Declassified E.O. 12356 Section 3.3/NND No. 785021

ACC ACTN/ELY 13000/140/[illegible] 25~ ROADS
(VOL.I)

Declassified E.O. 12356 Section 3.3/NND No. 785021

23000/142/25 ROADS: POLICY

(VOL-I)

1175

Declassified E.O. 12356 Section 3.3/NND No. 7850211

HEADQUARTERS ALLIED COMMISSION
AFO 394
FINANCE SUB-COMMISSION

R/7

28 December 1944.

13079/F.

SUBJECT: W.D. Vehicles used by civilian motor pools.

TO: G-5 Section, AFHQ.
(Attention: Financial Adviser).

1. With reference to our recent telephone conversation we enclose herewith:

(a) Draft contract between proposed cooperative or otherwise constituted civilian truck pools,

(b) Proposed letter to Regional Transportation Officers authorising them to form cooperative truck pools,

(c) Copy of letter from DCAO, AFHQ Adv. Adm. Echelon of 8 February 1944 relating to release of certain W.D. vehicles to AC for the purposes of civilian supply.

2. As we explained on the telephone W.D. vehicles are at present used by AC in civilian motor pools formed by AC in accordance with the instructions contained in the AFHQ letter attached (para. 1.(c) above). These pools have no legal status as civilian organisations; in fact, their whole status is very nebulous but they are generally regarded as part of AC although staffed and operated by Italians and finding their own finance (except in exceptional cases where temporary advances have been made). The present situation is unsatisfactory in that (a) the lack of any legal status raises various problems such as the liability towards third parties - can claims for damages be paid by the pools out of their own funds or must they be met by Claims and Hirings ? (b) the financial and accounting responsibility is ultimately that of AC; with steadily reducing staff in southern regions it is imperative that AC be freed of such responsibilities.

3. It has therefore been decided that:

(a) The liquidation of the present pools be handed over to the Italian Government who would collect the assets, pay out liabilities and retain the profits (which it is understood are material). Against this AC would raise, or retain the right to raise, a retrospective charge against the Italian Government in dollars and sterling for the use of the trucks.

(b) Legally constituted agencies, preferably in the form of cooperatives, should be formed to operate the trucks in future. Such agencies would pay over to AC a charge at the rate of Lire 1.9.5 per km. to cover the depreciation of the vehicles. Presumably we should at some later stage convert this into a charge in dollars and sterling against the Italian Government, to whom we would hand over the lire collected.

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4. The procedure in 3(b) above has already been applied in Apulia where W.D. trucks are operated by two Italian companies called Sita and Sudest. The contract is materially the same as that proposed for new companies (see attached draft). The contracts with Sita and Sudest were made on the assumption that they were authorised by the attached letter dated 8 February 1944 from the DCAO, AFHQ. The Legal Sub-Commission AC however state that they cannot give it as their opinion that AC have authority to hand over further vehicles for operation by Italian constituted agencies and that the authority of AFHQ should be obtained.

5. It would appear to us that there is little difference between W.D. vehicles being operated by legally constituted Italian agencies or being operated by the existing civilian truck pools which are not separate legal entities, particularly when the following points in the draft contract are considered:

(a) The trucks remain the property of the Allied Armed Forces.

(b) They may be taken back by AC at any time without notice.

(c) AC have the right, and duty, periodically to inspect the trucks to see that they are being properly maintained.

6. We should be obliged if you would obtain for us a statement from the appropriate authority as to whether AC have the authority to enter into a contract with cooperatives or other Italian agencies on the lines of the attached.

For the Chief Commissioner.

H.J. Hanrahan Lt Col

for Joint Director,
Finance Sub-Commission.

Copy to:
Transportation Sub-Commission.
Chief Accountant.

1934

HGC/edm.

SUBJECT: Custody of funds of Motor Pools.

TO : All Regional Finance Officers.

1. In certain Regions motor pools are operated as AC/AMG pools. Such pools have no legal status as independent companies and the profits thereof are, for the time being, regarded as accruing to AC.

2. Considerable funds are accumulating in some of these pools and such funds are under the entire control of either the Italian management or the AC Transportation Officer. You should arrange with the Regional Transportation Officer that all surplus funds of these pools are deposited with the nearest AFA branch leaving only sufficient in the pools to meet their normal day to day expenses.

3. You should call for monthly statements from the pools showing their financial position and should consult with the Regional Transportation Officer as to the essential minimum cash balance which should be retained by the pool.

4. In the event of any pool wishing to withdraw money placed on deposit with AFA, such money should only be released on a certificate from the Regional Transportation Officer that it is essential for the working of the pool.

5. These instructions do not apply to pools which are legally constituted Italian companies or governmentally or provincially managed institutions.

1943

By command of Commodore Stone.

13617 F/A

Joint Director,
Finance Sub-Commission

Hyg/adm
13 Dec 1944

Declassified E.O. 12356 Section 3.3/NND No. 782021

pools and such funds are under the entire control of either the Italian management or the AC Transportation Officer. You should arrange with the Regional Transportation Officer that all surplus funds of these pools are deposited with the nearest AFA branch leaving only sufficient in the pools to meet their normal day to day expenses.

3. You should call for monthly statements from the pools showing their financial position and should consult with the Regional Transportation Officer as to the essential minimum cash balance which should be retained by the pool.

4. In the event of any pool wishing to withdraw money placed on deposit with AFA, such money should only be released on a certificate from the Regional Transportation Officer that it is essential for the working of the pool.

5. These instructions do not apply to pools which are legally constituted Italian companies or governmentally or provincially managed institutions.

1933

By command of Commodore Stone.

13617 F/A

Joint Director,
Finance Sub-Commission

HGC/ashm
13 Dec 1944

Declassified E.O. 12356 Section 3.3/NND No. 782021

Declassified E.O. 12356 Section 3.3/NND No. 785021

NORTH AFRICA ALLIED COMMAND
APO 794, US Army

R/T

AG 243/3 SHEF/lmt
24 December 1944

SUBJECT: Free Travel Facilities for Civilian Employees in ITALY

TO : AAI 2(Maint)

Reference your 6502/2/Maint dated 17 Dec 44, and telephone conversations Major Peterson/Major Hughes and subsequently Lt-Col Sheldon/Major Hughes, reference para 8.

1. The attached copy report of AFL Labour (Tr) NAAO on the above facilities which are now in operation in Rome is forwarded for your information.

2. Reference para 1 of the attached report, the Transportation Sub-Commission of the LAZIO-UMBRIA Region arranged this service with the Steffer Company as requested by this HQ on 25 November under the terms of AAI 2953/5/G2 of 26 July 1944, amended 31 August. The service commenced on 27 November and has been running satisfactorily since.

3. It was understood that all arrangements in respect of free travel facilities including the necessary financial adjustments were the responsibility of the regional Transportation Sub-Commission.

4. Since the LAZIO-UMBRIA Region now duty responsibility for payment of the Steffer Company's bills, may this HQ please be informed as to how payment is to be effected.

W.H. Hughes
Maj
D Movts

for AIREAN LOW
Brigadier
Deputy Commander

Copy to: AFL
HQ AC Transportation Sub-Commission
HQ AAC LAZIO-UMBRIA Region Executive Officer
-do- Transportation Sub-Commission

1922

COPY

Labour Branch (Br)
Headquarters
Rome Area Allied Command

Subject: Travel facilities for Civilian Workers Ref: AMG/3/

G-4 Br
Rome Area Allied Command 19 Dec 1944

Reference AMG letter 6502/2/Q (Maint) dated 17th December 1944 and conversation (Major Rugg - Lt Col Beatock) on the subject of a proposal submitted by A.C. for the discontinuance of free rail travel facilities now authorised and operating for certain civilian employees of the Allied Armed Forces.

1. In so far as Rome Area Allied Command is affected, a special Electric Railtram service has been operating and serving the No. 45 SA Workshops located at Breda Works since 27th November 1944. The Service is operating by an arrangement made between the public transport Company, Transportation Sub-Commission, Lazio-Umbria Region AMG, and this Command (Br), and journeys to and from places of employment have been understood to be free to approved and authorised workers.

2. The Service was necessary and arranged to effect an economy in the increasing use of Unit M.T. vehicles. It is serving a Unit located in a rural area and employing a high proportion of skilled technicians engaged on a priority programme of re-conditioning vehicles.

3. The following information concerning the operation of the Service is submitted as being relevant:

Average No. of workers carried daily since commencement: 1071 per day

Fares (if workers are required to pay)
Special morning rate, outwards. Not exceeding 0.70 lire per person.
Evening rate, single, inward. 3.2 lire per person for longest stage.

The average worker will be required to pay 0.60 lire for his journey to place of employment and 2.5 lire for his journey home. Return, season, or cheap tickets are not issued.

4. It is appreciated that in view of the substantial increases the individual worker has recently received by way of high cost of living bonuses, no unreasonable hardship could be claimed should the worker be required to pay the small amounts involved.

5. The availability of skilled labour in the district must, however, be taken into account. Small civilian garages and workshops in the city, adjacent to the workers' homes, are resuming operation and offering attractive rates of pay comparable to the Allied Forces Scale. Labour Branch is at date barely able to keep pace with the normal demands for skilled men to replace wastage. Increasing demands have been received and others are anticipated. Briefly, the prospective loss of as small a number as twenty skilled technicians may be regarded as sufficiently serious to warrant opposition to the proposal to discontinue a service which has been considered necessary.

6. Labour Branch, Rome Area Allied Command considers :

(a) that the special service is necessary, is economical in saving Unit vehicles, and should be continued

Declassified E.O. 12356 Section 3.3/NND No. 760221

[illegible] March 1944. The service is operating by an arrangement made between the public transport Company, Transportation Sub-Commission, Lazio-Umbria Region AMG, and this Command (Br), and journeys to and from places of employment have been understood to be free to approved and authorised workers.

2. The Service was necessary and arranged to affect an economy in the increasing use of Unit M.T. vehicles. It is serving a Unit located in a rural area and employing a high proportion of skilled technicians engaged on a priority programme of re-conditioning vehicles.

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6. Labour Branch, Rome Area Allied Command considers :

(a) that the special service is necessary, is economical in saving Unit vehicles, and should be continued

1921

(b) that the free travel facilities should be continued on the grounds that discontinuance may result in a loss of labour which would affect high priority work, and which would be difficult to replace.

CMF
WJB/FF

(Sgd) W. BOSTOCK
ADL (Br)
HQ Rome Area.

COPIES:
Labour Directorate AFHQ
DADL (Civil) 2902 CLU
DALSOE Rome area
OC 45 SA (TSC) Workshops UDF

Declassified E.O. 12356 Section 3.3/NND No. 782021

HEAD QUARTERS ALLIED COMMISSION
Civil Affairs Section
APO 394

Hela R/7

Tel : 478200

AC/14104/PS

17 Dec. 1944.

SUBJECT : CIRCULATION OF MOTOR VEHICLES -
Vatican City State,
Sovereign Order of the Knights of Malta,
Republic of San Marino.

TO : Regional Commissioners - All Regions,
S.C.A.O's, Fifth and Eighth Armies.

1. Special "Certificates of Registration" have been issued covering the use of vehicles registered by the Vatican City State, the Sovereign Order of the Knights of Malta and the Republic of San Marino.

2. The Certificates will be carried on the windscreen of the vehicles to which they refer. No other permits are required.

3. The Certificates bear the distinctive colours of the Vatican (yellow and white), the Knights of Malta (red and white) and the Republic of San Marino (blue and white), and are issued by this Headquarters in the case of those motor vehicles registered by the Vatican and the Knights of Malta, and by the Regional Commissioner, Emilia Region, in the case of those vehicles registered by the Republic of San Marino.

4. The vehicles reserve to carry special identification plates with a number and the letters indicated below :-

Vatican	SCV.....
Knights of Malta	SMOM.....
San Marino	RSM.....

These vehicles may only circulate outside their sovereign territory if they carry "Certificates of Registration" covering their use.

5. A Licence di Circolazione is issued by the Registration Authority in respect of each vehicle. The Licence must be carried on the vehicle, and must be produced for examination on demand.

6. The drivers and passengers of these vehicles must be in possession of requisite "Movement of Civilian" passes.

7. Motor vehicles which carry Italian State identification plates, e.g. 765% Roma, 3201 MM, and used by the authorities mentioned in paragraph 1 will carry standard moto vehicles circulating permits, and will not carry the special "Certificates of Registration".

8. All Italian SCV vehicles have recently been "parked", and

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Declassified E.O. 12356 Section 3.3/NND No. 785021

10. Certificates and permits have been issued in respect of all vehicles authorised to be used in the service of the Vatican City State, and any others claiming to be authorised should be eliminated.

11. It is said that there are considerable numbers of vehicles purporting to belong to one or other of the above organisations which are not properly licensed, or are obtaining irregular supplies of petroleum. It is requested that a special police drive be arranged to eliminate them.

12. The users of motor vehicles registered with the Republic of San Marino should be issued with petrol coupons and rations in the same way and on the same scale as any other Italian individual or organisation. The Vatican or Equestrian Order of the Knights of Malta must in no circumstances be given additional supplies of POL as arrangements have already been made for them, including facilities for refreshing their vehicles when travelling away from home.

By Command of Rear Admiral STONE,

G.S. PARKINSON Brig.
A/TF, CA Sec.
A/DCOS, AC.

Distribution :

"A" (plus 44 and 45)
AFHQ. G-2 (CI) Sec.
Rotsec AFHQ. RAAC
A.I GSI (b)
Provost Marshal R.A.C

Ministry of Interior
Ministry of Foreign Affairs
Ministry of Communications
Italian Government Requisitioning Agency (Ministry of Interior)
Commanding General CC.RR.
Commanding General GG.FF.

Declassified E.O. 12356 Section 3.3/NND No. 785021

Roads

R/7

HEADQUARTERS ALLIED COMMISSION
Civil Affairs Section
APO 394

18 December 1944.

AC/14412/1/PS

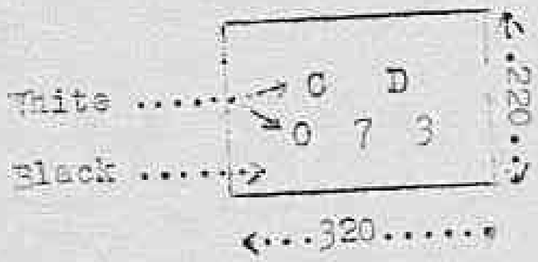
File Chap.

SUBJECT : Circulation of Motor Vehicles - Diplomatic Vehicles.

TO : Regional Commissioners, All Regions, SCAO's, Fifth and Eight Armies.

1. All motor vehicles belonging to members of the diplomatic Corps accredited to the Holy See and the Quirinale carry standard circulation permits overprinted with the letters "CD". The permits are issued by the Ministry of Communications.

2. Diplomatic vehicles also carry special type identification plates, showing the letters "CD" and a number. The plates are rectangular in shape, measuring 320 mm. by 220 mm. The letters and figures appear white on a black surface, and arranged with the letters above the figures as indicated below :-



3. The drivers and passengers of these vehicles must be in possession of the requisite "Movement of Civilian" passes.

4. It is known that a number of motor vehicles are still circulating with old type "CD" plates. It is requested that a strict police check be made to eliminate them. Diplomatic permits and plates have already been issued in respect of all vehicles entitled to carry them.

5. Petrol rations for the Diplomatic Corps are arranged for separately as a personal issue to the Diplomat, and under no circumstances must any Diplomat be given additional supplies on any pretext whatever.

By Command of Rear Admiral STONE,

[illegible]
C.S. PMG 13SOF, Brig.
/WF, 31 Sec.
A/DSOS, AC.

1000

Declassified E.O. 12356 Section 3.3/NND No. 782021

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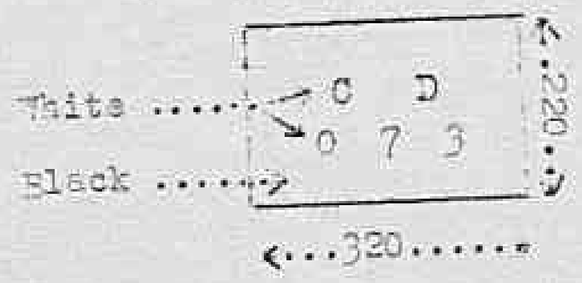

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5. Petrol rations for the Diplomatic Corps are arranged for separately as a personal issue to the Diplomat, and under no circumstances must any Diplomat be given additional supplies on any pretext whatever.

By Command of Rear Admiral STARK,

C.S. ROBERTSON, Brig.
A/TF, GA Sec.
A/DCOS, AC.

1929

Distribution :

A.M. (plus 44 and 45)
AFHQ. G-2 (CI) Sec.
Petsec. AFHQ. RA.C.
A.I GSI (S)
Provost Marshal RA.C.

Ministry of Interior
" " Foreign Affairs
(Your 442/10979 of 13 Nov. refers)
Ministry of Communications
Italian Government Requisitioning Agency
(Ministry of Interior)
Commanding General CC.RR
Commanding General GG.FF.

Declassified E.O. 12356 Section 3.3/NND No. 782021

R/7 RNF/ra

RESTRICTED

HEADQUARTERS
MEDITERRANEAN THEATER OF OPERATIONS
UNITED STATES ARMY
APO 512

AG/451/767 D-O 17 December 1944

SUBJECT : Requisitioning, Derequisitioning, or Rental of Civilian Motor Vehicles by United States Military Forces.

TO : All concerned

1. Reference is made to:

(a) Section II, Allied Force Headquarters Administrative Memorandum Number 89, dated 13 December 1944, subject: "Requisitioning and Derequisitioning of Civilian Motor Transport".

(b) Allied Force Headquarters Administrative Memorandum Number 95, dated 27 December 1943, subject: "Payments in Italian Territory".

(c) Allied Force Headquarters Memorandum Number 31, dated 1 August 1944, subject: "Payments in Italian Territory".

(d) Allied Force Headquarters Administrative Memorandum Number 57, dated 11 December 1944, subject: "Powers and Rights of Allied Forces in Italian Government Territory".

2. In accordance with above cited, the following organizations are authorized to requisition and derequisition civilian motor vehicle in the areas of their respective responsibility under United States Army jurisdiction, south of the rear boundary of the 15th Army Group:

a. Peninsular Base Section
b. Headquarters Command, Allied Force
c. Rome Area MTCUSA
d. Adriatic Depot

3. A list of all requisitioned civilian motor vehicles presently on hand will be submitted immediately to this headquarters by the above for each unit under their command. A similar list will be submitted by Army Air Forces Service Command, MTO for all United States Air Force Units. Lists will include the following information and will be kept up to date by all subsequent changes:

a. Using Unit.
b. Model and type of vehicles

Declassified E.O. 12356 Section 3.3/NND No. 785021

Motor Vehicles by United States Military Forces.

TO : All concerned

1. Reference is made to:

(a) Section II, Allied Force Headquarters Administrative Memorandum Number 89, dated 13 December 1944, subject: "Requisitioning and Derequisitioning of Civilian Motor Transport".

(b) Allied Force Headquarters Administrative Memorandum Number 95, dated 27 December 1943, subject: "Payments in Italian Territory".

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a. Peninsular Base Section
b. Headquarters Command, Allied Force
c. Rome Area MTOUSA
d. Adriatic Depot

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a. Using Unit.
b. Model and type of vehicles.
c. Make or manufacturer of vehicle. 1943
d. Army Registration Number assigned to vehicle.
e. Condition as to serviceable, unserviceable or salvaged
f. AUTHORIZATION: (ie) Applies to an approved T/O & E, is authorized by an excess authorization (state authorization) or is an unauthorized excess.
g. Vehicle substituted in lieu of War Department vehicle, type_____.

4. [illegible]

Declassified E.O. 12356 Section 3.3/NND No. 785021

4. All civilian vehicles required by the United States Air Corps will be requisitioned by PENBASE or ADRIATIC DEPOT in their respective areas of responsibility.

5. It will be the responsibility of the requisitioning headquarters to maintain and control requisitioned civilian motor vehicles within its area of responsibility in accordance with existing United States Army Regulations.

6. Inasmuch as civilian motor vehicles requisitioned through United States Military channels are considered to be the property of the United States Government, non United States military personnel authorized by commanding officers to operate this transportation will be held individually responsible in case of loss or damage to this property through neglect.

7. Prior to derequisitioning of a serviceable vehicle to its owner or the Italian Government, approval of this headquarters will be secured.

8. No vehicles will be rented from owners without prior approval of this headquarters.

By command of Lieutenant General McNARNEY:

/s/ R.H. FRESE
/t/ R.H. FRESE
Captain, AGD

REPRODUCED - Hq Rome Area, MTOUSA, 19 December 1944 /IEC/tjs

DISTRIBUTION: "R"
(Am)

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HEADQUARTERS ALLIED COMMISSION
Transportation Sub-Commission
APO 394

R/7.

CWAP/hgd

Dec. 16, 1944

AC/TN/R/7

SUBJECT : Constitution of a New Association of Firms Exercising the Transportation by Motor Vehicles.

TO : Director Transportation Sub-Commission

Reference your AC/TN/GRds dated 15 Dec. 44

1. It is considered that the organization referred to might be of some useful purpose in that the members should be in a position to furnish the following information:-

a. Present location, number, and rates of all motor lines, and a time-table of operations.

b. Number of trucks, tonnage and distance haul of various commodities by motor trucks.

c. location, number and condition of motor taxis for hire.

2. This information should be communicated to ~~to~~ A.C., so that A.C. could pass it on to the Italian Government for necessary action.

Chatfield, Col

JAMES J. CARNES
Colonel, Inf.
Director Road Section.

1926

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS ALLIED COMMISSION
A.C. 394
TRANSPORTATION SUB-COMMISSION

M.T./hl

A.C./T.I./ORGS

15 Dec. '44

Tel: 220

SUBJECT: Depreciation Charges on U.S. Vehicles Leased to Truck Pools

TO : All Regional Transportation Officers
All Regional Finance Officers

1. In the event of existing A.C./A.C. Truck Pools or those formed in the future being turned over to Italian companies, it will be necessary to raise a depreciation charge against such pools for the hire of U.S. vehicles. This charge will be credited to the U. S. and British Governments and will be based on the mileage covered.

2. You should therefore see that mileage records are maintained in such a manner that the mileage covered by American and British trucks can be separately determined. If this is not possible without considerable labor in respect to past mileage, it will not be necessary for you to estimate it and any charge against the Italian Government will be based on the proportion of British and American trucks employed.

3. Please inform this office whether

a) adequate mileage records are being maintained by all pools using U.S. trucks, and

b) whether such mileage can be split between British and American vehicles.

4. Until further notice, depreciation charges for U.S. vehicles will be levied, and paid in cash, against such truck pools as are owned by private Italian companies. It will be unnecessary to obtain payment of such charges from A.C./A.C. owned pools whose profits are considered as accruing to A.C.

[illegible] H. TAYLOR,
Brigadier.
1925.

copy to:
Chief Accountant,
Finance Sub-Commission

From Sec

HEADQUARTERS
ALLIED MILITARY GOVERNMENT
LAZIO-UMBRIA REGION
APO 394

File 0.1500 R17
15.05

14 December, 1944

R/5854

SUBJECT: Control of Civilian Transport

TO : HQ. Allied Commission
Civil Affairs Section

1. Reference your AC/14402/7/1/PS dated 6 December, we enclose copy of letter from Transportation Division dated 9 Dec. This letter appears to answer the points which you raise.

2. Since the letter was written the necessary Decree has been approved and is now in the hands of the Prefect for promulgation.

3. Reference your para 4 (d) the control of the type of vehicle is the hands of Motorizzazione.

4. It must be appreciated that alla this is being done in Italian Government territory which increases the difficulties enormously.

For the Regional Commissioner:

A.D.BONHAM-CARTER
Lt.Colonel
Executive Officer

Copy: Pet.Sec. AFHQ RAAC
HQ RAAC
Chief of Staff's Office HQ. AC
Economic Section. HQ Allied Commission

1924

HEADQUARTERS
ISTRUZIONE

Declassified E.O. 12356 Section 3.3/NND No. 782021

SUBJECT: Control of Civilian Transport

TO : HQ. Allied Commission
Civil Affairs Section

1. Reference your AC/14402/7/1/PS dated 6 December, we enclose copy of letter from Transportation Division dated 5 Dec. This letter appears to answer the points which you raise.

2. Since the letter was written the necessary Decree has been approved and is now in the hands of the Prefect for promulgation.

3. Reference your para 4 (d) the control of the type of vehicle is the hands of Motorizzazione.

4. It must be appreciated that alla this is being done in Italian Government territory which increases the difficulties enormously.

For the Regional Commissioner:

A.D.BONHAM-CARTER
Lt.Colonel
Executive Officer

Copy: Pet.Sec. AFHQ RAAC
HQ RAAC
Chief of Staff's Office HQ. AC
Economic Section. HQ Allied Commission

1924

HEADQUARTERS 15th CORPS

15 dec
42

Declassified E.O. 12356 Section 3.3/NND No. 782021

1943

HEADQUARTERS
ALLIED MILITARY GOVERNMENT
LAZIO-UMBRIA REGION
APO 394
MOTOR TRANSPORTATION DIVISION

5 December, 1944

MT/2534/13

TO : Commerce Sub-Commission

SUBJECT : Rome traffic control

REF. : AC/5087/Commerce/POL-8

1. Traffic control in Rome has proceeded to the point where a proposed decree setting up a Traffic Committee with power to help control the conditions in Rome is now in the hands of the Prefect and publication is expected the early part of next week. This decree puts the small trucks that are carrying passengers about the streets under the control of A.T.A.C. As soon as the decree is passed, it is our intention to allow the owners about one week to comply and then institute a police drive to clean up the entire situation.

2. A change in the present decree requiring trucks to possess U.P.B. trip tickets while operating inside Rome as well as upon leaving and entering the city has been prepared and is now passed to the Prefect for publication. We have insisted that this decree be published at the same time as the other, so that the police roundup can encompass the entire truck situation at one time.

3. Under our auspice, the small truck owners have been incorporated into a union of sorts so that we can deal with their representative. We have told them that approximately one third of their trucks will be allowed to operate in Rome carrying passengers, one third will carry food products only and the remainder must be prepared to vacate the city to find work in the provinces. In the latter case we are prepared to help them get located.

4. As soon as the Commission has been formed and is ready to operate, we shall notify your Office, so that we can again have a conference preparatory to the above mentioned police drive.

1923

Declassified E.O. 12356 Section 3.3/NND No. 785021

10 [illegible] Commerce [illegible]

SUBJECT : Rome traffic control

REF. : AC/9087/Commerce/POL 3

1. Traffic control in Rome has proceeded to the point where a proposed decree setting up a Traffic Committee with power to help control the conditions in Rome is now in the hands of the Prefect and publication is expected the early part of next week. This decree puts the small trucks that are carrying passengers about the streets under the control of A.F.A.I. As soon as the decree is passed, it is our intention to allow the owners about one week to comply and then institute a police drive to clean up the entire situation.

2. A change in the present decree requiring trucks to possess U.T.A. trip tickets while operating inside Rome as well as upon leaving and entering the city has been prepared and is now passed to the Prefect for publication. We have insisted that this decree be published at the same time as the other, so that the police roundup can encompass the entire truck situation at one time.

3. Under our auspice, the small truck owners have been incorporated into a union of sorts so that we can deal with their representative. We have told them that approximately one third of their trucks will be allowed to operate in Rome carrying passengers, one third will carry food products only and the remainder must be prepared to vacate the city to find work in the provinces. In the latter case we are prepared to help them get located.

4. As soon as the Commission has been formed and is ready to operate, we shall notify your office, so that we can again have a conference preparatory to the above mentioned police drive.

1923

[illegible]
Major [illegible]

Declassified E.O. 12356 Section 3.3/NND No. 780021

HEADQUARTERS ... ED COMMISSION
Office of the Chief of Staff
AG 94

Executive Memorandum) Cancelling Executive Memorandum
Number 61.) No.61 dated 25 May 44.

13 December, 1944.

MILITARY TRAVEL AUTHORIZATIONS.

1. Every person desirous of leaving Italy must before he can do so, unless he is an excepted person (see appendix A on back hereof), obtain a Military Travel Authorisation (MTA).

2. No MTA shall be issued unless the journey to which it relates is of direct benefit to the Allied War Effort.

3. MTAs will be completed and forwarded whenever there is a prima facie case even if it is considered probable that permission will not be granted.

4. MTAs, except in the cases of persons mentioned in para 7 below, will be completed in the presence of an officer and submitted in duplicate, they will be typewritten (but if a typewriter is not available, forms completed in block capitals will be accepted); two full face and two profile photographs must be attached to the form in accordance with the directions thereon.

5. The officer will satisfy himself that the form is correctly completed, that the applicant is in fact the person named, and that the alleged reason for the journey is true. He will enter in the remarks column any relevant information available locally, and for a journey to a country which requires a visa he will state whether or not the applicant has obtained a visa. He will add his own comments or recommendation as may be appropriate.

6. He will then obtain the endorsement of PGS/CIC and on return of the form will countersign it, append his office stamp and transmit the form to HQ Aloom (for attention Public Safety Sub-Commission).

7. In the following cases the application forms will be prepared and forwarded as stated, instead of as above

(a) Italian Diplomatic and Consular Officers and Italian members of special economic or political Missions : by the Italian Foreign Office to POL Sec.

(b) Members of the Italian Armed Forces : by the Ministry concerned to the appropriate Independent Sub-Commission.

(c) In the case of Refugees and Repatriates the form will be prepared and dealt with by the Displaced Persons and Repatriation Sub-Commission.

Brigadier
Chief of Staff.

1922

Declassified E.O. 12356 Section 3.3/NND No. 785021

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MS/...2

Brigadier
Chief of Staff.

1922

Declassified E.O. 12356 Section 3.3/NND No. 782021

Exec Memo No.61

Appendix A.

The following do not require MTAs.

1. Allied Service personnel on duty
except Yugoslav nationals not proceeding to Yugoslavia.

2. Accredited Diplomatic and Consular Officials.
except (a) Italian Nationals.
(b) Jugoslavs not proceeding to Jugoslavia.

3. Br/US civilians employed by and travelling on duty for the following Government agencies :

(a) UNRRA
(b) Office of War Information
(c) Psychological Warfare Branch
(d) War Shipping Administration
(e) Ministry of War Transport
(f) Combined Economic Administration
(g) Foreign Economic Administration

(h) Any of the Service Ministries in the United Kingdom or United States providing they are in possession of MGO identity cards, e.g. technicians in possession of MGO cards, who are assigned to this theatre.

4. Br/US Civilians employed by and travelling on duty for
ARC ERC YMCA YWCA USO ENSA, JUAMI

5. War correspondents accredited to AFHQ.

6. Merchant Seamen serving in Allied or Allied operated merchant ships.

7. Merchant Seamen, other than Italians, leaving Italy to join ships elsewhere.

8. Persons already in possession of Inter-Allied Laissez Passer (issued in French North Africa or in Italy)
Joint Chiefs of Staff Permits (issued in Washington), or Allied Force Permit (issued in London), provided that these documents are not endorsed "for single journey only" (unless for single journey Italy, France or Corsica).

(Authority AFHQ letter AG 341/2/015 SEC 3 of 6 Nov.44).

Declassified E.O. 12356 Section 3.3/NND No. 785021

SUBJECT: Custody of funds of Motor Pools.

TO: All Regional Finance Officers.

1. In certain Regions motor pools are operated as AC/AMG pools. Such pools have no legal status as independent companies and the profits thereof are, for the time being, regarded as accruing to AC.

2. Considerable funds are accumulating in some of these pools and such funds are under the entire control of either the Italian management or the AC Transportation Officer. You should arrange with the Regional Transportation Officer that all surplus funds of these pools are deposited with the nearest AFA branch leaving only sufficient in the pools to meet their normal day to day expenses.

3. You should call for monthly statements from the pools showing their financial position and should consult with the Regional Transportation Officer as to the essential minimum cash balance which should be retained by the pool.

4. In the event of any pool wishing to withdraw money placed on deposit with AFA, such money should only be released on a certificate from the Regional Transportation Officer that it is essential for the working of the pool.

5. These instructions do not apply to pools which are legally constituted Italian companies or governmentally or provincially managed institutions.

By command of Commodore Stone.

Joint Director,
Finance Sub-Commission.

Copy to:
Director, Transportation Sub-Commission.

15 December 1944.

1001

Declassified E.O. 12356 Section 3.3/NND No. 782021

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By command of Commodore Stone.

Joint Director,
Finance Sub-Commission.

Copy to:
Director, Transportation Sub-Commission.

15 December 1944.
HGC/adm.

1001

Declassified E.O. 12356 Section 3.3/NND No. 785021

[2011]

Declassified E.O. 12356 Section 3.3/NND No. 785021

C O P Y

Tel. 478808

Ref. 520/86/COS

13 December 1944

SUBJECT : Handover of ELBA

TO : Distribution below.

1. The French Garrison were evacuated from Elba 11 Dec 44. The French Military Governorship terminated on that date and administration by AMG became effective.

2. Executive Memorandum No 78 transferring administration to Toscana Region becomes effective 20 Dec 44.

s/ E.W. SHIPP Lt Col.

Dist : Toscana Region
Establishment Section
Economic Section
Civil Affairs Section
Land Forces S/C
DCCAO HQ AAI.
Political Section

1926

12021

Declassified E.O. 12356 Section 3.3/NND No. 785021

WFT/ga

HEADQUARTERS ALLIED COMMISSION
APO 394
Transportation Sub-Commission

9 December 1944

Tel : 478701

AC Tn/167

SUBJECT: Division of Responsibility Between Industry Sub-Commission and Transportation Sub-Commission

TO : Industry Sub-Commission

1. Meeting held 9 December 1944. It was agreed:

a. In regard to Perelli Tire Plant at Tivoli that Tr.S/C will furnish to Ind S/C its requirements for tires and tubes by sizes and specifications through Com.S/C.

b. Ind S/C to take all responsibility for procurement of necessary materials and supplies to fill the order.

c. When completed product is ready for delivery, it will be made available through Com.S/C to Tr.S/C.

2. In connection with procurement from G-4, AFHQ, of dead-line military trucks and their repair for use in northwest Italy, it was agreed:

a. Road Division, Tr. S/C would endeavor to procure necessary dead-line trucks from G-4, AFHQ, for repairs.

b. The Tr. S/C will endeavor to procure a suitable factory in Naples, now occupied by PBS and about to be evacuated, to be used for repair work.

c. Obtain commitment from G-4, AFHQ, that certain spare parts will be made available to AC which are not available either locally or through cannibalization.

d. Representatives of Ind S/C will accompany representatives of Road Division to Caserta and assist in the arrangements outlined under a, b, and c above.

e. Vehicles will be delivered by Tr.S/C to Ind S/C at plant in Naples to be operated by Ind S/C.

f. Ind S/C will assume full responsibility for procurement of materials and doing all necessary work to recondition these vehicles and deliver them in satisfactory operating condition to Tr.S/C in Naples through Com S/C.

1919

1203

Declassified E.O. 12356 Section 3.3/NND No. 785021

3. These two arrangements set forth above to form a guide for the future relationships between the two sub-commissions.

MERRIT H. TAYLOR
Director, Trans. S/C

CC-
Road Division
Economic Section
Commerce S/C

1204

Declassified E.O. 12356 Section 3.3/NND No. 785021

COPY

Associazione Nazionale Dell'industria
dei Trasporti Automobilistici

Roma, 8th December 1944

Prot. n.12/I/1

To the Allied Commission

Transportation Sub-Commission

ROME
Via Veneto

Subject: Constitution of a New Association of Firms
Exercising the Transportation by Motor Vehicles.

Dear Sirs:

We beg to inform you that an Association of the firms exercising the transportation by motor-vehicles (Associazione Nazionale dell'Industria dei Trasporti Automobilistici) has been recently freely constituted in Rome.

Members of the aforesaid Association are the firms of all the following branches of motor transport:

-Regular lines of motor buses for the transport of passengers;
-Motor transport of goods;
-Motor cars for hire;
-Motor taxis.

The jurisdiction of the Association covers the whole of the territory of Italy, and it is affiliated to the newly constituted General Confederation of Italian Industries (Confederazione Generale dell'Industria Italiana).

The Association's aim is to look after the economical and syndical interests of its members.

This Association is particularly glad to put itself at your disposal in order to collaborate with you for the examination and solution of the very serious problems connected, in the present difficult situation, with road transport, and trusts that you will think it fit.

We are, Sirs, yours truly,

Sen. M. Nomis di Cossilla
Chairman

/s/ NOMIS di COSSILLA

1917

HEADQUARTERS ALLIED COMMISSION
Civil Affairs Section
APO 394

Tel : 472900
6 December, 1944.

AC/14402/7/1/NS

15.03

SUBJECT : Control of Civilian Transport, Rome.

TO : Regional Commissioner, Lazio-Umbria Region.

1. At a meeting held at this Headquarters on 4 November, 1944, at which representatives were present of PWB&C, Provost Marshal's Office, R.A.A.C., Transportation and Public Safety Divisions, Lazio-Umbria Region, action was requested to remove or control the large number of "camionette" licensed for agricultural or industrial purposes which are being openly used for carrying passengers at high prices.

2. We were requested by the Representatives from Lazio-Umbria Region to suspend action for a few days as they had a plan for using these "camionette" through A.T.A.G. as an alternative to larger buses which cannot operate through lack of tyres.

3. As a considerable time has now elapsed without any further information, may we please be informed what action has been taken to regularize this matter.

4. In particular, information is requested on the following points :-

(a) What action has been taken to organise the "camionette" under A.T.A.G. as an alternative to the buses which cannot run for want of tyres;

(b) What action has been taken to control the "camionette" licensed for agricultural or industrial purposes from plying for hire for passenger transportation;

(c) What action has been taken to reduce the petrol rations of the vehicles referred to in sub-paragraph (b) above;

(d) What steps are being taken to ensure that vehicles licensed for passenger transport are of a type suitable for this purpose, and that they are not likely to be a source of danger to the passengers or other users of the roads.

By Command of COMMODORE STONE,

G.R. [illegible] Brig.
MP-CA Section

MCB/C.

Declassified E.O. 12356 Section 3.3/NND No. 782021

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By Command of COMMODORE STONE,

G.R. [illegible] Brig.
VT-GA Section
DDOS (A)

1916

WJH/C.

Copy :
PETROL, [illegible] R.A.M.C.
(your Ref 30/A/10 of 30 October ref.)
C.C., R.A.M.C.
~~[illegible] (your [illegible] of 30 November refers).~~
Economic Section (your AG/5087/Gen/P&L of 1 December refers).
~~[illegible]~~

9 Coll
24

Declassified E.O. 12356 Section 3.3/NND No. 782021

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS
ALLIED COMMISSION
LAZIO UMBRIA REGION
APO 394
MOVEMENT CONTROL DIVISION

1. DEC. 1944

SUBJECT: Change in Movement Control Division
TO : Division Head Listed.

1. By direction of Colonel Poletti this division ceases active operation in the field of Movement Control and becomes an advisory unit as of this date.

2. In the organisation of Ente Nazionale Autotrasporti di Cose (E.N.A.C.) a Control Office is provided which will furction as a counterpart of this Division. Eng.Saul Greco is the head of that Control Office with offices in the Ministry of Comunication Building, located in Piazza Croce Rossa. Telephone installation is not completed at present.

3. From this date all application for civilian road transport should be made directly to Ufficio Trasporti di Roma (U.T.R.) by the person, organization or Division using the transport and paying for it. Time is lost rather than saved if a civilian organization. When the request is unusual or out of the ordinary it would be well for the Division concerned to endorse the request and explain the need or urgency of it.

4. A certain amounto of paper work and record keeping is necessary for the Control Office to properly function. Therefore, emergency requests should be restrcted to honest emergencies and not include lack of foresight in getting applications filed in reasonable time.

Bernard A Culleton, Major
Director Movement Control

Maj. Horn- Economics & Supply
Maj. Mason Economics & Supply
Maj. Sutherland-Agricolture
Maj. Harris- Transportation
Capt. Hay Economics & Supply
Capt. Scott- Economics & Supply
Capt. Lester- Economics & Supply
Capt. Kein- Agricolture

1915

1208

Declassified E.O. 12356 Section 3.3/NND No. 785021

File MTR/id

HEADQUARTERS ALLIED COMMISSION
PRIORITIES AND MOVEMENTS DIVISION
ECONOMIC SECTION

Phone: 489061
Ext: 503

2 December 1944

Ref: 15.56/53FM

Subject: Uniform Bidding Proceedure and Bidding for all Transport.

To: Director,
Trans. Sub Commission.

Further to my letter reference 15.56/53FM concerning the above subject.

(1) Representatives of the Priority and Movements Division, Economic Section, Rail, Road and Shipping Sections of the Transportation Sub Commission met to consider the proposition that one Bid Form be utilised for Bidding for Transport by the Transportation Sub Commission Section.

(2) It was found that the information required by each Section of Transportation is so varied and extensive that a uniform Bid Form is impractable.

(3) It was agreed,
(a) that each Section of the Transportation Sub Commission will continue to issue and distribute its respective Bid Forms;
(b) that a close cooperation of Sections will be maintained and Bids which cannot be accepted for movement by one Section will be passed to another Section for consideration of alternative means of Transport.

for the Chief Commissioner

MERRITT H. TAYLOR
Chief, Priorities & Movements Div.

Copies to Transportation Sub Commission Rail Section
" " " Road "
" " " Shipping "

1914

R/7
M Cott
ad 5/12/44

Roads
to you Lee

HEADQUARTERS ALLIED COMMISSION
Civil Affairs Section
AF

AC/11080/5/PS

30 November 1944

SUBJECT : Control Civilian Movement.

TO : See Distribution List.

1. The importance of exercising a strict control over the movement of civilians, especially in the Army Zone, needs no emphasis.

2. Recent reports, however, indicate that:

(a) standard passes are being issued to places north of the Rear Army Control Line without reference to the S.C.A.O/RC concerned;

(b) passes are not completed correctly before issue;

(c) members of the Italian and United Nations armed Forces and Members of the CC.RR. and CC.FF., are attempting to enter the Army Zone with spurious duty passes and otherwise in contravention with the regulations relating to movement;

(d) civilians in possession of letters of "authority" and "recommendation" from Military Units, Embassies, Legations, Vatican, etc, attempt to enter the Army Zone without standard Movement of Civilian Passes.

3. In future the issue of passes to places north of the Rear Army Control Line without reference to the S.C.A.O/RC concerned will be regarded as a grave breach of security. This instruction will be drawn to the attention of all concerned.

4. With regard to the issue of passes :-

(a) a seperate pass must be issued in respect of each person;

(b) applicants full name, address, and identity card number must be shown on the pass;

(c) the holder will not be authorised to be out of doors after curfew except for valid reasons;

(d) each pass must be signed by the applicant before issue;

(e) no alterations or additions will be made to a pass except by way of endorsement on the back;

Declassified E.O. 12356 Section 3.3/NND No. 785021

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(d) each pass must be signed by the applicant before issue;

(e) no alterations or additions will be made to a pass except by way of endorsement on the back;

(f) facsimile signature stamps will not be used.

5. Regional Commissioners and Questori will refuse all applications for passes to places north of the Rear Army Control Line unless the journeys will directly benefit the war effort.

6. Applications for passes which are referred to S.C.A.O/RC's for approval will contain full particulars of itinerary, reasons for travel, and areas involved, as well as other details necessary to complete passes in full.

7. Documents in Italian will be translated before they are transmitted to the S.C.A.O/R.C's concerned.

1913

Declassified E.O. 12356 Section 3.3/NND No. 780021

8. Passes to places in the vicinity of the Rear Army Control Line will not be issued unless the issuing office is satisfied that the reasons for the journey are good and sufficient. Many cases are occurring of persons travelling to such places with regular passes and on arrival making application for additional passes into the Army Zone.

9. It is emphasized that the only regular pass is the standard yellow Movement of Civilian Pass. All irregular passes found in use will be confiscated and forwarded to this Headquarters with a covering report. After investigation a proper pass may in suitable cases be issued in place of a confiscated pass.

10. Passes or Permits which purport to enable persons to use motorcars or perform special duties in the Army Zone will not be issued unless in conjunction with regular Movement of Civilian passes approved by the S.C.A.C/R.C. concerned.

11. The provisions of Executive Memorandum No. 77 will be complied with by all concerned on all occasions.

By Command of Commodore STONE:

G R Urquhart

G.R. URQUHART Brig,
VF CA Sec.
DCOS, AC

WCE/jwf

DISTRIBUTION :

For Action to:
"A" plus 39 to 48
Ministry of Interior
Ministry of War
Ministry of Marine
Ministry of Aviation
High Commissioner for Refugees.
Commanding General CC.ZR.
Commanding General CC.FF.

For Information To:
AFHQ G-2 (CI) Section
AFHQ CSI (b)
Senior Staff Officer Security (Med)
Commands Supreme.

Declassified E.O. 12356 Section 3.3/NND No. 782021

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS
AMG/ACC
ABRUZZI - MARCHE REGION
CMF

R/7

REF: R3/512 G/1

SUBJECT: Truck Pools

TO: Joint Directors
Finance Sub-Commission
H.Q., A.C.
(for the attention of Col.Grattuy-Smith)

Here follows a resume of the operations of Trucks Pools and how they are employed. It is set out for the purpose of aiding the sub-commission concerned in directing at whose door the cost for transportation should be laid, especially for (1) HOME GROWN FOODSTUFFS, whose outstanding invoices for transport amount to about 15 million lire.

1. IMPORTS.- The Truck Pool is used

a) For transportation from Port or Railroad to Stockpile. A.C.C.'s liability.

b) From Stockpile to Consorzio. Consorzio pays, so long as he is permitted to make a 15% margin; under this percentage he maintains it is no longer economical. The margin is fixed by the Prefect after consultation with the Provincial Supply Officer. This is at present being done even though it may conflict with the joint directive issued on the 11th of September 1944, signed Col.Crawshaw and Col.Legg.

2. HOME GROWN FOODSTUFFS.-

a) State Controlled Commodities : Grain.
This is the apparently insoluble problem. Grain is carried from the Collection Centers (Ascoli Province) to the Consorzio Warehouses (in Aquila Province), and the invoice is presented to the Consorzio. He says "I cannot pay. I have nothing from which to pay. The

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Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS
AMG/ACC
ABRUZZI - MARCHE REGION
CMF

REF: R5512/ G/1

SUBJECT: Truck Pools

TO: Joint Directors
Finance Sub-Commission
H.Q., A.C.
(For the attention of Col.Grafftey-Smith)

farmer receives 900 lire per quintal of grain, the State pays him 450 lire and I pay 450 lire. I supply the grain to the miller at 300 lire per quintal, the State bears the deficit of 130 lire - incidently I have had nothing from the State -. Before your arrival I used also to receive from the State 4 - 5 lire per quintal for warehousing and handling Charges - NOT Transport. I no longer receive this. How then can I pay your transport bill?"
This is what the miller says : "I pay the Consorzio 300 lire per quintal. One quintal of grain produces .88 quintals of flour and .12 quintals of husk. The pegged price of flour is 320 per quintal and husk 260 per quintal." Therefore one quintal of grain after milling fetches 313 lire, showing the miller a margin of 13 lire. His actual costs of milling are about 60 lire per quintal."-
He says : " I cannot pay for transport. What is more to the point, I cannot keep going on incurring this loss without being told how I am to be compensated, and to make matters worse the Consorzio threatens to increase the price of grain supplied to me." To the question "But surely the price is fixed" he replied "Yes it is fixed by the Federazione of the Consorzi in agreement with the State, but Provincial Consorzi look like doing as they please and attempt to bargain".

b) We need not worry about (b) Home Grown Foodstuffs that are not State controlled; the parties interested allow themselves

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Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS
AMG/ACC
ABRUZZI - MARCHE REGION
CMF

REF: RG/502/ 3/1 Sheet No.3

SUBJECT: Truck Pools

TO: Joint Directors
Finance Sub-Commission
H.Q., A.C.
(For the attention of Col.Grafftey-Smith)

sufficient margin to pay for transport Charges. I will then, if I may, pursue the Concorzio and Millers woes. Before our arrival an organization known as U.D.C.F.S.P. was actively employed in controlling this. U.D.C.F.S.P. is a State body and a subsidiary of Ministry of Agriculture ; particulars of its various duties I am attaching as an appendix. Regarding TRANSPORT however its activities were these. ALL MILLERS paid to U.D.C.F.S.P. a flat rate of 7.75 lire per quintal for the transport of grain ; they paid the invoices and were reimbursed by U.D.C.F.S.P. They also performed this other important function. As the only two constants were (1) the price paid to the farmer and (2) the price paid by the consumer for flour, they maintained the balance in between and saw that compulsory deficits were adjusted.

RECOMMENDATION.- U.D.C.F.S.P. is undoubtedly the corner stone of this structure, and should be directed to take on its normal functions and carry them through effectively. Is not this in accord with the policy we are continuously propounding :"Let the Italians do the work and we supervise"? In this case we appear to be doing the work with the Italians looking on, and if they sometimes smile, who will blame them?-

1916

1215

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS
AMG ACC
ABRUZZI - MARCHE REGION
CMF

Sheet No.4

REF: R5/39/1

SUBJECT: Truck Pools

TO: Joint Directors
Finance Sub-Commission
H.Q., A.C.
(For the attention of Col.Grafftey-Smith)

3. MONOPOLIES.- There is yet another matter regarding liability for transport and that applies to monopolies. In order to carry out the terms of the directive relating to the transport of monopolies - H.Q./GA/57 dated 30 June 44 - it is essential that this definition be established, i.e. is the Truck Pool a Civilian or an A.M.G. Undertaking?

In conclusion I would suggest that a directive be issued regarding the control and supervision of the Finances of Truck Pools. A considerable amount of money passes through their account and this is under the sole charge of almost in every case a very junior officer. In this Region my aid was sought and I rendered what assistance I could by way of a continuous audit and instituting a system of records etc. The matter requires fuller consideration and the establishing of a H.Q. formula.

N.T.Reard

13 November 1944
NTR/gds

N.T.REARD, Lt.Colonel
Regional Finance Officer

1909

Copy to : Agriculture Sub-Commission
(For the attention of - Allbough, Esqr.)

Food Sub-Commission
(For the attention of Capt.Lush)

Transport Sub-Commission
(For the attention of Col.Berdne)

1216

Declassified E.O. 12356 Section 3.3/NND No. 785021

COPY

MILLERS COSTS

Cost of grain

Price of grain when it is purchased		L.300,00
Sacking and loading per quintal	L.6,00	
String, addressing cards etc.	3,00	
Unloading at the mill	2,00	
Use of sacks (consume)	10,00	
Assistance to the charge & sacks	7,50	
	L. 28,50	28,50
		L.328,50

The sum of L.28,50 shall be reimbursed to the mills as up to May. Who will now reimburse it?

Cost of Milling

Salaries	L. 13,60	(including the increase
Wages	4,00	of living cost and
Social insurance	8,97	family allowance)
Maintainance and use of machinery by motor power	12,20	(this figure is the minimum as"Vetoio
Maintenance of the building and machinery	11,70	Mill"uses hydraulic
Amortization	6,50	energy with termic
Fire & other Insurance	1,15	and electric power)
Interest on capital	8,45	
Taxes and Duties	4,97	(included 1% War Tax)
Administration expenses	1,75	
Profit	2,00	
	L. 75,29	

The flour costs	L. 300,00	
	28,50	
	75,29	
	L. 403,79	

1918

1217

Declassified E.O. 12356 Section 3.3/NND No. 785021

UFF.DISTR.CER.FAR.E PASTE
Translation (Fabriani)

DISTRIBUTION OFFICE OF CEREALS, FLOUR AND PASTA

AQUILA

To the Allied Military Government
Finance Division
AQUILA

According to your request here are informations as follows:

1. National plan of distribution: This "Ente" provides for local wheat assignment, according to production and consumption of each Province, transferring to other Provinces the exceeding quantity of wheat.

2. National plan supplying cereals to mills: according to the industry power and position of each manufacture the office provides for wheat assignment. This will be distributed as flour and the exceeding quantity passed to those Provinces which are without adeguate equipment.

3. National plan of "pasta" supply: Same as for the grain this office assignes the flour necessary for the manufacturing of the pasta, in order to provide the Communes which are not entirely equipped.

4. Control of milling and "pasta" manufacturing is given to Technicals which will also take care of the books, where all wheat movement is registered.

5. Cereals transferred amongst Provinces: This Ente organizes the collection of the cereals and the transferring of the wheat in those Provinces where the latter product is more needed. The cereals during the past campaigns were sent "free-charge" to the millers, which paid us a fee called "gestione trasporti" (transport management). Such fee was utilised for expenses of labour, loading, unloading, and transportations.

At present, this Section of Aquila has received order from Rome to limit its activity in delivering the wheat from the centres of the productions to the Provinces of Aquila, using the means of transportation from the Truck-Pool No.5

HEADQUARTERS ALLIED COMMISSION
Transportation Sub-Commission
APO 394

R/7

Dec. 1, 1944

AC/TN/R/7

SUBJECT : Operation of W.D. vehicles.

TO : Mr.Villa, Economic Section.

1. The suggestion has been put forward that it is possible for a W.D. vehicle to cover 125 to 150 miles per day, when on Civilian work and driven by Italian Civilians.

2. Although it is not agreed that such mileage is possible, having regard to conditions existing at the present time in this country and the fact that load carrying W.D. vehicles are supposed to have a "maximum" speed of 30 m.p.h., it does bring into prominence other factors which are as follows:

(a) Anywhere between 14,000 to 17,000 miles the present W.D. vehicles require new engines fitting. This is probably due to many things, perhaps the the two most important being the fact that the present day metal is not serviceable and the quality of the petrol used is very poor.

(b) Tires cannot be expected to last more than 10,000 miles. Again this being due to the poorer quality of rubber now employed in the making of tires and the very bad conditions of the roads.

3. On the basis of a vehicle doing 125 miles per day it will cover in one month 3,375 miles. This is allowing 27 days per month giving the vehicle 3 days off per month for maintenance. Having regard to the statements in para (2) this means that the vehicle will only last 4 to 5 months before requiring replacement engine and the tires cannot be expected to last longer than 3 months.

4. The statements made in para (2) refer to load carrying vehicles from 10 cwt up to 4 tons and do not apply to heavy load carriers with diesel engines.

1906

Declassified E.O. 12356 Section 3.3/NND No. 782021

1. The suggestion has been put forward that it is possible for a W.D. vehicle to cover 125 to 150 miles per day, when on Civilian work and driven by Italian Civilians.

2. Although it is not agreed that such mileage is possible, having regard to conditions existing at the present time in this country and the fact that load carrying W.D. vehicles are supposed to have a "maximum" speed of 30 m.p.h., it does bring into prominence other factors which are as follows:

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1943

Col. [illegible] Director [illegible] Sub-Com

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1220

Declassified E.O. 12356 Section 3.3/NND No. 785021

R/1

HEADQUARTERS ALLIED COMMISSION
APO 394
ECONOMIC SECTION

25 November 1944

EESM/eh

SUBJECT: Book of Instructions for the Organisation and Administration of Truck Pools.

TO : Chief of Staff

1. Reference the attached Memorandum and book of instructions for the organisation and administration of truck pools compiled by Transportation Section of the Lazio-Umbria Region.

2. It is agreed by this Headquarters that copies of a book of instructions, if distributed to all Regions, would be extremely useful. However, the book which has been compiled by Lazio-Umbria Region will not be satisfactory.

3. This book was started in conjunction with the Transportation Sub-Commission in this Headquarters but was then published without final approval and the forms shown in the Appendix of the book are incorrect. It would not be advisable to distribute the book in view of this fact until the forms can be amended. They are now in the process of being published and should be available shortly, at which time the proper adjustments can be made.

Colonel Howland Shepard

A.G. ANTOLINI
Acting Head
Economic Section, AC.

General Chapultepec 8/12/44 with correspondence & book etc.

1945

1221

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS ALLIED COMMISSION
FINANCE SUB-COMMISSION
APO 394

AC - R/7

R/7

13187/F

24 November 1944

SUBJECT : Employees Insurance

TO : Transportation Sub-Commission.

1. Reference is made to your AC/TN/R/7 of 20 November relating to insurance of civilian personnel employed by AMG Truck Pools, and to subsequent conversation (Lt.Col. Bordass-Major Osmon).

2. It is understood that the Trucks in question are operated under a hire contract, in which case the contractor is required by law to effect the insurance of his employees against work accidents with the Istituto Nazionale dell'Assicurazione contro gli Infortuni sul Lavoro. The premium in this respect is paid by the employer.

3. The contractor is also required to ensure cover of his employees against sickness with the Istituto per l'Assistenza di Malattia ai Lavoratori and for social insurance (e.g. unemployment, tuberculosis, marriage, maternity, old age and invalidity) with Istituto Nazionale della Previdenza Sociale. The contributions are payable equally between the employer and employee, except for the pension fund, to which the employer contributes two-thirds and the employee one-third.

4. It is essential to impress upon the contractor his obligation for these insurances.

5. In other cases where trucks are owned and operated by AMG and the civilian labour engaged in driving, maintenance, etc. is directly employed and paid by AMG, such employees come under the agreement between AFHQ and the Italian Government under which claims in respect of work accidents to

1924

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Declassified E.O. 12356 Section 3.3/NND No. 785021

civilian employees of Allied Forces are dealt with by the Istituto Nazionale Infortuni.

6. As regards sickness and social insurances for the classes referred to in the preceding paragraph, agreement has just been concluded with the Italian Government for the provision of these benefits to direct employees of the Services and detailed information and instructions on the subject are being prepared for guidance of all concerned.

7. No premiums are payable by Allied Forces in respect of any of the Insurances mentioned in the foregoing.

for B.E.L. Summons Major
Joint Director
Finance Sub-Commission.

1223

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS ALLIED COMMISSION
APO 394
TRANSPORTATION SUB-COMMISSION

LSA/hl

AC/TN/Opd

22 Nov. '44

Tel: 220

SUBJECT: Proposed Changes in Operation of Control of Rome Transport

TO : Acting Vice President, Economic Section

1. It is now proposed to remove from control of Transportation Sub-Commission the transport functions it now exercises in Rome. These consist of the operation of the

a) Super Garage, which serves as a garage for Headquarters transport as well as handling the 1st and 2nd echelon maintenance.

b) Lancia Garage, which channels 3rd and 4th echelon maintenance for all Headquarters vehicles and some Regional vehicles.

c) Parts Section, located in the Lancia Garage for supply of parts for Italian vehicles.

d) Tire Section, at Via Assisi Plant, for repair and retread of tires, and in particular, tire storage, distribution and accounting.

e) Additional 3rd and 4th echelon maintenance garages now under survey by the Transportation Sub-Commission in the Rome area.

2. It is felt necessary to advise you of the position before final decisions are reached.

3. At Naples passenger transport was extremely scarce and its operation was under the Headquarters Commandant. Maintenance was the dual responsibility of the Headquarters Commandant (Mr) and the CO, 2675th Regt. (A).

4. In view of this shortage of transport, Transportation Sub-Commission took the initiative and sent Col. Cornes, Chief of the Road Division to Rome with the first group of officers from Headquarters, in order to take the steps necessary to remedy the situation. This resulted in the following:

5. Transportation Sub-Commission in connection with Rome region (ahead of the Army) secured five garages, i.e., the Super, Lancia, Fiat, Staar, and Public Safety Garages, of which the Sub-Commission retained the Super and Lancia Garages.

6. Transportation Sub-Commission organised these garages for operation initially with Col. Clough

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7. A program was laid down for requisitioning cars and such cars were processed thru the Super Garage. Subsequent to the initial requisitioning. Transportation Sub-Commission organized a small requisitioning team whose efforts have been responsible for securing the substantial number of good cars now with AC.

8. Transportation Sub-Commission also "froze" the automotive parts in some thirty warehouses in Rome and established a civilian parts warehouse in the Lancia Garage for the use of civilian parts, for AC Headquarters. Regions, and essential civilian vehicles.

9. Transportation Sub-Commission established a tire warehouse for storage, repair, and distribution of tires, not only to AC Headquarters vehicles, but to Region and civilian uses.

10. Transportation Sub-Commission has plans under way for the securing of additional maintenance shops for higher echelon maintenance for W.D. vehicles in order to relieve the army of that responsibility.

11. Transportation Sub-Commission in accord with plan initiated by Col. Allbright at Naples and finally concluded at Rome, now carried on its strength all operating and maintenance personnel, both at this Headquarters and in all Regions. This was done in order to make available for operation and maintenance of both TE/WE vehicles and vehicles for civil supply, sufficient Allied mechanics and operating personnel for supervision of Italian employees. Prior to that time practically all the Allied personnel of this character were engaged in the actual work of operation maintenance and repair of vehicles under the Headquarters Commandant (Sr) and 2675th Regt. (A); no adequate personnel under this plan were available for supervision of maintenance and operation of vehicles for civil supply. This program was the result of several months study on the part of Col. Allbright in conference with other concerned. This plan has worked successfully.

12. The allocation of TE/WE vehicles and of requisitioned cars has not been the responsibility of the Transportation Sub-Commission, neither has the operation of the pool at Rome Headquarters. The criticism of the AFHQ inspection Team was directed in respect to the Rome Headquarters, at the allocation and use of the passenger vehicles.

13. The effect of the proposed plan will be to again divide the responsibility and personnel.

14. Transportation Sub-Commission has had experience of Regional Commissioners placing the Regional Transportation Officer under another member of the Regional Staff, such as the Public Works & Utilities Officer, or Supply Officer. This was quite unsatisfactory and the Sub-Commission was able to

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change this so that now the Transportation Officer in the Region reports directly to the Regional Commissioner who has a command responsibility for the operation and maintenance of regional transport. This has worked satisfactorily. The Transportation Officers and other personnel are carried on the strength of the Transportation Sub-Commission, which is the same plan which is in effect with all other Sub-Commissions.

15. Transportation Sub-Commission does not approve of the proposed plan but in lieu thereof has proposed that a Chief Transport Officer should be appointed at AC, placed in charge of all Headquarters transport and the facilities outlined above. This officer and his personnel should be carried on the strength of the Transportation Sub-Commission, the same as Regional transport personnel. This Headquarters transport is so important as to require the full time and attention of a Senior Officer, long experienced in transport operation and maintenance. He should be held fully responsible for all AC Headquarters transport by the Executive and report directly to him. It is thought from the Regional experience above mentioned, that this will be more satisfactory than placing this officer under the Headquarters Commandant.

D. S. ADAMS,
Colonel, C.E.
Director, Tn. S/C

Declassified E.O. 12356 Section 3.3/NND No. 785021

R/7

ALLIED COMMISSION
SICILIA REGION
APO 394

15 November 1944.

File No. :- 091.31/2/8

Subject :- Timber Haulage - Italian Military Vehicles.

To :- Headquarters, Allied Commission, APO 394, (for Transportation Sub-Commission).

1. The Town Major at Reggio Calabria, under his letter No. TM/25A/463 dated 9 November 44, advises that the Commando Militare, Calabria, requires the 5 Italian WD Vehicles assigned to timber haulage, to be re-transferred to the Italian Army, and that these could be retained on loan by Allied Commission, driven by Italian Military personnel.

2. The above quoted vehicles were assigned to Timber Section, Reggio, by Colonel Adams and were collected from Bari.

3. At present these trucks are doing more work than any others we have at our disposal, for the reason that these trucks are driven by civilian drivers who do not keep regular hours. If these trucks are handed back to the Military Authorities and driven by Military personnel, their usefulness and value at this moment when everything is being strained to the uttermost to obtain the timber we require, will be reduced by 75%.

4. The Town Major has been informed that unless Headquarters, Allied Commission, approve of the return of these vehicles and sanction the same, they cannot be handed over as requested, as they are Allied Commission vehicles.

For the Regional Commissioner:

C.A.W. STEPHENS
Major I.A.
Director Export Division,
Sicilia Region, A.C.

Copy to :- Headquarters, Allied Commission, APO 394, (for Commerce Sub-Commission - Foreign Trade Section).

1950

HEADQUARTERS ALLIED COMMISSION
FINANCE SUB-COMMISSION
APO 394

13137/F

24 November 1944

SUBJECT: Employees Insurance

TO : Transportation Sub-Commission

1. Reference is made to your AC/Tn/R/7 of 20 November relating to insurance of civilian personnel employed by AMG Truck Pools, and to subsequent conversation (Lt.Col.Bordass-Major Osmon).

2. It is understood that the Trucks in question are operated under a hire contract, in which case the contractor is required by law to effect the insurance of his employees against work accidents with the "Istituto Nazionale dell'Assicurazione contro gli Infortuni sul Lavoro". The premium in this respect is paid by the employer.

3. The contractor is also required to ensure cover of his employees against sickness with the "Istituto per l'Assistenza di Malattia ai Lavoratori" and for social insurance (e.g. unemployment, tuberculosis, marriage, maternity, old age and invalidity) with "Istituto Nazionale della Previdenza Sociale. The contributions are payable equally between the employer and employee, except for the pension fund, to which the employer contributes two-thirds and the employee one-third.

4. It is essential to impress upon the contractor his obligation for these insurances.

5. In other cases where trucks are owned and operated by AMG and the civilian labour engaged in driving, maintenance, etc. is directly employed and paid by AMG, such employees come under the agreement between AFHQ and the Italian Government under which claims in respect of work accidents to civilian employees of Allied Forces are dealt with by the Istituto Nazionale Infortuni.

6. As regards sickness and social insurance for the classes referred to in the preceding paragraph, agreement has just been concluded with the Italian Government for the provision of these benefits to direct employees of the Services and detailed information and instructions on the subject are being prepared

Declassified E.O. 12356 Section 3.3/NND No. 782021

Major Osmon).

2. It is understood that the Trucks in question are operated under a hire contract, in which case the contractor is required by law to effect the insurance of his employees against work accidents with the "Istituto Nazionale dell'Assicurazione contro gli Infortuni sul Lavoro". The premium in this respect is paid by the employer.

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7. No premiums are payable by Allied Forces in respect of any of the Insurances mentioned in the foregoing.

Joint Director
Finance Sub-Commission.

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HEADQUARTERS ALLIED COMMISSION
APO 394
ECONOMIC SECTION

17 November 1944

AC/TN/G-5

SUBJECT: Sale of W. D. Vehicles

TO : G-5 Section, Allied Force Headquarters, APO 512

1. Reference is made to Paragraph 4 (f) Report of AFHQ Combined Inspection Team Subject "Proposals for the Improvement of ACC Transportation" dated 30 October 1944.

2. In view of the progress of the war in Europe and Italy, it is desired to bring to your attention the need for authorization to sell to the Italian Government the Allied W. D. vehicles in use for the transport of food and other civil supply, ref. RMS/49 of 24 April 1944.

3. Whereas, in the first instance it was pointed out that the sale of vehicles thru the Italian Government to Italian operating companies would, because of the responsibility of private ownership, result in more efficient operation, longer life of the vehicle, and a monetary return to the Allies for material that must be expended in any case, it is now advisable to invite your attention to additional factors that have a bearing on this matter. It will not be possible to remove the above mentioned vehicles at the cessation of hostilities without causing an economic collapse in Italy as other road transport is in such short supply. It will be an extended period before local manufacture of trucks may be resumed in sufficiently substantial quantities.

4. At the present time British and American Ordnance are charged with third and fourth echelon maintenance and supply of spare parts. With the movement of Army installations forward, it will become necessary to relieve the armies of these maintenance responsibilities. It should now be possible to derequisition garage and repair shops so that they can be returned to their owners and become available for maintenance of these subject vehicles.

5. With the sale of the vehicles there will also be required authority for sale of spare parts secured either from British and American stocks in this theatre or by requisition from US and UK for the account of the Italian Government. If the plan of sale is approved, it should not be difficult to determine sale prices. This might be done by making use of the classifications, which already apply to W. D. vehicles in considering their condition with

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respect to battle worthiness, as a measure of the depreciation to be charged off as against the landed cost.

6. If the Allies wish to concern themselves with Italian internal transportation at the cessation of hostilities with Germany, it can be done thru the mechanism of the Ente Nazionale Autotrasporti Cose which has recently been established by governmental decree as a national organization to control and regulate road transportation.

7. It is felt that there is a need for early determination of policy as it would certainly be incongruous to continue the operation of subject vehicles on the present basis after the cessation of hostilities.

For the Chief Commissioner:

A. G. ANTOLINI,
Acting Deputy Chief of Staff
Economic Section

CC: Industry S/C
Requisition Div.

R/7

HEADQUARTERS ALLIED COMMISSION
Transportation Sub-Commission
APO 394

hgd

AC/TN/R/7

Nov. 13, 1944

SUBJECT : Chief of Motor Transportation, Headquarters AC.

TO : Col. Ficke, Deputy Chief of Staff.

1. In compliance with your verbal instructions, the following plan is submitted to establish in AC a Chief of Motor Transport, who will function on the Staff of the Chief Commissioner in similar capacity to the Regional Transport Officer in a Region.

2. It will be the responsibility of the Transportation Sub-Commission in the case of this Headquarters, as it is in the case of Regions, to furnish the necessary technically qualified officer. This officer will be of Senior Rank not below Lt.Colonel.

He should be placed on the same level as G-1, G-4, and the Headquarters Commandant, and he should take his operating instructions from, and be responsible to, the same officer as the Headquarters Commandant.

He will command all Motor Transport operating and maintenance personnel at AC Headquarters. He will be responsible to the Chief Commissioner for motor transport policies and operating procedures and should be empowered to investigate and report on the transport used by all Sub-Commission and Sections.

3. He will handle all motor transport problems at this Headquarters including the formation and operation of a motor vehicle pool or pools, the supervision of the necessary parts and tire installations, the supervision of all maintenance and garages, and the despatching of all Headquarters motor vehicles.

4. Headquarters Transportation will receive the same technical maintenance inspection by the maintenance section of the Transportation Sub-Commission as Regional Motor Transport.

The Chief Motor Transport officer and the

Declassified E.O. 12356 Section 3.3/NND No. 782021

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3. He will handle all motor transport problems at this Headquarters including the formation and operation of a motor vehicle pool or pools, the supervision of the necessary parts and tire installations, the supervision of all maintenance and garages, and the dispatching of all Headquarters motor vehicles.

4. Headquarters Transportation will receive the same technical maintenance inspection by the maintenance section of the Transportation Sub-Commission as Regional Motor Transport.

The Chief Motor Transport Officer and the personnel placed under his command to carry out the motor vehicle maintenance will function in the same way as in a Region.

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5. This Chief of Motor Transport will thus take over all of the operating functions now being performed by the Transportation Sub-Commission or other AC staff sections in Rome, and this plan will therefore result in compliance with the recommendations made in para 5 h of AFHQ Combined Inspection Team report of 30 Oct. 1944.

L. S. ADAMS,
Colonel, CE
Director Tn. Sub-Comm.

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1993

Lt. Col. AFAS,
Colonel, GS
Director Ln. Sub-Com.

File R/7.
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HEADQUARTERS ALLIED COMMISSION
APO 394
TIRE SECTION TRANSPORTATION SUB-COMMISSION

Tele: 774031

8 November 1944

ACC Tn/451.92

SUBJECT : Proposed Plan of Operations.

TO : Director Roads Division - Transportation Sub-Commission - Headquarters Allied Commission.

1. The following plan of operations concerning the receiving of applications establishing priorities, distribution and accountability is hereby submitted for approval:

a. That the Transportation Officer of each Region (or some similar agent as in the case of Southern Region) accept the applications of individuals, establish priorities, then requisition tires and tubes from us in bulk accordingly. Requisitions to be submitted bimonthly to this office. No individual application will be dealt with by this office. Request originating within HQ. AC. to be processed through Super Garage.

b. Deliveries against requisitions will be made direct to requisitioning agent according to stock availability.

c. The requisition agent will be billed for articles delivered and payment made to this office according to issue (shown by certificate) and civilian sales (by check or cash).

d. The Region Agent will be responsible for sale to individuals against applications and keep such records as necessary as supporting vouchers.

e. Request for repair and retread to be dealt with in the same manner.

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f. It is suggested that insofar as the financial

Declassified E.O. 12356 Section 3.3/NND No. 782021

TO : Director Roads Division - Transportation Sub-Commission - Headquarters Allied Commission.

1. The following plan of operations concerning the receiving of applications establishing priorities, distribution and accountability is hereby submitted for approval:

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c. The requisition agent will be billed for articles delivered and payment made to this office according to issue (shown by certificate) and civilian sales (by check or cash).

d. The Region Agent will be responsible for sale to individuals against applications and keep such records as necessary as supporting vouchers.

e. Request for repair and retread to be dealt with in the same manner.

f. It is suggested that insofar as the financial settlement for tires and tubes is concerned, this be dealt with as follows:

The Transportation Sub-Commission Officers in each Region who is responsible for distribution of tires and collections of cash for same, should keep his collections into the Bank Account in use by the Regional Supply Accountant, and should

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render to him a monthly statement of tires and tubes distributed, and cash collected for incorporation in the Regional Monthly Return to the Chief Accountant at A.C. Headquarters.

Notifications of cash collections could be made either by the Transportation Sub-Commission Officers direct to the Tire Division or periodically through the medium of the Chief Accountants office, in order that the financial accounting of that Division should be complete.

When receipt of notification of cash collections from the Region, the Tire Division would be justified in crediting the Regional account with the amount so notified.

2. It is planned that this system be utilized only until civilian production is reestablished and commercial sales agents reinstalled. Where upon this section will revert to a ration, distribution and accounting control factor.

3. This plan has been discussed with several Transportation Officers and has their approval.

4. Deliveries will be made through the Warehousing Division or by pick up by the region concerned.

5. It will not be necessary for any agent to support requisitions by additional correspondence.

6. In order to avoid such a completely confused and irregular status as now exists in the property and financial accounting inherited by me upon being assigned to this section, it is requested that whatever plan be approved that no requests be made to vary from it.

Richard B. Bullock

RICHARD B. BULLOCK
Captain Infantry
Director Tire Section
Transportation Sub-Commission

Declassified E.O. 12356 Section 3.3/NND No. 782021

from the Region, the Tire Division would be justified in crediting the Regional account with the amount so notified.

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3. This plan has been discussed with several Transportation Officers and has their approval.

4. Deliveries will be made through the Warehousing Division or by pick up by the region concerned.

5. It will not be necessary for any agent to support requisitions by additional correspondence.

6. In order to avoid such a completely confused and irregular status as now exists in the property and financial accounting inherited by me upon being assigned to this section, it is requested that whatever plan be approved that no requests be made to vary from it.

Richard B. Bullock

RICHARD B. BULLOCK
Captain Infantry
Director Tire Section
Transportation Sub-Commission

1993

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R E S T R I C T E D

HEADQUARTERS ALLIED COMMISSION
APO 794

GENERAL ORDERS)
NUMBER)

21 October 1944

Establishment of Priorities & Movements Division within the Economic Section 1

Composition of Priorities & Movements Division II

Responsibilities of Priorities & Movements Division III

Designating Chief of Priorities & Movements Division IV

I --- ESTABLISHMENT OF PRIORITIES & MOVEMENTS DIVISION WITHIN THE ECONOMIC SECTION.

Announcement is made of the establishment of the Priorities & Movements Division within the Economic Section. The Director Priorities & Movements Division will assume functions and responsibilities as herein set forth as representative of the Vice-President, Economic Section, Allied Commission.

II -- COMPOSITION OF PRIORITIES & MOVEMENTS DIVISION.

Priorities & Movements Division will be composed of a chief and four officers or civilians, and necessary clerical personnel.

III - RESPONSIBILITIES OF PRIORITIES & MOVEMENTS DIVISION.

1. Advise the Vice-President concerning distribution of all supplies and transport of persons.

2. Plan, direct and, where necessary, assign priorities to movements of Allied Commission and other Civilian goods and determine the mode of transport to be employed.

3. Plan for and regulate the movement of persons by Public Transport.

4. Determine the priorities of planning and execution of the reconstruction and repair of the facilities necessary to complete all movements as planned on time. The Division may co-opt members of the Economic Section Subcommissions to provide statistics.

5. Maintain direct liaison with A.F.H.Q., A.A.T. and Italian Government in order to accomplish its assignment.

6. Assume such other responsibilities as the Vice-President may direct.

(AUTHENTICATED)

Designating Chief of Priorities & Movements Division . . . IV

I --- ESTABLISHMENT OF PRIORITIES & MOVEMENTS DIVISION WITHIN THE ECONOMIC SECTION.

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5. Maintain direct liaison with A.F.H.Q., A.M.G. and Italian Government in order to accomplish its assignment.

6. Assume such other responsibilities as the Vice-President may direct.

IV -- DESIGNATE CHIEF PRIORITIES & MOVEMENTS DIVISION.

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Announcement is made of the designation of Merritt H. Taylor as Chief, Priorities and Movements Division.

Hillery W. Stone
Commodore USNR
Acting Chief Commissioner

DISTRIBUTION:

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D R A F T

R/7

STAFF MEMORANDUM)
:
NUMBER 2)

27 October 1944

In Confirmation of HQ ACC Establishment Memorandum # 27 dated 22 September this Staff Memorandum is published for the direction and guidance of Zone Commissioners and Staff Sections.

1. Regional and Zone Commissioners will be responsible for the documentation, operation, maintenance and garaging of all ACC vehicles, whether WD, TE, requisitioned or civil supply, within their Region or Zone and for personnel employed in connection therewith on the following basis:

a. DOCUMENTATION: The requisitioning Officer (for requisitioned vehicles) The Company Commander (for TE vehicles) The HQ Commandant (for WD vehicles) and the Transportation Officer (for civil supply vehicles) will hold the ~~inspection~~ respective vehicles on their charge. They must be kept advised by Zone Commissioners (through the Executive Office) of all changes of station, and casualties of vehicles. The responsibility of the Requisitioning Officer, the Company Commander and the HQ Commandant in respect of vehicles ends there.

b. OPERATIONS: The Commissioner concerned will be in charge of all operations through such officers as he may appoint.

c. MAINTENANCE, GARAGING and PERSONNEL: The Transportation Officers at Region HQ or in Zones will be responsible to their Commissioner for the maintenance and garaging of all vehicles and will be in charge of all personnel employed in connection with operation, maintenance and garaging.

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1. Regional [illegible]

documentation, operation, maintenance and garaging of all ACC vehicles, whether WD, TE, requisitioned or civil supply, within their Region or Zone and for personnel employed in connection therewith on the following basis:

a. DOCUMENTATION: The requisitioning Officer (for requisitioned vehicles) The Company Commander (for TE vehicles) The HQ Commandant (for WD vehicles) and the Transportation Officer (for civil supply vehicles) will hold the ~~inspection~~ respective vehicles on their charge. They must be kept advised by Zone Commissioners (through the Executive Office) of all changes of station, and casualties of vehicles. The responsibility of the Requisitioning Officer, the Company Commander and the HQ Commandant in respect of vehicles ends there.

b. OPERATIONS: The Commissioner concerned will be in charge of all operations through such officers as he may appoint.

c. MAINTENANCE, GARAGING and PERSONNEL: The Transportation Officers at Region HQ or in Zones will be responsible to their Commissioner for the maintenance and garaging of all vehicles and will be in charge of all personnel employed in connection with operation, maintenance and garaging.

2. A new "Maintenance Section" of the Road Division, Transportation Sub-Commission has been established at HQ ACC and is charged with the technical supervision, control, organisation and inspection of the maintenance of the vehicles in ACC/AMG. This channel of communication

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on technical matters will be through the Triangle Office to the Regional Maintenance officer ~~who will be appointed later~~. In turn.

CET

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HEADQUARTERS
ALLIED COMMISSION
APO 394

RHH/ejb

30 October 1944

HQS/10

SUBJECT: Transport (Operation of Motor Pool).

TO : Vice President, Establishments Section.

1. I refer to the verbal instructions issued to me to submit a plan for the operation of a motor pool for this Headquarters consisting of approximately 300 passenger-carrying vehicles. The scheme as suggested is attached as Appendix "A" and I submit below some notes defining responsibility for all vehicles held on the strength of this Headquarters.

2. As I understand the organization of the Commission, it has always been the intention that Headquarters vehicles should be the responsibility of the Headquarters Commandant. This appears to be supported by Appendix "A" to Directive No. 1, dated 10 November 1943. To the best of my knowledge, Headquarters Commandant's Section is still nominally responsible in theory but hardly so in point of actual fact. In the past there have been many complaints as to the inefficient operation of the motor pool and the inefficient maintenance of vehicles. It must be admitted that in some respects these complaints were well grounded and I am quite convinced that the root of all the trouble lies in the division of the responsibilities for the various factors essential to the smooth and efficient working of the Headquarters motor pool, viz. maintenance, assignment and operation. The following examples will illustrate my meaning:

a. Maintenance. - In the early days at Naples the position in regard to maintenance was nebulous, and it was not an unusual occurrence for carefully planned trips to be postponed. This was rendered necessary because vehicles shown on the daily availability return to the Dispatch Office as being available were in fact, after allocation for trips, found at the last moment to be under repair. On 24 March 1944, Headquarters Commandant's Section was given complete control of the maintenance and operation of the Headquarters pool. After a brief period of reorganization, a big improvement was noticeable in co-ordination, and this improvement was maintained. It was gratifying to find that thanks were received instead of complaints, especially from senior officers on temporary duty with ACC from the U.S.A., U.K., and A.F.H.Q., who were all relying on Headquarters pool for transport. It may also be mentioned that the move of Headquarters from Naples to Rome was organized and smoothly carried out by Headquarters Commandant's Section despite the limited number of vehicles at its disposal, and at no time had

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requests to be made to other units for help in this respect. On 27 September 1944, the responsibility for maintenance was placed under the Transportation Sub-Commission by Establishment Memorandum 22. The placing of the maintenance of Headquarters vehicles, as distinct from the repair, under Transportation Sub-Commission seems to be a change in the fundamental conception of the functions of that Sub-Commission. Both the original and revised statements on "Functions of Internal Transportation Sub-Commission" define the term transportation. The latter document includes the following passage: "the term transportation as used herein includes only railways, inland waterways, internal working at ports and the operation of Italian motor transport undertakings, except local bus and tramway service." The report and Appendix "A" thereto, dated 27 November 1943, signed by Brig. Custerbock, clearly sets down the transport responsibility of the Internal Transportation Sub-Commission and the Headquarters Commandant. This report supports my contention that internal transport will be controlled completely by the Headquarters Commandant. To illustrate, the moves of Rear Headquarters, ACC, from Brindisi and Salerno were organized and carried out by the Headquarters Commandant. Referring back to the claims made by the Transportation Sub-Commission to control the operation and maintenance of the internal transport of this Headquarters, it would be equally logical for the Legal Sub-Commission to deal with all, including military, offenses, for the Public Health Sub-Commission to be responsible for the M.I. Room, for the Finance Sub-Commission to be responsible for the actual payment of all petty cash disbursements, for the Property Control Sub-Commission to handle all requisitioning and to assign billets to individuals. I assume that these aspects of the matter were duly considered before Establishment Memorandum 22 was issued. At the same time it does seem that continued divided control will result in loss of efficiency.

b. Assignment. - A number of the vehicles was allocated by G-4 to the Headquarters Commandant's pool. Subsequently, G-4 assigned some of these vehicles to individual officers and to Sub-Commissions, but the vehicles remained on charge of the Headquarters Commandant as forming a part of the Headquarters pool. It should be noted that the Headquarters Commandant was not consulted either as to the vehicles to be assigned or the persons or Sub-Commissions to whom they were to be assigned. This practice is open to serious objection, since there is nothing in principle to prevent G-4 from assigning all vehicles in the Headquarters pool in this way. This would obviously create a ridiculous situation, but the fact remains that under the present system it could actually happen. The only safeguard is one of degree and not of principle. There seems to be some confusion of thought between allocation and assignment. Allocation should mean distribution of all available vehicles on a unit and sub-unit basis. Assignment should mean individual assignment within the unit or sub-unit and vehicles should be assigned by the person to whom they have been allocated, i.e. by the person who has them on charge.

c. Operation. - In view of the division of responsibilities relating to these three functions, I do not consider that efficient co-ordination and management can be effected or expected. It is surely an axiomatic principle that the maintenance and operation of vehicles should be under one command, and it has always been found that divided control produces chaos.

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Repaid?

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General: - It is not improbable that the Commission may at some time be required to render an account of the use of its transport. Formally, the officer who would be required to furnish any information that might be required would be the Headquarters Commandant. Under existing conditions, however, I am in a position to account only for those vehicles which are actually in the Headquarters pool, i.e. approximately 65 taxis and 77 W.D. vehicles. I have no knowledge as to the officer, if any, who would account for the operation of assigned vehicles -- 400 approximately. This disparity in numbers is significant. As a general principle, all assigned cars should be withdrawn into Headquarters pool to be operated under Headquarters Commandant. The latter would then be in a position to exercise a close and continual supervision over all Headquarters vehicles. In this way only is it possible to obtain a broad picture of Headquarters transport as a whole and thus consider how any reduction can be made in the number of vehicles operating, or better use to be made of the same number. The individual assignment of cars to either officers or Sub-Commissions should be a most exceptional arrangement sanctioned by the written authority only of the Chief Commissioner or Chief of Staff.

Complete records of the operation of the Transport Dispatch Office are on file.

R. Robertson. Lt.Col.
R. H. ROBERTSON
Hq. Commandant.

C Staff Comm.
Deputy C/C
Chief of Staff
DC of S - Eastern Area - CO-2675 P 27
" CA " HQ Comdt
" Eur " and HQ Comdt.
Director all S/C

many -
Eur -
Army -

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APPENDIX "A"

OPERATION OF HEADQUARTERS TRANSPORT POOL (ROAD) AC

1. Vehicles on the strength of the Headquarters Commandant's Pool will be divided into four sections:

Section 1. Vehicles for trips out of ROME of more than one (1) day's duration.

Section 2. Vehicles used for trips out of ROME but completed same day.

Section 3. Vehicles operating only within ROME city limits.

Section 4. W.D. load carriers for moving personnel, stores, rations, etc. and providing courier services.

2. Every vehicle will be driven by a driver assigned to that vehicle.

3. With the exception of those cars assigned under the orders of the Chief Commissioner or Chief of Staff, the movement of all vehicles will be controlled by the Headquarters Commandant, through the Dispatch Office.

4. Demands for transport will be made to Dispatch Office as follows:

Section 1. Trips of more than one day --- 48 hours in advance on Travel Order application form.

Section 2. Trips to be completed same day --- 24 hours in advance on "Request for Transport" form.

Section 3. Verbal request by phone, or application at taxi booking office.

Section 4. (a) If involving a Travel Order, application will be made on Travel Order application form 48 hours in advance.

(b) Up to one day, application will be made on a Requisition for Transport, or verbally, if urgent.

5. Applications for transport will state the type of vehicle desired, and these requests will be met as far as possible. It must be clearly understood that the decisions as to type of vehicle must rest with the Dispatch Office as it will obviously depend upon availability.

VEHICLES REQUIRED TO OPERATE THR HQ A/C POOL

	Staff Cars	C&R Cars	PUs	Jeeps	Req. Cars	W/C	15 Cwt.	3-Ton	6 x 6	1-Ton Tr.	¼-Ton Tr.	Ambulance	W/T	Taxis	30 Cwt.	TOTALS
Long Distance	20	20	20	25	35						12					120-12 Tr.
Short Distance	6	6	15	8	40											75
Town Runs														75		75
W/T Transport						20	15	10	20	8		2	2		1	70-8 Tr.
Assigned Vehs.	34															34
TOTALS	60	26	35	33	75	20	15	10	20	8	12	2	2	75	1	374-20 Tr.

Passenger	270
Assigned	34
Load Carriers	70
TOTAL	374

AVAILABILITY FOR BRITISH POOL A/O 22 OCT 1944

Vehicles	Total	Ass.	D/L	O/T	Stolen	Available
Staff Cars	21	9	11			1
Jeeps	14	3	7	1	1	2
P.U.s	25	2	13	3	1	6
15 Cwt.	8	4	4			1
30 Cwt.	1					2
3-Ton	6	4				
TOTALS	75	22	35	4	2	12

AVAILABILITY FOR AMERICAN POOL A/O 22 OCT 1944

Vehicles	Total	Ass.	D/L	O/T	Stolen	Available
Jeeps	22	21	1			
C&Rs	22	12	5	3		4
W/C	13	10		1	1	1
6 x 6	14	4	1	5		4
6/C	8	8				
TOTALS	79	55	5	9	1	9

The above are all W/T vehicles as apart from the taxis. Requisitioned vehicles, although nominally in the Headquarters Commandant's pool, have never been available for his disposition.

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Assigned Vans.	38															374-20 ?.
TOTALS	60	26	35	33	75	20	15	10	20	8	12	2	2	75	1	

Passenger 270
Assigned 34 — ?.
Load Carriers 70
TOTAL 374

AVAILABILITY FOR BRITISH POOL A/O 22 OCT 1944

Vehicles	Total	Ass.	D/L	O/T	Stolen	Available
Staff Cars	21	9	11			1
Jeeps	14	3	7	1	1	2
P.U.s	25	2	13	3	1	6
15 Cwt.	8	4	4			1
30 Cwt.	1					2
3-Ton	6	4				
TOTALS	75	22	35	4	2	12

AVAILABILITY FOR AMERICAN POOL A/O 22 OCT 1944

Vehicles	Total	Ass.	D/L	O/T	Stolen	Available
Jeeps	23	21	1			4
C&Es	22	12	5	3		1
W/C	13	10		1	1	4
6 x 6	14	4	1	5		
S/C	8	8				
TOTALS	70	55	5	9	1	9

The above are all W/D vehicles as apart from the taxis. Requisitioned vehicles, although nominally in the Headquarters Commandant's pool, have never been available for his disposition.

Weekly average availability of taxis..... 46 per cent
Weekly average availability of U.S. pool.. 19 per cent
Weekly average availability of Brit. pool. 23 per cent

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In the British pool many vehicles were issued as Class 5 vehicles and also at one time the British pool had good vehicles which were issued to Regions and replaced by Class 5 vehicles which were not fit for the road.

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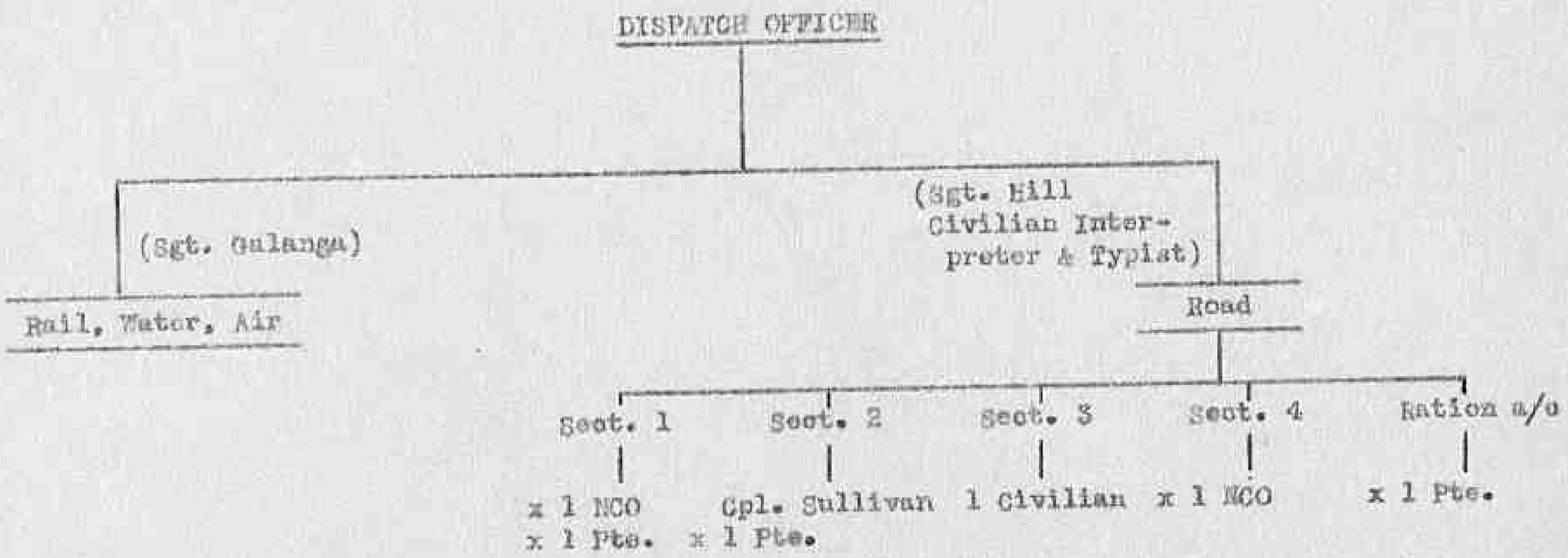

x = Additional staff required for these positions.
Two of the positions are at present being filled by Privates on loan.

Section 1. - Out of town for more than one day.
Section 2. - Out of town trips completed the same day.
Section 3. - Taxi service within the limits of Rome.
Section 4. - M.D. load carrying vehicles (personnel, stores, rations, and moving of groups of bodies posted to regions.
Ration a/o - Issuing and accounting for rations required on trips (e.g. records for one day show an issue of 530 rations).

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HEADQUARTERS
ALLIED CONTROL COMMISSION
APO 394

REQUISITION FOR TRANSPORT

_____ Sub Commission. Date

Transportation is requested for the following personnel _____

Baggage _____

Nature of Official Duty _____

To be picked up at _____ (Place) (Time) (Date)

Destination _____ Approx. time of return _____

Authorized by _____
Chief of Sub-Commission

Approved: _____
a. i/c Transport.

REQUEST FOR TRAVEL AND/OR ASSIGNMENT ORDERS

Date .....

SUBJECT: Orders

TO : G-1 (A) or (B)/Adjutant, Hq ADC*

1. The undermentioned personnel are authorized to proceed to _____

_____
(Give Destination)

2. Status: Temporary Duty/Permanent Change of Station*

(a) If temporary duty, complete the following:

RANK, NAME (IN FULL) & SERIAL NUMBER	BRANCH OF SERVICE	A or B	ATCHD TO/ASGD TO*

(1) Approximate period of absence: _____

(2) Complete statement of mission: _____

(b) If permanent change of station, (i.e., assgmt, reassgmt, or transfer) complete the following:

RANK, NAME (IN FULL) & SERIAL NUMBER	BRANCH OF SERVICE	A or B	REASSIGNMENT FROM	REASSIGNMENT TO

3. Travel by mil aircraft/motor/rail/sea is requested*

4. Transport to be made available on or about: _____

5. The travel involved will require rations for ___ men for ___ days.

6. Concurrences (when required): The following interested parties have been consulted and concur:

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RANK, NAME (IN FULL) & SERIAL NUMBER	BRANCH OF SERVICE	A or B	REASSIGNMENT FROM	REASSIGNMENT TO

(1) Approximate period of absence: _____

(2) Complete statement of mission: _____

(b) If permanent change of station, (i.e., assmt, reassmt, or transfer) complete the following:

RANK, NAME (IN FULL) & SERIAL NUMBER	BRANCH OF SERVICE	A or B	REASSIGNMENT FROM	REASSIGNMENT TO

3. Travel by mil aircraft/motor/rail/sea is requested*

4. Transport to be made available on or about: _____

5. The travel involved will require rations for ___ men for ___ days.

6. Concurrences (when required): The following interested parties have been consulted and concur:

1980

For the Deputy Chief of Staff

_____ Section:

_____
(Signature)

_____
(Rank)

_____
(Designation)

* STRIKE OUT WORDS NOT APPLICABLE

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Declassified E.O. 12356 Section 3.3/NND No. 785021

C O P Y

HEADQUARTERS ALLIED COMMISSION APO 394

WPS/cr

30 October 1944

MEMORANDUM:

TO : Executive Officer, (A), Allied Commission

1. On my recent visit to Southern Region, the Regional Commissioner and Executive Officer discussed with me at length Establishment Memorandum No. 22, this Headquarters, dated 27 September 1944.

2. They were not clear as to the intent of the Memorandum relative to the assignment of personnel on transportation duties. Whether such personnel would be assigned to and be directly under the control of the Transportation Sub-Commission this Headquarters with the Regional Commissioner having no authority over them or whether they would remain assigned to the Region with the Regional Commissioner having full control, receiving only technical instruction from the Transportation Sub-Commission.

3. The Regional Commissioner, Col. Temperly, requested that Establishment Memorandum No. 22 be clarified as to the assignment of personnel on transportation duties and that until such time as it was clarified that he was assuming that all personnel assigned to the Southern Region would be under his control and that he was issuing to his region the instructions attached as Inclosure #2.

/sgd/ WALTER P. SCOGGINS
Lt.Col. AMC

Incl. 2: Est. Memo #22
Instructions

CMP/jp

1st Ind.
HEADQUARTERS, ALLIED COMMISSION, APO 394, 31 October 1944.

TO: Transportation Sub-Commission, Allied Commission,
Attention of: Col. J.J. Carnes.

1. For remark.

/sgd/ C.M. PARKIN,
Colonel, Infantry,
Executive Officer (US)

Declassified E.O. 12356 Section 3.3/NND No. 785021

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2nd Ind.
TRANSPORTATION SUB-COMMISSION, HQ AC, APO 394 2 November 1944

JJC/hl

To: Executive Officer, Att: Col. Parkin

1. Reference para. 2, Transportation personnel are assigned to regions for the purpose of maintaining all military vehicles. In addition, a Transportation Officer is assigned to each region for the purpose of advising the Regional Commissioner not only on maintenance matters but on the organization and operation of all transport in his region. The Transportation Officer is the Sub-Commission's representative in the region to assist the Regional Commissioner in solving all transportation problems. Each region is assigned a certain number of officers and enlisted men for the purpose of assisting the Transportation Officer in carrying out his duties. Regional Commissioners have the right to transfer transportation personnel assigned to regions from one locality to another; however, this should be done on the recommendation of the Transportation Officer.

2. In view of the fact that Establishment Memorandum No. 22 is being modified to include detailed instructions on supply matters, it might be advisable to include a paragraph containing the above information.

James J. Corkins,
Colonel, Infantry,
Director, Road Div.

Enclosed personnel pertaining to Col. Parkin
to Col Jenkins G-4(A). 2/11/44
with attachments.

9. The Ufficio Trasporti shouldpromptly organize a strong Accounting Department which should take over the Functions of collecting all amounts due for haulage done by truckers making overcharges and the Ufficio Accounting Department will deduct from the returns the cost of the gasoline issued to truckers by the Ufficio garage pumps (it should be noted here again that it is absolutely essential that the Ufficio should control all issue of petrol to civilian trucks) and repair and labor costs entailed and undertaken by the Ufficio will also be deducted.

10. In order to make the Ufficio Trasporti an operating concern with sufficient capital to carry out its responsibilities and functions, it will be necessary for said Ufficio Trasporti to charge to the truckers registered by them and operating under work tickets, a Lire amount for each quintal-kilometer that the truckers move. The amount will be determined by totalling the overhead expenses of the Ufficio at the end of the month and prorating these expenses to the truckers in accordance with the number of quintal kilometers covered in the month by each trucker operating on the Ufficio work tickets.

11. In the early stages prior to the establishment of C.I.P. in theCity, petrol will have to come from military supply. It may not be possible immediately to charge truckers for this petrol but as soon as the Ufficio Trasporti can possible undertake to do this it should be effected. When C.I.P. is established the Ufficio should draw bulk allotments from it, making payment for same and then charging the truckers for the amounts issued to them. If the issue of petrol is done from a central location as per instructions in para 1, it will not be necessary to make use of the standard coupons.

12. The Ufficio Trasporti should draft an order for the Senior Civil Affairs Officer's signature to state that these vehicles in the hands of private individuals notwithstanding the fact that they cannot prove right of ownership, will be allowed to circulate and the individuals concerned will be given a certificate stating they have permission to use the vehicles. The determination as to whom the property belongs will be made at a later date. Theorder should state furthermore that the people who receive permits to use these vehicles cannot sell the vehicles.

13. SPARE PARTS, Tools and Equipment:

a. It is most important that stocks of spare parts for Italian and non-Italian automobiles and trucks should be inspected as early as possible, listed if time permits and frozen. Tools such as jacks, pumps, wheel braces, ring wrenches, spanners, etc, should also be included in the freezing order.

b. Any garage equipment, particularly portable equipment such as electric and petrol tire pumps, battery charges etc. should also be listed and frozen.

c. List of spare parts, tools and equipment showing names and addresses of garage etc. where they are stored should be forwarded immediately to the:

Transportation Sub-Commission, (Supply officer)
Hq. ACC.

Should a particularly large stock be found, a signal should be sent stating name, address and nature of spares so that action may be taken to inspect the stock and remove if considered advisable.

[illegible] of the depots of Fiat and Lancia also the agents in the prin-

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quintal kilometers covered in the month by each trucker operating on the Ufficio with tickets.

11. In the early stages prior to the establishment of C.I.P. in the City, petrol will have to come from military supply. It may not be possible immediately to charge truckers for this petrol but as soon as the Ufficio Trasporti can possible undertake to do this it should be effected. When C.I.P. is established the Ufficio should draw bulk allotments from it, making payment for same and then charging the truckers for the amounts issued to them. If the issue of petrol is done from a central location as per instructions in para 1, it will not be necessary to make use of the standard coupons.

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Transportation Sub-Commission, (Supply Officer)
HQ. ACC.

Should a particularly large stock be found, a signal should be sent stating name, address and nature of spares so that action may be taken to inspect the stock and remove if considered advisable.

d. A list of the depots of Fiat and Lancia also the agents in the principal towns in Occupied Italy is attached.

GARAGES.- All the principal garages should be requisitioned at once. This has been overlooked to often in the past and valuable maintenance facilities are turned into troop billets, storage depots etc., leaving ACC no suitable place to repair vehicles. Not only does ACC need these garages but all personnel and tools and equipment. These should be organized and put to work on ACC vehicles as soon as this can be arranged.

Declassified E.O. 12356 Section 3.3/NND No. 782021

Enclosure

R17

HEADQUARTERS
ALLIED CONTROL COMMISSION
APO 394

Regional Control and Military Government Section

SUBJECT: Proposed plan of Action for the Implementation of Civilian Transport Control when taking over a City or Town.

1. Upon the entrance of AMG into the City or Town, notification should be made to all truck owners that they will be issued petrol and permits of circulation at a control garage location? Contracts for haulage should be made with truck owners immediately upon physical presentation of their vehicles at the garage where fuel is centrally issued. No permits for trucks should be issued except from one centrally controlled point. The public Safety Officer should be the only person authorized to issue permits.

2. All trucks over one ton should be required to operate with work tickets (exceptions will be these vehicles that are so constructed as to be adapted to only specific uses such as telegraph line repair work, milk, etc.

3. By order of the Senior Civil Affairs Officer tariff rates should be established as per the attached Appendix "A".

4. This rate is effective in Southen Italy and disparities will be avoided if it is immediately applied. If vehicles have to be sent South for food, the danger of their being confiscated by more Southern Regions for use of too high rate charges will be eliminated.

5. The Senior Civil Affairs Officer should contact at the earliest the Ispettorato della Motorizzazione under Concessions (road section of the Ministry of Communications) and such other consorzils as have been handling transportation movement control in the city. It will then be up to the Senior Civil Affairs Officer to determine amongst the persons that they may suggest and other who may be known to the Allied, which Italians should be put in charge of the Ufficio Trasporti of the town or City. When this conclusion has been reached the attached order (Appendix "B") should be issued to establish the Ufficio.

6. Instructions should be given to the Director of the Ufficio to get an adequate staff immediately of technicians and meet with the Inspetorato della Motorizzazione to arrange for the licensing of all trucks. Trucks should be given first priority. The licensing should be done at the main garage location and only upon the physical presentation of the truck. Proper Italian Taxes shouldbe paid by the owner of the vehicle at the time of licensing and the Ufficio Trasporti will be responsible for seeing that a proper permit to circulate is on the truck (to be issued by Public Safety) and that the truck is provided either with a work ticket (daily) or an official certificate stating that the work ticket is not needed (this would only be for trucks of less than one to load capacity or specially adapted vehicles). In the case of the latter the permit to circulate should indicate on it what type of work thevehicle is to do.

7. In order not to immobilize all vehicles at one it is suggested that the Ufficio Trasporti should prepare an order for the SCAC's signature stating over what days trucks of the different capacities will be licenzed and issued permits to circulate. Licensing should begin with the big load carriers under control first. Subsequent orders would to

Declassified E.O. 12356 Section 3.3/NND No. 782021

issue permits.

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7. In order not to immobilize all vehicles at one it is suggested that the Ufficio Trasporti should prepare an order for the SCAO's signature stating over what days trucks of the different capacities will be licenzed and issued permits to circulate. Licensing should begin with the big load carriers under control first. Subsequent orders would be issued on vehicles from 2 to 4 tons and so on. It should be borne in mind that the above procedure isonly in order to bring under Ufficio Trasporti control those vehicles that AMG has not been able to immadiately contract and issue permits and work tickets to.

8. After certain or all capacities of vehicles have been ordered to report for permits and licensing and the time limit has elapsed, road blocks should then be set up with Carabinieri to stop either certain capacity or all load carrying vehicles and those should be checked for licenses, permits and work tickets or certification that they are not needed. Vehicles that are not in order would be subject to confiscation or fine up to 50,000 lire. In any event Military Government Court and the Ufficio Trasporti should have areserve pool of drivers to keep the vehicles rolling in the meanwhile.

9. The Ufficio Trasporti (i

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HEADQUARTERS
ALLIED CONTROL COMMISSION
Transportation Sub-Commission
APO 394

JHB/jr

R17

Tele: 378

16 October 1944

ACC/TN/R/7

SUBJECT: Southern Region Organization - Divisional Responsability.

TO : Col. L.D. Densmore, Economic Section.

1. Reference Col. Temperley's letter R/1069 dated 3 October 1944.

2. In the absence of Col. Adams and Col. Barnes I am asked to give a ruling on a matter of policy, which should be decided by the Director of the Sub-Commission, and I desire my remarks to be read on that basis.

3. It is not practicable to control Road Movement from one Central Office and for this reason there are Regional Transportation Officers and wherever possible Provincial Trensport Officers.

4. The Regional Commissioner through his Regional Transportation Officer, is aware of what his road transport availability is and he knows the needs of his Region. Under these circumstances it is obvious that any interference in Regional Road Movement by this Sub-Commission, without the knowledge of the Regional Commissioner is uncalled for.

5. Matters of policy as to how available civil transport will be organized, how W.D. vehicles will be maintained, where the Italian Government organisation (PWAC) will function etc. will be issued to the REGIONAL TRANSPORT OFFICER THROUGH THE Regional Commissioner and this will not cause unnecessary delay.

6. There will, however, be occasions when this Sub-Commission will have to decide priority of Road Movement in a certain Region owing to National Requirements but again this will be communicated to the Regional Transport Officer through the R.C. and this should cause no difficulty provided the Regional Commissioner is prepared to recognise the priority required.

7. It may be necessary to communicate direct with ~~Regional~~ Provincial Transportation Officers in Regions in connection with matters dealing

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TO : Col. E.D. Temperley,

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7. It may be necessary to communicate direct with ~~Regional~~ Provincial Transportation Officers in Regions in connection with matters dealing with specific vehicles, spare parts etc. but as a matter of normal procedure and common courtesy, copies of such correspondence will be sent to the Regional Transportation Officer through the Regional Commissioner.

Please file.

J.S.A.

D. S. ADAMS,
Colonel, CE.
Director, Tn. Sub-Comm.

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Declassified E.O. 12356 Section 3.3/NND No. 785021

RESTRICTED

/wp

ALLIED FORCE HEADQUARTERS
APO 512

AG 537/119 TPH-O

4 October 1944

R17

SUBJECT: Economy in the Use of Transport.

TO : All Concerned.

1. The following system will be brought into operation without delay, in order that the maximum use may be made of road transport otherwise travelling empty.

2. The control of transport otherwise travelling empty, moving within the areas covered by Base Section, Area and Sub-Area Headquarters, OR WITHIN 30 MILES OF ITS BOUNDARY, will be the responsibility of the Base Section or Area/Sub-Area Headquarters concerned. Each Base Section or Area/Sub-Area Headquarters will arrange for the notification to all concerned of the appointment and location of the nominated officer(s) to whom convoy commanders will report to obtain return loads. The officer(s) so nominated will be kept advised currently by the local services concerned as to the availability of loads suitable for movement by road within the above mentioned limits. A statement will be rendered weekly to Headquarters, Communications Zone, NATOUSA, or District Headquarters, as applicable, giving details of actual lifts made against the traffic offered.

3. Headquarters, Allied Control Commission will arrange for their Regional Transportation Representatives to maintain close liaison with the appropriate Base Section (US) or Area/Sub-Area Headquarters in order that details of ACC traffic may be similarly collated.

4. Base Section (US) and Area/Sub-Area Headquarters will afford the maximum assistance in the movement of ACC traffic under the circumstances envisaged, always providing essential military requirements have first been met.

5. On receipt of demands for the movement of stores by road outside the limits set in paragraph 2 above, Base Sections or Area/Sub-Area Headquarters concerned will notify their respective Transportation (US) and Movement Headquarters concerned of the following:

a. The present location of the stores.

b. Destination.

c. Nature of the stores.

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d. Weight.

e. Date on which ready for movement.

f. Urgency of the move (normally in form of the latest acceptable arrival date or the remark "as opportunity offers".)

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6. Transportation (US) and Movement Headquarters will, based on the information indicated in paragraph 5, and on their knowledge of planned rail loadings within the Base Section or Area, allocate the movement stores to the most economic method of transport either road or rail, in order to:

a. Make full use of transport otherwise travelling empty.

b. Save unnecessary rail hauls.

c. Give the most expeditious delivery.

7. All units and formations ordering a move outside the Base Section or Area/Sub-Area in which they are located entailing transport travelling empty on either the outbound or return trip, will so inform the local Transportation (US) or Movement authority when applying for road movement instructions. The Transportation (US) or Movement authority issuing the road movement orders will then include details of the loads to be lifted.

8. Periodical checks will be carried out by the military police to insure that vehicles are not travelling empty, except where no suitable loads are available.

9. a. This system will normally delay the return of transport, but this delay will be accepted in view of the overall saving to be obtained. Transportation (US) or Movement authorities will not order return loading where such loading will delay transport more than twenty four (24) hours beyond its original date of return.

b. Cargo will be loaded on outbound or returning vehicles only when it is known facilities (e.g. labor) will be available to unload the vehicles at destination without delay.

10. Where it is operationally necessary that there be no delay due to return loading, an order to this effect will be included in the Movement Order mentioned in paragraph 7, above. This order will be produced on demand to military police by convoy commander(s).

11. Transportation (US) and Movement Headquarters concerned will render a weekly statement to G-4 (Mov and Tn), this headquarters, showing details of the actual road lifts made against traffic offered in respect of road movement outside the limits set in paragraph 2, above.

12. In order to render the maximum assistance to small parties of vehicles and individual drivers not provided with a specific routing instruction, Base Section, Area and Sub-Area Headquarters concerned will arrange signposts (See Inclosure 1) at strategic points indicating the location of suitable loads and where they may be collected by empty vehicles.

By command of General WILSON:

H. V. ROBERTS,
Colonel, AGD,
Adjutant General.

1 Incl
Signposts

DISTRIBUTION:

Same as Inclosure

1263

Declassified E.O. 12356 Section 3.3/NND No. 785021

RESTRICTED

/vp
Inclosure Number 1 to
AFHQ ltr, AG 537/119 TPN-O,
dtd 4 October 1944

RETURN - LOADS	
F O R	AVAILABLE AT
Travelling light unless a. Operationally essential b. Non-availability of load, will be treated as military offense	

or

REPORT TO FOR RETURN-LOADS
Travelling light unless a. Operationally essential b. Non-availability of load, will be treated as military offense

DISTRIBUTION:

5 - CG, Communications Zone, NATOUSA
10 - Allied Control Commission
5 - Ea Base Section
5 - Ea District
1 - G-4 (Mov & Tn)
1 - G-4 (A)
1 - Tn (A)
1 - Q (Maint)
2 - AG Records

1878

HEADQUARTERS
ALLIED CONTROL COMMISSION
Transportation Sub-Commission
ASC 394

CRSP/jr

File.

Tel. : 378

4 October 1944

ASC/Tn/x/7

SUBJECT: Policy - Civilian Vehicles.

TO : Executive Officer, Hq. Lazio Region.

1. Reference your R/5415 Dated 26 September 1944.

2. This Hq. is in agreement with Para 1 of your letter.

3. Reference Para 2. So long as a vehicles is used for essential purposes; there is no objection to military tires and parts being fitted to it; provided such tires and parts are obtained through this Sub-Commission: Furthermore, there is no objection to the tires and parts remaining on the vehicle after it has been derequisitioned by ASC, provided that the vehicle continues to be used for essential purposes only: It should be the responsibility of the Regional Transport Officer to ensure that this condition is carried out.

4. Reference para 3. The use of military tires and parts either on vehicles requisitioned by ASC or on vehicles used for essential purposes is unauthorized, unless such tires and parts have been procured through this Sub-Commission.

C. W. D. DAVIS,
Colonel
Director, Tn.Sub-Comm.

1877

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1267

Declassified E.O. 12356 Section 3.3/NND No. 785021

TH; S.C

HEADQUARTERS
ALLIED MILITARY GOVERNMENT
LAZIO UMBRIA REGION
APO 394

2nd October 1944

File R/147. CWO. 3/10

R/5476

SUBJECT : Claims

TO : HQ. Southern Region.

1. References your TH/SR/Claims dated 22 September, we did not intend our previous letter to be regarded as the detailed claim as at that stage we were merely seeking A.C.C. guidance as to how to proceed.

2. The alleged facts are complicated and as follows:

(a) Transportation Region IV received a demand to carry 300 tons of seed potatoes from Region III to Consorzio Agrario, Littoria.

(b) Certain trucks were detailed and given authority of A.C.C. to proceed. At that time the official Motor Vehicle Permits were not being issued in Rome but, it is claimed, that all vehicles had the correct papers as were then issued - presumably the green temporary circulation permit and the trip ticket to cover this particular job.

(c) The point is that although the trucks may have transgressed an order of Region III they were under orders from Region IV and with A.C.C. approval. Thus the owners and drivers should not suffer.

(d) It is stated that three trucks belonging to Pacciatti Edoardo, Fiat 633 No. 31976 - Ceirano C 47 No.82116 - Ceirano C47 No. 81764, were detained at Via Brindisi No.65, Naples, for the period through which compensation is now claimed.

(e) That is the only part of the claim which can possibly affect Region III.

3. We feel that the owners have a just claim as they were penalised for obeying A.M.G. orders. The question is more difficult when it comes to deciding who is responsible, but, if the facts are as stated, then the Police ordering the impounding do appear to be partially culpable, as do HQ. Region III where release was delayed after telephone assurance of release.

4. We would be very grateful if you would look into it a little further to see if the muddle can be clarified at all.

1878

For the Regional Commissioner:

A.D. Bonham-Carter

A.D.BONHAM-CARTER
Lt. Colonel
Executive Officer (Provinces)

Copy: Transportation Sub Commission

HEADQUARTERS
3 OCT 1944
A. C. C.

1268

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS
ALLIED CONTROL COMMISSION
APO 394

Ext. 260

28 September 1944.

SUBJECT: Maintenance and repair of ACC vehicles.

TO : Director, Transportation Sub-Commission.

1. Attached hereto letter from the Officer in charge of the British Motor Pool, addressed to the HQ Commandant.

2. The HQ. Commandant discussed this matter with me to-day and pointed out that the overload at the Super Garage was rapidly becoming acute.

3. Certainly it was never intended that the Super Garage service, except in emergencies, vehicles other than those assigned to this Headquarters. Further, each Region supposedly has facilities for the maintenance and repair of the vehicles assigned to that Region.

4. It is requested that you take action necessary to correct this situation.

E. L. CLOUGH,
Colonel, A.G.D.
Executive Officer.

Declassified E.O. 12356 Section 3.3/NND No. 785021

HEADQUARTERS
ALLIED CONTROL COMMISSION.
Br. Motor Pool.

EH/dtn.

SUBJECT Maintenance and Repair of A.C.C., A.M.G. Vehicles Outside this H.Q.

TO HQ Commandant,
HQ A.C.C.

I would like to bring to your notice the difficulties that H.Q W/shops are facing at present.

We are being inundated with requests for overhaul and repair ofA.C.C. vehicles outside this H.Q. i.e. 8th Army A.M.G., Region VIII, and numerous others who seem to conveniently break down in the vicinity of HQ A.C.C.

It is said that some units even send their drivers here on leave withinstructions to have their vehicles overhauled during that time

We never before have turned away any driver in distress, but the position has now become so acute that this is imperative if we are to remain free to maintain and repair H.Q. vehicles (plus G-4 scrap) in normal time.

An even more vital point is the question of spares; were these available ad lib, then a great deal of time would be saved and the situation eased. As it is, we have to supply parts to these visiting vehicles at the expense of our own, thereby again reducing the chances of a normal timed repair.

This morning a Major requested that whilst he was in this area for a few days, would I overhaul his jeep. In reply I courteously pointed out the difficulties of the present time expecting then to hear his difficulties, andas a result we may have come to an agreement. Instead of which he became very annoyed, passed some very incomplimentary remarks and departed in great haste.

It has always been my aim to give the fullest co-operation but there is a limit to ones capability in this matter of transportation repairs.

HQ COMMANDANT
FILE HQC/10/7
28 SEP 1944
SEEN
COMDT
ASSIST.
C.C.

26 Sept 44

1872

E. Hoyle Capt D.W.R.
MTO Br. Motor Pool.
HQ A.C.C.

LITTORIA PROVINCE
ALLIED CONTROL COMMISSION
REGION IV
APO 394

10 August 1944

R4/LIT/140 (C)

SUBJECT: Civilian Vehicles

TO : Regional Commissioner, Region IV, A.C.C.

1. If such civilian officials as the Questore, the Medico Provinciale, and the Capo del Genio Civile are to carry on their work efficiently, reliable motor transport will have to be made available to them. At present they are, on occasions, permitted to use vehicles requisitioned by the Provincial Commissioner for military use. By putting military tires and batteries on such requisitioned vehicles, fairly reliable transportation is provided.

2. This headquarters would be willing gradually to relinquish some of these requisitioned vehicles to the civilian government by cancelling our own requisitions and having the vehicle re-quisitioned by the Prefetto Reggente. The obstacle to this, however, is the presence of military property (the batteries and tires) on the vehicles. My own view is that it is an offense for military property to be in the hands of civilian for non-military use; and thus far I have refused to permit such possession and use.

3. Unless civilian tires can be obtained, or unless military tires can be used, civilian official transport will soon come to a standstill here. Would your headquarters wish to authorize a departure from the strict rule I have insisted upon here? Would you wish me to authorize the official use of a set of military tires on a car requisitioned by the Prefetto Reggente if, for example, I furnished written authorization for such use?

4. Since this problem is probably common throughout the Region, I suggest that a uniform policy be established. I would wish to refer specifically to your authorization in any permission for tire and battery use I might issue.

EDWARD MORTON,
Lt.Col., C.E.,
Provincial Commissioner.

Declassified E.O. 12356 Section 3.3/NND No. 780021

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EDWARD NORTON,
Lt.Col., C.E.,
Provincial Commissioner.

1873

Declassified E.O. 12356 Section 3.3/NND No. 780021

R17

CONFIDENTIAL

G-4 Mov & Tn
Allied Force Headquarters
Tel No. Freedom 320

Mov. 3/3074

CONTROL OF MOVEMENT IN ITALY BY RAIL, ROAD AND AIR

1. Subject to the general policy and priorities established by G-4(Mov & Tn) AFHQ, the arrangement and control of movement by rail, road and air within the Operational Zone of ITALY is the responsibility of Movements HQ AAI.

2. Outside the Operational Zone rear boundary, the arrangement and control of movement by rail, road and air is the direct responsibility of G-4(Mov & Tn) AFHQ.

3. FOR THE PURPOSES OF RAIL MOVEMENT ONLY, THE REAR BOUNDARY OF THE OPERATIONAL ZONE IS AS FOLLOWS:-

Line 50 exclusive Civitavecchia

Line 65 inclusive Orte

Line 86 inclusive Ancona

For all other purposes, including movement by road, the rear boundary of the Operational Zone is the northern boundary of the provinces of Viterbo, Rieti and Terano.

4. HQ Movements East Italy, HQ Movements West Italy, HQ Movements Rome Area and Movements LO MMIA are now directly responsible to G-4(Mov & Tn) AFHQ. The northern boundaries of HQ Movements West Italy and HQ Movements Rome Area are extended to the rear boundary of the Operational Zone.

5. The above arrangements became effective 10th September, 1944.

6. G-4(Mov & Tn) AFHQ will deal direct with the Director General Military Railway Service or his executive deputy in ROME in respect of the following.

(a) General allocation of resources for the development, reconstruction and operation of railways in Italy, together with the tonnage capacities required on the various sections of line.

(b) Proposals for transfer of sections of the Italian Railways to civilian operation under supervision of the Allied Control Commission.

7. HQ AAI are authorised to deal direct with the Director General Military Railway Service or his executive deputy in ROME on questions affecting priorities for the development and reconstruction of railways within the Operational Zone, together with the distribution of

Declassified E.O. 12356 Section 3.3/NND No. 785021

Movements HQ AAI.

2. Outside the Operational Zone rear boundary, the arrangement and control of movement by rail, road and air is the direct responsibility of G-4(Mov & Tn) AFHQ.

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Line 50 exclusive Civitavecchia

Line 65 inclusive Orte

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(b) Proposals for transfer of sections of the Italian Railways to civilian operation under supervision of the Allied Control Commission.

7. HQ AAI are authorised to deal direct with the Director General Military Railway Service or his executive deputy in ROME on questions affecting priorities for the development and reconstruction of railways within the Operational Zone, together with the distribution of authorised tonnage capacities within that Zone. G-4(Mov & Tn) AFHQ will, however, be kept currently informed of developments in such instances by Movements HQ AAI.

8. G-4(Mov & Tn) AFHQ will coordinate and programme all through rail movement and will make the necessary arrangements direct with the Director General Military Railway Service or his executive deputy in ROME.

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9. HQ Movements ROME Area will, on the direct request of Movements HQ AAI, or the Director General Military Railway Service or his executive deputy in ROME, make arrangements for the calling forward or adjustment of programmed traffic as may be found necessary. Where such adjustments affect rail movement south of Rome, HQ Movements AAI will first obtain authority through G-4(Mov & Tn) AFHQ.

10. The Transportation Sub Commission of the Allied Control Commission will deal direct with Movements HQ AAI on matters affecting rail movement within the territory rear of 5th Army and 8th Army rear boundaries, but forward of the Operational Zone rear boundary.

Questions affecting overall movement policy, and the arranging of rail movement additional to the current basic tonnage specifically allotted for the movement of ACC traffic rear of the Operational Zone rear boundary will be referred by the Transportation Sub Commission of the Allied Control Commission to G-4(Mov & Tn) AFHQ direct.

11. Revised instructions for methods of maintenance, lodging of bids and establishment of priorities for rail movement are contained in AFHQ Administrative Memorandum No. 37 dated 5th September, 1944.

12. The Instruction issued under this heading and reference dated 12th July, 1944 is rescinded.

17th September, 1944.

A. T. de RHE PHILIPE.
Brigadier,
D.Q.M.G. (MOV & TN).

DISTRIBUTION:

Internal

C.C.T. (2)
D.Q.M.G.(Mov & Tn)
D.G.M.R.S. Rep.
Mov. 1.
Mov. 2.
Mov. 3.
Mov. 4.
Mov. 5.
Mov. 6.
G-3 (Org)
G-3 (Ops)
G-4
Q(Maint)
Pro.
Tn (R) (2)

External

Mov. HQ. A.A.I. (12)
HQ Mov. West Italy (12)
HQ Mov. East Italy (12)
HQ Mov. Rome Area. (3)
Mov. L.C. MMIA (2)
D.G.M.R.S. Rome (3)
Transportation Officer S.O.S. NATOUSA (3)
Transportation Officer P.B.S. (3)
HQ A.C.C. (6)

Declassified E.O. 12356 Section 3.3/NND No. 785021

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17th September, 1944.

A. T. de L'E PHILIPE.
Brigadier,
D.Q.M.G.(MOV & TN).

DISTRIBUTION:

Internal

C.O.T. (2)
D.Q.M.G.(Mov & Tn)
D.G.M.R.S. Rep.
Mov. 1.
Mov. 2.
Mov. 3.
Mov. 4.
Mov. 5.
Mov. 6.
G-3 (Org)
G-3 (Ops)
G-4
Q(Maint)
Pro.
Tn.(B) (2)
HQ. MAAF.
R.A.F. Movements (6)

External

Mov. HQ. A.A.I. (12)
HQ Mov. West Italy (12)
HQ Mov. East Italy (12)
HQ Mov. Rome Area. (3)
Mov. L.O. MMTA (2)
D.G.M.R.S. Rome (3)
Transportation Officer S.O.S. NATOUSA(3)
Transportation Officer P.B.S. (3)
HQ A.C.C. (6)

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TRANSPORTATION SUB COMMISSION A.C.C. OFFICIAL 9/10/45

copy to Roads Sqn for information R17

HEADQUARTERS
ALLIED CONTROL COMMISSION
CONTROL SUB-COMMISSION
APO 394

AGS/hp

Ref: ACC/345/2/Com

SUBJECT : Supplies for Italian Government Territory

TO : Economic Section.

1. Information has been requested by Petroleum Section as to the intentions with regard to supplies of staple Commodities (including POL) in Italian Government Territory.

2. Is it intended to continue indefinitely the present method where the Italian Government, being deprived of Control of Ports, Railways and Road Transport, are necessarily dependent on us for distribution of supplies from Port to Commune.

3. Under these conditions they can exercise practically none of the functions of Government in so far as supplies are concerned.

4. Alternatively is it intendent to draw a line across the map and hand over to the Italian Government complete control of railways, transportation and other facilities and the exclusive use of certain ports retaining only the right of priority for essential Allied Military or Export Traffic.

5. This would enable the Italian Government to exercise all the normal functions of Government within their territory and would permit us to withdraw our Supply organisation entirely and hand over to the Italian Supplies on Staples in bulk at selected ports.

6. The matter is of pressing importance in the case of POL since, as the Armies move forward and evacuate completely Southern Italy, there will be not occasion to bring in Military Supplies in the South and supplies for civilian purposes will represent a very high percentage of the total.

7. Being only a small percentage of the total incoming tankers those with civilian supplies will come in only at relatively long intervals which will involve building up Stocks and other detailed arrangements for distribution.

8. The distributing organisation (DIP) is already functioning and able to perform all the functions necessary to handle bulk supplies provided it has returned to it those port [illegible] and facilities which are now under military control

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7. Being only a small percentage of the total incoming tankers those with civilian supplies will come in only at relatively long intervals which will involve building up Stocks and other detailed arrangements for distribution.

8. The distributing organisation (CIP) is already functioning and able to perform all the functions necessary to handle bulk supplies provided it has returned to it those port installations and facilities which are now under military control.

9. It will also be necessary to arrive at a basis on which a fixed monthly tonnage of POL is available to the Italians and this will require some further consideration as supplies not yet stabilised in entirely.

1871

For Captain STONE (USNR)

W.D. EVANS
Colonel
Director
Commerce Sub-Commission

Copy to : Pet. Sec.Adv.ASCC, HQ AAI

lr

Declassified E.O. 12356 Section 3.3/NND No. 780021

HEADQUARTERS
ALLIED CONTROL COMMISSION
Transportation Sub-Commission
APO 394

File 97

R/7

Our Ref: ACC/Tn/R/28

Tele: 378

Date: 25 August 1944

SUBJECT: Personnel.

TO : Director, Transportation Sub-Commission

1. Enclosed herewith are T/O's for the Road Section, Transportation Sub-Commission, for all of Italy.

2. Table I shows the organization of the Road Section and its relation to the Transportation Sub-Commission.

3. Table II shows the recommended T/O of the Road Section including all personnel commissioned and enlisted, which will be required for supervision and maintenance of all road transport. This personnel may be reduced after all the territory is taken over by the Italian Government but some personnel will be required to protect the interests of the Allies as long as they are operating trucks belonging to the Allied Governments.

4. Table III shows the recommended T/O for officers and EM assigned to A.C.C. Hq., Road Section, Transportation Sub-Commission. It includes the Allied personnel necessary to supervise the administration, accounting, supply, operation and maintenance of all A.C.C. vehicles in Italy. In addition a Tire Section is included which is organized to supervise the supply, repair, and distribution of tires for all Italy.

5. Table IV shows the Allied personnel necessary to supervise the operation and maintenance of three Italian Truck Companies. It is believed desirable to form all three companies into a battalion and charge the Commander with administrative details for all three companies. The primary purpose of this organization is to make available to the Food Sub-Commission the necessary transportation to create dumps in forward areas. After Italy is completely occupied it may be possible to assign this transportation to Regions.

6. Table V shows the necessary supervising personnel to operate two garages for ACC Hq. At the present time this Hq. is operating two garages. The Lancia Garage located on Viale Pericli, and the Super Garage, at Piazza Verdi. The Super Garage is a storage garage and repair shop for 1st and 2nd echelon maintenance. The primary function of the Lancia Garage is to perform 3rd and 4th echelon repairs for Hq. ACC vehicles, Reg. IV vehicles and vehicles from other regions which are in Rome area and in need of repair. A very limited number of Allied personnel will be used at this garage as it is planned to use only as a repair garage using the complete Lancia firm or as many of them as are desirable.

7. Table VI shows the motor transport personnel that are needed in each Region. In the part of Italy taken over by the Italian Government this personnel is

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7. Table VI shows the motor transport personnel that are needed in each Region. In the part of Italy taken over by the Italian Government this personnel is needed to supervise the maintenance performed on Allied Government vehicles. In ACC/AMG territory the personnel must organize companies to operate allied vehicles as well as civilian and supervise the maintenance of all allied vehicles. This personnel may be reduced after this territory is released to the Italian Government.

8. These T/O's are based on the plan that the Road Section have the responsibility of maintenance of all Allied Government vehicles, and that all personnel, tools and equipment, and the allocation of garage space, be turned over to this Section in order that it can carry out this responsibility.

JAMES J. CARNES
Colonel, Inf.
Director, Roads Section

Declassified E.O. 12356 Section 3.3/NND No. 782021

DRAFT

HEADQUARTERS
ALLIED CONTROL COMMISSION
Transportation Sub-Commission
APO 394

JHB/re

SUBJECT: Control of Road Haulage Vehicles.

1. The method of controlling and using Civilian Road Haulage Vehicles has been fully explained to all the Regions, but in some cases Regions would appear to have ignored the instructions and advice given and endeavoured to put into operation some scheme of their own.

2. The Regional Transport Officer is responsible for the organization and operation of all load carrying vehicles within in his region, but naturally he has to decentralise down to Provinces and it should be the duty of the Provincial Commissioner to assist the Regional Transport Officer in setting up the Provincial organization.

3. The Regional Transport Officer should control all road movement between Provinces, but the Provincial organization should handle all movement within its Province.

4. The Regional Transportation Officer is the liaison officer between his Region and the Transportation Sub-Commission.

5. Method of orgenizing civil transport:

(a) In every Provincial capital a Road Transport Section must be established.

(b) All load carrying vehicles capable of operation in the Province must be registered with the Transport Section. The registration of non-roadworthy trucks must be kept entirely seperate, otherwise a false picture will be obtained.

(c) Once the vehicles have been registered it will be possible to determine how many "pools" will have to be formed. Each pool having a dispatch office.

(d) Each vehicle will be issued with a standard permit, copy attach-

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(d) Each vehicle will be issued with a standard permit, copy attached

(e) The owners will be notified as to which pool they are attached and where they receive their orders.

(f) The Provincial Road Transport Section will send the orders to the dispatch offices at the various pools.

(g) The dispatch offices will be supplied with standard work tickets, copy attached. These work tickets will be serially numbered

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supplied by the Provincial Transport Section, who will know the serial numbers issued to the various dispatch offices. For each haul, a work ticket will be made out for each truck.

(h) The work ticket is used in the following manner: the 1st copy (yellow) is handed by the driver to the consignor, the 2nd copy (pink) is kept by the driver, signed by the consignee and returned by the driver to dispatch office on completion of the trip. The 3rd copy (blue) remains in the dispatch office merely as a check.

(i) The work ticket is both the basis on which the truck owner is paid the standard haulage rates and the receiver is debited with the cost of the haul.

(j) It will be appreciated that Transport Sections will have to be established in towns, other than the capital of the Province, but excetly the same procedure will apply. Actually at the present time, owing to the shortage of civilian trucks, it may be desirious of concetrating the trucks, in the Provincial capitals.

6. The particulars obtained in 5 (b) must be supplied to the Regional Transport Officer and the Transportation Sub-Commission. From these particulars it will,possible to see the complete road haulage transport picture in occupied Italy, and enable special hauls to be allocated in the proper direction.

7. When the Italian Government take over, it will only be necessary to substitute the Transport Consorzio for the Provincial Transport Sections, the method of operation remaining the same.

8. If this plan is put into operation by all concerned, it will mean that all civilian load carrying vehicles will be in possession of a standard per mit and will be carrying a standard work ticket. This will make checking a comparatively easy matter and any vehicle operating without either of these documents , should be impounded and the owner and driver arrested.

9. Supplies of Petrol and oil

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9. Supplies of Petrol and oil

Wherenever possible C.I.P. should be made use of, but it maybe that in very early days of taking over a Province, P.O.L. have to be handed by the Transport Section.

The ideal method is to have the petrol delivered in bulk to,the transport pools and the supply of petrol to ~~their~~ the lorries under direct control of the Dispatch Office

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Where, however, this is not practicable the method is to issue the truck owner with a "Certificate" for so many litres and he presents this certificate to C.I.P. who [redacted] furnish the petrol or oil.

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T.G.P. No. 33567 10/43 (Lab/est)

1

ALLIED FORCE HEADQUARTERS
Import Division
A.A.F.H.Q.

July 19, 1943.

Mr. Edward R. Stettinius,
Lend-Lease Administrator
Office of Lend-Lease Administration
515 - 22nd Street - N.W.
Washington, D. C.

Dear Ed,

I am attaching two copies of the first rough draft of A Manual of Operations for the Importation and Distribution of Civilian Supplies in Liberated Areas. One additional copy is being carried by Lt. John B. Connally.

The Manual is being sent to you in this rough form only because of the urgent request made in COS 711 with the pressure of day to day operational work, we have not been able to give this project the careful attention it deserves.

We are hopeful that Livy Short and if possible Al Davidson will find the time to revise and edit the manuscript further before it is presented to the Combined Chiefs of Staff. It is based on the practical lessons we have learned over here and the policy decisions we have formulated, and with a little further editorial attention to sharpen the points we have to make, we feel sure that the Manual will be useful to the people who go into the next area. There is no need for the next mission to repeat all of our mistakes.

The bulk of the work has been done by Harold Stein, Vernon Munroe, Chick Terrel, Coleman Andrews, George Hecker and Bob Asher. They deserve such compliments, if any, as may be forthcoming: my own role and that of Ralph Watkins have been largely those of critic.

I would like to apologize especially for the inexcusable length of the manuscript. It is long because we did not have the time to write a short one.

Sincerely yours,

Declassified E.O. 12356 Section 3.3/NND No. 782021

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Sincerely yours,

Lloyd N. Cutler
Acting Chief of
Import Division
N.A.E.B.

Encl.: 2

LNC/ml.

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Declassified E.O. 12356 Section 3.3/NND No. 780021

FASTEN Envelope by gumming this Label across Flap.
OPEN - cutting Label diagonally at ends.
ON HIS MAJESTY'S SERVICE

MANUAL OF OPERATIONS

For the Importation and Distribution of Civilian Supplies in Liberated Areas

On November 8, 1942, the Allied Forces landed in North Africa. On November 15, the President Directed the Lend-Lease Administrator to arrange for the extension of Lend-Lease aid to North Africa. Other Federal agencies were asked to undertake other responsibilities in connection with operations in the North African Theater. An organization - the North African Economic Board - was improvised to deal with the economic problems of the area and established as a Staff Section of Allied Force Headquarters. Military and civilian, British and American personnel* were gathered up hastily on both sides of the Atlantic to man that organization, procedures were developed on the spot as the needs arose, mistakes were made and corrected, and finally a certain amount of order was brought out of the initial chaos.

This Manual attempts to generalize from the North African experience in such fashion that persons going into other liberated areas will be spared some of the growing pains suffered by the initial group.

The Manual deals only with those operating policies and procedures involved in the importation and distribution of civilian supplies. It does not seek to describe the organizational structure required for coordinating these operations with other United Nations' activities in the area, nor does it endeavor to allocate functions to particular U.S. agencies.

It is assumed in this Manual that the Civilian

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It is assumed in this Manual that the Civilian Supply groups will be responsible for programing and determining in advance the requirements for civilian supplies - i.e., all materials except those directly consumed by

* In May 1943, the Import Division included American, British and French civilians, American and British soldiers, WAACs, French and American Army officers, a Coast Guard Commander, a Marine Captain and a Navy Lieutenant.

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the Army - for importing those supplies - i.e., arranging procurement, shipment and receipt - and finally for distributing them or supervising their distribution after receipt down to the ultimate consumer. The scope is assumed to be approximately what the scope of the Import Division, N.A.E.B., has been in practice.

In preparing this Manual, assumptions have had to be made both as to the type of area in which it will be used and the period in which it will be applicable. It is conceivable that different policies might be required in dealing with a hostile population than with a friendly one, and that in any area, different procedures would be in order three days after an Allied landing than three months after. But regardless of these factors of time and place, it appears practical to evolve some principles of fairly universal application, provided that the following underlying assumptions are made: the area has been cleared of enemy troops; the water system, the communications system and other vital services are functioning to some degree; the normal commercial channels of distribution are still capable of functioning; and some responsible local officials are in existence and can be nominated by the occupying authorities to present the requirements of the specific areas and to handle incoming goods at some point before they reach the individual producer, distributor or consumer. The absence of such responsible local, regional, or national authorities would re-

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It has also been assumed that ordinary commercial channels of distribution will be used to the maximum practical extent and that direct relief will be distributed only insofar as necessary to compensate for the absence of adequate opportunities to work, earn money, and buy goods through commercial distribution channels.

This Manual is a preliminary document in every sense of the word. Efforts will be made to revise it as rapidly as new information is accumulated, gaps and overlaps are brought to light, existing procedures are modified, or relevant experience is gained in new areas. Meanwhile comments and criticisms will be welcomed.

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Declassified E.O. 12356 Section 3.3/NND No. 780021

I

ADVANCE ACTION

Experience in North Africa has made it possible to predict definite and desperate needs for specific items which can be made ready before the occupying forces arrive. Procurement and shipping lags make it highly desirable to formulate an advance program before actual invasion. The delivery of many vitally needed civil supplies cannot wait until requirements experts have been transported to the liberated area and have made their estimates on the ground.

Advance action on civilian requirements consists of estimating, purchasing (storing, if necessary), and shipping the materials and products determined to be necessary a priori. For food, clothing and medical supplies, the advance arrangements are calculated on a per capita basis with regard for expected conditions and national habits. For general industrial materials the advance work should be related to the pattern of the particular economy to be encountered. Examples of consumer goods programs can be found in various CFR programs or in the Tunisian or Sicilian consumer goods stockpiling arrangements in North Africa; examples of the industrial type are the OLIA Tunisian program or the NAEB Import Division Sicilian program. It should be observed, however, that, when possible, programs should not be merely detailed for cold climates on the one hand and warm climates on the other because a given tonnage can be more useful if the items are specifically selected for a given area.

In connection with the advance industrial program, underlying objectives should always be kept in mind. The reason for prompt importtation of industrial commodities is not to favor our friends or punish

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In connection with the advance industrial program, underlying objectives should always be kept in mind. The reason for prompt importtation of industrial commodities is not to favor our friends or punish our enemies. It is merely to win the war. Since as the Commander in Chief has said, the war in Asia will probably continue after the victory in Europe, the occupation of European lands will require constant attention to production: for self-sufficiency, for aid to the Allied armies and for aid to other occupied areas. Both liberated and

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and occupied areas should be closely scrutinized, and in the same way, for potential production of goods and even implements of war.

The following general comments on advance planning are based specifically on experience in North Africa.

(1) While general research facilities are better in Washington, practical field experience in nearby areas makes it desirable to prepare advance programs in the field. The OLLA Tunisian program, while based on fuller statistical material, is probably less closely related to actual operation needs than the NAEF Sicilian program, even though both were prepared by the same individuals. Field work in North Africa revealed typical needs for smaller sizes of structural steel, etc., that could not have been predicted against the U.S. industrial background.

(2) A deficient program actually procured and shipped will inevitably contain much of value. A perfect program unprocured or unshipped is worthless. This should be too obvious to require mention, but experience shows that there is as yet no generalized procedural routine for advance procurement and prompt shipment. North African and Sicilian experience to date shows that there is much to be gained by placing responsibility for programming requirements and arranging procurement entirely on the civilian agencies. Procurement for civilians complicates army procurement problems unnecessarily, and for quite understandable reasons is apt to receive secondary attention both in the theatre of operations and at home. Shipment, on the other hand, should be based on civilian notification of readiness, and word from the commander in the field that he is ready to receive and handle the goods. Prompt shipment is of prime importance and the expressed wish of the field commander should receive immediate response.

To solve these problems of programming, procurement and shipping,

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To solve these problems of programming, procurement and shipping, NAEB, NEBC and similar advanced military civilian agencies should be instructed (a) to prepare European advance programs, layer by layer, as operations proceed; (b) to secure procurement of the programmed materials through Washington and/or London channels; and (c) to arrange with the Allied Armies for stockpiling and shipment of the materials as soon as arrangements for reception can be made. Washington agencies should review

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the proposed programs but procurement should proceed on agreed but disputed items or apparently excessive quantities while disagreements are being ironed out.

II

FIRST STAGE

The first stage in occupied or liberated areas will be normally characterized by:

(1) Close Army control, though the Army may very soon desire civilian help.

(2) Distribution of an eleemosynary character. (Although not necessarily to the total exclusion of commercial transactions).

(3) First repair and reconstruction under direct army auspices.

While these activities are in progress there should be a survey of needs. For obvious reasons the check on direct human needs (food, clothing, etc.) will be continuous, but at the earliest moment a recalculation should be made of such needs for a year in advance to meet WPB procedures. This should be geared into the rationin system (whether administered by the Army, OLIA, OFR or local authorities) and should take full account of local production, crop possibilities, etc., etc. The survey should be made in consultation with the rationing officials, the officials in charge of food processing, garment manufacturers and similar industrialists and should be reinforced by spot checks of consumer reaction. For example, in North Africa original assumptions on the urgent necessity for green tea were not subjected to actual check for months with resultant waste of time, effort, money and shipping on the part of Chungking, London and Washington. Similarly, old jackets continued to be imported when old trousers were really wanted. A careful field survey will also make possible elimination of items theoretically desirable but actually unnecessary. Thus, in North Africa by continued scrutiny of

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(2) Distribution of an eleemosynary character. (Although not necessarily to the total exclusion of commercial transactions).

(3) First repair and reconstruction under direct army auspices.

While these activities are in progress there should be a survey of needs. For obvious reasons the check on direct human needs (food, clothing, etc.) will be continuous, but at the earliest moment a recalculation should be made of such needs for a year in advance to meet WPB procedures. This should be geared into the rationin system (whether administered by the Army, OLIA, OFR or local authorities) and should take full account of local production, crop possibilities, etc., etc. The survey should be made in consultation with the rationing officials, the officials in charge of food processing, garment manufacturers and similar industrialists and should be reinforced by spot checks of consumer reaction. For example, in North Africa original assumptions on the urgent necessity for green tea were not subjected to actual check for months with resultant waste of time, effort, money and shipping on the part of Chungking, London and Washington. Similarly, old jackets continued to be imported when old trousers were really wanted. A careful field survey will also make possible elimination of items theoretically desirable but actually unnecessary. Thus, in North Africa by continued screening, food imports from U.S. and U.K. are now reduced to sugar, milk and tea.

Simultaneously a preliminary study should be made of industrial needs*. This study should be made with the cooperation of local officials charged with the allocation of industrial supplies and equipment or with an ad hoc committee

*To serve war production needs and to conserve shipping.

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constituted for this purpose, and with businessmen. Preliminary estimates should be based on (a) statistics of past consumption, especially amounts allocated during the war years; (b) statistics of absolute need such as the number of trucks laid up for the lack of batteries, as shown by a quick check; (c) statistics of possible production through necessary rehabilitation of local plants, e.g. manufacture of hand tools, oxygen, etc., with particular attention to possible savings in shipping through local production; (d) desired procurement of local products for United Nations needs.

On the basis of these surveys, the following should be done:

(1) An agreement should be reached on tentative shipping quotas for four three-months periods.

This is a vital step. In the Middle East monthly shipments are determined from month to month by a joint decision of civilian and military authorities based on both civilian and military exigencies. In the North African theatre, there is a basic allocation of civilian tonnage which is reduced for occasional short periods by basic military decision in the field and more frequently by spot decisions at the port of embarkation. Assuming the extension of the North African system, the economic usefulness of the area will be dependent on the allocation and maintenance of a dependable civilian tonnage. The decision on the tonnage allocation should be the result of consultation on the highest levels, and every effort should be made to maintain the allocated amount as long as the need continues. The theatre commander's allocation for civil supplies represents his best military judgement as to the most efficient use of the precious shipping space available to him, and should be respected just as much as his allocation for other supplies.

(2) A list of requirements for four three-months periods should be sent to Washington and London. This list should be broken down into the smallest feasible categories and some attempt should be made to list specifications.

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(2) A list of requirements for four three-months periods should be sent to Washington and London. This list should be broken down into the smallest feasible categories and some attempt should be made to list specifications. But Washington should be requested to do its best on specifications when they are lacking; thus specifications adapted to North Africa can be applied to Southern Europe until revised specifications are available, or unless reasons to the contrary are known or strongly suspected.

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SECOND STAGE

In this stage the basic responsibility for preparing requirements in the first instance should be shifted to local groups under the supervision or with the cooperation of the civil supply agency. If possible, a central requirements committee should be established even if there is no provisional government.

(1) A re-examination should be made of the original tentative requirements by categories to see if the tonnages are reasonable. Experience in North Africa shows startling examples or original over and under-estimation. Textiles were first requested in three times the quantities actually needed, and in the case of chemicals the reverse proved to be true.

(2) Appropriate groups should be asked to prepare detailed requests on standard forms for each category, covering four quarters. The original requests in North Africa came in on miscellaneous letters and odd pieces of paper. The difficulties in attempting to handle this material were almost insuperable (See discussions below on forms.) However, the requests should be discussed in detail before the standard forms are prepared.

(3) A period of at least three months should be allowed for the submission of the completed forms. It is painfully easy to underestimate the time necessary to prepare a requirements program in detail.

Thus in North Africa a letter dated February 15, 1943, outlining requirements procedure and transmitting the standard form, requested the return of the completed forms on March 15. The first forms were actually received on May 20. The bulk did not arrive until the last half of June. Part of this delay was due to political difficulties, part to understaffing, much to an original misapprehension of the nature of the job. Two months for completing the forms implies (a) an active and efficient central requirement agency and (b) an adequate American staff to assist in or supervise the work from the beginning. The importance of correctly timing the requirements

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(4) The total requests for each category should be for about 110% of the agreed on tonnage. The purpose of this is to allow for loss by screening and by procurement difficulties in the U.S.

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(5) Forms should be filled out in the native language and also should always have an English translation attached. Translations in Washington takes months and there is no local expert on the ground to answer questions. On the other hand, translations prepared locally are frequently incorrect and the originals should be available for checking.

(6) The local groups should give American specifications when they can; where they are unable to do so, the Requirements staff should prepare American specifications in cooperation with the groups. American code numbers must be given.

In an enormous range of commodities, a request without specifications or without American specifications is wasted. The substitution of American for European specifications, if left to Washington, can only be done as a matter of guess-work. If the Requirements staff is adequately equipped with American catalogues, a very workmanlike job can be done on the spot. Once the job has been done, alterations in requirements are easy. The original request for steel, for example, worked out in standard American sizes and shapes, can be amended and extended merely by citing item numbers and revising tonnages. If the European specifications are sent to the United States, they will sit on a desk for weeks while some one tries to guess at American equivalents, or they will be ignored and unsuitable sizes and shapes will be shipped. These undesirable alternatives can be avoided only if specifications are prepared in the field.

(7) First attention should be paid to general maintenance and repair parts requirements; requests for parts requiring special febrication or European parts should be turned down insofar as they can be fabricated locally.

This has a dual importance. In the first place it relieves American fabricating capecity of an added drain. In the second place many European parts will never be made in the U.S. because the orders will not justify special tooling. With energetic action a special parts fabricating program

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(8) All completed forms should be scrutinized by the Requirements staff and screened for adequacy of presentation, sufficiency of description of end-use and justification.

Second only to the lack of adequate U.S. specifications, lack of adequate end-use data and justification has been the chief stumbling block

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in the North African requirements program. There have been unceasing complaints from Washington that the allocating agencies over-fuss allocations because the justifications presented are inadequate. If, as we think, the governments of the three countries of North Africa and the central French administration are typical of European conditions and attitudes in this respect, the chief burden of developing the necessary information must be borne by the American requirements staff.

There is one special problem in connection with programming that requires comment. In North Africa all approved requests are sent to U. S. for action except (1) requests for items which are agreed on as subject to supply from elsewhere, usually U.K. such as coal for Mediterranean ports; (2) emergency shipments which can come faster from the U.K. and (3) requests falling within special import programs from the Iberian Peninsula and from West Africa. In MESC a complicated procedure is used to develop the proper supplying nation. Depending on location, one or the other systems should be used. In any event all import programs should be carefully correlated. The tonnage control system should be applied to the import program from each supplying country, even when there is a central field screening agency such as NAEF.

The precise nature of the local requirements group will depend on a variety of factors, and may well vary with circumstances - it may begin with an ad hoc committee selected by the Army and may end up as a department of an organized government. But regardless of the internal political arrangements imports should be put and kept on a strictly government to government basis until the period of material and shipping shortages is over.

The preparation of a large scale complex over-all import program is a difficult task; the task is made immeasurably more difficult if private traders are allowed to trade or even to attempt to trade with suppliers in

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The preparation of a large scale complex over-all import program is a difficult task; the task is made immeasurably more difficult if private traders are allowed to trade or even to attempt to trade with suppliers in U. S. and U. K. The planning of tonnages and the screening of itemized requests can be handled satisfactorily only if all proposed imports are coordinated into a single import program transmitted through official channels. Private commercial correspondence on proposed purchases raises false hopes, and causes confusion. It should not be permitted.

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IV

SCREENING PRINCIPLES

In food, clothing and drugs the aim should be to provide enough for minimum efficiency. Generally speaking actual conditions in Europe (especially in urban areas) are such that a reduction below current rations of consumer goods would result in increased inefficiency, and might also create a security problem. Raising current rations in the immediate future should be considered only in relation to (a) the need for increased agricultural and industrial production and (b) special politico-military considerations.

On the industrial side, programming should be related to (a) basic safety and welfare (e.g. water purification, bridges, power plants); (b) production to maintain or increase self-sufficiency in essential items and (c) production for use by the armies or for the United Nations, directly or in their maintenance of other liberated or occupied areas. These products range from food and clothing to nuts and bolts, from soap to explosives, from water purifiers to matches. No production possibilities should be overlooked.

Special attention should be paid immediately to the requirements of basic or semi-basic industries, since their production saves tonnage. However, until the armies reopen the heavy industrial areas the great bulk of imported tonnage will be for repair and maintenance rather than for the reestablishment of basic production facilities.

One important practical principle in screening requests is the reduction of the types and varieties of each commodity to the minimum consistent with efficiency. The advantages of this procedure are three-fold. (1) The simpler the statement of requirements, the easier it is to understand, judge and evaluate the program; (2) The simpler the specifications and the fewer the types of desired objects, the easier it is to procure; and (3) The smaller the number of items to be priced, the faster distribution will be after arrival.

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beginning of operations to the end.

Statistically the most illuminating material for the screening process is the allocations made during the war. Neither the Germans nor the Italians have been idly permitting unnecessary quantities of strategic materials to flow into the channels of industry. Obviously some of the uses may be stopped, e.g. we may not wish to continue the production of airplanes in Italy. In any event the official allocations will generally be extremely useful. The screening process must rely heavily on the ingenuity and sound judgment of the Allied staff.

4. LATER DEVELOPMENTS

After the system has been established, it is expected that it will develop along approximately the following lines:

1. At requisite intervals local authorities will draw up a table of requirements, by large commodity categories, based upon the tonnage to be available for civilian purposes.

2. The Civil Supply Group will analyze the table and revise it in consultation with local authorities.

3. Commodity specialists of the Civil Supply Group will assist local authorities in preparing an item allocation within each category. This will not be a definitive list, but will be forwarded to Washington for general allocation guidance, as well as the table of paragraph one.

4. (a) The Civil Supply Group will assemble information on materials previously ordered, delivery status, and distribution made of goods received.

(b) Local authorities will prepare detailed lists of requirements, with specifications in English, consulting Civil Supply Group specialists who will aid in translating. A good deal of informal screening will be done in this manner.

5. Local authorities will submit completed lists by categories. These

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5. Local authorities will submit completed lists by categories. These will be finally screened by the commodity specialist and returned with comments.

6. Local authorities will accept decision in paragraph 5 or will work out a compromise with the Civil Supply Group.

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7. Local authorities will submit formal requests on prescribed forms. These will be identical with previously agreed upon content.

8. Formal requests will be approved by the Civil Supply Group and transmitted to Washington.

5. TIMING THE PROGRAM

One vital aspect of requirements work is timing the program. As is suggested above, advanced programs for all potential European occupied areas should be devised and procured now; shipment should proceed at the earliest possible moment. In connection with the first stage, the skeleton program (with as much detail as is readily available) should be sent to Washington as soon as the first surveys are completed. It should cover a sufficient period of time to allow for planning, preparing, and submitting the complete detailed program for the second stage and for an adequate start on procurement. The North African experience in this connection is illuminating. Here the skeleton program for the second quarter was cabled to Washington in late January, in the expectation that the full program for the second half year would be ready in a month or so. Detailed monthly programs (in French) for delivery of goods in February, March and June were also sent forward but were not received in Washington until the actual delivery months. Finally, this skeleton program for the second half year was not cabled to Washington until June and the detailed specifications were not forwarded in quantity until July. The result of this faulty timing (unavoidable under the actual circumstances but to be avoided in the future) was to create an extremely difficult situation in Washington. Allocations and procurement for North Africa were based on guesses andon a continually dwindling stock of good will. The supply of goods actually available for shipment became dangerously small. To repeat, programs must be available for action in Washington well in advance. The interim program - however makeshift in character - should

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6. FORMS

Attached hereto is the form used in North Africa. This is a combined requirements - inventory - shipping form. It is satisfactory in and by itself when used by an efficient and honest organization for certain simple products.

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An additional form (copy attached) should be developed for specifications which can be attached to the master form. This will key into the master forms by item numbers.

A special problem in the use of forms relates to individual projects. Ideally, at least, and to the greatest extent possible in practice, the problem should be solved as follows:

(1) For each sizable project a complete set of requirements should be developed into (a) capital equipment, (b) production material, (c) repair and maintenance material and operating supplies.

(2) All the requirements as listed above should be checked to separate out all general industrial material such as merchant steel, hardware, paper, etc. These items should be crosschecked with the general request forms to make sure that the range of specifications and total amounts requested of the particular material will permit an appropriate allocation to the project when the material is delivered.

(3) All the items that are to be covered by general materials requests should be marked on the project book with the reference number of the covering request.

(4) A recheck should be made of the project book to separate out all the items which are common to a particular industry (mining, power, etc.) but which are not covered by any of the requests for general industrial material. These items should be assembled on separate request forms or groups of request forms and the reference numbers of these forms will then be placed on the project book.

(5) The project book will then show all the items covered by other requests. The only items requiring independent action will be the specialized parts and equipment specifically designed for the particular project.

(6) Tonnage should be separately calculated on the unmarked items in

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(6) Tonnage should be separately calculated on the unmarked items in the project book.

The numbering, recording and control of forms is only a detail, but a crucial one. General supervision of the flow of incoming and outgoing request forms must be maintained by a thoroughly responsible member of the staff. The detailed techniques used can be varied, but the following comments are based on lessons learned in North Africa.

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Each request should bear two numbers; one a code number for classification purposes, the other a serial number. The WPB requires that the code be the Standard Commodity Code of the United States Bureau of the Budget, but this can only be used if it is translated into the language of the area. An adequate supply of translated copies of the code must also be furnished. If this is not feasible, use should be made of some standard code in the area, for example the code previously used by the allocation authorities, or the code used by the customs authorities, etc. Other things being equal, the most useful code will be the one which is habitually used in compiling the most relevant statistics or in making allocations, or other compilation of previous use.

The registry number is placed on the form by the central authority which receives it. If there is some sort of provisional central government or even a central requirements committee (which is highly desirable), that group should register the forms. If not, the Allied authorities should register the forms. The registry numbering should be chronological and should indicate any sub-area submitting the form, if sub-areas are dealt with through some kind of semi-authoritative group which in turn receives requests from the industrial groups that prepare the forms. Forms should be submitted in at least six copies, to be handled as follows: one work copy for the specialist; two copies for Washington to be sent after revision by separate couriers. One copy to be conformed and returned to the local authorities; one copy for the chronological file, i.e. by serial numbers; one copy for the subject file, i.e. by code numbers. It is of paramount importance that the local agencies receive conformed copies so that they always know what is actually requested from Washington and so that they have full details of U.S. specifications, etc. that will appear on the forms.

7. INFORMATION

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7. INFORMATION

A continuous flow of timely information from Washington is essential for the proper handling of requirements. Aside from shipping documents and price data (of interest to the Requirements staff but described elsewhere in this manual) the following information should be regarded as minimal:

(1) Notification of receipt, denial or modification of requests.

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(2) Copies of formal requisitions (e.g. the AA series for North Africa) four copies are desirable:- one for the general file, one for the specialist, one for the accountants, and one for the local requirements group.

(3) Copies of contracts (3 copies as above).

(4) A semi-monthly summary account of procurement and delivery status.

(5) All limitation orders issued by the War Production Board.

Without this information forward programing becomes a matter of guesswork and the local authorities are unable to plan effective distribution. Likewise, arrangements should be made to receive regularly relevant trade journals, and basic Government reports on production, trade, crop estimates, etc.*

8. PERSONNEL

The personnel required for the necessary surveys of requirements during the first stage is not great - two or three men should suffice. However, the personnel required to do an adequate job on requirements during the second stage is considerably larger and somewhat inflexible because of the nature of the work. One or two people can handle all the policy decisions and the basic negotiations with local officials or groups. However, careful detailed work on completed forms requires specialists. The requirements staff in North Africa at the moment consist of the following:

Chief
Assistant to Chief
Economist
Control Officer
Assistant Chief - miscellaneous requirements
Textile Specialist
Agricultural machinery specialist
Automotive machinery & transport specialist
Metals and Hardware "
Industrial Equipment "
Electrical " "
Medical Supplies "
Food "
3 Regional Representatives
Stenographers

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Agricultural machinery specialist
Automotive machinery & transport specialist
Metals and Hardware "
Industrial Equipment "
Electrical " "
Medical Supplies "
Food "
3 Regional Representatives
Stenographers
Clerks
Translators

An industrial chemical engineer is needed and has been requested. It should also be borne in mind that in the NAEB set-up much work related to

*Technical dictionaries and studies of commercial practices and distribution margins would also be helpful.

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requirements is done the Procurement and Development Division. Thus the requirements work occupies part of the time, at least, of more than the listed personnel.

In a smaller operation or one where political subdivisions are less important, the Regional Representatives could be dispensed with. Similarly the work done by the Assistant Chief, Assistant to the Chief, Control Officer and Economist could be consolidated and performed by three or two men instead of four, conceivably in some places, by one. But an adequate job cannot be done without the whole range of specialists. Enlarging the staff would be dependent on (a) the size of the operations and (b) equally important, the competence of the local officials and/or groups. There is some reason for thinking that a staff of this size could handle requirements for a much larger and more complicated country if the local authorities are reasonably cooperative, competent and efficient. Finally, it should be remembered that the usefulness of the specialists is enormously enhanced if they are provided with an adequate staff of clerks, stenographers and translators. Too much time has been wasted in Algiers by professionals forced to do clerical work.

One last word. The job in requirements in North Africa would have been immeasurably improved if the specialists had been sent out two months earlier. Some of the lost ground will not be regained. Prompt arrival should take precedence over training in Washington.

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IMPORTATION

A. Packaging and Marking
B. Separate Ships
C. Advance Information
D. Unloading
E. Warehousing
F. Delivery and Receipts
G. Accounting

A. Packaging and Marking

When preparing shipments for export to foreign destinations, packaging and marking are of prime importance and should be carefully considered, planned, and solved at the originating end of any given operation. The results of poor packaging and marking unfortunately do not appear, until the cargo is landed in the liberated area. The lessons learned from the losses suffered in North Africa, especially at the beginning because of breakage and the lack of proper markings on packages, should permit correction of these faults in future operations.

It must be remembered that for wartime movement packages should be more than usually strong enough to hold the contents and should be sturdier than those employed in normal trade. Even when the hazards of rough weather are not encountered, goods in most cases have to be discharged by inexperienced labor, often at ports lacking the customary mechanical devices and unloading equipment. Very often they must be unloaded at one port and transshipped to another.

Casual labor cannot cope with packages weighing over two hundred pounds. Considerable breakage and loss of merchandise has been experienced with several unusually heavy types of cases of cotton piece goods, paper, etc., and much damage has occurred to powdered milk in light wooden barrels. Cotton piece goods should be baled and held together with metal bands and should not weigh over two hundred pounds. A stronger type of package

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The necessity for clear marking of packages cannot be overstressed, for few experienced dock workers can be secured. Colors should be used at all times, and the contract and case numbers should be placed on the outside of the crate in colored paint so that receiving clerks can supply proper information on receipts. These markings should be placed on at least three sides of each package. The fullest possible description of the contents

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should also be on the outside of the package, including identification of the goods, number of units and weight. This will help prevent delays in distribution when packing lists and invoices are not received in time. Distribution can, in addition, be aided by packing only one type of commodity in each package.

When loading stevedores lay out the stowage of vessels in the United States, inexperienced dock labor at ports of discharge and the lack of mechanical devices should be borne in mind.

When civil cargo is carried on the same vessels as military shipments the Army material naturally has a higher priority, and has preference in handling and discharging whenever practicable. Civilian shipments should therefore be stowed in such a way as not to be damaged. For example, frailer packages of civilian merchandise should not be wedged between large packages of Army material. Considerable damage has been experienced with this type of stowage.

B. The problem of Separate Ships

Shipping to a liberated area is apt to be dominated for a long period by military considerations. It is probable that civil supply operations of the type described in this Manual will be conducted at a time when the amount of shipping allocated by the Combined Chiefs of Staff to a particular liberated area will be entirely under Army control. The theater commander in the liberated area will presumably determine in the first instance the nature of the cargo to be carried by this shipping, the appropriate division to be made among the competing military demands, and the amount to be allocated to the carriage of civil supplies.

This proved to be the case in North Africa. Once the decision was made by the theater commander to allot a specific tonnage to meet civil requirements, the question arose -- as it will in many other areas -- of

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This proved to be the case in North Africa. Once the decision was made by the theater commander to allot a specific tonnage to meet civil requirements, the question arose -- as it will in many other areas -- of whether it would be preferable to distribute this tonnage as partial cargo for most of the ships in a given convoy, or to allot separate ships to the task of carrying full loads of civil supplies. In North Africa the initial decision was taken against the use of separate ships.

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From the standpoint of the civil supply operation--without regard to competing military considerations--it soon became apparent in North Africa that separate ships would be preferable. Since all of the ships in a convoy were loaded predominatly with military cargo, the loading and the unloading of all ships naturally remained under military control. Military shipments under military control are not accompanied by--and doubtless do not require--the detailed shipping papers which are customary for normal commercial cargoes. There is neither time nor necessity for the signed bill of lading, the ship's manifest, the stowage plan and hatch report, the advance--mailed invoices, the careful receipting system which records each handling, or any of the other carefully planned commercial details which have proven their value in peace-time trade, and which by their very absence in North Africa, proved indispensable to war time civil supply operations in liberated areas. Separate ships could be loaded separately without difficulty, according to normal commercial practice, and, depending upon local conditions, might also be unloaded in the same manner upon arrival at destination.

The admitted advantage of spreading the risk* claimed for partial loadings in several ships is offset by other factors. The necessity for speed in loading a military convoy requires extremely rapid methods of handling and stowing. It is said to be impracticable for the military or civilian stevedores loading every ship to give special attention to the small portion of civil cargo destined for that ship, even though a prescribed method of handling and stowing the cargo in question--be it sacks of sugar or barrels of chemicals--has been employed commercially for many years. Nevertheless, good practice demands that there should be an agreed storage plan. The same conditions prevail when the ship is unloaded abroad. Separate ships could be loaded more carefully by trained commercial experts

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*Sinkings in the North African convoys have been publicly estimated as less than 3 percent of the sailings involved.

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odd piers and eighty odd hatches at one time. The preparation of loading documents on the taking of receipts on discharge could be handled by a few crews trained in civil cargo work, rather than by as many military checkers as there are hatches being operated throughout the whole convoy. It is very doubtful whether the operating losses resulting from partially loading several ships--losses which have run high as 10 per cent on a tonnage basis from some convoys--justify the resultant security obtained against unlucky sinkings. Over a substantial period of time, it is probable that the separate ship method would result in greater savings of cargo.*

Finally, separate ships can be routed to their destinations on the basis of the need for their civil cargo. Partially loaded ships, on the other hand, are necessarily routed to the port at which their military cargo is most required, often at a harbor lacking adequate inland transportation, and already stocked to capacity with military cargo, even though the civil supplies on board are most needed five hundred miles further up or down the coast. Also, under proper conditions, separate ships can be routed to more than one port in turn if that is deemed desirable and is not contrary to the policies of the shipping authorities, while the civil cargo in a partially loaded ship must be dumped on the spot wherever the ship docks.

All this is apart from military considerations. Even from that standpoint however, the Army transportation authorities in North Africa concluded, after several months of experience with partial loadings, that so far as the theater of operations is concerned, military objectives would be better served by the use of separate ships. It was found that partial loadings contributed to congestion in arrival ports and interfered somewhat with the prompt discharge and removal of military cargo, mainly because of the need for additional sorting of mixed hatched loadings and the taking of

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*The separate ship plan is the most practical and flexible from the military standpoint as well as from the civilian viewpoint, since it would permit utilizing non-military ports as well as those under military control. As the Army moves out of an area, ports which it releases might easily prove the most desirable for the handling of civilian goods. Devotion of port facilities to civilian use exclusively, including transportation and warehousing, becomes possible.

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As a result, the military and civilian shipping authorities in this theater recommended to Washington that civil supplies be transported to separate ships. After further study, this proposal was agreed to in the United States, and separate civil supply ships will bring to North Africa most of its requirements for the second half of 1943.

It is earnestly recommended that a similar procedure be adopted in all future liberated areas at the outset.

C. Advance Information

Advance shipping information--a peace time commonplace--has turned out to be a difficult achievement in war shipping operations. It takes time to develop statistical forms tailored to war time needs, to build up the organizations which can compile and dispatch the necessary papers as a routine matter, and to develop the communication channels through which the papers must flow.

The general problem is of military as well as civil significance, and has been practically solved insofar as military needs require. However, the special data on costs, weights and markings required for civil supplies demand special methods of treatment which are still far from being perfected.

One unfortunate experience in North and West Africa graphically illustrates the importance of the problem. In January, French West Africa placed an urgent request for important sleeping-sickness medicines weighing less than a ton. The request was transmitted to Washington for immediate air shipment. Air space could not be obtained for most of the order, which went forward by water in February, aboard an Army Transport. No word of the name of the vessel or the date of the shipment was received until the end of March, when a bill of lading arrived describing the shipment, identifying the vessel, and naming the American Consul General at Dakar as consignee. The code number on the bill of lading indicated ships [illegible]

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A cable was dispatched to Dakar giving this information, and an NAEB representative about to leave Algiers for Dakar was asked to check the matter personally. The NAEB representative arrived at Dakar before the cable, and learned that the ship had left Dakar two days before, bound for various U.S. Army bases along the Guinea Coast. The drugs had not been unloaded at Dakar. No copy of the bill of lading, and no other information identifying the shipment, had been received at Dakar from Washington. Wires were sent to all Army bases at which the ship might call, asking that the shipment be traced, and if located, shipped back to Dakar.

As a result of these wires, the drugs were finally located and returned to Dakar early in June, long after the season for the disease had begun.

The consequences of these faulty communications have been estimated as 120,000 cases of sleeping-sickness.

Procedures for avoiding similar catastrophes have since been evolved and established on an operating basis in North and West Africa. These procedures are described below. They have primary reference to the partial-loading system of shipping civil supplies--when detailed advance information is most important--but they are of general utility even when separate ships are employed.

Since it seemed impossible to obtain invoices, packing lists, bills of lading and other shipping documents from the United States regularly in advance of the arrival of goods, it became necessary to search for some source of accurate advance information in North Africa. After some inquiry it was found that G-4 of the Army had perfected arrangements to receive copies of ships' manifests and hatch loading summaries well in advance of the arrival of each convoy.

These documents, pertaining to all ships in each convoy, are sent to

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These documents, pertaining to all ships in each convoy, are sent to G-4 and distributed from there to the ports of desitnation, after these ports are finally determined. Usually the destinations are set up four to five days prior to the arrival of the first ship in North Africa.

G-4 acts as the central agency for the receipt and distribution of shipping papers for all ports in this area.

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The dispatching of the papers from Washington to G-4 and from G-4 to the various ports of discharge, is by means of Army courier.

In order to render the greatest possible assistance to the various agencies of the government for whom goods are being transported, G-4 has arranged for Washington to send (a) extra copies of the sheets in the manifests of each ship on which the civil supplies carried by that ship are listed and (b) extra copies of the hatch loading summaries for each ship, together with the stencil from which these summaries are run, so that additional copies of the hatch loading summaries may be prepared here for all interested parties.

The Chief of Transportation and his staff in G-4 have cooperated with the civil supply group to the fullest possible extent. As a result NAEB now receives as many of the extra copies of the manifest sheets on which Lend-Lease goods are listed, and as many copies of the hatch loading summaries, as it needs. These are delivered to us shortly after they are received at G-4.

This did not entirely solve the civil supply problem, however, because distribution of papers to NAEB representatives at the various ports could not be undertaken until after the determination of ship destinations had been made. By that time, no dependable means of courier transportation available to the civil supply group could assure delivery of papers at the various ports before the arrival of the ships. By further arrangement with G-4, copies of the manifest sheets listing civil supplies and copies of the hatch loading summaries are now made available to NAEB port representatives, by having NAEB's own documents go along with G-4's papers to the final determined destination by G-4 courier. Since the couriers usually reach the ports from two to four days ahead of the arrival of the ships, our port representatives are able to get their information [illegible]

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The procedure outlined above has proven reasonably satisfactory, but as in any other situation in which results depend upon timing, there are occasions when the interval between the receipt of papers at ports and the arrival of ships is uncomfortably close. Occasionally, in spite of everything that is done to prevent it, ships get in before papers arrive. This is due to the fact that the papers have come past most of the ports to Algiers, and are then sent back along the route over which they came. From the Army's point of view its overall operations must continue to flow through its headquarters, but for civil supplies communication could readily be improved by having the manifest sheets and hatch loading summaries in which we are interested delivered in the first instance to the port that is closest to the United States, with distribution made to succeeding ports from this point.

The obtaining of advance information of the arrival of goods is important not only to the civil supply group, but to the local authorities for whom the goods are intended, particularly where delivery is made promptly after unloading without intermediate warehousing.

As a matter of security the Army has been unwilling to allow local consignees to have advance information of the exact time of arrival of convoys. This restriction is understandable and it need not work any hardship upon the ultimate consignees, for it still is possible to advise the consignees that goods will be arriving and what the categories and tonnage of each category will be, without disclosing the expected time of arrival. It is necessary, however, that the consignee have this minimal information in order to make proper arrangements for receiving and warehousing the goods.

Goods are not always unloaded as soon as a ship arrives at its port of destination. The Transportation Corps of the Army provides day-to-day forecasts of unloadings for all receiving services, military and civilian,

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Goods are not always unloaded as soon as a ship arrives at its port of destination. The Transportation Corps of the Army provides day-to-day forecasts of unloadings for all receiving services, military and civilian, so that those for whom the goods are intended may make their arrangements for receiving them. This information can safely be transmitted to any local authorities.

It also is important to receive invoices and packing lists in advance in such form that these documents can be married to their matching bills of

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lading. This is especially important for highly assorted items such as agricultural implement parts. If the recipient agency can be furnished quickly with copies of these documents, it thereby acquires not only the best information available for determining what parts are in each package, but also a reliable basis for determining the internal prices to be charged. The same holds true with respect to industrial equipment, automotive parts, piece goods and other commodities not uniformly packed.

There is no substitute for Washington as the source of documents and information of this kind. It is, therefore, essential that Washington develop procedures for the matching of such documents in the quickest possible time and their dispatch by the fastest possible means. Considerable improvement in the delivery of these documents would result if they could be forwarded by the same couriers who bring the ship manifests and other shipping documents to G-4.

It should be understood that the need for advance information does not pertain solely to accounting. It is equally important in relation to requirements, pricing and distribution, to say nothing of helping those concerned with transportation to perform their function efficiently.

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D. Unloading

Thus far in North Africa, military authorities have exercised complete jurisdiction over the discharging of vessels, and up to the present Lend Lease civilian goods have been arriving as partial cargoes on several ships. At times soldiers are used as longshoremen, but more often the laborers are inexperienced native workmen. In some ports merchandise is unloaded directly from the ships to trucks in order to avoid congestion at the docks; in other ports there is some chance to sort out packages as they are placed on the docks, before they are loaded on trucks for delivery to warehouses.

Civil supply transportation men are required to spend a large percentage of their time on the dock and on board discharging vessels, endeavoring to correct bad practices and see that civil cargo is handled as carefully as possible. Many of the army officers at the docks have had little or no previous steamship experience, but they have willingly accepted most of the suggestions made.

The native labor in the holds of the steamers do not, as a rule, use care in handling packages, and boxes are sometimes permitted to fall six or eight feet to the decks of vessels or onto slings spread out in the trunk of the hatches. These practices can only be eliminated by having a representative at the ship at all times. With a limited number of transportation men, it is physically impossible to maintain complete supervision while several vessels unload at once - a problem that would disappear if shipments were loaded on separate vessels. By having individual steamers, it would also be possible to work more closely with the stevedores and to hold them liable for damage occurring through their negligence.

It would also be practicable to accumulate all of our documents, go over the stowage with the stevedores, and make proper plans and try to procure proper mechanical devices and unloading equipment. Sufficient ship-side wharf space might, in many cases, be secured for the sorting of

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It would also be practicable to accumulate all of our documents, go over the stowage with the stevedores, and make proper plans and try to procure proper mechanical devices and unloading equipment. Sufficient ship-side wharf space might, in many cases, be secured for the sorting of merchandise, and full arrangements could be made for the proper designation of warehouses and for the necessary trucks to transport the supplies. When civilian cargo arrives on the same vessels as army material, considerable confusion is encountered in getting enough checkers and warehouses ready to receive the goods.

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Under the partial-loading system, and with the control of all unloading operations necessarily in Army hands, it became apparent in North Africa that the civil supply group could not effectively assume any responsibility over its cargo until it had left the dock area, without interfering materially with the military efficiency of the port. At the same time, it was considered desirable for reasons explained below (see Receipts) that delivery to the French against receipts be effected within the dock area if possible.

Arrangements were therefore made with the Army authorities pursuant to which the port commanders assumed full responsibility for:

1. The unloading of all civil cargo.
2. Its transportation and delivery to designated French warehouses.
3. The taking of receipts in the form required by the civil supply authorities.
4. The handing of these receipts and a summary of deliveries to the civil supply authorities.

Under this system, the Army port commanders have assigned up to one hundred men in each of several ports to civil cargo work.

The civil supply authorities have arranged to place such French trucks as are available for port clearance work at the disposal of the Army and discrepancies between original shipments as shown by bill of lading and deliveries as shown by receipts are charged to the Army.

This system has proven satisfactory both to the civil supply group and to the Army port commanders, and is recommended as the only practical means of port clearance in future liberated areas where similar conditions obtain.

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which the port commanders assumed full responsibility for:

1. The unloading of all civil cargo.

2. Its transportation and delivery to designated French warehouses.

3. The taking of receipts in the form required by the civil supply authorities.

4. The handing of these receipts and a summary of deliveries to the civil supply authorities.

Under this system, the Army port commanders have assigned up to one hundred men in each of several ports to civil cargo work.

The civil supply authorities have arranged to place such French trucks as are available for port clearance work at the disposal of the Army and discrepancies between original shipments as shown by bill of lading and deliveries as shown by receipts are charged to the Army.

This system has proven satisfactory both to the civil supply group and to the Army port commanders, and is recommended as the only practical means of port clearance in future liberated areas where similar conditions obtain.

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E - WAREHOUSING:

Until recently warehousing on a large scale for the account of the civil supply authorities has not been necessary in North Africa. The French authorities assumed the custody of incoming supplies upon arrival and supplied warhousing space and personnel themselves. NAMB's efforts were confined to obtaining assurances from Army and French authorities that sufficient space would be reserved and permitted to operate in time to receive the arriving cargoes.

It was recently decided, however, that it would be desirable for military and other reasons to build up a backlog of goods under the direct control of the civil supply group, and a need for warehousing therefore arose. The principle objectives in creating a warehouse system were to store civil supplies held back for future military operations, to store local foodstuffs and other items stockpiled for similar purposes, and to build up a reserve of imported supplies for purposes of negotiation with local authorities over distribution problems.

Pursuant to this order three warehouses were established at Algiers, three at Oran and one at Casablanca; and arrangements for the establishment of others at points east of Algiers have been begun. In addition, warehouses heretofore maintained by the Relief & Welfare Division of NAMB will be incorporated into the system. All of them will be placed under unified control.

The method of warehouse operation will have to vary according to conditions in the various ports. The arrangements are summarized below in order to indicate the wide variations necessary inside a single liberated area.

At Oran and Casablance, Army Civil Affairs officers will handle the checking, unloading and piling of goods into and out of warehouses in their areas. At Oran, the warehouse accounts will be kept by Army Civil

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The method of warehouse operation will have to vary according to conditions in the various ports. The arrangements are summarized below in order to indicate the wide variations necessary inside a single liberated area.

At Oran and Casablanca, Army Civil Affairs officers will handle the checking, unloading and piling of goods into and out of warehouses in their areas. At Oran, the warehouse accounts will be kept by Army Civil Affairs officers who are already taking care of all the accounting for civil supplies in their area and are equipped to take on this additional responsibility. At Casablanca, on the other hand, the accounts covering the movements into and out of the warehouses will be kept by the Casablanca representatives of NAEB.

At Algiers, the Records and Procedures Section of the Import Division

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will handle the warehouse accounts; the checking, unloading and piling of goods into the warehouses, the loading for delivery, when necessary; and the checking out and the guarding will be handled on a contract basis by an organization specialized in this work, known as the Societe Generale de Surveillance.

The warehouse operations will be made as simple as possible. No regular labor crews will be employed. Only the most fundamental records will be maintained so that the quantity of each category of goods in storage at any time may be quickly ascertained. This will be accomplished through a simple type of ledger in which an account will be maintained for every class of goods in every warehouse with appropriate annotation or allocation to indicate reservations or earmarking for special purposes.

It is planned to avoid as far as possible a multiplicity of so-called "stockpiles" and to have the warehouse system act as one stockpile, thus avoiding complicated accounting and the possibility of error.

All orders for the placing of goods into storage and the releasing of same therefrom will be signed by a single authority within the civil supply organization.

In order to assure notice to all interested parties of requests for diversion of goods from the purposes for which they were stored, a Diversion Committee has been set up which will include, among others, a representative from the Requirements Section and a representative from the Price & Distribution Section of the Import Division, and the person responsible for liaison between the Import Division and the Army as to the Army's interest in goods on hand.

F. Receipts:

The delivery of goods and the taking of receipts therefor must very according to the physical characteristics of each port and the manner in

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F. Receipts:

The delivery of goods and the taking of receipts therefor must very according to the physical characteristics of each port and the manner in which the unloading and dispatching of goods is organized. At the ports west of Algiers, the American Army is in charge, whereas, at all ports east of Algiers except Bizerte, the British Army is in charge. A separate receipting system has had to be tailored for each of the principal ports in the theater.

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At Casablanca, until recently, all goods received, except flour and sugar, were taken to a receiving and distributing warehouse. Flour and sugar were delivered directly to the French at their warehouses, and receipts were taken therefor at the time of delivery. Receipts were taken for other goods at the time of delivery from the central sorting and distributing warehouse to the French.

This plan was unsatisfactory from several viewpoints, principally because it resulted in delayed delivery and increased the elapsed time and number of handlings taking place before the transfer of custody and accountability to the French. It has become axiomatic from experience gained in this theater that the condition and value of civil cargo deteriorates in direct proportion to the length of time it is held and the number of handlings to which it is subjected. The central warehouse plan was therefore discontinued.

At Oran, goods are unloaded directly from vessels into trucks. Just before the trucks arrive at the dock gate, they pass a control point where both Army checkers and French receivers tally each load and a receipt is made up in triplicate and signed by the French, verified by the Army checkers. Two copies of this receipt are handed to the truck drivers, one of which is for the French and the other for the warehousemen. This system is not without exceptions. With damaged or unmarked packages, it may not be possible to count the load sufficiently accurately to enable checkers to prepare a receipt in full at the control point. In such cases all possible information is placed on the receipt, and a tally form is given to the driver, routing him to a sorting warehouse, located in the dock area, where goods are identified and quantity determined. The American and French checkers at this sorting warehouse fill out complete information on the tally form which is subsequently attached to the control point receipt. As soon

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At Algiers, the British handle the unloading and delivery of goods. There is sufficient time to sort out merchandise at ship-side; therefore, receipts are signed by the French alongside the unloading steamer. These receipts are made out in quintuplicate, the original retained at the docks for us, the duplicate, triplicate, and quadruplicate are given to the

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driver and the quintuplicate is a bound copy and is retained at the docks. When the truck passes out of the dock area, the driver hands over to the British gateman the duplicate copy of the receipt and delivers the triplicate and quadruplicate to the warehouseman who signs the triplicate for the French.

At the end of each day, the original receipts are taken to the dock office, and the following morning summaries of receipts for each vessel are compiled in triplicate, the original summary for our records, the duplicate for the British port superintendent, and the triplicate for the dock office. After these summaries are made, the original and duplicate, together with our original individual receipts, are taken to the British port superintendent's office, which has in the meantime gathered up the duplicate copy from the various British gatemen. Receipts are compared and, after verification, the port superintendent affixes his signature to our original summary sheets. A representative of the Records and Procedures Section of the Import Division picks up daily from the port superintendent's office our original individual receipts and the signed individual summary sheets.

The British do not have sufficient personnel to place checkers alongside the hatches of each steamer working to check against the French, but instructions have been given by the British Port Commandant to his officers to make periodic spot checks at various times during the day. Thus far receipts have been very accurate.

It has been agreed with the French that they have the right to contest the contents and condition of any package for which they receipt, provided they can show that any damage or shortage which they claim really existed at the time of delivery. Packages which are obviously damaged or short of their required contents are set aside until agreement as to the condition and quantities of goods can be determined, at which time receipts are taken accordingly.

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Receipts at all ports are pre-numbered. It can therefore be told at a glance whether there are any missing.

It is important that the receipt show clearly all the essential facts about the goods. The receipt forms now in use show such information as:

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1. Th. name of number of the ship from which the goods are unloaded;
2. The DA-TPS number (Treasury Procurement Contract Number) under which the goods are acquired;
3. The number of packages received;
4. The kind of package;
5. Package number;
6. Gross and net weight;
7. Description of goods;
8. Package markings.

If the contents of packages are uniform, the package number and the gross and net weights ordinarily may be omitted; but packaging should be indicated, such as "98-lb. sacks" in the case of flour so packed, "cases of 48 14½-oz cans" in the case of evaporated milk, and so on. Other information such as the truck number, name of driver, and warehouse to which the goods are delivered is also shown.

In order to avoid question as to whether or not delivery was made to an authorized person, we have secured from the French authorities, and from all other organizations and authorities to whom goods are delivered, specimen signatures of the persons authorized to receive and sign for goods, and no receipt is accepted that is not signed by an authorized person.

G - ACCOUNTING:

The task of accounting for the operations explained above appears at first to be very complicated, but turns out after analysis to be simple. The only activity to account for is the receipt and delivery of goods in large quantities. Because of the absence of any information whatsoever as to the value of most of the agricultural products and of piece goods that have been shipped, it has been impossible to develop any dollar accounting. Until very recently, no accounting in the sense of formal and conclusive account keeping has ever been done. A system of accounts is in the pro-

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The overall accounting requirements are merely to ascertain the value of the goods for which accountability is assumed and the disposition made of them. Accountability begins with shipment from the United States; hence the total accountability would be the sum of the invoices for the goods loaded on ships at ports in the States.

The first item indicating discharge of accountability is the one imposed by the hazards of war and arises from sinkings. Since notice of sinkings are received and it can be ascertained what was loaded on each ship, it should be possible, if invoices for all goods are in hand, to determine the value of goods lost through sinkings.

The next item indicating discharge of accountability arises from the circumstances of delivery heretofore explained. Since the civil supply group does not exercise control over the unloading and delivery of goods upon arrival in North Africa, it has no way of determining by methods of its own the discrepancies between goods that are supposed to be on the ships and those for which receipts are obtained. If the Army port authorities cannot explain those discrepancies, there is nothing to do but credit the civil supply group and charge the Army, or charge a suspense account pending inquiry into them by the accounting staff at headquarters in the United States.

Accounting entries can only be based on the actual receipts signed by the French or other authorities and agencies to whom deliveries are made. In the confusion of the early operations, some goods were transferred without receipts, other receipts were misplaced, and many of the remainder are so inadequate concerning what was delivered as to be unreliable as an accurate source of information.

In view of the fact that full information as to value of the goods shipped to us has not yet been furnished, it has become necessary to put initial accounting on a quantitative basis. It is going to be very difficult

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In view of the fact that full information as to value of the goods shipped to us has not yet been furnished, it has become necessary to put initial accounting on a quantitative basis. It is going to be very difficult to strike a balance even on this basis, but if a reasonably accurate quantitative basis of accountability can be established, it should be possible in time to determine the dollar accountability and the manner in which the same has been discharged.

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It has been suggested that there might be problems due to differences between our system of weights and measures and the French system of weights and measures. This difficulty has not yet arisen and should not, since our billing can be based upon our own system of weights and measures from which the receiving authorities may make whatever conversion they wish. Even if it were necessary to use the French system, the matter of conversion would not be a difficult one.

In addition to accounting for the receipt and delivery of goods to the French authorities, accounting must be made for the delivery of goods to the Army, the Red Cross, the Relief & Welfare Division; there is also the accounting that arises from the acquisition of goods at times from the Army, the Red Cross and the Relief & Welfare Division. There are numerous movements back and forth and in various combinations, and this situation is likely to be endemic in all future areas. However, all such movements have their fundamental beginning in quantities of goods, and if an accurate record can be kept of quantities, all problems of valuation can be disposed of at a later time.

The importance of accounting should be fully recognized. An operation of this kind should not be begun without an adequate accounting staff under a fully qualified accountant from the very outset of operations. Every effort should be made from the very beginning of any future operation to provide invoices for all goods shipped so that the accountability for the goods covered thereby may be definitely and promptly determined, and the government or agency to whom the goods are delivered may be promptly charged and billed for them. The development of a complete and satisfactory accounting record depends primarily upon good organization of the checking of basic documents and the accuracy, thoroughness, alertness, and understanding of commercial practices with which the checking is done.

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DISTRIBUTION

This section of the Manual discusses policies and methods for the equitable distribution of imported civilian supplies through commercial channels, at the right prices, at the right places and at the right time. It is not concerned with distribution through direct relief.

Different types of governments will be encountered in particular liberated areas. Certain areas, such as North and West Africa, will have central authorities with whom we will have dealings on economic and political problems. In other areas, there will be no central government. Governmental powers will rest in the occupying forces, acting through military or civilian administrators.

These two situations may call for differences in distribution methods. In the former, most imported civilian commodities would usually be turned over to the central authorities, who would bear the operating responsibility for distributing the goods, subject to appropriate supervision. In the latter case, possession and direct control would probably be retained until after the completion of geographic distribution throughout the country, not to be relinquished until direct delivery to the consumer, the wholesaler or some local official.

While methods may differ, according to the factual situation, fundamental distribution policies should remain the same. Our objectives in furnishing civilian supplies to liberated areas are realistic and precise. They do not vary because of the incidental fact that the goods may be sold rather than given away, or because the area in which they are distributed is inhabited by friendly or hostile peoples, or because a government does or does not exist.

These objectives cannot be attained unless the supplies are properly distributed. Most of the materials to be exported are in short supply at home. They cannot be spared unless we make sure that they are

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have central authorities with whom we will have dealings on economic and political problems. In other areas, there will be no central government. Governmental powers will rest in the occupying forces, acting through military or civilian administrators.

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These objectives cannot be attained unless the supplies are properly distributed. Most of the materials to be exported are in short supply at home. They cannot be spared unless we make sure that they are doing more important work for us abroad. It therefore becomes the function of the civil supply group to insure, by all available economic, political

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and administrative means, that imported supplies reach the consumers for whom they are intended.

The areas into which materials are to be imported are liberated areas. Until the day of their deliverance, the United Nations will have been able to reach them only with bombs and words. The first physical contact occurs with the arrival of our troops and the delivery of vitally needed civil supplies. The distribution of these supplies must be effected in the way best calculated to bind the freed peoples to the United Nations' cause. They must be distributed speedily, in adequate quantities, at reasonable prices, without discrimination against racial or political minorities, and, insofar as possible, without profit to individuals and organizations who have deliberately associated themselves with the enemy before our coming. It is the responsibility of the civil supply group to make civil imports into military, economic and political assets. Methods may vary, as stated above, and in many areas it may be found that much of the task can safely be turned over to local authorities, sovereign or otherwise, with full assurance that they will do everything within their power to achieve our principal objectives. But where this assurance cannot be obtained, recourse must be had to other methods, including, if necessary, the direct handling of distribution of some or all commodities under the close supervision of an adequately empowered, equipped and staffed group of civilian supply representatives.

Distribution policies and methods are discussed below under the following headings:

1. Speeding the physical flow of goods to the ultimate consumer.
2. Equitable allocation of goods among merchants and consumers.
3. The determination of reasonable prices and markups.

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2. Equitable allocation of goods among merchants and consumers.
3. The determination of reasonable prices and markups.
4. Special problems.
   a. The relaxation of rationing and price controls,
   b. The black market,
   c. Army consumption of local supplies.
5. Personnel.

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1. Speeding the Physical Flow of Goods to Consumers.

As one of their first and most important duties, our distribution experts should examine each stage and operation in the flow of imports from dock to consumer and take the necessary action to eliminate bottlenecks and simplify distribution procedures.

The principal operations involving the physical distribution are discussed in other sections of this Manual. They are reviewed briefly below, from the distribution standpoint, with illustrations from North African experience.

A. Dock Operations.

The dock area in the arrival port is usually under military control, and the major concern of the military authorities is to remove cargo from the dock as quickly as possible. It is therefore necessary to know at the earliest practicable moment exactly what supplies are to be unloaded and where they are to be moved. If this information is not available and provided to the unloading authorities, the cargo will be moved away from the docks anyway, and weeks will be spent sorting out the mixed military and civil supplies that have been delivered to various warehouses and dumps throughout the city. Thirteen of the first twenty-six cases of auto parts to arrive in Casablanca were lost in an Army warehouse for more than a month because no advance arrangements had been made to receive them.

As soon as cargo lists are received, they should be scrutinized for commodities requiring special handling, such as agricultural machinery during the harvesting season, and arrangements made with the unloading and trucking authorities for expediting their movement. The time that it takes goods to leave the quai and reach the initial reception warehouse should

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B. Warehousing.

Warehousing facilities available for civilian imports are apt to be inadequate in the face of overriding military demands. It will immediately become necessary to make arrangements with the Army and with the local authorities for sufficient storage space. Even if the responsibility for storage is placed on local officials, the assistance of the civil supply group vis-a-vis the Army is likely to prove necessary. The same is true with respect to the provision of sufficient port and warehouse labor. These problems have already been discussed in detail above (see Warehousing).

The length of time that goods remain in warehouses should be determined and measures taken to eliminate delays which may be caused by such operations as sorting, pricing, repacking, etc.

C. Sorting and Pricing.

In the early months in North Africa, imports hastily purchased and shipped from the United States arrived without invoices, packing lists, or proper indentification on the outside of the package. Commodities of different kinds and types were sometimes packed in the same box or bale. In commodities like shoes and textiles, long delays ensued from the necessity of unpacking, sorting, and repacking; while the pricing of these commodities without adequate information increased these delays and resulted in some instances in grossly inaccurate prices.

If the following arrangements were made in the United States, distribution in a liberated area would be simplified and speeded immensely:

1) Copies of the invoice and packing list should be sent in time to arrive before the convoy, in sufficient numbers to provide copies for the central and regional civil supply offices. One set of

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2) The fullest possible description of the contents should be on the outside of the package, including identification of goods, number of units and weight.

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3) Only one type of commodity should be packed in each package, wherever practicable. Cases, bales or barrels should generally not exceed 200 pounds in weight.

4) Requirements should be standardized to reduce the number of different types of a commodity to be imported. The pricing and distribution of more than 200 varieties of piece goods will cause considerable difficulties under the best of conditions. Under early North African conditions, minus invoices and packing lists, the staggering proportions of this job was a major factor in the complete failure of textile distribution for the first month or two after the arrival of the initial shipments.

D. Transport.

Lack of adequate transportation is the great physical barrier to wide and speedy distribution. Since sufficient transport even for military needs can rarely be planned or provided for in a newly liberated area, the problem on the civil supply level is never one which can be completely solved. Measures must be improvised by the civil supply group to deal with purely local situations, and full military cooperation must be obtained to enforce these measures. Some success was achieved in North Africa in devising means for the utilization of military vehicles on back hauls, and in the repair and renovation of local trucks by Army garages. No useful generalizations on the subject can, however, be formulated, except to plan well in advance for the importation of adequate inventories of standard parts such as tires, spark plugs and batteries.

Other ad hoc measures can be taken in the liberated area to prevent delays. It was found that textiles to be consumed in an Algerian port area were being shipped for pricing to a distant inland city, only

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Other ad hoc measures can be taken in the liberated area to prevent delays. It was found that textiles to be consumed in an Algerian port area were being shipped for pricing to a distant inland city, only to be shipped back again to the port area. The civil supply group suggested the simple remedy of having only samples, rather than all the bales, sent to the inland city where the pricing authorities were located.

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Other possible bottlenecks in primary distribution should be checked and, if necessary, eradicated. The most obvious to look for is the holding back of goods by trade groups or individual merchants in the hope of a price rise. This, and other possible politico-economic deterrants to prompt and effective distribution must be dealt with effectively.

2. Equitable Allocation among Merchants and Consumers.

A. Merchants.

1) The Groupement Problem.

Wherever the enemy is dislodged in Europe, he will have left his mark on the economy of the area and on the organization of commercial distribution. It is reasonable to expect that the problem presented by the Groupement in North Africa will be repeated over and over in European areas.

Both democratic and totalitarian nations have had to impose measures of government control upon commercial distributors, as an incident to war mobilization. In France, a law of July 11, 1938, permitted, among other things, the voluntary formation of groupements of wholesalers and retailers engaged in particular trades. The primary function of these groupements was to determine and carry out methods of distributing a drastically reduced supply among the enterprises engaged in the trade. Groupement organizations in France and North Africa were for the most part inactive, however, until after the Armistice of 1940.

Under a Vichy Decree of June 16, 1940, frankly modeled upon similar decrees in Axis countries, compulsory groupements were organized for every trade, under the leadership of a quasi-governmental official. The groupement was made responsible for determining the identity and number of merchants allowed to participate in the trade, the basis for allocating the available business among them, and for making

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Under a Vichy Decree of June 16, 1940, frankly modeled upon similar decrees in Axis countries, compulsory groupements were organized for every trade, under the leadership of a quasi-governmental official. The groupement was made responsible for determining the identity and number of merchants allowed to participate in the trade, the basis for allocating the available business among them, and for making the actual distributions of goods to the merchants according to the determined formula. In practice, North African governmental authorities sometimes permitted the groupement presidencies to be handed to business men or political adventurers of collaborationist leanings, who were willing if not anxious to do business with the Axis.

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As a result of the unwillingness or the inability of the governmental authorites to control them, these men were often permitted absolute discretion to admit or exclude members on any basis they saw fit, to base their allocation formula upon unreasonalbe and arbitrary factors, and to distribute goods in disregard of the very formulas they had written. It was within their power to do most of these things in secret, and to deny to members or persons claiming membership the privilege of examining the groupement records.

Some of the groupements were honestly and efficiently managed. But in others, the result was all too frequently the collection of exorbitant fees, the allocation of large quantities of goods to the head of the groupement or his friends, none of whom might ever have been in the particular business before, and the partial or complete exclusion of members of the trade who were Jews, Freemasons, DeGaullists or otherwise persona non grata to the groupement chieftain. No effective remedies were available to other members for the correction of these abuses or for the discovery and removal of expensive groupement practices which might retard a rapid distribution of the available supplies.

At the same time, all the groupements - both good and bad - performed functions that had to be performed by some governmental or quasi-governmental agency. They did the necessary job of dividing an insufficient supply among the eligible recipients. They performed necessary physical operations in receiving particular commodities for storage, in sorting, pricing, repackaging and distributing among the trade. All of these tasks are indispensible to the distribution of imported consumer supplies.

Trade association technique of this type is not indispensible for the performance of the allocation function. The same job has been done in different ways in different places, and certain allocations in

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Trade association technique of this type is not indispensible for the performance of the allocation function. The same job has been done in different ways in different places, and certain allocations in the United States, of course, are handled quite differently. But there is a necessary economic function which the North African groupements performed; and some way of performing the function under strict controls must be divised in any liberated community.

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At the beginning in North Africa, the civilian supply group decided to turn over incoming supplies to the French civil authorities immediately upon arrival, and to permit the French authorities to allocate and distribute through the agency of the groupements. There was simply no other method available at the time for the performance of these indispensable functions. Even though some of the individual groupement practices were unsavory, to insist in perfection of the distribution machinery at the start would have meant risking an operational breakdown which would have prevented the bulk of supplies from reaching the civilian consumer. In short, to distribute goods through faulty machinery was deemed better than no distribution at all.

As soon as personnel became available, studies were made of individual groupements and the personalities controlling them. Complaints of individual wholesalers and retailers were investigated to the extent practicable, and, for checking purposes, groupements were required to furnish their allocation formulae and allocation percentages for each member of the trade. Partially as a result of the pressure occasioned by these studies, the speed and efficiency of groupement distribution improved, and favoritism, discrimination and personal gain were in large part weeded out. The improvement was encouraging, but we remained convinced that we should press for further and basic modification of the trade association system.

On July 5, the Comite Francais de la Liberation Nationale revoked the decree of June 16, 1940, and abolished all groupements established under it. These groupements were permitted to continue their physical operations on a de facto basis, pending the organization of new associations under the original law of July 11, 1938.* It is expected that these new associations will be created in conformity with many of the basic principles recommended to the French authorities.

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The groupement or similar problem will be encountered again in future liberated areas. On the basis of the North African

* On July 9th the Civil Supply Group submitted to the French authorities its recommendations with respect to the reorganization of the trade associations, and it is hoped that new associations will be created in conformity with the basic principles recommended to the French authorities.

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experience, existing machinery may have to be used initially. Swift and decisive action should be taken, however, as soon as the necessary information becomes available, to bring about the removal of undesirable officials and to induce the reform of methods along the lines described below.

Speedy adoption of such measures is necessary if we are to realize the maximum political and economic advantages from our imports. In North Africa, the delays that preceded reform confused many well-disposed elements of the local populace and gave rise to ill-founded but sincere doubts about our motives. On the other hand, the early use of the groupements undoubtedly did help to speed the physical flow of goods to the consumer. In future areas, however, the experience gained here should be used to insure that neither speed nor fairness is sacrificed.

2 - Reform of the Groupement

In conversations with various North African merchants and officials, it was discovered that many individuals advocated extreme autonomy on the part of the trade association and the minimum of government control, on the theory that this was consistent with democratic principles of liberty and freedom. It was, therefore, necessary to make plain that government supervision was an inevitable concomitant of war, not to be regarded as a denial of commercial and economic freedom but as a guarantee that the principles of liberty and democracy would be safeguarded. It is obvious that in an economy of war, the creation and administration of machinery for the allocation and distribution of goods which are in short supply is essentially a governmental function. The delegation of this governmental power must be accompanied by accountability and control.

The principal features embodied in the recommendations made by the civilian supply group are discussed below, in the expectation that

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The principal features embodied in the recommendations made by the civilian supply group are discussed below, in the expectation that they may serve as a useful guide for handling the same problem in other liberated areas. These proposals concern primarily the organization and functions of a trade association of wholesale distributors. They are primarily applicable to organizations controlling the allocation and distribution of consumer goods as distinguished from industrial supplies

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and equipment. Somewhat different techniques are applicable to the distribution of goods at the retail level and to the distribution of industrial products. The proposed trade association is referred to below as a trade board.

(i) Eligibility for Membership

All persons presently engaged in the wholesale distribution of the commodity involved and those engaged in such business during any part of the year 1939 should be automatically entitled to membership in the Trade Board. The government would systematically weed out, after hearings, those members who were publicly unacceptable because of past violations of laws or regulations concerning trading with the enemy, price control, or rationing. In addition, a procedure should be established permitting persons who can show the economic justification for their participation in the distributive process to make application to the trade board for admission to membership.

Exceptions to the above are necessary in some areas. Wherever totalitarian influences have been dominant for many years, it may be preferable as an alternative scheme to require all persons who desire to act as wholesalers to make application for admission to membership in the trade board rather than grant them membership automatically. This might afford a fairer and more expeditious way of permitting entry into business of those who had been ousted for political or racial reasons, as well as the elimination of distributors whose feelings were strongly anti-democratic.

(ii) Governing Committee

The governing committee of the trade board should be elected by vote of the whole membership, each member in such election having one vote, regardless of the size of his enterprise. In order to

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(ii) Governing Committee

The governing committee of the trade board should be elected by vote of the whole membership, each member in such election having one vote, regardless of the size of his enterprise. In order to avoid the autocratic actions of past groupement presidents, the chairman should be subject to the direction of the governing committee, which should be required to meet at frequent specified times. Both the chairman and the governing committee should in turn be required to submit reports at regular intervals to the members of the trade board as well as to the government.

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(iii) Meetings of Members of the Trade Board

There should be regular meetings of the members of the trade board, at which the chariman and governing committee should be required to account to the members for all of their acts. Members should have the right to propose the initiation of new policies, and a designated percentage of the membership should be entitled, upon petition, to require the calling of a meeting by the governing committee.

(iv) Supervision of the Trade Boards

The trade boards should be placed under the jurisdiction of a responsible government official, whose functions and responsibilities would be of great importance. Not only would he exercise general supervision over trade boards, but he would be required to approve the allocation plan, finances and internal administration of the boards as well as to act as a tribunal to make decisions and rulings on members' complaints. This government official would be assisted by a staff of assistants, to whom he would delegate supervisory authority over each trade board, to the end that in each trade board there would be one assistant, disassociated from the trade, whose sole function would be to supervise the administration of the board and the application of the plan of allocation.

(v) The Formulation and Adoption of the Allocation Plan

The plan of allocation for distribution among wholesalers should be decreed by the government official referred to above after obtaining the technical advice and assistance of the governing committee.

(iv) The Principles of Allocation to be Incorporated in the Plan

It is impossible to set forth specific plans of allocation which, of course, must vary according to the special circumstances of each trade. Certain principles, however, can be recommended: The formula under which each member's percentage of allotment is determined should be

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It is impossible to set forth specific plans of allocation which, of course, must vary according to the special circumstances of each trade. Certain principles, however, can be recommended: The formula under which each member's percentage of allotment is determined should be bases on easily obtainable and verifiable facts; the formula should give proper consideration to the pre-war activities in the commodity by individual members; and the formula should be susceptible of non-discriminatory application so that the actual allocation among members would be a purely ministerial or mechanical function, disallowing the possibility of favorism or discrimination.

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The determination of the allocation of goods among distributors on the basis of their pre-war activities, which is peculiarly applicable to a non-Fascist country which has been occupied by the Axis, has little significance for one of the Axis countries. In their situation, it may be advisable to make the allocation among distributors according to their activities in a base period, but such period would not necessarily be pre-war. After selecting the fairest base period which can be determined, a procedure should also be established to permit the prompt readjustment for allotments to persons who have either been unduly favored or discriminated against for political or racial reasons.

(vii) Publicity

The secrecy that surrounded the formula of allocation as well as the actual distribution among members of the groupements were among the worst features of the old system. Full publicity is essential to the proper workings of a system in which distribution is handled by trade associations. Accordingly, each member of the trade board should have access to the records of the board, showing the following:

a - the formula for determining the percentage of allocation of each member,

b - the percentage of allotment determined for each member under the plan,

c - the information on which such determination was based,

d - the total amount to be allocated in each distribution,

e - the amount which each member is entitled to receive at each distribution.

(viii) Pricing Programs

Under the procurement system, as it existed in the early days after the occupation, the fixing of prices in many instances was almost exclusively handled by officials of the groupement or exports

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(viii) Pricing Functions

Under the procurement system, as it existed in the early days after the occupation, the fixing of prices in many instances was almost exclusively handled by officials of the groupement or experts employed by them. This gave rise in some instances to abuses. Although expert knowledge is needed to attach prices to commodities, it should be the duty of the government, with the advice and technical assistance of the trade, to fix prices.

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(ix) Control of the Financial Affairs of the Trade Boards

Exorbitant fees for the services performed by the groupements were imposed in many instances in North Africa, thus unduly inflating consumers' prices as well as giving rise to suspicion of improper speculation and gains by groupement officials. Each groupement should be required to submit its initial budget for approval by the government official in charge of the supervision of trade boards and the Finance office. This budget should set forth the estimates of a) the volume of goods expected to flow through the trade board during the fiscal period, b) the expenses to be incurred, and c) the fees to be charged to meet such expenses. Periodic audits should be made by the local Finance office and submitted to both the government official just mentioned and to the members of the trade board for their approval. Every effort should be made to keep the expenses of the trade boards at a minimum.

(x) Members' Complaints and Appeals

Members should be entitled to file complaints with the governing committee, which should render decisions thereon, which in turn should be subject to review by the office of the government official referred to above. Matters on which members of the trade board should be entitled to file complaints relate to membership in the trade board, validity of elections in the plan of allocation or amounts actually distributed.

A large number of complaints which were received by the civilian supply group in North Africa, directed against favoritism, inequalities and discrimination, lead us to the conclusion that a public complaints commission to hear members' grievances of all types should be established. Appeals from the decisions of the government official supervising the groupement should be permitted to this tribunal. Accordingly, it was proposed that such a commission should be immediately es-

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B - Consumers

1 - As Between Areas

The allocation of civilian commodities among the different areas of a country is clearly a function to be performed by the government and not by the trade. Any tendency of the liberated area government to abdicate this function should be resisted by the civil supply group.

Allocation of consumer goods among the different departments of Algeria were determined on the basis of population, although the priority of fulfilment of the quotas was necessarily affected by lack of transportation facilities to certain regions. Consequently a department close to a port city would receive its allocation and distribution of perhaps three metres of piece goods per head of population long before another department. But the satisfied department would then receive no further distributions until the quota of the others had been filled.

2 - As Between Political and Racial Groups

Discrimination against political and racial groups in the distribution of consumer goods will almost certainly have been prevalent in most liberated areas, and will probably show some tendency to continue unless vigorously combatted. In Algeria, refugees were denied ration cards because they were not inhabitants of the territory, while in some areas of Morocco Jews were refused cards for various stated and unstated reasons.

In order to preserve the integrity of our publicly professed principles, to prevent speedy disillusionment of the best disposed portions of the local population, and to ensure common justice, it is imperative that the civil supply group put a quick end to such discriminations. Rationing systems should be examined and the administration

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In order to preserve the integrity of our publicly professed principles, to prevent speedy disillusionment of the best disposed portions of the local population, and to ensure common justice, it is imperative that the civil supply group put a quick end to such discriminations. Rationing systems should be examined and the administration of distribution by local officials watched closely to prevent inequities at the expense of minority groups.

Experience in North Africa indicates that such discrimination is traceable primarily to the laxity or encouragement of a few minor officials, and that a firm stand in a few flagrant cases is sufficient

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to reverse the trend, simply by way of notice that discrimination is no longer regarded as fashionable by the central authorities.

An even more difficult problem was encountered in North Africa in combatting alleged discrimination against a large majority. The rations of the native population for some commodities were less than the rations for Europeans, and distributions of many imports highly prized by both classes, such as textiles, were in some cases made first to Europeans. These problems had to be settled on the basis of the different wants and habits of the natives and Europeans, the history of French-Native relations, and the possible political consequences, present and future, of becoming the public champion of the native in his disputes with the French authorities. To have insisted on allotting to natives commodities such as shoes, used in normal times predominently by Europeans, would merely have increased the flow of goods into the black market. Pressure was exerted to assure the receipt by natives of the rations allocated to them, and the French authorities in Morocco were requested to make the initial textile distributions to natives as well as to Europeans.

3 - Allocation for Special Purposes

Army operations in a liberated area can be materially aided by the use of imports as incentives to attract workers to essential military projects. In North Africa, it was found that the native workers had lost confidence in the value of money, owing to the extreme shortage of consumer goods. To assure the Army a continual supply of workers for its docks, airports and roads, local Army employees were issued purchase warrants, which entitled them to buy specified amounts of certain consumer goods at commissaries managed by the Army over and above their normal rations. This program was eminently successful in achieving its purpose

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way into the black market. Other local projects of economic importance, notably the farms and mines, have tended to lose their labor to the military projects.*

The local governments in North Africa used a similar plan to induce dehoarding of crops. In addition to the legal price, farmers in some areas selling their wheat and wool to the government, received purchase warrants giving them the right to buy cotton piece goods in addition to their normal ration. This system was not used extensively and was only resorted to when the local authorities believed it to be absolutely necessary to bring out the crop. It proved unpopular for several reasons. Many of the additional rations of piece goods purchased by the farmers found their way promptly into black markets. Distribution of piece goods to non-agricultural consumers in the same area was sometimes blocked until the crops were harvested.

As an alternative method of persuading the farmer to part with his crops, measures might be taken in co-operation with the local authorities in strategic areas to assure the flow of commodities into farming areas through normal channels and make sure that they are readily available on an ordinary commercial basis to the population there.

Such a program has obvious advantages up to the point where existing ration allotments are filled. Distribution of special inducement supplies in excess of the ration must necessarily be at the expense of the rest of the population, but may nevertheless be justified if it will commercialize sufficient local produce to permit significant savings of imported tonnage.

Pricing Policies and Methods

A - Policies

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resorted to when the local authorities believed it to be absolutely necessary to bring out the crop. It proved unpopular for several reasons. Many of the additional rations of piece goods purchased by the farmers found their way promptly into black markets. Distribution of piece goods to non-agricultural consumers in the same area was sometimes blocked until the crops were harvested.

As an alternative method of persuading the farmer to part with his crops, measures might be taken in co-operation with the local authorities in strategic areas to assure the flow of commodities into farming areas through normal channels and make sure that they are readily available on an ordinary commercial basis to the population there.

Such a program has obvious advantages up to the point where existing ration allotments are filled. Distribution of special inducement supplies in excess of the ration must necessarily be at the expense of the rest of the population, but may nevertheless be justified if it will commercialize sufficient local produce to permit significant savings of imported tonnage.

Pricing Policies and Methods

A - Policies

There are two aspects to the pricing problem. One is what the people of the liberated area should be asked to pay for imported supplies. The other is how much we should demand for them. The two questions are related, but the answer to both is not necessarily the same.

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* Since the program, however, has proved so effective in meeting a vital military need, it should not be abandoned until the necessity for its continuance has clearly disappeared.

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Through the use of local subsidies, or deferred financing among nations, it is entirely possible to arrange that the local population pays one price for its imports and that we receive another.

Fluid financing arrangements of this type make it practical as well as desirable to separate the two questions and to answer each according to its own merits. What the local populace **should pay** is a complicated problem depending on the prevailing price levels at the time of our arrival, the amount of currency in circulation and its distribution among the various income classes, the political temper of the people, and our immediate and long range military objectives in the theatre. What we want to be paid depends upon our own costs, which may bear little individual relation to customary local prices, upon our balance of payments with the liberated area, and upon political considerations in the United States.

There are apt to be important reasons for selling supplies in liberated areas at prices which may result in losses. Whatever the prevailing price level, a sharp rise coincident with our arrival is certainly to be avoided, because it is a sure means of alienating the local population and neutralizing our efforts to win it to the United Nations cause. Rises in wages usually lag behind rises in prices, and price rises may therefore produce serious economic hardship and political unrest among the lower income groups, upon whom the occupying armies must rely for many essential supplies and services. The inevitable friction and rubbing of local vanities and prejudices coincident with military occupation should not be aggravated by unpopular economic measures which might serve to convince a disillusioned populace that they have merely exchanged one set of conquerors for another.

It may not often prove necessary to incur any loss. Barring a sharp and deliberate devaluation of the currency of the liberated area, similar to that

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It may not often prove necessary to incur any loss. Barring a sharp and deliberate devaluation of the currency of the liberated area, similar to that which occurred in Tripolitania, it may be found that existing local price

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levels amply cover our landed costs. If not, recourse can be had to locally borne subsidies, when conditions are appropriate, as they might well be upon occupation of the enemy's own country.

In North Africa it was not possible to charge landed costs at the beginning because landed costs were not known until long after the initial shipments had arrived. For this and more fundamental reasons, it was arranged with the French authorities to whom the goods were delivered that the retail prices prevailing on November 8, 1942 would be maintained, and that we would be paid the proceeds after deducting the customary mark-ups for the wholesaler and retailer, if reasonable, and other necessary expenses.

This system had numerous practical and administrative weaknesses described below (see Pricing Methods), but it has had the great virtue of maintaining the prices of all imported commodities at the same pre-invasion level over the last eight months. This may be contrasted with the situation in Tripolitania as the result of the devaluation of the lira and other factors, local price levels increased about three-fold.

Methods

A - Determining Landed Costs

Whatever the final relation of landed costs to local retail prices, it is always important to know what landed costs are, and to know as early as possible.

Landed costs laboriously accumulated for North Africa over the past eight months should assist effectively in determining the costs of principal imports to other Mediterranean areas. Landed costs for such imports should be computed well in advance of occupation, so that the civil supply group may formulate its basic price policies and methods as soon as it arrives in a liberated area. In North Africa, fundamental issues of price policy were debated by cable and letter between Washington and Algiers for months, and over the last

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maintenance of existing North African retail prices was incompatible with the collection of landed costs."

Landed cost data should also be available for examination by Treasury officials before basic decisions are made as to the rate of exchange to be adopted in the liberated area.

Of the elements that make up landed costs, the basic cost of articles procured by the Treasury Department can be obtained from the invoices received by it. Its purchases are generally made on a F.O.B. basis, and since the inland freight charge is often not billed until long after shipment, an estimate for inland freight, in determining landed costs, must be added to the purchase price. Carefully calculated estimates for inland freight on different commodities are available as the result of the Bureau of Labor Statistics study conducted for Land Lease. No inland freight problem exists in the case of foods and other items procured by the Department of Agriculture, which follows the practice of quoting the cost of all items "freight alongside ship" at the American port of embarkation.

The preparation of landed costs and their presentation to the government of a liberated area involves technical difficulties for such commodities as textiles, clothing, drugs, machinery parts, etc., where there are hundreds or thousands of different varieties and types of items. In an attempt to solve this problem, three procedures have been suggested for determining total landed costs. First, the procurement costs for all the commodities in a convoy or a group of convoys could be added together and a rough approximation of landed cost on a lump sum basis obtained by the application of an estimated percentage factor representing ocean freight, war risk insurance and marine insurance. Second, landed costs could be estimated roughly on a broad commodity basis by determining the procurement costs of the commodity or groups

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*French collections over the first 125,000 tons of cargo shipped through March 31, 1943 totalled $31,[illegible],000, or within about five percent of our own landed costs, including the allowance for war risk.

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of commodities per ton and applying the exact freight rates and war risk and insurance rates to the average cost of each commodity or group of commodities. Total landed cost for commodities received over any given period period could then easily be calculated. Third, landed costs can be determined for each invoice received by a procurement agency and totelled on a convoy or other basis to give total landed costs for a specific period.

Both of the first two plans for the determination of landed costs mentioned above fail to provide cost information which would be adequate for the pricing of imports in the liberated area. As was pointed out above, the existence of such data is of vital importance. Both would also be likely to cause substantial inaccuracies, the first because of the difficulty of estimating a flat rate to cover freight and insurance on all commodities, the second, because an average cost per ton for textiles, drugs, machinery, etc., can at best only be approximately correct and will be increasingly subject to error if the types of items in the category change. Under both plans, considerable accounting work is necessary.

The third method offers more advantages. Invoices received by the procurement agencies would be turned over to the government of the liberated area, together with a percentage factor covering war risk, marine insurance and ocean freight. A table of such percentage factors - by commodity, since there are great variations - could quite easily be developed. No inordinate amount of labor would be required, and useful pricing data by commodity would then be available for interior pricing purposes. It is imperative, however, that the invoices be available prior to the arrival of the supplies.

B. Relating Internal Prices to Costs for every Commodity.

In determing internal prices, internal conditions should be the dominant consideration. This particularly true for basic cost of living commodities, such as foodstuffs, clothing and fuels. No attempt should be made to relate local prices for these commodities to landed costs. On industrial equipment,

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above, the existence of such data is of vital importance. Both would also be likely to cause substantial inaccuracies, the first because of the difficulty of estimating a flat rate to cover freight and insurance on all commodities, the second, because an average cost per ton for textiles, drugs, machinery, etc., can at best only be approximately correct and will be increasingly subject to error if the types of items in the category change. Under both plans, considerable accounting work is necessary.

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received for all imports, and even more, the maintenance of a customary price structure. The alteration of existing price differentials to conform to American practices has no virtue in and of itself.

The emphasis placed in previous parts of this Manual on having costs of individual commodities available in the liberated area as an aid to pricing imports is not inconsistent with these views. Such cost data will obviously be necessary where they are to serve as the basis for determining the internal prices of particular items which do not affect the cost of living or costs of other vital commodities, articles or services. In the case of commodities whose internal prices should not conform to their costs, the cost information still performs the vital function of indicating price differentials between different types of the same commodity and if the commodity has not previously been imported, some idea of the price range.

C. Balancing Profits on certain Items against Losses on Others.

Once it has been determined that local retail prices of individual commodities should not be tied to the landed costs of those commodities, the question arises of whether the importing nation or the local authorities should balance profits on some items against losses on others. It must be decided whether the importing nation is to accept a payment based on the local retail price of each commodity, or whether the importing nation is to receive its landed costs for each commodity. In North African terms, should the loss on flour be taken by the supplying nation and set off against the profit received by it on textiles, or should landed costs be paid to the supplying nation in all cases and the profits and losses be balanced by the French authorities?

For several reasons, the latter method was eventually deemed preferable in North Africa. Under the November 8th price policy, profits and losses had to be balanced by the United States, and while no overall loss resulted,

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For several reasons, the latter method was eventually deemed preferable in North Africa. Under the November 8th price policy, profits and losses had to be balanced by the United States, and while no overall loss resulted, it proved administratively impracticable to work back from the retail price through myriad markups, taxes and handling expenses to determine the amount ultimately due for each item.

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It was also learned from experience in North Africa that no substantial profit was likely to accrue to the French authorities over and above the payment of our landed costs. Should such a profit actually occur in the future, it was felt that it would always be permissible to raise with the French the question of its disposition. On the other hand, should any future loss occur, the possibility of shifting it was believed to be remote. In view of the strong conviction of the civil supply group that the financial condition of the various French governments was sufficiently strong to bear any reasonable subsidy losses, it has been proposed to the French Authorities that for the future they pay landed costs on an overall basis, sell imported supplies at present retail prices, and balance profits against losses themselves.

Should any ultimate loss result to the French authorities, it has been proposed that after joint consultation the loss be dealt with along the following lines:

1) Consideration will be given to the raising of particular retail prices to cover the loss without disturbing the cost of living appreciably.

2) If price increases are deemed undesirable, consideration will be given to the assumption of the loss by the French authorities.

3) If the French authorities and our own experts are convinced that the financial and economic situation of the French governments does not permit them to bear the loss on supplies which are, in fact, essential to the war effort, consideration will have to be given to the assumption of the loss by the supplying nation or nations.

In the future liberated areas inhabited by friendly peoples, such a procedure should prove workable administratively and sufficiently flexible to permit the attainment of any desired pricing objectives.

4. Special Problems.

a. Relation of Rationing and Pricing Controls.

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4. Special Problems.

A. Relaxation of Rationing and Pricing Controls.

The people of a liberated area will be emerging from an informational blackout. Beyond their understandable lack of knowledge of worldwide political and social developments since they were first overun, they will have no comprehension of the voluntary acceptance of rigid wartime economic controls which has occurred in the democratic nations.

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The populace in a liberated area may have identified such controls with the superseded enemy authorities, and may have deliberately evaded them, often at great personal risk, as an expression of opposition to the totalitarian groups in power. Reports from France, for example, indicate that black market trading there is regarded as a patriotic duty.

This public attitude developed over a considerable period, and, coupled with ignorance as to the recent development of similar controls in democratic countries, may lead to a breakdown of rationing and price control measures immediately after liberation. Even in North Africa many well meaning people have been disappointed to see the rationing of food and clothing continue, and incredulous to learn that comparable restrictions existed in the United States.

Another pressure group for the relaxation of such controls was formed in North Africa by local producers and sincere liberal elements convinced of the advantages of a laissez-faire economy. This group argued that the restoration of political liberties should be accompanied by the restoration of economic liberties, and that rationing and price control were both totalitarian in concept and unworkable in practice. The movement gathered sufficient strength in Algeria to bring about the establishment of free markets in meats and vegetables. Existing price fixing and rationing regulations on these commodities were officially abandoned, and any merchant or consumer was permitted to buy or sell an unlimited quantity at an unregulated price. Curiously enough, the initial result of the free market in vegetables was a reduction from the official price (which was a fixed, not a maximum, price), in view of the large quantities available at that particular season. As soon as the season was over, however, the prices soared beyond previous official limits.

In the case of meats, the market price rose from the previous official

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In the case of meats, the market price rose from the previous official level of less than 40 francs a kilo to 90 francs a kilo. The consumption of meat during the summer of 1943 was three times the consumption of 1942. In view of the fact that the 90 franc price was well beyond the reach of the poorer elements, large quantities of meat were available to the higher income

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groups and little or none was consumed by the urban working class. The free market in meat, adopted perhaps with the best of liberal democratic intentions, resulted in serious maldistribution, exorbitant returns to livestock owners, and a summer consumption of meat so heavy that the government has not purchased and frozen a sufficient amount to last even on a rationed basis over the winter, as was done last year.

Strong representations were made to the French authorities by the civil supply group in the area, which are expected to culminate in the termination of the free market and restoration of rationing and price fixing at the beginning of August.

The same urge was manifested in North Africa in many other ways. Resolutions were adopted by the Algerian Planning Council for War Economy, urging the Governor General to take away funds previously allocated to the price and rationing authorities and to abolish the office of price control. The administration of rationing measures is regarded as incompetent by the majority of the people, and the public attitude toward the black market approximates the American reaction to prohibition. Similar reactions will undoubtedly be encountered in other liberated areas.

BLACK MARKETS

The Black Market in North Africa has the following main characteristics:

It extends not only to foodstuffs and clothing but also to a great many industrial items. It includes commodities produced locally and entering the market from numerous producers, and imported commodities concentrated in one source before they spread through the distributive process. A primary source of the black market in most items is the resale by consumers, particularly Arabs, of their legal rations for which they have no use. Another source is the theft by native workmen or soldiers in port areas who handle commodities

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particularly in the native quarters of certain cities. No large scale, wholly organized rings or rackets, such as existed in the Unites States during Prohibition, have been discovered, and most black market operations appear confined to particular localities. Black market consumers include every class of population, rich and poor alike, native or European, liberal or reactionary.

Prices in the black markets are generally above official prices. Sometimes, however, when a large supply reaches the market, such as was the case in Algiers when a large garden crop appeared, the black market prices drop below the official prices. The range of black market prices above official prices varies in accordance with supply and demand, sometimes reaching fantastic heights in such commodities as coffee and sugar. The normal range of black market prices above official is from one to four or five times the official price for stable items such as eggs, sugar, oils, etc.

A contributing factor to the black market in North Africa, particularly in foodstuffs, was the presence of large numbers of Allied troops in the area. Our soldiers are extremely well paid in terms of local price levels, and have nothing on which to spend their money except items procurable in the black market, such as fresh eggs, oranges and other items not always available in the Army Messes. In Algiers several black market restaurants operate in private residences and cater exclusively to Allied military personnel.

Another factor contributing to the vitality of the black market in North Africa was its conscious use by the Axis as a device for the acquisition of supplies for export. In Tunis it is known that Axis authorities requested local officials to set low official prices for local products and then sent agents into the country to purchase these products at prices in excess of the official levels. The setting of a low official price was thus used as a lever to convince local producers that the black market price the Axis was [illegible]. It is entirely likely that the civilian

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Generally, the black market has been less significant in imported items than in commodities produced locally. The centralization of physical custody

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and control at the time of importation makes it difficult for black market operations to occur during the distributive process except by deliberate frauds in bookkeeping and accounting.

Black market curbs must be considered in the light of the probable local attitudes described in Section A above. Black market activities have been successfully combated in other countries only in instances where an adequate supply of goods is available through legal channels, or where a strong relationship can be built up in the public mind between patriotic compliance with rationing restrictions and the winning of the war, buttressed by public confidence in the efficiency and honesty of the rationing authorities.*

Adequate supplies, particularly of imported commodities, will probably never be available in liberated areas. But steps can be taken to educate the public to an awareness of the importance of effective rationing in the war effort and of the fundamental necessity of making individual sacrifices. Strong efforts can be made to improve the caliber and range of the local enforcement agencies to the point where black market violations are sternly prosecuted more often than not, so that the public will acquire confidence in and respect for the integrity and ability of the pricing and rationing control authorities.

Ways and means of accomplishing these objectives must vary. The civilian supply group can establish the facts, such as the methods by which goods reach the black market, and defects in the rationing system. It can find as in Morocco that although the allocation of rationed goods was theoretically based upon a flow back of coupons from consumers to retailers to wholesalers to the government, the coupons were not in fact collected at any stage. Such facts afford the basis for strong representations to the local government, preferably in cooperation with our political authorities.

Several other panaceas for the black market problem have been considered and analyzed in North Africa and some have been attempted. North African

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Several other panaceas for the black market problem have been considered and analyzed in North Africa and some have been attempted. North African judgment and experience with respect to the proposals which follow may be useful in future liberated areas.

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*This, of course, presupposes a carefully planned and administered rationing system which meets the minimum needs of the civilian population. Thus, in Algeria, the over-issue of ration points in relation to the goods available resulted in the ability of consumers to receive their expected rations, and this tended to encourage reliance on the black market.

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1. It was suggested that Black Market activities could be eliminated by installing a completely American distributive process directly from the dock to the consumer, superseding all commercial channels. Aside from the gigantic nature of such a task, the number of troops it would occupy, and the number of useful tradespeople it would make idle, it was found in North Africa that large segments of the Black Market were fed by thefts of workers and soldiers in ports and warehouses, and by resales of rations by soldiers and consumers. Neither of these problems would be corrected by an all-American distribution system.

2. It was also proposed that a large staff of American Black Market investigators be employed. Spot checks by half a dozen American investigators assisted by local individuals were found to be an extremely useful method of gauging the effectiveness of the local French authorities. The appalling size of the task, however, the number of personnel who would have to be employed and the grave political consequences of assuming the entire policing function, convinced the civilian supply group that its efforts should be concentrated on improving the work of the local enforcing authorities rather than attempting to supersede them.

3. It was at one time proposed that threats be made to stop the importation of goods unless Black Market activity ceased, but it is obvious that the mal-distribution occasioned by the Black Market is better than no distribution at all.

4. The most serious suggestion considered was that officials prices be raised toward Black Market levels, in order to induce the flow of a greater quantity of goods through official channels. It was argued that it would not be necessary to increase official prices to the point where they equalled Black Market prices since a large element in the Black Market price is the

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and consumers. Neither of these problems would be corrected by an all-American distribution system.

2. It was also proposed that a large staff of American Black Market investigators be employed. Spot checks by half a dozen American investigators assisted by local individuals were found to be an extremely useful method of gauging the effectiveness of the local French authorities. The appalling size of the task, however, the number of personnel who would have to be employed and the grave political consequences of assuming the entire policing function, convinced the civilian supply group that its efforts should be concentrated on improving the work of the local enforcing authorities rather than attempting to supersede them.

3. It was at one time proposed that threats be made to stop the importation of goods unless Black Market activity ceased, but it is obvious that the mal-distribution occasioned by the Black Market is better than no distribution at all.

4. The most serious suggestion considered was that officials prices be raised toward Black Market levels, in order to induce the flow of a greater quantity of goods through official channels. It was argued that it would not be necessary to increase official prices to the point where they equalled Black Market prices since a large element in the Black Market price is the exorbitant profit taken by the ultimate black market vendor. Official prices need only be raised to the point where the producer or merchant legally in possession of the goods became convinced he could get an adequate return from a legal sale.

It would be valid to assume that Black Markets are created primarily by a demand for scarce goods over and above the amount obtainable through legal channels. An official price rise causing some goods to return to

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legal channels would accentuate the scarcity of goods obtainable through illegal channels. This might induce the persons wishing to buy commodities through illegal channels to offer even higher prices on the Black Market, thus causing a new flow of goods from official to unofficial channels. In an area such as North Africa, where the circulation of currency has increased alarmingly, the Black Market prices might well continue to soar well above legal prices, no matter how high legal prices were set. This consideration, coupled with the grave political and inflationary consequences of a general increase in official prices, led the civilian supply group in North Africa to reject the proposal.

C. Local Allied Army Consumption

Definite plans must be made for the use of local supplies by the occupying armies and for stockpiling. Similarly, plans must be made for the control and coordination of army purchases. The purchasing program should be established with full account taken of (a) local civilian needs, (b) occupying army needs, (c) export needs, (d) stockpiling needs. Procurement should be coordinated and - where possible - handled by a single agency or group.

A special phase of military procurement is local purchase of imported goods - textiles, steel, etc. Such purchasing should be permitted only to fulfill urgent operational requirements and should be cleared through the Allied Economic Board or its agents. Prompt repayment in kind should be the rule. Recurring checks should be made to make sure that the regulations are adhered to fully.

5. - Personnel

A - While the size and economic features of a liberated area will largely determine the number of personnel, our experience in North Africa indicates fairly clearly the various types of personnel that are required to carry out the pricing and distribution functions.

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B - Assuming for purposes of illustration that the staff was to consist of twenty persons situated in a principal and in perhaps five regional offices, types of personnel should be approximately as follows:

a) An executive with perhaps two assistants with administrative and analytical abilities.

b) One man with price control experience.

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c) Three or four commodity experts, depending upon the principal types of commodities, i.e., a textile, a food and an industrial expert.

d) Five men to be situated at the principal port cities or inland distribution points, to watch and expedite the movement of goods.

e) Eight investigators who would be able to gather facts and assist in expediting the physical aspects of distribution.

f) A rationing expert.

g) All of the investigators and as many of the other personnel as possible should be able to speak the language of the liberated area.

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OFFICE ORGANIZATION AND PROCEDURE

PERSONNEL

Owing to the pressure of the policy and operating problems faced by any organization entering a newly liberated territory, there will be a natural tendency to relegate to second place problems of office organization and procedure. These prosaic matters do not, however, take care of themselves, and as in other parts of the job, advance planning can save endless headaches.

In addition to the key executive personnel, an administrative officer should be on the scene relatively early. Of equal importance are stenographers, file clerks, messengers, and junior executive and administrative personnel in sufficient number to take care of the work of the senior personnel who arrive. A ratio of one clerical or stenographic assistant to every two senior executives has been found to be the operating minimum. The shortage of stenographic and other clerical assistance has constituted one of the most frustrating of all North African problems. Reliance on French civilian typists has proved generally unsatisfactory owing to their inability to take shorthand in English. Nor is the assignment of military personnel to stenographic and clerical positions an adequate remedy. At best, such personnel are scarce, and when found will be only temporarily assigned and may be moved to other posts on relatively short notice.

OFFICE SUPPLIES

During the early months, the North African Mission was dependent on the Army for office supplies, machines and furniture. Supplies of some items were listed and in many cases nonexistent. Lack of typewriters, for example, seriously impeded our activities. We are now in the eighth month of work here and the larger part of a shipment of office supplies and equipment en-

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data, and, of course, stationery, carbon paper, and other miscellaneous supplies in sufficiently large quantity to sustain operations for a considerable period of time.

Total requirements of office supplies and equipment should be worked out well ahead of time. Packing in strong cases is advised, and consignment should be made to a specific individual who will receive the goods at a specific station. The mission should be kept fully informed of the date of shipments, case numbers and markings, and where possible, should know the approximate time of arrival and at what port the goods may be expected to arrive. Unclaimed cases of material as precious as office supplies have a chronic tendency to disappear unless picked up by the consignee immediately. It is important therefore that the Mission be fully informed of the shipments of goods which may be expected to arrive.

TRAVEL

Insofar as possible, tentative job descriptions for all personnel should be prepared well in advance, arrivals scheduled in the order of their importance and definite commitments obtained from the transportation authorities that civilian personnel will be accorded priorities adequate to get them to their posts of duty at the scheduled time. The importance of getting a firm commitment on transportation cannot be overemphasized. The paradox of the North African experience, when the personnel idly awaiting transportation were getting in each other's way and on each other's nerves for two or three months in Washington while a handful of people carried the whole load during the most difficult period in North Africa, must not be repeated.

The length of time required to proceed from the States to North Africa frequently has been unnecessarily long. Delays have been occasioned by mechanical breakdown of transport facilities, loss of travel priority, failure, in the first instance, to start out on a sufficiently high priority, failure to use existing facilities to the maximum of their usefullness, and

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Travel in cities: In the conduct of official business, the North African offices have been severely handicapped by the lack of adequate

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transport facilities. Planning for operations in any new area should provide authorization for the hiring of automobiles and chauffeurs in sufficient number to provide for the needs of the proposed staff.

OFFICE SPACE AND LIVING QUARTERS

Office space - One of the first concerns of the head of the foreign mission should be the procurement of office space. Here again attention should be given to the long-term need for space rather than for the immediate one. By so doing, the matter of office space will have been taken care of once and for all, and it will be unnecessary to deal with it when each group of personnel arrives.

Living quarters - Mission personnel should be advised that cities in and near war theaters are greatly overcrowded, and that they should expect to experience some difficulty on the question of living quarters. Civilians who arrive on the scene relatively late are further handicapped because most of the desirable places are already taken by the occupying forces. Temporary billets are, however, provided by the Army until permanent quarters are found. Sheets, pillows, and pillow cases are not always available. Members of the staff should be advised to bring their personal supplies. The first arrivals should arrange to rent rooms to be used temporarily by new arrivals until such time as they have had an opportunity to find something for themselves.

If possible, new arrivals should be provided also with mimeographed sheets containing miscellaneous useful information on office hours and office set-up; meal hours; collection of travel expenses and per diem; requirements as to passes, ration cards, and other identifying data; telephone number and street address of the office; location of messes, restaurants, dispensaries, post exchanges, Army Post Offices, finance offices, banks, and recreation centers; rates of exchange, approximate cost for ordinary living quarters, drinking local water; and the half dozen or so other questions which all [illegible] certain to ask.

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MISCELLANEOUS MATTERS

A. Mail Procedure and Mailing Regulations.

North African Mission personnel were sadly misinformed regarding facilities for handling personal mail. Instructions in the future will

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HEADQUARTERS
ALLIED CONTROL COMMISSION
INTERNAL TRANSPORTATION SUB COMMISSION

APO 394

10 February 1944.

INSTRUCTIONS FOR ORGANIZATION AND OPERATION OF ROAD HAULAGE TRANSPORT

OBJECT OF THE ORGANIZATION: To re-establish Road Haulage Transport Organizations on a civilian basis throughout occupied territory, in order that the needs of the Country may be met and to supervise such organizations so as to ensure that the interest of the Allied Governments are met and that any Road Haulage Transport abuses are eliminated.

I. ORGANIZATION

(a) Regional

The Regional Control Commissioner will appoint a Regional Road Haulage Transport Control Officer.

(b) Provincial

The Regional Control Commissioner will add to the duties of his Provincial Civil Supply Officers, those of Provincial Road Haulage Control Officer. Those officers will require additional staff, who may be either ACC/AMG or proved reliable Italian military or civilian personnel, with a knowledge of Road Transport.

(c) Duties of the Regional Road Haulage Transport Control Officer

(i) He will advise his Region HQ. on all matters concerning haulage of goods by road.

(ii) He will supervise the Provincial Civil Supply and Road Haulage Transport Control Officer in his Region so far as Road Transport is concerned.

(d) Duties of the Provincial Civil Supply and Road Haulage Transport Control Officer

(i) To liaise with any civilian Road Haulage organization existing in his Province and assist them in re-establishing that organization in order that it may operate under his supervision.

(ii) Where no civilian Road Haulage organization exists in the Province, to liaise with the Consiglio Provinciale Dell'Economia and through them, to contact the most reliable haulage operator and

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(ii) Where no civilian Road Haulage organization exists in the Province, to liaise with the Consiglio Provinciale Dell'Economia and through them, to contact the most reliable haulage operator and with him build up an organization to handle Road Transport.

(iii) Through the civilian road haulage organisation established, under (i) or (ii) above, to form a pool or pools of vehicles according to the lay-out and transport needs of his Province. By the use of the word "pool" it is not meant that all vehicles must be garaged in one building; they can remain with their respective owners and still constitute a pool.

(iv) To ensure that the civilian road haulage organisation established, under (i) or (ii) above, organizes a Maintenance, Repair and Servicing depot or depots. It must be borne in mind that a good mechanical engineer is absolutely essential.

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(v) At a specified time and in conjunction with the appropriate Regional authorities, to cancel all existing civilian load carrying vehicles licences and issue new permits after proper registration . If the existing C.I.P. system is considered sufficient to prevent road haulage transport abuses, no further section is necessary.

(vi) All drivers will be supplied with a combined wrk ticket and delivery note, which will bear a serial number. (Copy of this form attached. This work ticket and delivery note to be in triplicate.)

(a) One copy to remain in the hands of the civilian transport organization.
(b) One copy to be handed to consignor.
(c) One copy to be carried by the driver, signed by the consignee and returned by the driver to the transport organization.

These forms will be printed in English with an Italian translation. The printing will be carried out by HQ. AMG/ACC. Regions must give early advice to HQ. ACC (Internal Transportation Sub-Commission) as to their requirements.

(vii) Arrangements will be made with the appropriate authorities (C.I.P.), so that petrol and lubricants can be delivered in bulk to the maintenance depot or depots established, in order that truck owners can draw their supplies from one source. A monthly petrol account will be kept: this account to be open to inspection at any time.

(viii) All application for Provincial Road Haulage movement will be made through his organization.

(ix) He will maintain a record of Road Haulage Movement in his Province and render a weekly vehicle availability statement to the Regional Road Haulage Transport Control Officer. (Specimen form attached).

II. MOVEMENT OF GOODS BY ROAD

This can be divided into two categories.

A. Movement beginning and ending with the Provincial Boundary

Movement of goods by road within the Province will be under the jurisdiction of the Provincial Civil Supply and Road Haulage Transport Control Officer, through whose organization all requests for movement by road will be made. The Provincial Civil Supply and Road Haulage Transport Control Officer and his organization will be guided by the following principles.

(i) The priority of Goods to be carried.
(a) ACC/AMG goods
(b) Foodstuffs, vegetables, fruits and wine
(c) Salt

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(i) The priority of Goods to be carried.
- (a) ACC/AMG goods
- (b) Foodstuffs, vegetables, fruits and wine
- (c) Salt
- (d) Livestock and fowls, alive or slaughtered
- (e) Coal and coke for industry
- (f) Cement, lumber and building materials
- (g) Charcoal
- (h) Seeds
- (i) Fertilisers and raw materials for manufacture of fertilisers
- (j) Agricultural machinery
- (k) Soaps

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The above list will be amended by the Regional Control Commissioner as he thinks necessary, having regard to the varying conditions prevailing in different Provinces.

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(ii)(a) Goods carried on behalf of ACC/AMG and on behalf of civilian consignors will be carried at freight rates, to be drawn up by each provincial Civil Supply and Road Haulage Transport Control Officer and submitted to the Regional HQ. for review and forwarding to HQ.ACC (Internal Transportation Sub-Commission) for approval. In submitting such rates for approval, the comparative pre-occupation rates should also be shown.

(b) Existing practices regarding payment of freight charges will be continued. Freight charges for goods carried strictly for ACC/AMG domestic purposes will be paid by the consignor (ACC/AMG).

(c) When ACC/AMG vehicles are allocated to civilian road haulage will transport organizations, this will be done on a contract basis. These vehicles will be supplied to the Regions as explained in paragraph III below and it will be the responsibility of the Regional Road Haulage Transport Control Officer to turn over the vehicles to the civilian road haulage organisations, on the recommendations of the provincial officers. Gasoline, oil, maintenance, manpower and other requirements will be supplied and paid for by the civilian road haulage organization. A standard form of contract for each civilian road haulage organization, with provision for local variations as necessary, will be issued.

(iii) Goods preferably will not be transported by road if rail transport is available except when trucks are returning empty.

(iv) No other goods shall be accepted for transport so long as any goods on the priority list are awaiting transport.

(v) The subject of return loads will always be borne in mind.

(vi) All requests for road transport of ACC/AMG goods will be submitted to the Provincial Civil Supply and Road Haulage Control Officer at least 24 hours before the movement is required to take place.

B. Movement extending beyond the Provincial Boundary

(i) All requests for the movement of goods beyond the Provincial Boundaries will be made to the Regional Road Haulage Control Officer and the principles set out in "A" apply. The Regional Road Haulage Transport Control Officer, with the information supplied to him by his provincial officers, will be in a position to organize these moves and utilize the most convenient Provincial Road Haulage Transport Organization or organizations. The Regional Road Haulage Transport Control Officer, acting with the opposite numbers in adjacent regions, will establish thru-rates for inter-regional movements. (Regional officers may also establish inter-provincial thru-rates in their regions.)

(ii) Close contact between Regional Road Haulage Transport Control Officers is essential and this contact will enable full use to be made of the return load system.

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III. SUPPLY OF ADDITIONAL TRUCKS

(i) It is anticipated that in the near future additional trucks will be made available. Under these circumstances, Regional Road Haulage Transport Control Officers must make every effort to see that organisations, as set out in para I, are established with every possible speed.

(ii) They will collate the following information as soon as possible.

Number and carrying capacity of additional trucks required, (after taking into account those at present available) to maintain

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essential road haulage facilities within their Provinces and Regions. Consideration must be given to import expectations and overall distribution and warehousing. This information will be forwarded to: Internal Transportation Sub-Commission, ACC c/o Mov. & Tn., A F H Q, Advance Administration Echelon, CMF.

IV. FORMATION OF EMERGENCY TRANSPORT POOL

(i) In the very near future, 200 trucks will be made available and these have been provisionally allocated as follows. Crotone 15 trucks, Reggio 10 trucks, Cosenza 10 trucks and Catanzaro 10 trucks (Region II).
Naples area 80 trucks (Region 3).
Bari 20 trucks, Taranto 20 trucks and Brindisi 10 trucks (King's Italy) with a reserve of 15 trucks at Bari and 10 trucks at Brindisi.

(ii) These 200 trucks will be organised on a military basis, but it will be necessary for the Regions concerned in the above mentioned areas, to have ready an officer and staff to take over the supervision of these trucks. In the main, this Emergency Transport Pool will be dealing with the carriage of imported foodstuffs from ports to warehouses and from warehouses to distributing centres.

(iii) The formation of this Emergency Transport Pool is in order to meet the most urgent road haulage requirements until such time as Civilian organizations, as outlined in para I, are capable of taking over commitments. When that time is reached, it will be possible to transfer the Emergency Transport Pool to forward areas of occupied territory, where road transport is of vital urgency and no civilian organization can be operated. The regions to which this transport is allocated must bear this important fact in mind and appreciate that it may be necessary to withdraw some or all of that transport at very short notice.

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ALLIED CONTROL COMMISSION - ALLIED MILITARY GOVERNMENT

Per

Authorization for Use of Mechanical Road Haulage Vehicle

Controlling Organization _____

Permission is hereby granted for the following vehicle(s) to be on the road for the period _____

Name and Address of Owner	Province	Registration No. of Vehicle	Type of Vehicle	Carrying Capacity of Vehicle

This permit is granted on the sole condition that the vehicle(s) is/are used as directed by the (name of Controlling and a breach of that condition automatically cancels this permit; in addition to which the vehicle(s) will be requi

Signed: "Regional officer designated to s
Behalf of ACC/AMG."

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ALLIED CONTROL COMMISSION - ALLIED MILITARY GOVERNMENT

Permit No. .....

Authorization for Use of Mechanical Road Haulage Vehicle

Controlling Organization _____

the following vehicle(s) to be on the road for the period _____

	Registration No. of Vehicle	Type of Vehicle	Carrying Capacity of Vehicle	Where Vehicle is Garaged

ndition that the vehicle(s) is/are used as directed by the (name of Controlling Organization inserted here) tionally cancels this permit; in addition to which the vehicle(s) will be requisitioned.

Signed: "Regional Officer designated to sign on Behalf of ACC/AMG."

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ALLIED CONTROL COMMISSION - ALLIED MILITARY GOVERNMENT

Road Transport Haulage Work Ticket and Delivery Note

Registered No. of Vehicle ..... Carrying Capacity ..... Name of Owner ..... Name of Driver .....

Name & Address	Province	Details of Load		Origin	Destination	Name & Address of Consignee
		Description	Weight (in tons)			

This is to certify that the above mentioned goods have been received.

Time of Arrival of Truck .....

Time of Departure of Truck .....

Signature .....
(Consignee)

Date .....

Signed .....

"Name of Transpor

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ALLIED CONTROL COMMISSION - ALLIED MILITARY GOVERNMENT

Road Transport Haulage Work Ticket and Delivery Note

Carrying Capacity..... Name of Owner..... Name of Driver..... Date.....

	Details of Load		Origin	Destination	Name & Address of Consignee	To be completed by Driver		
	Description	Weight (in tons)				Mileage	Time Out	Time In

ve mentioned

.....

.....

.....

.....

Signed .....

"Name of Transport Organization."

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RESTRICTED

AM File 92C

ALLIED FORCE HEADQUARTERS
APO 512

17 May 1944

AG 387.4-1 OPS-0

SUBJECT: Supplies for 2675th Regiment, Allied Control Commission.

TO : All Concerned.

1. The Allied Control Commission is the authorized agency in Italy responsible that the terms of the Armistice are observed, and that the policies of the Supreme Allied Commander, in regard to Civil Affairs in Occupied Territory, are carried out.

2. In order to carry out its responsibilities, the Allied Control Commission is manned and supplied for its interior administration by the 2675th Regiment.

3. Due to its wide-spread area over which the Allied Control Commission exercises control, a central headquarters and several subordinate headquarters have been established. In order that sufficient expendable supplies and such housekeeping items normally loaned on Memorandum Receipt as are necessary to allow the Allied Control Commission to properly function, may be made available, it is desired that:

a. Allied Control Commission, through 2675th Regiment, supply estimates to this headquarters, of their six months requirements of expendable and non-expendable items, broken down by Central Headquarters, and Regions, for the period July 1 to December 31, 1944.

b. Subsequent to allocation of supply responsibility for approved items and quantities, Commanders of Base Sections (US) and British supply authorities at Headquarters, Allied Armies in Italy, consider, on the basis of merit, any immediate and unforeseen needs of 2675th Regiment, over and above approved long term estimates for the operation of Allied Control Commission installations, on the same basis, within reasonable limits of availability, as for strictly military headquarters.

By command of General WILSON:

/s/ H. V. Roberts,
/t/ H. V. ROBERTS,
Colonel, AGD,
Adjutant General.

DISTRIBUTION:
5 - C-in-C, AAI
10 - ACC
2 - C/S NATOUSA
10 - SOS NATOUSA
1 - SOS
2 - G-4 (A)
2 - G-4 (B)
5 - Q(Maint)
5 - Q(AE)
2 - QM
2 - ENGR
2 - ORD
2 - SIG
2 - CWS
1 - SURG (A)
1 - MED (B)
1 - SOS Rep
1 - AG M & D
2 - AG Records

A CERTIFIED TRUE COPY.
CLAYTON C. CRAIG
Major, Infantry

1434

Declassified E.O. 12356 Section 3.3/NND No. 785021

Road Haulage Transport Vehicle Return

Week Ending .

PROVINCE OF .....

	Carrying Capacity						
	Under 1 ton	1 Ton	2 Tons	3 Tons	4 Tons	5 Tons	10 Tons
A TOTAL NUMBER OF VEHICLES							
B NUMBER OF VEHICLES EMPLOYED ON ESSENTIAL PROVINCIAL SERVICES							
C NUMBER OF VEHICLES UNDER REPAIR							
D NUMBER OF VEHICLES OFF ROAD AWAITING SPARES							
E NUMBER OF VEHICLES OFF ROAD AWAITING TIRES							
F NUMBER OF VEHICLES AVAILABLE IN POOL							

Signed: .....
Provincial Road Haulage Transp

Region .....

1434
C

1435

Declassified E.O. 12356 Section 3.3/NND No. 785021

Road Haulage Transport Vehicle Return

Week Ending .....

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Carrying Capacity

Under 1 ton	1 Ton	2 Tons	3 Tons	4 Tons	5 Tons	10 Tons	15 Tons	20 Tons

Signed: .....
Provincial Road Haulage Transport Control Officer

Region .....

1436