Administration in its search for the up-to-date, systematic information which is essential to all sound planning and to successful operations. It is, of course, recognized that considerations of military security dictate that certain secret data must remain inaccessible to the Administration, but it is strongly urged that, in their dealings with the Administration, the member governments construe the regulations governing such data as narrowly as possible. A list of items

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of information which are seriously needed by the Administration is currently being prepared for submission to the several member governments, but it is hoped that each government will, in addition, make definite provision for the regular transmission to the Administration of such information.

Australia

As preparations for relief operations in the Southwest Pacific Area develop, it is natural that not only UNRRA but also governments financing their own relief programs should look increasingly to Australia and New Zealand for supplies. In anticipation of this the Australian Government, in conjunction with the Administration, has organized an Advisory Committee of Relief Claimants, consisting of representatives of UNRRA, the directorate of the War Organization of Industry, Department of External Affairs, the United Kingdom Colonial Office, the Netherlands Government, the French Government, and other relief claimants. This Committee will discuss the suitable allocation of commodities in short supply which are required by more than one claimant. It will concern itself primarily with items which are not subject to allocation in Australia by the Combined Boards.

The main feature of the plan, as it affects UNRRA, is that, on the basis of communications from the Australian Government indicating the availability of goods which are on the reserve commodity list of the Combined Boards, UNRRA will proceed to request allocations from the appropriate Combined Board and will notify the Australian Government promptly of the submission of such a request.

China

The relations of UNRRA with the National Government of China, which are handled by UNRRA's China Office in Chungking, have been concerned chiefly in the past quarter with working out the revision of the requirements submitted

by the Chinese Government in September 1944. In this connection the Chinese Government is represented by CNRRA, the China National Relief and Rehabilitation Administration; various Ministries and the Chinese War Production Board provide technical assistance.

The Administration has also been looking forward towards UNRRA's future responsibilities for displaced persons in China. A small exploratory group will, in the near future, concern itself with the Administration's program in this regard, since a dearth of statistical and indeed of all kinds of information on the problem makes policy formulation and operational planning extremely difficult at a distance. The Camps Division is preparing a program for camp requirements in the Far East. However, before any further progress can be made, certain information must be received. A statement of basic assumptions on the Far East program for camps, displaced persons, and welfare supplies has been prepared and sent to China for discussion between the Chinese Government authorities and UNRRA's office in Chungking.

India

In recognition of the importance of liaison with Lord Louis Mountbatten's Headquarters in India, as suggested by Brigadier E. W. Gibbons, representative of Admiral Mountbatten at the Lapstone Conference of the CCFE, meetings were held with Sir Girja Shankar Bajpai, Agent General for India, asking him to ascertain his government's views on the establishment of this office. After the Director General received a favorable answer from the Government of India, Colonel Frederick Jones-Davies was appointed liaison officer and left for India by way of Sydney, Australia. He will set up an office in India to perform liaison functions as well as to expedite the shipment of supplies into China and the passage of personnel through India to China. This office is to be directly responsible to the Southwest Pacific Area Office in Sydney.

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Netherlands East Indies

At the invitation of the Netherlands Government, members of the Southwest Pacific Office have made a trip to Dutch New Guinea, one purpose of which was to discuss ways in which UNRRA could provide assistance as envisaged by the resolutions adopted in February by the Committee of the Council for the Far East.

New Zealand

An agreement has been negotiated with the New Zealand Government establishing a procurement procedure, under which the Government is undertaking procurement on behalf of UNRRA. If the need arises, an advisory committee for relief claimants, similar to that set up in Australia, will be created.

Philippine Commonwealth Government

In connection with its program of \$1,000,000 emergency aid to the Philippines, the Administration has arranged with the Philippine Commonwealth Government to send a small number of UNRRA representatives to its territory. Such representatives will be available to the Commonwealth Government (1) to examine possibilities and desirability of further UNRRA assistance in the Philippines in the fields of health, welfare, displaced persons, and agricultural and industrial rehabilitation, and (2) to lend their advice and assistance in so far as desired by the Government regarding the distribution of the emergency relief supplies to be sent. Frank Gaines, Acting Director of the Southwest Pacific Office at Sydney, Australia, will head the group, which will include also a specialist in supply and a medical expert. During his visit Mr. Gaines will confer not only with the representatives of the Commonwealth Government authorities but also with members of the staff of General MacArthur. With the latter he will discuss the specific ways in

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which the recommendations made by the Committee of the Council for the Far East at the Lapstone Conference can be implemented, as well as General MacArthur's plans for displaced persons within his command.

NEGOTIATIONS RELATIVE TO DISPLACED PERSONS

Machinery for International Agreement

In the report of the Director General submitted to the Council in September 1944, reference was made to a proposed multilateral agreement between the United Nations covering the care, maintenance, and repatriation of persons displaced in their respective territories who are nationals of the United Nations. In substance, this agreement pledges the mutual cooperation of the signatory nations in controlling the mass movements of such displaced persons, as well as the application to them in their respective territories of a principle of equality of treatment with their own nationals. The agreement also calls for the admission to these territories of approved representatives of the Administration and for authorizing such representatives to discharge the Administration's responsibilities in respect of those United Nations whose governments have asked UNRRA to assist in the care and repatriation of displaced persons.

Signature of this convention, which was scheduled for 20 February 1945, was postponed because of technical difficulties. The French Government in particular pointed out such difficulties, and at the same time put forward the alternative proposal that governments make individually with UNRRA bilateral agreements embodying the same terms as those envisaged by the multilateral repatriation agreement.

On 20 April the technical Subcommittee on Displaced Persons, in general conformity with the French Government's suggestion, recommended that the Administration ask member governments to exchange letters with the Administration incorporating the terms of the multilateral repatriation agreement. The Administration has adopted this suggestion, which, however, it supplements in some cases by including stipulations regarding displaced persons in the

UNRRA-country agreements for relief and rehabilitation. The accords with UNRRA permit member governments to make their specific arrangements with each other through bilateral agreements rather than through a single multilateral convention.

India

In June 1945, a letter from the Indian Government was received in response to the Director General's letter of 15 November 1944 asking what types of assistance were desired from UNRRA in India. The reply stated that while the relief problem in India will be handled by the Indian Government, and the exchange of displaced persons between India and other British territories will be managed jointly by the Indian Government and the British Government, UNRRA will be asked to assist in the return to their home countries of non-British nationals now displaced in India, and, if necessary, in the repatriation of Indian nationals now displaced in non-British territories.

Sweden

At the request of representatives of the Royal Swedish Commission for International Relief (Ekeberg Commission), an UNRRA technical delegation, consisting of Dr. Coigny and Mr. J. Andreassen, left London for Sweden on 23 April to confer on problems of health and displaced persons. As a result of these negotiations, Sweden has developed a concrete plan for making a substantial contribution in the field of care for displaced persons.

The Swedish Government in June communicated to UNRRA its readiness to accept up to ten thousand displaced persons from Germany in need of hospital care, convalescence, and rest. Pending their repatriation, these persons will be brought to Sweden, to be cared for there at Swedish expense. The displaced persons may be either United Nations nationals or stateless persons. The Swedish Commission has indicated that it has facilities for up to five thousand

hospital cases and one thousand unaccompanied children; the remaining four thousand are to be persons needing rest and leisure for their restoration to normal health.

Switzerland

Negotiations are in process between UNRRA and the Don Suisse for a program of aid to two thousand unaccompanied children to be brought to Switzerland and cared for there at Swiss expense, pending their eventual repatriation or resettlement.

The geographic position of Switzerland has made her a place of refuge for thousands of United Nations prisoners and displaced persons formerly in Germany. In May, Federal authorities requested the representative of UNRRA in Switzerland to inquire whether United Nations authorities would consider making arrangements for the return, whenever practicable, of about twenty thousand persons of United Nations nationalities from Eastern Europe who have taken temporary refuge in Switzerland. This request has been taken up with SHAEF.

United States

With the cessation of hostilities in Europe, there has been a great increase in the inquiries from persons resident in the United States and Canada which flow into UNRRA Headquarters. These inquiries have to do with establishing the location and status of persons who are displaced abroad and in many instances seek the aid of UNRRA in effecting movement of such persons to the United States and other places of resettlement. Similar inquiries are being received by the State Department, War Department, and other government and private agencies. On 8 May, a conference was held between representatives of UNRRA, the Civil Affairs Division, and the Provost Marshal General's Office of the War Department, the State Department, and the American Red Cross to establish a uniform procedure for handling such inquiries. It was then agreed

that most of these inquiries could be disposed of by the respective agencies through a procedure which would channel the information to Central Location Index, Inc., in New York.

International Red Cross

In April, two UNRRA representatives were invited by the International Red Cross to come to Switzerland to discuss certain aspects of the problem of tracing relatives or friends of displaced persons. Their visit resulted in complete agreement between the International Red Cross and UNRRA on the plan to be developed in this problem.

The War Refugee Board has proposed that UNRRA reimburse or replace to the International Red Cross supplies which the IRC uses in feeding persons evacuated from Germany for whom UNRRA has responsibility and who are in transit through Switzerland. UNRRA has agreed in principle to this proposal. Discussions are now proceeding in Switzerland between the War Refugee Board and the International Red Cross to lay a basis for detailed proposals to be submitted to UNRRA.

Intergovernmental Committee on Refugees

In May, a letter was sent to the Intergovernmental Committee on Refugees, stating that UNRRA is willing to regard six months as a reasonable period during which it will assist in the care of stateless refugees who are ultimately the responsibility of the Intergovernmental Committee.

PARTICIPATION IN INTERGOVERNMENTAL CONFERENCES

During the period covered by this report, UNRRA was represented at a number of important intergovernmental conferences dealing with matters related to its responsibilities and interests.

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United Nations Conference on International Organization

United States

UNRRA was invited by the/Department of State to send an observer to the San Francisco Conference of the United Nations, and it was represented there by A. Feller, General Counsel of UNRRA. As the first international organization to be created by the United Nations, UNRRA was vitally interested in the success of the conference, one result of which it hoped would be the creation of an international authority which could take over certain of UNRRA's functions upon the completion of the task assigned to UNRRA. It is gratifying that the Economic and Social Council, to be created as an organ of the new international organization, has been endowed with sufficient powers to fulfill adequately the functions with which UNRRA is concerned. It should be noted particularly that the charter makes provision for the Economic and Social Council's entering into working relationship with existing "special/^{ized} intergovernmental agencies", of which UNRRA is one. These relationships, when consummated, will enable UNRRA to coordinate its work with the program of the Economic and Social Council and with that of other special international agencies which are in existence or may be created.

Emergency Economic Committee

UNRRA was represented at the meeting held in London on 5 June by the Emergency Economic Committee for Europe created by Belgium, France, Greece, Luxembourg, the Netherlands, Norway, Turkey, the United Kingdom, and the United States. This Committee is designed to provide for the interchange of information and the formulation of recommendations on economic questions, particularly of production and distribution, which require solution in the transitional period immediately following the European war.

ILO Conference

UNRRA sent an observer to the meeting of the Governing Board of the International Labour Organisation held at Montreal, 22 to 30 May. A representative of the Welfare Division also attended the conference of experts held simultaneously by the ILO to discuss problems of health and welfare of children and young workers. The experts in attendance were requested to advise with and assist the ILO in preparation of material on these subjects to be submitted to the next ILO conference, which will be held in Paris in September 1945.

FACILITIES, PRIVILEGES, EXEMPTIONS, AND IMMUNITIES

The Administration continues to urge upon member governments provision of the facilities, exemptions, privileges, and immunities called for by Council Resolutions Nos. 32, 34, and 36. The need for placing UNRRA officials and employees on an equal plane with diplomatic representatives becomes ever greater as operations are extended. In the past three months, as indicated below, certain additional countries have taken favorable action in this respect.

Australia

Notice has been received of an amendment, dated 5 April 1945, of the Australian security regulations, permitting articles to be dispatched without being subject to inspection or censorship, provided that they are for the official service of UNRRA and are sent by an accredited representative of the Administration.

Cuba

The Embassy of Cuba has informed the Administration that by Presidential Decree No. 3152 the Government of Cuba has implemented Council Resolution No. 36,

granting travel facilities to UNRRA and its personnel, while legislative and administrative steps are now being taken to implement Council Resolutions Nos. 32 and 34.

Egypt

The Government of Egypt has by proclamation granted to the Administration the privileges of inviolability of archives and of premises, exemption from taxation on the buildings and offices of the Administration with the exception of commercial warehouses, exemption from taxation on interest of bank deposits, exemption from municipal taxes except for taxes for rendered services, and exemption from customs on articles imported for use in displaced persons camps, on automobiles owned by the Administration, and on furniture for the offices of the Administration. With respect to the personnel of the Administration, the Government will grant to certain senior members of the staff the immunities accorded to ministers plenipotentiary and to counselors of legations. The entire staff will enjoy, according to their rank, the facilities granted to members of the diplomatic and consular corps with respect to entrance and exit from Egypt and with regard to passports and visas.

France

The Administration has received a communication from His Excellency Henri Bonnet, French Ambassador to the United States, stating that by decree of 9 April 1945 the French Government has promulgated the UNRRA Agreement and empowered its functionaries to take the necessary steps to enforce Resolutions Nos. 32, 34, and 36 concerning privileges, immunities, and facilities for UNRRA and its personnel.

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United States

On 13 April 1945 the Director General addressed a letter to the Secretary of State, again calling his attention to the need for both administrative and legislative action to make effective Resolutions Nos. 32, 34, and 36, and emphasizing the continued difficulties of operation in the absence of such action. As a result, arrangements have now been completed for diplomatic pouch privileges. In addition, cables between Headquarters and established UNRRA missions now go free of United States censorship. Legislative action to afford other immunities and exemptions, however, appears to be indefinitely deferred.

VOLUNTARY AGENCIES AND SUPPLEMENTARY PROGRAMS

The principle of effective cooperation between UNRRA and voluntary relief organizations is clearly enunciated in Council Resolution No. 9 and other resolutions. In the past three months, the Administration has continued not only to utilize the personnel of voluntary agencies in its own operations,* but also to work with such agencies in establishing proper co-ordination between its own projects and theirs.

The Welfare Division of UNRRA makes the various mission programs available to national councils and voluntary foreign relief agencies, in order to assist the agencies planning projects. These councils and authorities review proposed projects in order to avoid duplication and to effect well-rounded planning. In countries where UNRRA is operating, the plans of voluntary agencies are submitted for the approval not only of the government but also of the Chief of Mission to insure that the projects harmonize with UNRRA's part of the program for relief

* See Chapter 5.

and rehabilitation as well as with the over-all program of the government.

UNRRA missions have recently been asked to determine the needs of the governments for supplies and services that can most appropriately be rendered by foreign voluntary relief societies supplementing UNRRA's assistance. The co-ordinating councils of voluntary agencies have likewise been asked to indicate to UNRRA the types of supplies and services they can provide and the areas in which they would be interested in providing assistance.

Because of their special competence and interest in certain groups or in specific activities, voluntary agencies most appropriately furnish personnel and supplies over and above the scope of UNRRA activities, under the general guidance of the Administration. Examples of supplementary projects currently in operation are mobile health units, specialized nutrition programs, and special programs for physically disabled persons.

A number of voluntary agency projects supplementing the work of UNRRA have been initiated or planned in the past three months. All projects are under the general direction of the UNRRA mission in the area of operation and under the immediate supervision of the agency. Each project is based upon a specific agreement between the agency and UNRRA. In addition to those mentioned in the Chapter on "Health, Welfare, and Other Services," reference may be made to the agreement between the Czechoslovak Government, American Relief for Czechoslovakia, and UNRRA, whereby the Administration and American Relief for Czechoslovakia will together provide fifteen mobile and stationary X-ray units for a nationwide program for tuberculosis control.

Upon his return to the United States in June Mr. Kizer, the Head of UNRRA's China Office, began discussions with the Foreign Mission Conference in New York

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to canvass the possibility of arranging with Mission Boards to obtain the services of Missions for emergency relief and rehabilitation in the early stages of liberation of China. Over seven hundred medical personnel and several hundred administrative officers are needed to plan the organization and conduct of operations, in close collaboration with the Chinese National Relief and Rehabilitation Administration. The Missions will be considered the most important source of personnel for operations in China, having, as they do, the required background and approach for the problems of the Far East.

M ✓
UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

29 January 1945

To: Mr. Menshikov

From: Ben Eckhaus

Dr. Welk's office informed me of the following:

1. Dr. Welk received word that his father was very ill.
2. Dr. Welk immediately proceeded to New York and will advise us, probably tomorrow, as to when he will be able to return to the office.

*Coord. Liaison Div. -
General*

27 January 1945

TO: Mr. Menshikov

FROM: B. Eckhaus

Summary In the light of our discussion yesterday afternoon I would like to use the contents of ~~Mr. Welk's~~ statement attached as a possible model for Mr. Welk who is inclined to be voluminous.

27 January 1945

TO: Mr. Menshikov
FROM: B. Eckhaus
SUBJECT: 12th Meeting Council Committee on Supplies held 25 January

Sir. Girja Shankar Bajpai was welcomed as the Indian representative to the Committee. This representative announced that the Indian Government was considering a contribution to UNRRA, and suggested that UNRRA might be interested in acquiring some of the surplus commodities available in India.

Mr. Hendrickson read the Bureau of Supply Report (attached) to the Committee.

The Australian representative asked why mixed procurement missions were being established only in South American countries. Mr. Hendrickson explained that such missions were not necessary where procurement agencies of national governments were already functioning.

The China representative inquired regarding progress as to allocation and procurement for China. Mr. Hendrickson said that Chinese requirements had been screened and tabulated, and that the Combined Boards had been informed of the program's magnitude, but that no specific allocations had yet been requested. A small amount of supplies for a technical training program in China, however, were being procured and the plan is to fly them to China as soon as possible.

The Australian representative asked when the Supply Bureau would have its reports on pricing and valuation of supplies available for the Committee. The answer was that it would be in final form in about two weeks.

*Reports & Liaison Br.
General*

8 December 1944

TO: Mr. M. Menshikov
Deputy Director General for Areas

FROM: Richard R. Brown

SUBJECT: Draft, Manual on Reporting by Chiefs of Mission

In accordance with your request I have reviewed the draft of the proposed Manual on Reporting by Chiefs of Mission, Procedural Instructions No. 1. In the time available it has been impossible, of course, to examine all of the items of the schedules and instructions in detail. My primary concern has been to determine whether the proposed reporting system (1) reflects UNRRA programs for relief and rehabilitation and (2) provides adequate bases for program planning and evaluation of progress.

A. SUMMARY OF GENERAL CONCLUSIONS

1. From a general viewpoint, I feel that an excellent job has been done in suggesting a basis for developing a comprehensive manual on Reporting. I have the feeling that as now drafted it stresses ease in handling statistics rather than evaluating and analyzing program operations.
2. From a program point of view there are some obvious gaps. These are summarized briefly below.
 - a. Supply and Distribution. I don't believe it is possible to secure from these reports a clear understanding of the extent of the five UNRRA supply programs, i.e. (a) Foods, (b) Medical, (c) Clothing, Textiles and Footwear, (d) Agricultural and (e) Industrial Rehabilitation, since reports are requested by the ten basic commodity classifications rather than by program.
 - b. Health Services. Information is requested on only one phase of the health program - Hospital and Clinic Services in UNRRA operated hospitals, dispensaries and clinics. No reports are required on the major program of Epidemic Control, or on progress in re-establishing national health and medical services.

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- c. Welfare Services. It is recognized that the diverse character of the program for Welfare makes it difficult to devise adequate reports to reflect it. It seems obvious that the feeding program "specified in the agreement with the Italian Government" does not adequately represent the whole welfare program.
 - d. Agricultural and Industrial Rehabilitation. There are no suggestions for reports on progress made in developing these two programs. Production statistics in these two fields may be difficult to secure, but some measurement should be devised to indicate a return on the investment of supplies allocated to countries for these two programs.
 - e. Narrative Reports. There is no outline, or indication that one is to be developed, for narrative reporting from the field. Under this heading, the proposed Manual includes a questionnaire on "Administrative Arrangements for Welfare Services" and the questionnaire on "Camp Administration and Operations" developed by the Camps Division.
3. I am convinced that unless we provide a substantially larger statistical field staff than now contemplated, these forms will need considerable pruning. Items and classifications should be included only if considered indispensable for operating purposes.
- a. Registration of Displaced Persons. This form is an outstanding illustration of the need for pruning. As presented, it runs to four pages and is expandable as certain classifications are developed.

Further, I personally can see no justification for UNRRA requiring a monthly report on Registration of Displaced Persons when SHAEF prescribes a weekly report. It is my understanding that a substantial part, if not all, of such services will be undertaken by UNRRA in cooperation with the Military. I believe that consultation with the Displaced Persons Division as to conditions of operation will result in reconsideration of the reporting interval.

B. REVIEW OF SPECIFIED FORMS

As already indicated, time has not permitted an extensive analysis of each of the report forms. Neither has time permitted more than a casual examination of available documents on which to base suggestions for

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securing conciseness and brevity of reporting consistent with representative coverage of the complicated UNRRA programs. In the course of my review certain suggestions have occurred to me, however, which are presented under appropriate report titles and numbers.

1. Distribution of Relief and Rehabilitation Supplies.

Form 1 - UNRRA Supplies Received by the Mission
Form 2 - Internal Distribution of UNRRA Supplies by Government
Form 3 - Proceeds from UNRRA Supplies Distributed by Government

- a. These three forms have the same basic fault from the standpoint of program planning and control. While countries will be required to submit their Programs of Requirement in terms of the five basic supply programs (1. Food; 2. Medical; 3. Clothing, textiles and footwear; 4. agricultural rehabilitation; and 5. industrial rehabilitation) reporting on receipt, distribution and proceeds are here requested by the ten major commodity classifications. Certain items in the commodity classification can be used in two or more different basic programs. The Bureau of Supply has recognized this in setting up its Control System, as well as in a proposed "Procedure re Mission Import Order" now being considered in the Bureau of Supply.
- b. If import requirements are established in terms of the five basic supply programs - and I think they should be - then reports from field missions and through them from governments, should be in these same terms.
- c. Careful consideration should be given to whether it is necessary to secure reports on distribution of supplies by both metric tons and dollar values. Consistent reporting in either of these terms presents certain difficulties and double reporting should not be required unless there is general agreement that this is essential.

2. Reports on Health Services

Form 6 - Hospital In-patient Service and Clinic or Dispensary
Out-patient service.

- a. This form is requested from each UNRRA operated hospital, clinic or out-patient department, whether in connection with a camp or located elsewhere for the use of the general population. The items are those in current use by hospitals in the United States. It is the only form suggested for health services.

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b. Epidemic Control and
Rehabilitation of National Health Services

Since two of the major responsibilities of UNRRA in the health field relate to control of epidemics and to rehabilitation of national health services, it is essential to secure some type of reporting to indicate the extent of the need, and progress made in meeting the established need.

- (1) Epidemic Control. The International Sanitary Conventions provide a basis for reporting on at least the five "conventional diseases" - Typhus, Smallpox, Cholera, Plague and Yellow Fever. It is my understanding that even at present it is possible to secure fragmentary reports, which are better than none. If UNRRA takes over the responsibility ~~for~~ ^{to} discharge the duties outlined under the Draft International Sanitary Conventions considered at the Second Session of the Council, the Health Division should have current information on these, and any other diseases on which reporting is requested in terms of the agreement. It is essential that UNRRA mission reports should reflect this information.
- (2) Rehabilitation of Health Services. This program can be effected in three major directions (1) Allocation of Medical Supplies and Equipment, (2) Development of facilities, i.e. increase in number of hospital beds, whether UNRRA or non-UNRRA operated; (3) Provision of personnel (doctors, nurses, dieticians, health officers, sanitary engineers, etc.) and training of local personnel to replace them. Simple reports to show extent of need, local resources, and progress made by UNRRA in supplementing and developing local resources both in facilities and in personnel, should be devised in cooperation with the Health Division.

3. Reports on Welfare Services

Form 7 - Welfare Program Specified in Agreement with Italian Government.

Translated, this is a report on supplementary and congregant feeding, in certain feeding centers. It is the only report

suggested for welfare services.

- a. The General Directive for Welfare Missions (TWE/E/(44)15) required "reports on local needs and resources as well as on their own operations" and suggests seven aspects of welfare service on which either narrative or statistical reports should be made. The outline of Welfare Program for Displaced Persons, Appendix A (TWE/E (EC4)11a) lists a number of specialized services--such as Information and Advice-- on which both statistical and narrative reporting will be needed to enable the Welfare Division to evaluate their service and its progress. Time has not permitted more concrete suggestions, but something should be included for welfare other than the feeding program.

4. Reports on Displaced Persons

Form 6 - Registration of Displaced Persons

As indicated in the instructions, all of the items on the proposed report can be obtained from the SHAEF Registration Card which will be used in all Assembly Centers. The basic question to be answered in connection with this report, however, is whether all of the tabulations suggested are essential to operations, and whether it is advisable to require monthly reports for UNRRA when the SHAEF system requires a weekly report.

- a. Plans for Displaced Persons Registration in Germany are outlined in the Report of the Expert Commission on Policy and Practice (TDP/E(44)50, Appendix 6), and it is understood that these same plans will apply to other operations. It is anticipated that this program will be operated with the Military.
- b. The SHAEF Weekly Report will require (1) total registered displaced persons in the Assembly Center at end of each week, by (2) nationality claimed and by (3) age groups. It will also give (4) number of arrivals and (5) number of departures during the week. It is understood that this report may be amplified, and it should be relatively simple to add a tabulation for the reasons why persons are still in the center, such as (1) awaiting transport, (2) awaiting visas, (3) visas refused. There is also a general understanding on the part of the Displaced Persons Division that SHAEF expects weekly narrative reports or special statistical reports indicating special problems being encountered at the Assembly Center.
- c. Sections A-V and A-VI of the UNRRA form require tabulation of length of stay. The shortest time interval indicated is "less than sixty days". While many persons may have to stay

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in Assembly Centers as long as sixty days, I feel very strongly that such an interval should not reflect a practice generally acceptable. Practically, I think such a tabulation need be required only if the turnover shown by the weekly reports indicates a slow rate of repatriation. I think UNRRA might suggest that Assembly Centers should make such analyses occasionally, but should not require them.

5. Narrative Reports

Form 12 - Report on Administrative Arrangements for Welfare Services

This is a questionnaire, summarizing certain phases of agreements reached between UNRRA and national welfare agencies relative to operation of welfare services. A copy of the agreement might be more illuminating to headquarters and less trouble for the chief of mission.

Form 13 - Camp Administration and Operation

This is basically the questionnaire form developed by the Camps Division as a check on facilities and plans for operation of camps newly established or recently taken over administratively. The items of the questionnaire lend themselves to a narrative outline for changes in facilities or programs at later dates. It might be advisable to develop a short form for such reporting.

- a. The above forms do not constitute an adequate narrative reporting system. Time available does not permit me to propose a satisfactory outline, but I would be glad to give further thought to the subject. It does occur to me that the "Model" Directive for the Administration of Missions and Area Offices furnishes the clue to basic types of information on which the Bureau of Areas should require reports. The outline for the narrative report should be simple enough not to be burdensome, but should serve to remind the Chief of Mission as to the functions of the mission, and call for evidence that these functions are being discharged.

May I urge that the question of Narrative Reporting be given immediate consideration, with a view to starting it at an early date for the country missions being established?

UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

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Division & Reports Br.

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION

1344 CONNECTICUT AVENUE
WASHINGTON 25, D. C.

5 December 1944

To: Michail Menshikov
From: William G. Welk *WGW*
Subject: UNRRA Country Studies

I am sending you attached herewith for your information, copy of the memorandum on the above subject which I sent today to the Area Division Chiefs in the Bureau. I am also attaching a copy of the suggested outline for the studies which we are to undertake.

I shall keep you informed from time to time on the progress we are making in this work.

5 December 1944

To: Edwin Arnold
Victor I. Rodnov
Frank Weisl
George Xanthaky

From: William G. Welk

Subject: UNRRA Country Studies

Following the meeting which we had a few days ago in Mr. Menshikov's office on the above subject and the conferences which I have had with you thereafter, I am sending^{now} attached herewith a tentative outline for the studies which Mr. Menshikov wishes us to undertake. The outline represents a consolidation and further elaboration of the preliminary outlines which you have been good enough to submit to me a day or so ago; the attached outline is entirely tentative and preliminary but should furnish a basis for the beginning of our work.

May I ask that, since the material to be assembled in connection with some of the items in the outline will also be of use in the preparation of the forthcoming report of the Director General to the Council and the Central Committee, you begin your work with Section II, 2. & 3. (Agriculture and Industry) and Section IV on "General Economic and Social Conditions", giving precedence thereafter to the second part of the outline — UNRRA's Relationships.

May I also suggest that in the preparation of the text, a constant effort be made to be concise and clear. The background sections should, I think, describe very briefly the situation before the war and devote most of the available space to war and present day developments. The section, UNRRA Relationships, should also be concise but should state fully whatever you think it is important to include. Throughout, there should be footnote references to important source materials: memoranda, agreements, correspondence, etc. to which the interested readers might turn for fuller information.

The appendix should include the full text of all important documents such as, agreements with the military, the local government, instructions to Chief of Mission, etc.

I shall be grateful if you will send to me the drafts of the various sections as they are completed and I shall appreciate it if you would have these first drafts typed doubled-spaced.

CC: Mr. Menshikov

Suggested
Table of Contents
For
"UNRRA Country Studies"

BACKGROUND DATA

I. Physical Characteristics

1. Area and topography
2. Climate
3. Population

(Not more than two or three paragraphs
under each heading.)

II. Economic Resources, Trade and Finance

1. General economic structure
2. Agriculture
3. Industry
4. Transportation
5. Currency, banking, finance
6. Foreign trade

(A page or two for each subsection: gist
of prewar position; ~~main~~ developments during
the war; present situation.)

III. Government and Politics

1. Brief history since 1939
2. Present political movements and parties
3. The present government

4. Significant current international relationships

(Be brief - but state fully whatever you think it is important to include.)

IV. General Economic and Social Conditions

1. Food
2. Shelter
3. Clothing
4. Health
5. Labor movements and cooperatives
6. Significant social and welfare legislation

(Not more than a page or two for each section: gist of prewar position; detail on wartime and present position and trends)

UNRRA RELATIONSHIPS

V. Position on Council and its Committees

1. Representatives on Council and its Committees
2. General attitude toward UNRRA and its problems
3. Steps taken to implement Council recommendations

VI. Ability to Pay

1. Present status
2. Financial factors affecting ability to pay

VII. Basic Agreements

1. Agreements with the military
 - a. Analysis of negotiations
 - b. Summary of agreements
2. Agreements with the government
 - a. Analysis of negotiations
 - b. Summary of agreements

VIII. Supply Requirements

1. General supply position: chief needs and available surpluses
2. Requirements during military period
3. Import program for UNRRA period
4. Status of delivery on UNRRA supply program

IX. Transportation, Warehousing and Distribution Policies

1. Policies and agreements on transportation and warehousing
2. Policies and agreements on distribution

X. Food, Clothing and Shelter

1. General assistance planned
2. Price and distribution policies

XI. The Health Program

1. Extent and nature of problems
2. Existing facilities for solution
3. UNRRA assistance

XII. Welfare Program

1. Extent and nature of problems
2. Existing facilities for solution
3. UNRRA assistance

XIII. Displaced Persons Program

1. Extent and nature of problems
2. Existing facilities for solution
3. UNRRA assistance

XIV. Program of Agricultural Rehabilitation

1. Extent and nature of problems
2. Existing facilities for solution
3. UNRRA assistance

XV. Program of Industrial Rehabilitation

1. Extent and nature of problems
2. Existing facilities for solution
3. UNRRA assistance

XVI. UNRRA Field Mission

1. Initial mission
 - a. Purpose
 - b. Organization
 - c. Progress
2. Permanent mission
 - a. Purpose
 - b. Organization
 - c. Progress

Coordination & Liaison Div.

BUREAU OF ARMS (DDG)
RECEIVED

AUG 28 1944

TIME

28 August 1944

To: M. Menshikov

From: Meyer Cohen *MC*
Cicely A. Ryshpan *CAR*

Subject: Organization of Coordination and Liaison Division

Attached is a brief description, in outline form, of the proposed duties and responsibilities of the Coordination and Liaison Division. This description is to serve as a basis for discussion at our meeting on Tuesday, 29 August at 10 A. M.

Reviewing & assisting
COORDINATION AND LIAISON DIVISION

Functions:

Reviewing & assisting
assist the Deputy Director General by:

- Developing and policies of Areas.*
Relation-ship with London
R.W.L
R.W. Area Divisions
Monthly progress reports
Statistical unit
forms
222g
- (1) Developing, in cooperation with the several divisions (area and staff) of the Bureau of Area Operations, for approval by the Deputy Director General, outlines of the scope and content of individual area programs and schedules for the completion of specific portions of these programs;
 - (2) Reviewing for conformity to policy and to the decisions of the Deputy Director General drafts of memoranda prepared in the Bureau of Area Operations dealing with programming, operational plans or operations;
 - (3) Keeping the Deputy Director General currently informed with respect to the progress made on programming, operational plans, and to developments in operation, in accordance with approved schedules, and with objectives approved by the Deputy Director General;
 - (4) Serving as the channel for matters presented by other Bureaus and Divisions to the Bureau of Area Operations affecting more than one Area Division, and obtaining the necessary action on these matters in the Bureau of Area Operations; 1/
 - (5) Analyzing and evaluating statistical and non-statistical reports from Field and Regional offices, and preparing such coordinated reports as the Deputy Director General for the Bureau of Area Operations shall require;
 - (6) Representing the Deputy Director General for the Bureau of Area Operations in his contacts with the military authorities on problems which involve more than one area division; and, together with the appropriate Division Chiefs, representing the Deputy Director General for the Bureau of Area Operations in negotiations involving a single area or function.
 - (7) Locating and securing classified (confidential and secret) documents from agencies of the U.S. government and other member governments for the use of the staff of the Bureau of Area Operations, and, as required, of other Bureaus and Divisions of UNRRA, and providing for their maintenance under proper security regulations. (Details covered in Draft Administrative Order on Intelligence Liaison Service.);

Inject/Summary
1/ Contacts with:

- a) Bureau of Supply
- b) Functional Divisions
- c) Finance and Administration in planning personnel requirements for field missions
- d) Training Branch, etc.

- (8) Assisting, as required, in developing working relationships for the staff of the Bureau of Area Operations and of other Bureaus and Divisions of UNRRA with members of the staff of agencies of the U.S. government and other member governments. (Details covered in Draft Administrative Order in Intelligence Liaison Service);
- (9) Carrying on special assignments for the Deputy Director General such as the preparation of the monthly reports to the Director General, and material for the Director General's report to the Council

Representation on Committee of Review

" Committee of Contributions

" Training advisory Committee

" Section for ascertaining whether a government is in a position to pay.

- What are the functions of Coordination Division of Bureau of Supplies

- Also to check with the functions of other Area Divisions

BUDGET

OFFICE OF THE CHIEF

Chief	14	\$8000
Assistant Chief	12	6000
Sr. Analyst	11	5000
Sr. Analyst	11	5000
Administrative Assistant	8	3200
Secretary II	6	2800
Secretary I	5	2400

REPORTS AND STATISTICS BRANCH

Chief	12	6000
Statistician	11	5000
Analyst (Reports)	10	4500
Statistical Clerks as Required		
Secretary II	6	2800
Secretary I	5	2400

INTELLIGENCE AND LIAISON BRANCH

Intell. Liaison Officer	10	5000
Asst. Intell Liaison Officer (Outside)	8	3200
Asst. Intell. Liaison Officer (Inside)	8	3200
Secretary II	(to maintain secret))
Clerk Typist	(and confidential files))

Liaison & Coordination
General

12 June 1944

To: Mr. Menshikov

From: L. Leonard

The attached memorandum recommends that the Studies Coordination Section in the Bureau of Areas assume the liaison function for all of the Headquarters Office. It recommends further that two additional positions be created in that Section, and that the people who would fill those positions have no other function but contact with U. S. Government agencies.

From the point of view of your organization of the Bureau of Areas, it will be necessary to decide whether this sort of liaison responsibility should continue to be carried by Mrs. Ryshpan, or whether Mr. Cohen should have this responsibility, with these two new individuals assigned to him.

On the basis of your decision, either Mrs. Ryshpan or Mr. Cohen will probably wish to follow up on this memorandum from Mr. Corson.

Attachment

LLeonard:gm

Liaison

15 July 1944

TO: Division Chiefs
FROM: M. Menshikov
SUBJECT: Military Liaison for the Bureau of Areas

I am attaching herewith, for your information, a copy of a memorandum which the Governor addressed to Messrs. Jackson, Feller and Hendrickson concerning the designation at my request of Mr. Myer Cohen as the channel for information on the Military for the Bureau of Areas.

Please keep Mr. Cohen informed of all matters on which you work concerned with the Military. Mr. Cohen will be responsible for informing you of military negotiations and data which he obtains from the UNRRA Military Liaison officers.

Attachment

Copy of Governor Lehman's memorandum

C O P Y

3 July 1944

TO: Messrs. Jackson, Feller, and Hendrickson
FROM: Governor Lehman
RE: Bureau of Areas

It is, of course, important that the Bureau of Areas be kept informed with regard to any arrangements made with the Military concerning the Balkans and actual operations in the field. If any conferences are held with the Military concerning the Balkans, refugee camps, or other operations in the field, will you be sure to keep the Bureau of Areas, through Mr. Myer Cohen, fully informed.

Although I am not appointing Mr. Myer Cohen as liaison officer with the Military I think where ever it is possible to include him in discussions or conversations with the Military it would be well to do so, so that he and the Bureau of Areas may be fully familiar with any arrangements that may be made.

H. H. L.

Copy to Mr. Menshikov

HHLehman:jg

file
F
UNITED NATIONS RELIEF AND REHABILITATION ADMINISTRATION

12 July 1944

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

JUL 12 1944

To: M. Menshikov

From: Myer Cohen *MC*

I think it would be advisable to circulate the attached memorandum to all the Divisions within the Bureau of Areas.

Agreed with changes. John

Attachment
Memorandum to Divisions

1. On the basis of Governor Lehman's memorandum I do not think Mr. Cohen's suggested memo is accurate. I have suggested changes
2. I have also suggested changes in terms of indicating his role in the Bureau of Areas

UNITED NATIONS
RELIEF AND REHABILITATION ADMINISTRATION1344 CONNECTICUT AVENUE
WASHINGTON 25, D. C.

12 July 1944

TO: Division Chiefs
FROM: M. Menshikov
SUBJECT: Military Liaison for the Bureau of Areas

at my request

I am attaching herewith, for your information, a copy of a memorandum which the Governor addressed to Messrs. Jackson, Feller and Hendrickson concerning the designation of Mr. Myer Cohen as ~~Military Liaison representative for the~~ Bureau of Areas. *the channel for information on the Military for*

~~Please clear all matters concerning Military Liaison with Mr. Cohen. I have asked Mr. Cohen to undertake to keep you fully advised on all matters of Military Liaison.~~

Attachment

Copy of Governor Lehman's memorandum

*Memo rewritten +
sent out 7/15/44**informed*

→ Please keep Mr. Cohen of all matters on which you work concerned with the military. Mr. Cohen will be responsible for informing you of all military negotiations and data which he obtains from the DHRA Military Liaison officers.