

AMERICAN FRIENDS SERVICE COMMITTEE

Kinderhilfsmission der religiösen Gesellschaft der Freunde
(Quäker) von America.

BERLIN BULLETIN NO. 2

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OUTLINE OF PROCEDURE FOR DISTRICT OFFICERS

LI. METHOD OF OPERATION

1. DETERMINATION OF CITIES TO BE FED AND QUOTAS

CITIES:-

The cities whose children are to be fed are determined by Head Quarters in consultation with the Deutsche Zentralausschuss fuer die Auslandshilfe. District offices should not commence feeding in any city until they have written authority from Head Quarters. H. Q. allots to each district its local feeding quota which may be subdivided by the district office among authorized cities in the district as seems best.

INSTITUTIONS:-

Each District office may also feed in such hospitals, orphanages, etc. in its district as it deems best, provided they have not less than 50 inmates. Rations to the extent of 667 calories per day for four weeks may be furnished for such number of children or mothers as are regularly certified by the physicians to be in classes 3 or 4 of undernourishment, with the express understanding that the food is to be used only for such inmates. It is not necessary however, in such cases that the food be used in rations of one meal per day, but no more food should be furnished to the institution until the four weeks' period has expired.

SUBURBS:-

Suburbs of authorized cities may be fed without special authorization from Head Quarters where this can be managed from the city without separate warehouse, etc.

II. CONTRACTS WITH LOCAL GERMAN COMMUNITIES:-

After it has been determined to feed in a new city, the first step is to make a contract (form 51) with the local committee (Ortsausschuss) under which the Mission agrees to furnish such quantities of food as it deems best, and the local committee agrees to care for cooking and distributing of the same in accordance with the regulations of the Mission. This committee should so far as possible represent the child-welfare organizations and include members of each of the important political and religious groups of the city.

A revocable power of attorney (form 7) should be given to the executive secretary (Geschäftsfuehrer) of the local German committee authorizing him to withdraw food from the warehouse.

3 ORDERING FOOD FROM HAMBURG:-

The next step is to requisition the necessary food from Hamburg. The foods which are available are:-

Lard, Cocoa, Sugar, Condensed Milk, Evaporated Milk,
Rice, Flour, Peas and Beans.

Not less than a month's supply should be ordered. Tables showing the quantities required according to the Mission's standard ration for 1000 to 10,000 children per month are available, so that all that is necessary in requisitioning food from Hamburg is to fill in on the requisition blanks the number of rations required and shipping directions. One ration means a ration for 1000 children for one month etc. One copy of the requisition is sent to Hamburg and one to Berlin Head Quarters. Upon receipt of the requisition, Head Quarters checks it and, if correct, makes out a formal order on the warehouse (form 21) sending copy I to Hamburg, and copy II to the district office which sent the requisition, and retaining copy III and IV for Head Quarters' files. Thereafter, in referring to this order, the serial No. of this form should always be used. Cancelled orders should be so marked and filed in numerical order.

4 THE SHIPMENTS FROM HAMBURG:-

On receipt of form 21 from Hamburg, the transportation office at Hamburg arranges for shipment - generally in carload lots - freight free, and by Express (Eilgut). Shipments are made through our shipping agents Andree & Wiking and are insured by them from loss or damage in transit, but this insurance only covers them up to the time of technical delivery at destination.

5. TIME REQUIRED:-

The normal time from the receipt of an order in Hamburg until its despatch should be regarded as ten days. Shipments usually move from Hamburg to Leipzig or Frankfurt a/M within three days and require correspondingly longer for greater distances.

6. NOTICES OF SHIPMENT:-

On the day the shipment leaves Hamburg, the transportation department mails a post-card announcing shipment to the city to which the shipment is addressed. A shipping notice subject to correction (form H 3) is then mailed both to Head Quarters and to the district office in charge of the city to which the shipment was made, giving order No., count and weight of commodities, Car No. and address. As soon as the transportation department receives the duplicate bill of lading (Frachtbrief,) an official shipping notice (form H2) giving official shipping weights, is mailed to Head Quarters and to the district office. Upon the mailing of this notice, the order is completed as far as the transportation department is concerned, and if, for any reason, commodities have not been shipped in full as ordered, new requisitions must be issued by the district office on Head Quarters for the balances unshipped.

7 RECEIPTS OF SHIPMENT:-

Unlike an American bill of lading, the German Frachtbrief travels with the goods and remains in the possession of the railroad, until the goods are delivered, when it is turned over to the consignee. All goods should be carefully weighed on arrival, and any shortages or discrepancies between the goods delivered and the Frachtbrief count and weight should be officially acknowledged then and there on the face of the Frachtbrief by the railroad officials.

In case of an shortage of more than 1% in weight or any discrepancy in count, the Frachtbrief with the official acknowledgment should be forwarded to the Hamburg office by registered mail with a letter stating whether the car showed any signs of damage or forcible entry and whether or not the seals were in order. These two documents are necessary as the basis of a claim on the Insurance Companies.

8 ACKNOWLEDGMENT OF RECEIPT:-

The district office should acknowledge by telegraph to the Hamburg office (Tel Address: Kinderhilfe Hamburg) the receipt of all cars, and further take up with it and with the railroad any car that does not arrive within ten days from its despatch from Hamburg.

9 RECEIPT (FORM 4):-

Should be made our promptly for each car of good shipped. It should show the count and gross weight of each commodity received. The black, green and ~~orange~~ ^{one} copies should be signed by the Chairman or Executive Secretary of the local German Committee. The red copy may be kept by them. The black copy should be sent to Berlin, the green to Hamburg and the ~~orange~~ filed in the district office. The car number should be inserted in the upper part of the receipt- just above the itemized statement of goods; except, in the case of Special Requests where the name of the contributor is known, the words "as a gift from" and "als Spende von" should be stricken out.

10. INSURANCE ON RE-SHIPMENTS

All shipments other than those from Hamburg should be insured against loss by the district office. ~~city to which the shipment~~

11 INSURANCE OF FOOD IN CITIES:-

From the time the foods are unloaded at a city, until they are finally distributed to the feeding centers, they must be insured in our name against loss by fire and theft at the expense of the local German Committee. Where the cost of theft insurance is prohibitive, a written agreement of the municipal government to replace stolen food or pay the Mission its value may be accepted.

Where the foods are covered by a blanket insurance policy carried by the city and covering other supplies than ours, a letters should be written by the municipal government to our district office agreeing to pay to us the value of any of our foods lost by fire or theft.

12 AMOUNT OF INSURANCE AND INSURANCE VALUES:-

The insurance should be fixed at an amount equal to slightly more than the value of the average amount of good stuffs in the city. Head Quarters will furnish monthly the insurance values in dollars to be used for the following month. If the insurance is written in Marks, these values should be converted into Marks at the valuta at the beginning of the month.

13 STANDARD PLAN FOR OPERATION AND USE OF FORMS:-

Before the feeding is started in any feeding center the children are examined by a physician and classified in four classes with regard to nourishment. The allotted number of the most undernourished children (classes 3 and 4) are then selected and their names etc. entered on the list of Children with Doctors' Certificate,

(Form No. 30). This list is signed by the physician. The children are re-examined at stated intervals in accordance with the Richtlinien of the Medical Council, and the list each time signed by the physicians. When completed, these lists are sent to the A.F.S.C.

The meal tickets (Speisekarte) are then made out, signed by the responsible head of the feeding center and distributed.

The raw food-stuffs are delivered from the warehouse to each kitchen on the order of the local German committee, whose representative estimates the amount of each kind of food that will be available and necessary for a week's supply for that kitchen. (Order on Warehouse, Form 21) A copy of this order is sent to the district office of the Mission.

The warehouse on receipt of the order makes out a Delivery Slip and Receipt (Form No. 5). This accompanies the foodstuffs to the kitchen and copies are signed there as receipts for the warehouse etc. A signed copy is sent to the District Office of the Mission.

Inventories are kept by the local German committee of all foods in the warehouses and kitchens (form No. 6).

When the cooked food is sent out from the kitchen to each feeding center, it is accompanied by a Delivery Slip and Receipt for cooked Food (form 25) showing the numbers of portions sent etc. Copies of this are signed by the feeding center as receipts for the kitchen etc.

Each feeding center makes out and sends to the kitchen weekly a requisition (form 20) showing the number of meals it expects to serve during the following week.

The kitchen consolidates the information on these requisitions and forward to the local German Committee an Estimate of Meals (form 20A) showing the number of meals it expects to cook during the coming week. A copy of this is sent to the District Office of the Mission.

On the basis of these kitchen estimates the Local German Committee makes out its Order on the Warehouse (form 21), as above for the following week. A-copy This process is repeated weekly.

In addition to the above each kitchen makes a Weekly Report to the Local German Committee of the receipt and use of food during the preceding week, and each feeding center makes a similar Weekly Report of the number of meals served during the preceding week. (form 22). Copies of these are sent to the District Office of the Mission.

14 REGULATIONS AND RICHTLINIEN:-

The regulations of the Mission in regard to the use of forms, and the Richtlinien issued by the Medical Council 'Aerztlicher Beirat' in regard to the examination and selection of children and mothers should be carefully followed, so as to secure uniformity of practice.

15. SUPPLY OF FORMS:-

Head Quarters can supply necessary forms. Orders for forms should be sent to Head Quarters on blanks provided for this purpose, at least two weeks prior to the time the forms will be needed. Estimates of the number of forms needed for each district for the ensuing three months should be sent to Head Quarters by each District Office on September 1st, December 1st, and March 1st. The expense of printing forms is borne by the Zentralausschuss.

Where the District Office finds it can print its own forms to advantage, it may do so, notifying Head Quarters of this fact. Bills for printing forms should be O - K'd by the District Office and forwarded to Head Quarters for payment by the Zentralausschuss. As the Zentralausschuss does not pay for the printing of office cards or stationary, care should be taken to see that bills for forms do not include other items.

16. MENUS:-

Standard menus will be furnished from time to time from Head Quarters. Where local committees desire to use their own menus, these should be carefully checked by the District Office, so as to be sure they tally on the average with our standard ration.

17. SALE OF CONTAINERS:-

In order to defray the expenses of cooking and distributing the food, the local committees, in addition to making a charge for the meals of not more than 25 Pfennigs, are authorized to salvage the containers in which our foods are packed.

18. FINANCIAL ACCOUNTS OF LOCAL COMMITTEES:-

Periodic accounts of the costs of distribution and of the amount realized from the sale of containers should be submitted regularly by each local committee in duplicate to the District office; -one copy should be forwarded to Head Quarters.

19. WEEKLY REPORTS FROM CITIES (FORM 22):-

In addition to the Weekly Reports from each Kitchen and Feeding Center on Form 22 each city should send to the District office weekly a report on Form 22 covering the entire operations of the city during the week. These reports should show;

- 1) the total amounts of foodstuffs on hand (including both those in the warehouse and those in kitchen) at the beginning of the week.
- 2) the amounts received during the week from Hamburg
- 3) the amounts consumed during the week/
- 4) the balances on hand at the end of the week
- 5) the total number of meals served during the week to each of the group fed;
- 6) the total number of individuals in each of the groups fed during the week.

The total number of meals served should be reckoned by adding the total number of attendances for each day from the Attendance List (form 31). The total number of individuals means the total number who have had at least one meal during the week. Each individual is counted once only for the week, even though present more than once.

20. REPORTS FROM DISTRICT TO HEAD QUARTERS:-

WEEKLY TELEGRAPHIC REPORTS:-

Every Tuesday morning, each district should telegraph to Head Quarters a Report:-

- 1) of the number of cities in the districts in which feeding operations are conducted;

- 2) of the approximate number of individuals being fed in the district.
- 3) of the approximate number of feeding centers in operation.

WEEKLY REPORTS:-

The Weekly Report from each city (form 22) should be carefully checked by the District office, and a copy forwarded to Head Quarters not later than the end of the week following the week to which it applies. In the last column of the report forwarded to Head Quarters the stock on hand should be stated in terms of the standard ration.

In all reports months should be designated by name - not by number.

Where feeding is stopped in any city, a Weekly Report should be sent in the following week marked "Feeding stopped (giving date)".

MONTHLY REPORTS:-

At the end of every month a report should be sent by each district office to Head Quarters on form 22 covering the operations of the entire district for the month, that is combining the weekly reports of all cities in the district for the four (or five, as the case may be) weeks ending with the last Saturday in the month.

AUTHORIZATIONS:-

Each District office should send to Head Quarters on the first of every month a statement of the total authorization for each city in the district.

II

OFFICE PROCEDURE

ACCOUNTS:-

GENERAL HEAD QUARTERS ACCOUNT:-

An account of the simplest double entry form is kept at Head Quarters of all advances to the District offices for expenses as well as any payments or receipts made directly from the Head Quarters/ Through this account must go all receipts - whether for sale of bad milk, recoveries on insurance, interest on bank deposits - even in the District offices - or contributions, Head Quarters also keeps a summary of the Weekly Expense Statements sent in by the District offices. The fiscal month end with last Saturday of the month.

DISTRICT OFFICE ACCOUNTS:-

Each District office should keep an account on the forms provided. This should be balanced at the end of each week, and each new week started with a new balance. The balance should be entered in the Debit Sundry Column, but all receipts directly from Head Quarters, and also all other receipts which must go through the Head Quarters' books should be entered in the Mission Debit Column.

When accounts showing such receipts as the last, arrive at Head Quarters, the Treasurer can easily enter on the Head Quarters books such receipts, and charge them out to the District office which actually received them.

When a member is transferred from one district to another, the balance he takes with him should be charged back to his account in the Individual Credit Column, and also in the Sundry Debit Column of the district which he leaves, and entered as a receipt in the Sundry Debit Column of the district to which he goes, and then charged out to him in the Individual Credit Column of the latter district.

Amounts received by the district as rebates for return of gasoline tanks, or refund for tickets not used in return, or all similar refunds should be charged back in the column in which they were originally charged out. In this way, the expenses are reduced to the amount actually expended, and the receipts are not increased by sums which are not really receipts, but merely expenses which were finally not undergone.

It might be well to explain more in detail the somewhat technical term "charge back". A "charge back" is made by entering the amount received as a refund in red ink in the same column in which it would be entered if it were an expense. When the columns are totalled up, the amounts in red ink are subtracted instead of added.

SUMMARIES OF INDIVIDUAL ACCOUNTS:-

Each District office should keep a summary of the Individual Accounts handed in by the members of the Mission in that district. This should show each advance to him for expenses by the district office and the totals of the Expense Column in his account. This should be balanced at the end of each month, and a statement of the totals of each of the columns for each member in the district sent to the Head Quarters Office, together with the District Office account for the last week in the month. Please do not send these in every week, as one or two districts have been doing.

Money given individuals for monthly allowances or vacation allowances should be entered in the Individual Credit Column of the District Office in the same manner as advances for expenses of members.

INDIVIDUAL ACCOUNTS:-

Every member of the Mission should keep an account on the form provided for that purpose. Theoretically, he should hand in such an account showing a very low balance whenever he wants another advance. He may either receive a special advance for his monthly allowance and ~~vacation~~ vacation allowances, or may credit himself with the amount of these allowances in the Sundry Credit Column. All actual expenses should go in the columns to the right of the Sundry Credit column. Amounts spent for personal use which cannot be really charged to the Mission should not appear on the Mission account but of course, keep a record for his own benefit.

Charged to the Mission, should not appear on this Mission account, but should remain unentered as a balance due from the member. It should

AMOUNTS ADVANCED TO OTHER MEMBERS OF THE MISSION:-

SHOULD BE charged back in the Sundry Debit Column of the member advancing the money, and entered as a receipt in the Sundry Debit Column of the member receiving the money. As such an advance is not really an expense, it should be shown on the credit side of the Individual Account. The members should hand in an account balanced as of the last Saturday in each month - whether they happen to need money at that time or not, - in order that the Monthly Summaries may be made by the District Offices to Head Quarters.

2. MONTHLY ALLOWANCE TO WORKERS:-

Each member of the Mission is entitled to a monthly allowance of \$10. for pin money.

3. FREE TRANSPORTATION FOR MISSION:-

The German Government furnished free transportation to members of the Mission travelling on Mission business. In the case of the Bavarian and Saxon railways, tickets are purchased in the usual way. At destination, the holder must have them marked by the Bahnhofs-Vorsteher or his representative (red cap) and retained by the holder. These tickets are later turned in by the District Office and redeemed by the Government.

On all journeys over Prussian railways it is necessary for members of the Mission to obtain Reise Gutscheine in advance. Upon presentation of these at the railway ticket office a regular ticket is issued without charge. Applications for Gutscheine should be made to Head Quarters as much in advance of the Journey as possible, as there is sometimes unavoidable delay in obtaining them. They may be issued with the date of journey blank, but the name of the member of the Mission who is to use it must be inserted.

4. TELEPHONE SERVICE:-

By a special arrangement with the Government, we have preferred telephone service between our district offices and Head Quarters. These calls have priority over ordinary "dringend" calls. In making an inter office call, the telephone operator should be told that it is a "Dringendes" "Quaker-Gespräch."

5. AGREEMENTS WITH EMPLOYEES:-

IN VIEW OF THE GERMAN LAW, and in order to avoid misunderstandings written agreements should be made with all employees stating the terms of employment and the length of notice necessary for termination. In fixing salaries, consideration should be given to our obligation to provide those associated with us, with a proper living wage, particularly in the present abnormal circumstances.

Under a new German Tax-Law, all employers are obliged to deduct 10% from the salaries of all employees. Agreements with employees should specifically provide whether the salary is or is not free of tax.

6. INTER-OFFICE MAIL AND TELEGRAMS.

All inter-office letters of importance should be sent "Eilboten" and all telegrams of importance "Dringend"

MISCELLANEOUS:-

PASSPORT INFORMATION:-

ALL American members of the Mission should, upon arrival, furnish Head Quarters with a signed photograph, together with a statement of:-

- 1) full name;
- 2) address;
- 3) date of birth;
- 4) passport number;
- 5) date of issuance of pasport;
- 6) date of expiration of passport;

2 VISES:-

Head Quarters will be glad to obtain visas for members of the Mission where visas are desired. Two passport photographs should be furnished to Head Quarters for each visa desired - with the exception of England and Belgium.

3 SPECIAL REQUESTS:-

Occasionally, contributions are accepted in America upon the understanding that they will be used for the benefit of designated cities, institutions etc. Head Quarters will notify District Offices of such special requests to be executed within the respective districts. Receipt on form 4 should be taken from the recipients in triplicate. The name of the donor should be filled in the upper part of the receipt. The black copy should in all cases be forwarded to Head Quarters to be sent on to Philadelphia. Where shipment has been made from Hamburg, the green copy should be forwarded to the Hamburg office. The original copy should be filled in the District Office.

Receipts on form 4 should also be taken for all bales of Clothing Cod Liver Oil, and other similar gifts.

4 PUBLICITY:-

It is a great help to the Publicity Department if District Offices send in as frequently as possible photographs, newspaper clippings and short accounts pertaining to our work or to food conditions, etc. in Germany. In taking photographs for publicity purposes, Philada. request that, wherever possible, the photo include a member of the Mission.

5 SPIRIT OF MISSION:-

All members of the Mission should continually bear in mind that the basis of the work is fundamentally religious and that the mission is endeavouring to put into practice - to some extent at least - the religion which we profess.

AMERICAN FRIENDS SERVICE COMMITTEE

Kinderhilfsmission der religioesen Gesellschaft der Freunde
(Quaaker) von Amerika.

D. Robert Yarnall

Chairman.