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KEYS TO ACCEPTABILITY

of an Advisor in a Foreign Setting

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KEYS TO ACCEPTABILITY

Of an Advisor in a Foreign Setting

L. W. Crain

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Introduction

(TO BE ADDED)

Preface

It is assumed that any advisor serving abroad is technically competent in his field. His competence may be of little value, however, until he has earned acceptance personally.

Other schools of thought contend that competence speaks for itself, that personal acceptance only means that the advisor has made friends. The author would defer to those many advisors who find only frustration, isolation, and disappointment, or to others who achieve professional success coupled with psychic rewards beyond measure, or to the host government official when an advisor is less than acceptable as an individual.

Chapter I suggests certain characteristics and guidelines in the attainment of acceptance, while Chapter II illustrates the role of a catalyst in the application of these suggestions.

Chapter III speaks to potential in returns.

Chapter IV describes how the practice of conducting serious business at informal gatherings was introduced into the technical assistance program of a particular country, and the final chapter demonstrates the practice further with a series of selected examples.

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Chapter I

ON THE NATURE OF ACCEPTABILITY

I. ON THE NATURE OF ACCEPTABILITY

Realistically the ultimate level of acceptance is determined directly by the net level of assistance or service that can be rendered to the host country, and this level is determined almost exclusively by those limited few who constitute the advisor's potential sphere of influence. Fundamentally, the host country official asks himself if the advisor is sincere, if he is competent, and then what he has to offer. Before acceptance, the official must be convinced that there are no ulterior motives, that the advisor's actions will not endanger his own job, pride, integrity, or national aspirations. In short, he has his own game to play in assessing the advisor's net worth to his country and to himself and in determining whether he should respond sincerely and actively to the advisor's offer of assistance.

Approach

The precise manner in which one attains acceptance would not seem possible to define -- there is no one way to gain acceptance -- but experience does support certain traits and guidelines in attainment. As noted in Chapter II, the advisor must carefully cultivate friendships within a wide range of host government officials; the functions of a Public Administration (PA) advisor, which is used in illustration, normally permits his entry

into virtually every area and level of government and it behooves him to optimize early on this entry.

Traits

Characteristically the advisor should possess a working knowledge of and respect for the customs, culture, and religion, an obvious empathy for the people, a readiness to initiate social gatherings small, large, and frequently, a readiness to participate actively in all social affairs of host nationals, and a readiness to initiate or to respond to any reasonable requests for assistance personally or professionally, such as the use of his own home for special conferences, and the volunteering for evening instruction at a local university, without remuneration, and with student and faculty access to his own personal library. In all, however, he would retain a sense of reserve consistent with his serious purposes.

Guidelines

Unquestionably personal conduct must be beyond reproach. The advisor must accept as well the paradox of personal acceptability being far more important than his level of competence. In broader terms, he would accept that the human aspects -- that is, one's general attitude and his ultimate acceptance as an individual -- play the predominate role in any dealings with a host government. Of course, he must have something to

give but an essential part of that giving must be of himself. In more specific terms, the advisor should recognize certain facts of life in a foreign setting or likely suffer an excruciating experience of utter frustration personally as well as professionally. The successful advisor would fully recognize the importance of:

The Amenities

Common courtesies in a foreign environment acquire an importance far beyond that usually expected in an American scene, and certain acts in a given country may be offensive beyond Western reason.

One may be expected to be judged rather severely on his personal conduct and on the respect or lack of respect that he accords host country officials. He would wear a coat and tie, for instance, in the office of a dignitary despite excessive heat; in public he would never call an official by his first name or his nickname no matter how close the relationship and he would think twice before using such names on any occasion, and would willingly drink tea and eat the local food in any quantity appropriate to the occasion. He would go to any reasonable extent to evidence his personal respect for the people and the country. In this same vein, he would avoid any ostentatious display of materialism in dress, in his home, in spending, and in his personal affairs generally -- many advisors are never invited to the homes of counterparts simply because of the obvious gross differences in standards of living.

Naturalness

American naturalness, with its gregariousness and "peculiarities," would seem to be a number one asset -- any loss of naturalness in a foreign environment would be greatly detrimental to effectiveness. An advisor is often forgiven for certain acts simply because he is an American. On the other hand, American casualness should not be carried to the point of vulnerability to contempt. The advisor must also be on guard not to assume an air of superiority nor to abuse any special privileges extended to the foreigner. These are hard lines to draw but needful of serious attention.

Further, if any advisor attempts to emulate or "go native," he is quickly spotted as superficial. Moreover, the advisor who openly criticizes either his own country or that of the host official or on the other extreme who over-accommodates host country officials suffers a similar fate. Once again he would lose the positive asset of naturalness. As a representative expert of a given country, it is presumed that he is proud both of that country and of the basic characteristics of its people, and that his posture would be one of considerate assistance to equals.

Personalized Approach

Ironically, long-run effectiveness calls for some delay in special efforts to introduce technical expertise while mutual respect and confidence

are being developed. The advisor will soon discover that a personalized approach greatly enhances his ultimate influence and impact.

Practicability

That is, awareness of the natural limitations imposed by local culture, customs and/or religion. Awareness would seem the operative word. In any developing country, once an appreciation of casual factors is gained, it is often found that valid reasons exist for a system that appears poorly developed and poorly administered. Thus, from a pragmatic point of view, it might be worthwhile to seek workable modifications within a system rather than a new system.

Further, the advisor should be ever mindful of the fruitlessness and the counterproductiveness in dwelling on what is wrong versus on what can conceivably be done for improvement.

Importantly, the advisor must always have a sense of perspective: Any host government may be expected to exert every effort to obtain the maximum amount of aid consistent with existing political constraints.

Trust

A trust must never be broken, no matter how tempting in the short run. Invariably the advisor will be given confidential information, verbally or in written form, for him alone, and if he should be foolish enough to pass

it on indiscreetly, the breach will be recognized readily and his usefulness as an advisor lost. One form of test of confidence may be purposefully erroneous information.

Responsibility

The advisor must fully recognize the grave responsibility of his position. Once confidence is gained, the host country official may well accept advice unqualifyingly and the advisor might be inclined to too quickly capitalize on the opportunity to recommend some changes in policy or procedure. In the process, he may not only compromise his own position but that of the host official as well.

Further, the government official must not be put in a position whereby he becomes an apologist for the advisor.

Competence

It is ~~always~~ ^{THING} somewhat of a shock to some to recognize the paradox of adaptability far outweighing a higher level of competence. An acceptable level of competence of course is assumed, the highest level desirable, but the advisor should also be willing to adapt to the setting and to admit his own mistakes and his own inadequacies. The unsuccessful advisor, a high level of professional competence notwithstanding, frequently rationalizes that the host country official who does not completely accept his advice

is therefore inept and incompetent. A little humility, evidence of his recognition that his sophisticated ideas may not be directly applicable, that his expertise can stand some improvement, and that he can learn as well from his counterpart, increases appreciably the overall effectiveness of the advisor.

The Language

Another shock to some is a caution on the use of the language.

Lectures and treatments on overseas service long emphasized the vital necessity of knowing and of using at least a little of the local language. "A little use shows that we care..." and so forth. Experience in recent years has proven to the contrary. In today's world in which English prevails as the international language, many officials of most developing countries know English fairly well and look to an improvement as one attractive attribute of their associations with U.S. advisors. Any amateurish fumbblings with the native tongue may only aggravate the host country official.

Use of a limited knowledge of the language socially can also have its pitfalls in misunderstandings.

One visiting eminent American, in opening his address to a formal gathering of top government officials of a country where tonal levels change the meaning of a word significantly, used the wrong tone for "Greetings!"

and proudly proclaimed "Donkeys!", much to the dismay and embarrassment of everyone. In another instance, an American at a State dinner in one Oriental country, assuming that his host knew little English and attempting to make conversation, kept inquiring of his host as each coursé was served, "You likie soupie?" etc., to which the host replied regularly, "Oh Yes, I likie soupie!" etc. Later the host delivered a welcoming speech in articulate Oxford English. When he seated himself again, he commented to his guest, "Did you likie my speeche?"

This is not to suggest that the learning of the language is not a good thing, only that little knowledge can be a bad thing. In terms of effectiveness as an advisor, it would simply seem far more productive to concentrate on the other more essential aspects of acceptability.

Restraints

The sole function of an advisor is to advise, to assist, and to train, not to be an operator and not to expect credit either for recommendations or for end results. On the other extreme, the advisor must not become overly identified with the host government to the point of serving as an apologist for that government. These are often difficult restraints but they are of paramount importance.

Normally an advisor would be expected to actively assist in the installation of an approved recommendation. Sometimes, however, an advisor

may be inclined to participate too actively, too operationally, to the point of exclusion of the responsible parties. The short-run gains may appear considerable as he assures himself that "the implementation is done right." He has lost much, however, in terms of the long-run and in terms of the training of host government officials. He may even find so much resentment and misunderstanding as to how to maintain the new system that any immediate "gains" may actually be more superficial than real. The implementation may not seem as effective in the hands of local officials, but implementation is not the job of the advisor.

The problem of "who gets the credit" must be handled carefully. Quite often the advisor's advice plays a significant role in progressive improvements but he lessens his impact appreciably by any expression as to the significance of his contributions. The encouragement experienced by the host country official who might receive the credit far outweighs the questionable psychic costs to the advisor.

Finally, and not very likely, the advisor could conceivably become so enamoured of host government actions and good purposes that he might acquire an image of overidentification, of an apologist for host government actions, and thereby lose his effectiveness as an advisor. He must remain first and foremost an advisor/trainer, a guest in the country, a short-termer, whose primary purpose is technical assistance from his base as a foreign expert.

Patience & Humor

Overshadowing all, however, must be a high degree of patience and an everready sense of humor. The advisor sometimes takes himself too seriously. An occasional reminder that "...This too shall pass" coupled with a generally positive attitude serves the advisor well during difficult periods of adjustment to the vicissitudes of service in a foreign setting.

Chapter II

ON THE USE OF A CATALYST

II. ON THE USE OF A CATALYST

Virtually everyone would agree that at any given time all levels of any Government require some improvement in administration, more especially in a developing country. The challenge arises in determining which area and which level should receive priority attention.

Ideally, in the conduct of a technical assistance program in a developing country, a sufficient number of public administration advisors would be available for the assignment of at least one such advisor to each of the technical fields as well as to the broader areas of Government administration, and perhaps a few available strictly for assignment to special projects. Unfortunately, this ideal rarely if ever obtains. More likely priority demands on a limited number of available PA men call for exclusive assignment to the primary fields of organization and management, civil service, public finance, customs, economic planning, statistics and/or legal affairs. A PA man is thus not readily available for assignment to the special problems of administration within other technical fields of country assistance -- nor to those recurring problems of inter-Ministerial or overall administration.

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1. The term "administration" is to be used in its broadest sense to include the formulation as well as the execution of both basic policy and programs of implementation.

In view of these circumstances, some Missions of late have turned with remarkable success to the use of the PA advisor in the secondary role of catalyst in the resolution of special problems of host government administration. Aside from the easy rationale in the use of a specialist in administration as a catalyst in affairs of administration, one of the special plus features is the minimal time required on the part of the PA man. Concurrently and subsequently he would continue to devote the major portion of his time to the basic areas of PA assignment.

Overview

The system is a relatively simple one: the problem is identified to the PA man, he arranges for the right people to gather informally, on neutral ground, for a candid discussion, he only moderates the discussion toward a possible solution, those who originally identified the problem assume any follow-up responsibility, and the PA man remains available only for occasional advice or consultation.

The Catalyst

The PA man must have acquired a particularly keen and respectful relationship with one or more of the host country principals in attendance. Often it is sufficient to know well only one of the more senior host country

participants and from that base simply project general confidence to and from the others.

Of course this general acceptance presupposes a careful cultivation of friendships and a general awareness of country problems and needs and of limitations imposed by local culture or tradition. The professional expertise of a PA man normally allows him entry into any level of government and it behooves him to optimize on this allowance in seeking a wide range of fruitful associations.

Restraints

One word of caution to the catalyst: he must recognize that this change in role requires a serious reexamination of preconceptions of worth and image, and that any consensus or conclusions may not represent his own personal views. He must bear in mind that once the session is over his role virtually terminates.

From the time he was asked to serve as a catalyst, he would have begun some research on the problem as he develops his list of those prospective participants who might best readily resolve the problem. Prior to the conference he even may have arrived at tentative recommendations or conceivably reached fairly specific conclusions on means to resolution. Nonetheless, if

he is to be effective he should never personally extend his role during the actual discussions beyond that of moderator, as he encourages others to discuss opinions and alternative solutions. Under the prerogatives of a host he may well serve on occasion as a balance in the lessening of pressure between any heated exchanges. If his opinion is asked, he would of course respond within the limits of his knowledge and the applicability of his expertise, but he must not be trapped into either taking sides or the lead in the discussion or in suggesting any absolute conclusions. His contribution (and his reputation as a catalyst) is largely dependent upon the extent to which the group considers that any recommendations or conclusions reached are its own.

Low-Key

The importance of both informality and neutrality cannot be overemphasized; this is not to say that the gathering should not be fully viewed as anything less than professional in character, nor that the organizer exerts anything less than full effort to assure optimum returns from such deliberations. The gathering should be accepted simply as an informal means to the attainment of a common goal.

As noted in Chapter IV on the experience in one country, participants advise that they had expanded contacts and working relationships considerably, and that the gatherings had proven valuable in providing an opportunity for synthesizing opinions, for expediting practical means to program improvement, and for

stimulating collective understanding and appreciation of various positions and of various points of view.

Participants generally express the opinion that these types of informal gatherings provide a unique low-key atmosphere more conducive to candid discussion and positive approaches to pressing problems. Higher ranking officials express the opinion that similar gatherings at their own homes would necessarily involve more protocol which might tend to minimize the otherwise free exchange of views.

Quite often in this process one finds also that many "problems" in administration evolve more as a matter of failure in communication than of any real substance. Often, as well, there is a general recognition of the importance of certain issues that had heretofore been viewed as unimportant, the development of alternate approaches to proposals that are in conflict with tradition, that are premature or too complex or that are foredoomed to failure, and the identification of areas requiring further technical assistance. Frequently the end result is simply an opening of doors, which of course provides an entry into meaningful discussions. Inevitably the very act of purposeful discussion among peers tends to minimize the number of future problems.

The Gathering

The catalyst should greet each participant as if that particular participant is the most important participant; any slight at this stage, however meaningless

or unintentional, can swiftly alienate that person from any active participation in subsequent discussions or from acceptance of any conclusions. Following the careful observance of amenities, including a considerate wait for the arrival of the last of the participants who accepted an invitation, the catalyst should start the discussion of the subject in question. (See subsequent section, Planning the Site, which speaks to a conference center area separate from the area designated for the luncheon itself.) He should summarize the problem in a very general manner, being careful to leave the impression that no pressures toward a particular position are to be applied, that the solution is not predetermined by anyone, that it is not a formal gathering, that no one need make any commitments, and that discussion may thus be candid, frank, and open. As moderator he then defers to the more prominent of those present, or to another if appropriate, for the lead in the detailed discussion. As the discussion proceeds, the host should be alert to assure that the discussion does not sway too far from the basic problem, that no one holds the floor too long or expounds at too great a length on extraneous facts or opinions, and that each participant has an occasion to express at least one point or one opinion. He should be particularly alert to categorical expressions from which a change of mind or a later assent to a conflicting view may be difficult or awkward; if such occurs, the catalyst might summarize at an appropriate point in such a manner as to open avenues of escape. Throughout the discussion, the host as moderator should attempt to develop a concensus.

The Break

Any rigidity in the time schedule for lunch may compromise a critical stage in pursuit of a solution. Thus it is well to keep that break-point fairly flexible within the limits of the food preparation itself. Obviously as well, every effort should be exerted to arrive at a workable solution prior to the approximate time for lunch. Normally little may be expected in terms of professional import following the break.

If a solution or a satisfactory approach to a solution has not as yet been reached, the host might want to continue in his role of catalyst/moderator but in a somewhat lighter vein. There will be occasions, however, when further discussion would be either fruitless or indiscreet. At this stage, the host must use his own judgment as to whether he should influence the conversation. Often a great deal can be gained simply by allowing the conversation to take its own natural turn. The advantages from further cementing of personal relationships among participants often outweigh any considerations of professional interest.

Ending the Session

The principal foreigner or host country official, as appropriate, should have been advised prior to the gathering as to the act that will announce the end of the meal and the meeting. Frequently he simply pushes back his chair and rises. Occasionally, however, he may wish to suggest further conversation

over coffee or brandy back in the center conference area. The judgment rests with the principal party. Others may be expected to follow his lead.

Follow-up

The role of the catalyst ends essentially with the closing of the session. Follow-up on any agreed actions and the preparation of any memoranda for the record should normally rest with the person who initially identified the problem. The PA man would then return his attention to his primary areas of assignment, remaining available only for occasional consultation or advice.

Side Effects

Often significant matters beyond the base purpose of the gathering evolve from these type gatherings. For example, at a recent meeting called to discuss the inter-relationship of the activities of two Ministries, the participants from one of the Ministries spoke separately of pressing problems in Personnel Administration and in Local Government. The PA man subsequently arranged for a meeting of the USAID Personnel Officer with the participant concerned with Personnel matters, and for a discussion in the PA office with the others on planned changes in Local Government.

Subjects

The first known gathering of this type was held in Baghdad in May of 1958, as a working dinner in the private dinning room of a hotel, to discuss organiz-

ational implications of the planned merger of the countries of Iraq and Jordan¹/₂.

Later, in Iran, where some PA advisors doubled as Provincial Directors, the practice of the advisor assuming the role of a catalyst was a natural. His dual role as Provincial Director facilitated the organization of any number of informal gatherings to resolve pending problems of administration within the several areas of technical assistance and within the broader areas of Provincial Government. The informal provincial setting usually called for a late afternoon discussion, followed by a full evening of social activity²/₂.

In Vietnam, in response to the identification of a particular problem that transcended individual Division areas of USAID responsibility, the PA man would organize an informal gathering in pursuit of a solution; the gatherings materialized in a variety of the forms ranging from morning coffees to working luncheons, to afternoon teas, to evening buffets. Subjects ranged from National Planning, Industrial Development, and Post-War Planning, to Commerce, Banking, and Business, from Mobilization, Security, The Labor Movement, and Youth Activities, to the Legal System, Land Reform, Montagnard Affairs, and Village Development.

In Afghanistan a similar practice has evolved, covering such diversified fields as fertilizer distribution, city planning, UNESCO warehousing, optimum

1. See Page 43.

2. See examples of subjects and participants, Pages 44 and 45.

use of Foundation-type funds, and coordination of activities between Ministries.

As in Vietnam, the gatherings materialize in any number of forms.

Often, some principal in attendance at a particular gathering, either an American or a host government official, will suggest at that time the subject for a subsequent gathering and identify as well particular individuals whom he thinks would best serve the purpose; this practice contributes immeasurably not only to the success of further gatherings but more especially to the maintenance of a strong momentum in the identification and resolution of a wide variety of problems.

An occasion for the introduction of a distinguished visitor may provide the vehicle for the exploration of several subjects of current interest ^{1/}.

Where & What?

In most instances, the gathering might best be held in the home of the PA advisor, although it might just as well be held in any informal, neutral setting, such as the private room of a restaurant or a hotel ^{2/}, but under no circumstances should it be held in an office or other such formal setting.

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1. See example subjects and participants, Pages 53, 60, 69, 71, and 81. Also check listings in Chapter V generally for a variety of subjects appropriate to the type gatherings discussed in this chapter.
 2. See examples on Pages 43, 110, and 116. One ingenious advisor even arranged monthly informal gatherings on the neutral ground of an aircraft carrier some 500 miles from his post -- the U.S. Navy cooperated to the full, furnishing aircraft, escorts, and red carpet treatment, asking in return only a brief interview on its closed circuit TV.

The PA man should be identified only as the organizer, the neutral moderator, the disinterested party -- as one not directly involved in the issue in question. Note that in all of the examples in Chapter V the host is never listed as a participant. A rather lengthy working luncheon -- or morning coffee, or afternoon tea, or evening buffet ¹/₇ -- saves face to those who prefer not to be identified specifically with a formal meeting convened to resolve the given problem; participation in such an informal gathering, on neutral ground, usually connotes a purpose more social than professional.

Sometimes, the situation may call for a series of different working groups to discuss the same general subject from possibly varying points of view ²/₇. By the same token this type gathering might be used in a series by the same group to discuss adequacy of progressive steps toward a single goal ³/₇. At other times, subjects might be combined to illustrate the inter-relationships of two or more programs ⁴/₇.

How Many & Who?

Normally such a gathering should not exceed a total of twelve or fourteen, with about an equal division of foreign and host country officials. Occasionally a given subject, such as an operational problem touching upon the entire

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1. Note various types among the examples.
 2. As Pacification, Pages 73 and 74; a new Government Council, Page 72, and Village Development, Pages 91, 93, and 99.
 3. As in the case of a host country President's planned visit to the U.S., Pages 83 and 85.
 4. As Village Development & Post-War Planning, Page 93, and Industry & The National Economy, Page 71.

Government, may call for a considerably larger number ¹/₇; conversely, the occasion may call for only two or three, as morning coffees ²/₇.

The catalyst regularly faces a tactical problem in determining group composition. Two basic points obtain: first, develop a combination sufficiently influential and knowledgeable either to resolve the problem outright or to refer a recommended solution directly to the proper authority; and secondly, assure compatibility.

Naturally the level of authority in attendance bears heavily upon the potential success of such gatherings and of course upon the attraction of lesser officials appropriate to group discussion. Note in the examples in Chapter V that the USAID Director usually attends in balance with a Minister or other senior host country official -- note as well, as the examples on the Organization of the Prime Ministry and on the New Directorate General of Planning, Pages 66 and 68, that the gathering might be used to discuss and even approve a specific proposal. The host might well contact initially one of the more influential individuals whom he wishes to attend, for assistance in determining group composition and in seeking acceptance from one or more of the guests ³/₇. It is also helpful to include one particular senior host government official in most of the gatherings, ideally one who might be termed a fellow "neutral" -- note that in most of the examples on Vietnam

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1. As Government Plans for Improved Statistics, Page 110.
 2. See examples, Page 97.
 3. As the Director of American Asian International, who is a prominent Chinese, in the example on The National Economy & the Chinese Influence, Page 64.

in Chapter V a fellow "neutral", either the Rector of the National Institute of Administration or the Commissioner of Administration at the Presidency, attends most of the gatherings in that country. Eventually this individual would become personally identified with such gatherings and would thereby implicitly vouch for seriousness of purpose and for personal security in attendance. Often, in the interest of broader support for a gathering of special importance, it may also be appropriate for the fellow neutral to assume the role of co-host¹.

One may wish to include other neutral voices and should in most cases include one or more technical types who can answer knotty questions of operational impact. Caution must be exercised, however, to exclude anyone who is apparently unalterably opposed to any of a series of logical solutions.

Occasionally, such as a holiday brunch or an evening buffet in which certain key officials plan special presentations on a subject of general interest, it may prove advisable to include the wives of participants².

There will be occasions as well, in the interest of internal and/or preliminary discussions, when group composition should be restricted to one nationality³.

Finally it is usually well to assure regular participation by a colleague,

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1. As the example on the introduction of New Ministers of Government, Page 86.
 2. As the examples on Industry & The National Economy, Page 71, and on Village Development, Page 99.
 3. As the American Role in Pacification, Page 73; Coordination of Embassy and USAID Affairs, Page 78, and the U.S. Role in Post-War Planning, Page 76.

as the "Chief Statistical Advisor" noted in many of the examples; and on occasion, one or more secretaries¹/.

How Long?

Two to three hours should be sufficient, although timing should remain fairly flexible in the interest of availability of participants and of shortening or lengthening the session if and as advisable. If a working luncheon is planned, the group might convene around 11 a. m. and depart at about 2 p. m.

The host should certainly feel no qualms of conscience if the meeting should continue well beyond the scheduled time for ending. This is serious business and the host must not be overinfluenced by his own deadlines and his own purposeful assignment of a quasi-social character to the gathering. If the subject is important enough to have prompted that gathering, then any amount of overtime should be extended readily and gracefully. Conversely, if key figures are available only for a limited period, then a short session with the right people far outweighs a longer session with an inappropriate composition of people.

The Invitations

Each prospective participant should be advised informally, as early as circumstances permit, of the purpose, location, date, time, and planned

1. As one secretary for a small group discussion, Page 50, and the need for several secretaries for a fairly large group, Page 116.

length of the gathering, and the names of the others who may participate. After acceptance, he should receive a formal invitation to which would be attached a special notice repeating particulars including a listing of the full names and titles of planned participants and perhaps some brief reference to previous positions and academic attainment -- usually a narrative following the subject, which explains the purpose and cites who suggested the gathering, is appropriate -- plus a copy of any special paper or release prepared especially for the occasion; if the group is to be served a meal at one table, each participant should also receive at the same time a copy of the table seating arrangement ¹/₇. This latter touch permits each person to readily identify who the host considers to be the principal and also to weigh the extent of direct discussions prior to the serving of lunch.

Planning the Site

No expense or effort should be spared in special arrangements at the conference site itself. Each participant should be thoroughly convinced that he is not only essential to the ultimate resolution of the stated problem but that he is heartily welcomed personally as well. Logistical planning for an "informal" working luncheon at a home requires the utmost care and usually includes among other things:

The Conference Center. Use of a living room, or other similarly

1. Such as the illustrations on Pages 112 and 114.

comfortable area separate from the room designated for the lunch itself, as the conference center, although additional relatively private areas should be available in the case of need for individual discussions.

A Reference Table. Placement of a table just inside the room on which one finds an adequate supply of tablets and pencils; an extra supply of any papers or releases prepared especially for the occasion; appropriate reference materials, such as files, studies, pertinent laws, rules, or regulations, professional journals, perhaps a bi-lingual technical or general dictionary, and any other items that might facilitate the discussion.

Relaxed Setting. Positioning of the best available furniture to permit easy collective discussion by the total number of participants. Do not in any event use the more formal conference table and chairs. Appropriate positioning of a generous supply of cigarettes, cigars, nuts, and sweets, and a sufficiency of prepared coffee and tea, and of available soft and hard drinks, contributes immeasurably to the desired effect.

Waiter Service. Adequacy of domestic help. Additional help should be on hand if necessary to assure the availability of at least two waiters exclusively for the conferees during the discussion period that precedes the serving of the meal, one to prepare the drinks and the other to serve the guests generally; they should be available at least 45 minutes before the conference to assure familiarity with the surroundings, to double check

on the sufficiency of supplies, including ice, water, and appropriate types and quantity of glasses, as well as the other type items listed above, and to assist generally in overall preparations; they should also assist the regular help directly in the luncheon that follows, including the opening and pouring of any luncheon drinks and the serving of the various dishes.

A typed copy of the seating arrangement should be either posted near the entrance to the dining room or convenient to the host for a reminder to him as to where each participant is to sit; more simply the host might stand just inside the dining room, after he has announced that lunch is to be served, and identify to each individual precisely where he is to be seated.

¹/The Seating for Lunch. Planned seating, carefully designed within the limits of protocol, to assure optimum returns in further discussions. (The table itself might best be the large, round, Chinese type, if available.) Use of place cards, with full names typed in capital letters front and back; these cards evidence not only a courtesy in facilitating individual seating but also permit ready identification of speakers throughout the meal and assist generally in matching names with faces.

-
1. An alternate would be a buffet in order to avoid the awkwardness of a formal table setting for either a larger or a smaller number of people than those actually in attendance. On occasion, one or more individuals who accepted the invitation may for some reason or another be unable to attend; on the other hand, some official may take the liberty of bringing along additional participants whom he considers important to the discussion.

The Food. Evidence of special preparations in honor of the participants, which, aside from the quality of the food and the tastefulness of the table setting, calls for due consideration of local culture, customs, and religion that might prohibit certain foods to one or more of the guests and calls as well for a check not to repeat a menu previously served to essentially the same group. One helpful hint to prevent repeats is the maintenance of a separate file on each of these luncheons with a complete list of participants and a copy of the menu.

Obviously all of these preparations require a great deal of earnest planning and personal effort, yet the proper effect can be most gratifying and rewarding.

In Conclusion

Awareness, acceptability, informality, neutrality, seem to constitute the principal ingredients in any successful use of this particular approach to problem solving. A specialist moderates without identifying. A carefully selected group evaluates and identifies while assured of personal recognition, security, and unity of purpose.

The basic idea of using anyone as a catalyst in a neutral and informal setting may not be unique but in these trying days of tight restrictions on personnel ceilings, the rationale of using one advisor, on a part-time basis, to facilitate a country program of technical assistance would seem to hold sufficient promise to warrant at least some degree of experimentation.

The public administration man would seem best suited for use in problems of administration. The system would seem equally applicable, however, to any of the other areas of technical assistance, as would the master keys of awareness, acceptability, informality, and neutrality.

Chapter III

ON THE POTENTIAL IN RETURNS

III. ON THE POTENTIAL IN RETURNS

Aside from the professional gratification of seeing his advice put into action and the overall satisfaction of knowing that he has done his job well, the successful advisor experiences innumerable instances of intense personal gratification.

One advisor speaks of the elderly villagehead who walked some ten miles from his village carrying a bushel of the village's finest apples to present to the advisor in appreciation for the building of an access road; the advisor was out of town that day, so the elder walked the distance again the next day in order to personally deliver the present; a note among the apples read: "To men of understanding."

Another advisor tells of a counterpart who visited him amidst a bloody revolution, at his own personal peril, to assure himself that the advisor had adequate food and protection.

An advisor in Vietnam held what appeared to be a death-bed conversation with his counterpart, the president of a local university, who had experienced a plastic bomb explosion in his office. The only request was that the advisor hold a planned meeting that afternoon, with the counterpart's assistant since he himself would be unable to attend, "... to assure that our work is not interrupted."

Relates another advisor... It had been raining constantly for nearly a week in his distant and isolated part of the world and he was soaked to the skin as he walked the muddy narrow path to his community development project, tearfully reflecting on the wire that said his mother was dying and would not last the day. As he trudged past the local mosque he noticed that the yard was a sea of mud. On impulse he decided to divert two truck-loads of gravel to fill the entire yard. Later that day, as he and his counterpart were inspecting the development project, he was told that the mulla had dedicated special prayers in honor of his mother, despite the fact that such an act is contrary to the religion, and when he arrived home he found his doorsteps covered with flowers. No further word of the incident was ever exchanged but the hearts of the people and that of the advisor were forever entwined in a strong bond of silent understanding and appreciation....

All of which would seem to suggest that the level of acceptance and consequently the level of effectiveness of an advisor equates closely to the extent of recognition and observation of the human elements at play, that personal and professional relationships in a foreign environment are so integrally interwoven that any professional contributions are almost totally dependent upon one's acceptance personally.

Once accepted, the competent and considerate advisor may pursue his specialty in technical assistance. Normally, he is obliged to place firm

restrictions on areas of involvement in order to optimize on potential contribution. Naturally he will have problems as in any professional endeavor but he will have the comfort of a greater degree of support, confidence, and respect from his host country colleagues.

The subtle workings within a foreign environment leave little choice as to whether one should strive for personal acceptability.

Chapter IV

BUSINESS LUNCHEONS

A Summary Comment on the Vietnam Experience

WORKING LUNCHEONS
A Summary Comment on the Vietnam Experience

The idea of sponsoring business luncheons centered around particular purposes, subjects of direct interest to the Mission, related generally to the improvement of public administration affairs, probably began with the advisor's attendance at a luncheon in mid-August of 1967 in honor of Mr. James Grant, the Chief of the Vietnam Bureau, at the home of the then Senior Advisor to Prime Minister Ky, later Minister of Economy in the Loc Government, and Minister of Agriculture in the Huong Government, Eng. Truong Thai Ton.

Eng. Ton, with whom the advisor had worked closely at the Office of the Prime Minister, had invited him to that particular luncheon to provide support in his expressions of current Government efforts to improve administration. In the course of the discussion on land reform, it became readily apparent that Vietnamese and Americans alike differed in interpretations as to considered progress and current plans. Consequently, Mr. Grant asked that the advisor reconvene the group, with Ben Ferguson, the new Chief Advisor on Village Development, acting as discussion leader, to clarify differences of opinion, and to suggest possible transfer value of Mr. Ferguson's successful experience in Pakistan.

On this first in an extended series of working luncheons, each participant aired his views, opinions were clarified and synthesized, and a general thrust for land reform improvement seemed to develop.

Based on the apparent success of the initial working luncheon, the advisor next invited GVN and US principals concerned with the subject of National Development; then Commerce, and on to Legal Affairs, Local Government, Business & The Government, Press & The Government, and others; shortly after the appointment of a new Cabinet in November of 1967 he held one luncheon specifically to introduce all the Ministers that were new to the Government.

In early October of 1967, as the number and range of subjects grew, Deputy U.S. Ambassador Locke specifically requested that his name be added regularly to the guest list as a means to better understanding and appreciation of GVN/US efforts and problems; also, at his request, the advisor often added distinguished American visitors to Vietnam in order to extend to them a similar flavor of GVN/US thinking.

The Program Office of USAID asked for representation as often as appropriate, as did other offices within USAID, at the Embassy, at CORDS, and at JUSPAO; several U.S. officials, such as Bill Wild, the Associate Director for Engineering & Logistics, now Director of the USAID Mission in Liberia, and Bob Culbertson, the Associate Director for Local

Development, now Director of the USAID Mission in Guatemala, asked specifically that the advisor gather principals in a particular subject to assist in establishing unity of thought in program planning with the GVN.

Moreover, GVN officials themselves suggested specific subjects to improve GVN/US responsiveness, such as the Minister of Interior, Lieutenant General Vien, in January of 1968, who requested a gathering of particular American and Vietnamese officials with whom he would deal and with whom he would desire a joint session for initial airing of views. The advisor also held a series of luncheons, at GVN request, at which he introduced various members of President Thieu's personal staff as he assisted that staff in the development of specific work plans.

After Ambassador Locke departed, his replacement, Ambassador Samuel Berger, similarly requested regular participation in these gatherings to acquaint himself more readily with the Vietnamese community. At his suggestion, the theme of his initial luncheon: "Elements of an Effective Government." Details of discussion are on file.

With the announcement of a new Cabinet in the spring of 1968, under Prime Minister Huong, the advisor again gathered together all the new Ministers to introduce them to selected members of the American Community. This particular luncheon, co-sponsored by his associate, Dr. Nguyen Van Bong, the Alternate Chairman of the President's new Council for Government

Reform, was held in early June 1968, with Mr. Grant as the guest of honor.

Thus the practice would seem to have reached full cycle, considering Mr. Grant's initial request for a particular working luncheon and then the honor of his presence after the experience of nearly a year of such gatherings.

Participants advised that as a direct consequence of these luncheons they expanded contacts and working relationships considerably; that the gatherings proved valuable in providing an opportunity for synthesizing opinions, for expediting practical means to program improvement, and for stimulating collective understanding and appreciation of various positions and of various points of view. Many expressed the opinion that these informal gatherings provided a unique low-key atmosphere more conducive to candid discussion and positive approaches to pressing problems. The Ambassadors, the Ministers, the distinguished visitors, and other dignitaries who attended these luncheons, expressed the opinion that similar gatherings in their own quarters would necessarily have involved more protocol which might tend to minimize the otherwise free exchange of views.

Chapter V

SELECTED EXAMPLES

OF

INFORMAL WORKING GROUPS

V. SELECTED EXAMPLES OF INFORMAL WORKING GROUPS

One may obviously find any number of good reasons for the gathering of an informal work group. Normally the organizer would be expected to arrange only one gathering in pursuit of a solution to one specific problem. Special circumstances, however, may call for the same group to meet successively to assess progress toward a solution, or for different groups to meet separately to express views on the same subject, or for a combination of subjects and groups in order to focus on interrelationships and common goals, and one may decide on a coffee or a tea instead of a mid-day or evening affair. For large gatherings or for other reasons, the host may wish to use the private room of a hotel instead of his own home. Certain conditions might also suggest the need for one or more secretaries, and occasionally one might want to invite the wives of participants.

The attached examples were selected to portray the broad range in types of gatherings, in subjects, and in participants. These examples are placed in chronological order simply to provide a sense of continuity.

WORKING DINNER
May 28, 1958
Hotel Baghdad

Subject: The Planned Merger of Jordan and Iraq

To discuss organizational implications.

PARTICIPANTS

| | |
|------------------------|---|
| Mr. Ameen Abdul Kareem | Special Assistant to the Minister of Finance |
| Mr. Kakri Shahab | Director General of Research and Technical Affairs |
| Mr. Sabih Kubba | Chief Superintendant of Organization and Methods |
| Dr. Joseph Starr | Chief of USAID Public Administration Division |

WORKING BUFFET
April 27, 1960
USAID Provincial Director's Residence
Chahnaz Avenue South

Subject: Provincial Economic Council

To discuss areas of priority in loans to private industries, as suggested by the Director of Banke Melli.

PARTICIPANTS

| | |
|---------------------|--|
| H. E. Mohen Rae's | Chairman of the Council, and Governor General of Azerbaijan |
| Mr. Ahmad Ahari | Vice Chairman of the Council, and Director of Banke Melli, Tabriz Branch |
| Mr. Mahmud Montequi | Member of the Council, Assistant Governor General, and Governor of the Shaherestan of Tabriz |
| Mr. Reza Aminipour | Member of the Council, and Director of Finances Azerbaijan |
| Dr. Ghulam Bazorgan | Chancellor of Tabriz University |
| Mr. Clair Bain | Engineering Advisor |
| Mr. Elgar Nelson | Agriculture Advisor |

WORKING DINNER
September 30, 1960
Office/Home of the USAID Provincial Director

Subject: Community Development

To discuss the construction of schools and access roads in remote areas.

PARTICIPANTS

| | |
|----------------------|--------------------------------|
| H. E. Mr. Bani-Alam | Governor-General |
| Mr. Sahabghrani | Deputy Governor-General |
| Mr. Jallal Khavari | Mayor of Sari |
| Mr. Aubray Dunscombe | Agriculture Advisor |
| Mr. J. D. Hampton | Vocational Agriculture Advisor |
| Dr. David McAllister | Teacher/Training Advisor |

WORKING LUNCHEON
Monday, August 14, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Land Reform

For an exchange of views on progress and plans as requested by the AID Assistant Administrator during his recent visit.

PARTICIPANTS

| | |
|------------------|--|
| Ben Ferguson | Special Assistant to the USAID Director |
| Ton That Trinh | Prime Minister's Office |
| Vu Quoc Thuc | Thuc/Lilienthal Team |
| Ted Owens | USAID Deputy Associate Director for Local Development |
| MacDonald Salter | USAID Assistant Director for Public Administration |
| Robert Clary | USAID Deputy Assistant Director for Public Administration |
| John Cooper | USAID, Land Reform Specialist |
| Sam Huntington | Harvard Political Scientist, Special Guest |

WORKING LUNCHEON
Thursday, August 17, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Banking

On the prospects for private investment, for the benefit of Dr. James, as suggested by Prof. Thuc

PARTICIPANTS

| | |
|-----------------------|---|
| Dr. Robert James | Vice President of Mobil Oil, on special detail to Ambassador Locke for a general review of host country operations. |
| Prof. Vu Quoc Thuc | Thuc/Lilienthal Team |
| Dr. Le Thien Ngo | Thuc/Lilienthal Team |
| Mr. Khuong Huu Dieu | Director, Industrial Development Center. |
| Mr. Nguyen Van Hao | Director General, Agricultural Development Bank |
| Dr. Richard Rainey | Special Assistant to Ambassador Locke |
| Mr. Robert Culbertson | USAID Associate Director for Local Development |
| Mr. James Mott | Advisor on Veterans Affairs |

WORKING LUNCHEON
Wednesday, August 23, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Commerce

On Government policy in the conduct of host country commerce, for the benefit of Dr. James, as suggested by Dr. Bong.

PARTICIPANTS

| | |
|--------------------------|--|
| Dr. Robert James | Vice President of Mobil Oil, on special detail to Ambassador Locke for a general review of host country operations |
| Dr. Nguyen Van Bong | Rector of the National Institute for Administration |
| Mr. Nguyen Kien Thien An | Commissioner of Commerce |
| Mr. Nguyen Anh Tuan | Manager of the Sugar Corporation |
| Dr. Richard Rainey | Special Assistant to Ambassador Locke |
| Dr. Edward Sanders | American Embassy |
| Mr. MacDonald Salter | USAID Assistant Director for Public Administration |
| Mr. James Mott | Advisor on Veterans Affairs |

WORKING LUNCHEON
Wednesday, August 30, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Government Under Law

On Government policy of operation under established law, for the benefit of Dr. James, as suggested by Dr. Bong.

PARTICIPANTS

| | |
|-----------------------|--|
| Dr. Robert James | Vice President of Mobil Oil, on special detail to Ambassador Locke for a general review of host country operations. |
| Dr. Nguyen Van Bong | Dean of Law and Rector of the National Institute for Administration (NIA) |
| Dr. Nguyen Van Truong | Professor, Faculty of Science, University of Saigon; former Minister of Education. |
| Dr. Nguyen Ngoc Huy | Political Scientist, NIA Professor; as leader of opposition party, exiled to France under Diem regime; current leading contender for the Senate. |
| Professor Aschein | Professor of Economics, George Washington University, on TDY to the American Embassy. |
| Mr. Robert B. Clary | USAID Deputy Assistant Director for Public Administration |
| Mr. James Mott | Advisor on Veterans Affairs |

WORKING LUNCHEON
Saturday, September 2, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Plans for National Development

For a general discussion of progress and plans for post-war planning, as suggested by Mr. Mead.

PARTICIPANTS

| | |
|----------------------|--|
| Mr. Thomas Mead | Resident Manager, Lilienthal Team |
| Dr. Fred T. Moore | Senior Economist, Lilienthal Team |
| Mr. Robert Haven | Lilienthal Team |
| Mr. M. Matsumoto | Lilienthal Team |
| Dr. Alvis Hardy | USAID Assistant Director for Education |
| Mr. Richard D. Riley | Advisor to the Office of the Prime Minister |
| Miss Barbara Gensler | USAID Executive Secretary, Office of Public Administration |

WORKING LUNCHEON
Wednesday, September 13, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Industrial Development

On the potential for private investment, for the benefit of Dr. James, as suggested by Mr. Dieu.

PARTICIPANTS

| | |
|---------------------|--|
| Dr. Robert James | Vice President of Mobil Oil, on special detail to Ambassador Locke for a general review of host country operations |
| Mr. Khuong Huu Dieu | Director of the Industrial Development Center |
| Mr. Au Ngoc Ho | Manager of Foremost Dairy |
| Mr. Au Truong Thanh | Banking Specialist |
| Ho Tan Phat | Manager of the Power Plant |
| Mr. Ian Bradley | General Manager, Bank of America |
| MacDonald Salter | USAID, Assistant Director for Public Administration |
| Richard Herr | Program Officer, AID/Washington |

WORKING LUNCHEON
Wednesday, September 20, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The Role of The Academic Community

For the benefit of Dr. James, as suggested by Dr. Bong.

PARTICIPANTS

| | |
|---------------------|---|
| Dr. Robert James | Vice President of Mobil Oil, on special detail to Ambassador Locke for a general review of host country operations. |
| Dr. Nguyen Ngoc Nay | Political Scientist |
| Dr. Tran Kim Thach | Physical Scientist |
| Dr. Bui Van Tro | Agricultural Scientist |
| Dr. Nguyen Van Bong | Dean of Law and Rector, National Institute for Administration |
| Mr. Ian Bradley | Central Manager, Bank of America |
| Colonel Galloway | Secretary of Joint Staff to General Westmoreland |
| Mr. Thomas A. Mead | Resident Manager of the U.S. Post-War Planning Group (Lilienthal) |

WORKING LUNCHEON
Wednesday, September 27, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The Government & The Press

To discuss Government policy on the press, for the benefit of Dr. James, as suggested by Eng. Ton.

PARTICIPANTS

| | |
|----------------------|--|
| Dr. Robert James | Vice President of Mobil Oil, on special detail to Ambassador Locke for a general review of host government operations. |
| Eng. Truong Thai Ton | Senior Advisor to the Prime Minister |
| Mr. Nguyen Ngoc Linh | Director General of Vietnam Press |
| Mr. Tran Van Ngo | Deputy Director General of Vietnam Press |
| Mr. Ho Van Dong | Editor, The Christian Daily Newspaper |
| Mr. Jack Cannon | Assistant Press Officer, JUSPAO |
| Mr. Frank Philips | Director of Publications, JUSPAO |
| Mr. Leonard Cardwell | Advisor to the Special Commissioner for Administration |

WORKING LUNCHEON
Wednesday, October 4, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The Legal System.

For a general discussion with senior host country lawyers, as suggested by
The Ambassador.

PARTICIPANTS

| | |
|----------------------------|--|
| Ambassador Eugene M. Locke | |
| Judge Tran Minh Tiet | Minister of Justice |
| Dr. Duong Duc Thuy | President, Saigon Court of Appeal |
| Mrs. Nguyen Phuoc Dai | Lawyer and Senator-elect |
| Dr. Tran Van Liem | Lawyer and Law Professor |
| Dr. Nguyen Van Bong | Dean of Law and Rector of the National Institute for Administration |
| Professor Vu Quoc Thuc | Thuc/Lilienthal Team, former Dean of Law |
| Eng. Truong Thai Ton | Senior Advisor to the Prime Minister |
| Dr. Robert James | Special Assistant to The Ambassador |
| Mr. Robert E. Culbertson | USAID Associate Director |
| Mr. MacDonald Salter | Departing USAID Assistant Director for Public Administration |
| Mr. Robert R. Johnson | New USAID Assistant Director for Public Administration |
| Mr. Frank O'Neill | Advisor to the Minister of Justice |

WORKING LUNCHEON
Thursday, October 18, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Provincial Improvement.

A special session on this subject, as suggested by the Ambassador.

PARTICIPANTS

| | |
|----------------------------|---|
| Ambassador Eugene M. Locke | |
| Dr. Nguyen Luu Vien | Deputy Prime Minister |
| Dr. Nguyen Van Tuong | Special Commissioner for Administration |
| Mr. Nguyen Dinh Xuong | Deputy Special Commissioner for Administration |
| * Mr. Nguyen Van Nguu | Province Chief, Long An |
| Mr. Doan Van Bich | Secretary General, Prefecture of Saigon |
| Dr. Nguyen Van Bong | Rector of the National Institute for Administration |
| Mr. Otto Miller | General Manager, CALTEX |
| Mr. Robert E. Culbertson | USAID Associate Director for Local Development |
| Mr. Edgar L. Owens | USAID Deputy Associate Director for Local Development |
| Mr. Robert R. Johnson | USAID Assistant Director for Public Administration |

* On TDY especially for this gathering, as requested by the Deputy Prime Minister, to express views of a Province Chief.

Mr. Thomas Rose

Chief Local Government Advisor

Mr. Leonard R. Cardwell

Advisor to the Special Commissioner
for Administration

WORKING LUNCHEON
Wednesday, October 25, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The Business Community.

For a general discussion of the subject, as suggested by Mr. Culbertson. Senator Lam and others have agreed to express their views on the potential for private investment.

PARTICIPANTS

Ambassador Eugene M. Locke

Dr. Robert James

Special Assistant to Ambassador Locke

Senator Tran Van Lam

President, Craft & Commerce Bank

Mrs. Thu-Luong

Manager, Commercial Pharmacies
of Vietnam

Khuong Huu Dieu

Director of The Industrial Development
Center

Richard Hsu

American Asian International

Ly Long Than

President, VINATEFINCO

Keith Highland

Manager, Saigon Feather Mills

Harry Hummer

Assistant Treasurer, Chase Manhattan
Bank, New York

David A. Shehan

Manager, Chase Manhattan Bank, Saigon

Charles Cooper

USAID Associate Director for Program
and Economic Policy

Robert E. Culbertson

USAID Associate Director for Local
Development

Maurice Kohan

USAID Assistant Director for Industry

WORKING LUNCHEON
Thursday, November 2, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Coordination of Country Logistics

Mr. Wild will lead the discussion on means to improve coordination of the various elements of logistic support; Senator Truong has agreed to outline recommendations for improvement in host country facilities; and Dr. Bong will consider a review with the Prime Minister on any specific suggestions for host country action that may evolve from this gathering.

PARTICIPANTS

| | |
|---|---|
| Mr. William C. Wild, Jr. | USAID Associate Director for Logistics and Engineering |
| Major General Frank A. Osmanski | USAID/W Deputy Director, Office of Logistics, Bureau for Vietnam |
| Dr. Robert James | Vice President of Mobil Oil Co. on special detail to Ambassador Locke |
| Mr. Walton Seymour | Vice President, Development & Resources Corp. |
| Mr. Thomas Mead | Development & Resources Corp's Resident Representative (Thuc/Lilienthal Team) |
| Mr. Frank Van Damm | Special Assistant to the Director of CORDS |
| Captain Joe Hein, U. S. Navy Supply Corps | Director of the Navy Supply and Construction Program for Vietnam |
| Senator Phan Nam Truong | Former Director General of the Central Purchase and Supply Agencies |

Professor Le Thien Ngo

Director General of Public Corporations,
and Deputy Director of Post-War
Planning (Thuc/Lilienthal Team)

Mr. Tran Van Nhieu

Director of Medical Logistics Center,
Ministry of Health

Dr. Nguyen Van Bong

Rector of The National Institute of
Administration

Mr. Maurice Hyder

USAID/W Logistics Advisor, Bureau
of the Far East

Mr. Froman Hulbert

USAID Public Administration Advisor
to the Ministry of Public Works

WORKING LUNCHEON
Wednesday, November 8, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Post-War Planning.

To be held at the request of Professor Thuc for an introduction of Dr. David E. Lilienthal, Chairman of the Board, Development Resources, Corp., whose company recently accepted a contract with the U.S. Government, at the personal request of President Johnson, to extend assistance to the host country in post-war planning.

Prof. Thuc will explain progress and plans, preliminary to a general exchange of views.

PARTICIPANTS

| | |
|----------------------------|--|
| Dr. David Lilienthal | Guest of Honor, noted author, noted expert in national and international development, personal consultant to several U.S. Presidents, first Chairman of the U.S. Atomic Energy Commission, former Director of the U.S. Tennessee Valley Authority. |
| Ambassador Eugene M. Locke | |
| Ambassador Doan Ba Cang | New Minister at the Office of the Prime Minister |
| Prof. Vu Quoc Thuc | Director of Postwar Planning (Thuc/Lilienthal Team), former Rector of Law. |
| Prof. Le Thien Ngo | Deputy Director of Postwar Planning (Thuc/Lilienthal Team) and Director General of Public Corporations. |
| Dr. Nguyen Van Bong | Rector of the National Institute for Administration |
| Mr. Walton Seymour | Vice-President, Development and Resources Corporation |

| | |
|------------------------|---|
| Dr. Frederick T. Moore | Chief Economist, Development & Resources Corporation |
| Dr. Richard Rainey | American Embassy |
| Dr. Douglas Dacy | American Embassy |
| Mr. Robert Culbertson | USAID Associate Director for Local Development |
| Mr. James Rousch | USAID Assistant Director for Program |
| Mr. Robert Johnson | USAID Assistant Director for Public Administration |

WORKING LUNCHEON
Thursday, November 16, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The New Ministers of Government

For an exchange of views with the new Ministers, as suggested by Ambassador Locke.

GUESTS

Ambassador Eugene M. Locke

Mr. Donald G. MacDonald

Minister-Director, United States Agency
for International Development

Mr. Leo Werts

U.S. Assistant Secretary of Labor

Mr. John Corson

U.S. Manpower Consultant

Judge Huyen Duc Buu

New Minister of Justice

Prof. Tang Kim Dong

New Minister of Education

Prof. Pho Ba Long

New Minister of Labor

Eng. Luong The Sieu

New Minister of Communications &
Transportation

Dr. Nguyen Van Bong

Rector of the National Institute for
Administration

Dr. Richard Rainey

Special Assistant to Ambassador
Locke

Mr. Jack A. McConnel

USAID Deputy Associate Director
for Administration

Mr. Robert R. Johnson

USAID Assistant Director for
Public Administration

Mr. Richard D. Riley

**Public Administration Advisor,
Office of the Prime Minister**

WORKING LUNCHEON
Thursday, November 30, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The National Economy & The Chinese Influence

To introduce Ambassador Locke and others to the leading Chinese businessman,
as requested by the Ambassador.

PARTICIPANTS

Ambassador Eugene M. Locke

| | |
|-----------------------|---|
| Mr. Richard Hsu | Director, American Asian International |
| Mr. Truong Duy Nhat | President, Vietnam Textile Co., Ltd. |
| Mr. Ly Long Than | President, Vietnam Textile Finishing Co., Ltd. |
| Mr. Ong So | Director, South Vietnamese Society for Landing and Transportation |
| Mr. Tan Chen | Chairman of the Chinese Chamber of Commerce |
| Mr. Ong Hong | President, Overseas Insurance Co. |
| Dr. Nguyen Van Bong | Rector of the National Institute of Administration |
| Dr. Richard Rainey | Special Assistant to the Ambassador |
| Mr. Donald E. Kidston | USAID Associate Director for Administration |
| Mr. William Wild | USAID Associate Director for Logistics and Engineering |

Mr. James Roush

**USAID Assistant Director for
Programming**

Mr. Emery Porter

Chief Statistical Advisor

WORKING LUNCHEON
Wednesday, December 6, 1967
6 Phung Khac Khoan, Apt. 33

Subject: Organization of the Prime Ministry

To be held for an exchange of views at the special request of Dr. Bong who is empowered to render formal approval of a proposed reorganization of the Prime Ministry.

The group is to discuss the proposal in specific terms, with special emphasis on the new Central Management Office and on the proposed changes within the Directorate General of Civil Service.

Mr. Riley will present current plans for use of U. S. advisors on specific Government programs as identified by the Prime Minister; Dr. Hart will discuss progress in Civil Service reform; and Mr. Porter will speak to potential areas for technical assistance in the field of data processing.

PARTICIPANTS

| | |
|------------------------|---|
| Lawyer Nguyen Dang Can | Deputy Secretary General, Office of the Prime Minister |
| Judge Huynh Van Sang | Director General of Civil Service |
| Dr. Nguyen Van Bong | Rector of the National Institute of Administration (NIA) |
| Dr. Nguyen Manh Hung | NIA Professor, and Chairman GVN/US Committee On A New Civil Service Law |
| Mr. Nguyen Thanh Qui | Chief of Service, Directorate for Civil Service |
| Dr. Richard Rainey | Special Assistant to Ambassador Locke |
| Dr. Wilson R. Hart | Member, GVN/US Committee On A New Civil Service Law |

Mr. Richard D. Riley

US Advisor, Office of the Prime
Minister

Mr. Emery Porter

Chief Statistical Advisor

WORKING LUNCHEON
Thursday, December 14, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The New Directorate General of Planning.

To be held at the special request of Dr. Bong, who as principal Advisor to the Prime Minister on affairs of Government administration, is empowered to render formal approval of the organization and functions as proposed by the Director General Designee.

The group will review and discuss the proposal specifically, with special emphasis on the implications and potential of the component National Institute of Statistics -- the urgent need for timely and accurate statistics for economic and social development.

PARTICIPANTS

| | |
|---------------------------|--|
| Professor Phan Thien Gioi | Director General Designee of Planning |
| Mr. Bui Quang Minh | Director, National Institute of Statistics (NIS) |
| Mr. Nguyen Van Vinh | Chief of General Statistics Service (NIS) |
| Dr. Nguyen Van Bong | Rector of National Institute of Administration |
| Dr. Richard Rainey | Special Assistant to Ambassador Locke |
| Mr. James Roush | USAID Assistant Director for Programming |
| Mr. William Sharpe | USAID Assistant Director for Economics |
| Mr. Emery Porter | Chief Statistical Advisor |
| Mr. George Johnson | Price Statistica Advisor |

WORKING LUNCHEON
Friday, December 15, 1967
6 Phung Khac Khoan, Apt. 33

Subject: The National Economy & the Citizen.

Topic as suggested by Dr. Dacy who is to be introduced to the group.

PARTICIPANTS

| | |
|-----------------------------|--|
| Dr. Douglas Dacy | Distinguished professor of Economics, University of Texas, and Senior Member, Institute for Defense Analysis, on special detail to Ambassador Locke. |
| Dr. Richard Rainey | Special Assistant to Ambassador Locke |
| Dr. Nguyen Van Bong | Rector of the National Institute of Administration |
| H. E. Truong Thai Ton | Minister of Economy |
| Lt. General Pham Xuan Chieu | Chairman, Vietnam Veterans Association |
| Mr. Richard Hsu | Leading Chinese Financier |
| Mr. Lester Shephard | Chief Budget Advisor |
| Mr. John Sinclair | Senior Public Administration Advisor |
| Mr. Thelbert Taylor | Senior Management Analyst |
| Dr. James A. Brown, Jr. | Economist, U.S. Embassy |
| Mr. Lawrence Pressler | Economist, U.S. Embassy |

WORKING LUNCHEON
Thursday, January 11, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Plans of the new Minister of Interior

To be held at the request of the new Minister for an informal exchange of views on significant pending and prospective actions now under his purview.

PARTICIPANTS

| | |
|---------------------------------------|--|
| Lt. General Linh Quang Vien | The New Minister of Interior Guest of Honor |
| Ambassador Eugene M. Locke | American Embassy |
| Director-Minister Donald G. MacDonald | U.S. Agency for International Development |
| Rector Nguyen Van Bong | Rector of the National Institute of Administration |
| Professor Nguyen Van Tuong | Minister at the Prime Minister's Office for Legislative Affairs |
| Professor Pho Ba Long | Minister of Labor |
| Mr. Chu Ngoc Lien | Interior Director of Cabinet |
| Dr. Harry Williams | Special Assistant to Ambassador Locke |
| Mr. Robert E. Culbertson | USAID Associate Director for Local Development |
| Mr. Robert R. Johnson | USAID Assistant Director for Public Administration |
| Mr. Robert Sensor | American Embassy Labor Attache |
| Mr. Leonard Cardwell | Advisor to the Minister of Interior |

SUNDAY WORKING LUNCHEON
February 25, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Industry & The National Economy

Topic as suggested by Dr. Rainey who is to be introduced to the group.

PARTICIPANTS

| | |
|--------------------------|--|
| Dr. Richard Rainey | Guest of honor, Professor and Vice-President of Remington Road, on special detail to the Ambassador. |
| Mrs. Rainey | Activist in U.S. women's movement |
| Minister Nguyen Duy Xuan | Special Assistant to President Thieu |
| Mrs. Xuan | Prominent social worker |
| Rector Nguyen Van Bong | Chairman, Prime Minister's Central Committee for Administrative Reform |
| Mrs. Bong | Prominent social worker |
| Mr. Ho Xich Tu | Director of Air Vietnam |
| Mrs. Tu | Prominent business woman |
| Dr. Nguyen Van Hao | Director General, Agriculture Development Bank |
| Mr. Emery Porter | USAID Chief of Statistics |

WORKING GROUPS
Wednesday, February 28, 1968
6 Phung Khac Khoan, Apt. 33

Breakfast - to discuss the proposed Presidential Council for Government Reform, as suggested by Minister Xuan.

| | |
|--------------------------|--------------------------------------|
| Minister Ton That Trinh | Ministry of Agriculture |
| Minister Nguyen Duy Xuan | Special Assistant to President Thieu |
| Mr. Robert E. Culbertson | USAID Associate Director |
| Mr. Emery Porter | USAID Chief Statistical Advisor |

Luncheon - to discuss public views on needed reforms, as suggested by Dr. Rainey.

| | |
|-----------------------|---|
| Mr. Van Minh | Columist, Saigon Daily News |
| Dr. Richard Rainey | Special Assistant to the U.S. Ambassador |
| Dr. Nguyen Van Bong | Rector of the National Institute for Administration |
| Dr. Raymond Van Cleef | USAID Advisor on Youth |
| Mr. Emery Porter | USAID Chief Statistical Advisor |

WORKING LUNCHEON
Wednesday, March 6, 1968
6 Phung Khac Khoan, Apt. 33

Subject: The American Role in Pacification

To extend USAID support to Sir Robert's current areas of activity for Ambassador Komer, as suggested by Mr. Johnson.

PARTICIPANTS

| | |
|-----------------------|--|
| Sir Robert Thompson | Noted author and expert on pacification, on TDY from British service in Malaysia |
| Dr. Desmond Palmer | Assistant to Sir Robert |
| Mr. Thomas A. Mead | Resident Manager, Development & Research Field Team (Thuc/Lilienthal group) |
| Mr. Robert R. Johnson | Assistant Director for Public Administration, USAID |
| Mr. Thomas Rose | Chief, Urban & Local Government Development, USAID |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING LUNCHEON
Monday, March 11, 1968
6 Phung Khac Khoan, Apt. 33

Subject: The Role of Government in Pacification

To be held at the request of Sir Robert for a general discussion with host country "action people" on the relationship of current development activities to the pacification program.

PARTICIPANTS

| | |
|---------------------|---|
| Sir Robert Thompson | Guest of Honor, on assignment to Ambassador Komer |
| Dr. Desmond Palmer | Assistant to Sir Robert |
| Mr. Khuong Huu Dieu | Director General of the Industrial Development Center |
| Dr. Nguyen Van Bong | Rector of National Institute of Administration |
| Dr. Nguyen Van Hao | Director General of the Agriculture Development Bank |
| Mr. Au Ngoc Ho | Manager of Foremost Dairies |
| Mr. Tran An Nhan | Ex-Manager of Electricity of Vietnam |
| Mr. Sutherland | United Press International |

WORKING LUNCHEON
Friday, April 5, 1968
6 Phung Khac Khoan, Apt. 33

Subject: The Labor Movement. As requested by the Labor Attache.

PARTICIPANTS

| | |
|-----------------------------------|--|
| Mr. Robert Sensor | Labor Attache, United States Embassy |
| Mr. Vo Van Tai | Secretary General of the Vietnam Confederation of Workers |
| Mr. Van Minh (Nguyen Ngoc Rao) | Vietnamese Journalist and Washington Post correspondent |
| Dr. Wilson R. Hart | U.S. Advisor on Civil Service Reform |
| Mr. George Marotta | USAID Executive Officer |
| Mr. Harry Dunlap | U.S. Embassy Political Officer |

WORKING LUNCHEON
Tuesday, April 9, 1968
6 Phung Khac Khoan, Apt. 33

Subject: The U.S. Role in Post-War Planning

To discuss D&R's plans for technical assistance, as suggested by Dr. Moore.

PARTICIPANTS

| | |
|---------------------|---|
| Mr. John Oliver | President, Development and Resources Corp. (Lilienthal) |
| Dr. Fred Moore | Chief Economist, D & R |
| Dr. Lester Shephard | Chief U.S. Budget Advisor |
| Mr. John Sinclair | Senior U.S. Public Administration Advisor |

WORKING LUNCHEON
Wednesday, April 10, 1968
6 Phung Khac Khaon, Apt. 33

Subject: The new Presidential Council for Government Reform

For a general discussion of the planned prerogatives and functions of the new Council, as suggested by the Director of Central Management.

PARTICIPANTS

| | |
|----------------------|---|
| Mr. Cao Van Than | Staff Officer to President Thieu |
| Mr. Hoang Duc Nha | Staff Officer to President Thieu |
| Dr. Nguyen Manh Hung | Staff Officer to the Prime Minister Loc |
| Mr. Vu Trong Canh | Director of Central Management, Office of the Prime Minister |
| Mr. Jay Johnson | Advisor to the Office of the Presidency |
| Dr. Wilson Hart | Advisor on Civil Service |
| Mr. Leonard Cardwell | Advisor to Minister of Interior |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING LUNCHEON
Friday, April 12, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Coordination of Embassy and USAID Affairs.

For an exchange of views on mutual areas of involvement, as suggested by Mr. Johnson.

PARTICIPANTS

| | |
|----------------------|---|
| Mr. Robert Johnson | USAID Assistant Director for Public Administration |
| Mr. Thomas Recknagel | Chief of U. S. Embassy Political Staff |
| Mr. Theodore Heavner | Political Officer for Central Government Affairs |
| Mr. Thomas Conlon | Political Officer for Field Activities |

WORKING LUNCHEON
Tuesday, April 30, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Elements of Effective Government.

As suggested by the new U. S. Deputy Ambassador, who was advised of these type gatherings by his predecessor, Ambassador Locke.

PARTICIPANTS

| | |
|---------------------------------|---|
| Ambassador Dr. Samuel D. Berger | Guest of Honor. |
| Dr. Nguyen Van Bong | Rector of the National Institute of Administration. |
| Dr. Vu Quoc Thuc | Director of Post-war Planning (Thuc/Lilienthal Group). |
| Dr. Nguyen Cao Hach | Dean of Law, University of Saigon. |
| Mr. John P. Robinson | Deputy Director and Acting Director, United States Agency for International Development (USAID) |
| Mr. William Sharpe | USAID Assistant Director for Economic Affairs |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING LUNCHEON
Wednesday, May 1, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Pilot Study of Provincial Administration. A report of progress.

PARTICIPANTS

| | |
|----------------------|--|
| Dr. Nguyen Manh Hung | Professor of International Affairs and Chairman of the Study Group |
| Miss Do Kim Ninh | Social worker, and Dr. Hung's fiancee |
| Mr. Richard Riley | Management Advisor, Office of the Prime Minister, and Vice Chairman of the Study Group |
| Dr. Edward Sanders | Office of the U. S. Ambassador, and Member of the Study Group |
| Mr. Emery Porter | Chief Statistical Advisor, and Consultant to the Study Group |
| Dr. Wilson Hart | Advisor on Civil Service, and Consultant to the Study Group |
| Mr. Jay Johnson | Management Advisor, Ministry of Agriculture, and Member of the Study Group |
| Dr. Eric Daenecke | Budget Advisor, GVN Treasury, and Member of the Study Group |

WORKING LUNCHEON
Tuesday, May 21, 1968
6 Phung Khac Khoan, Apt. 33

Subject: The U.S. Institute for Defense Analysis (IDA).

Dr. Williams will explain the role of IDA in the host country.

GUESTS

| | |
|----------------------------|---|
| Dr. Harry Williams | Guest of honor, distinguished professor, author, and Special Assistant to General Maxwell Taylor*, on loan to the U.S. Embassy. |
| Venerable Thich Thien Minh | One of the principal Buddhist leaders in Vietnam |
| Professor Tran Quang Thuan | Buddhist political advisor, former monk, former Minister of Social Welfare (Khanh Government). |
| Mr. Trinh Quoc Khanh | Leader of the Hoa Hao Sect, former Vice Presidential candidate with President Thieu. |
| Mr. Le Trung Nghia | Leading businessman, former member of Central Committee of the South Vietnam Resistance group. |
| General Le Van Tat | Cao Dai leader |
| Mr. Nguyen Thanh Yen | Catholic youth leader and political representative of the National Coalition Front. |
| Mr. Phan Ba Cam | Newsman, writer, teacher, scholar, member of the Presidium of the Social Democratic Party. |

* General Taylor, former Ambassador to Vietnam, now serves as President of IDA and as Special Consultant to President Johnson.

Mr. Gerald H. Huffman

USAID Associate Director

Mr. Tom Naughten

Special Assistant to the USAID
Director

Mr. Robert Sensor

Labor Attache, U.S. Embassy

Mr. Emery Porter

Chief Statistical Advisor

Dr. Edward Sanders

Economist, Office of the
Deputy U.S. Ambassador

WORKING LUNCHEON
Tuesday, May 28, 1968
6 Phung Khac Khoan, Apt. 33

For the introduction of members of President Thieu's personal staff, at the suggestion of Messrs. Anh and Johnson. Principal topics:

- President Thieu's visit to the United States, departing June 17 or 18. (Mr. Nga, also of his personal staff, is now in the U.S. working on arrangements.)
- The President will take with him all of his personal staff who will attend the luncheon today.
- In the meantime, the President has suggested that these staff officers meet with USAID representatives as soon as possible in order to optimize on all available information on US/GVN activities. He also suggested that they arrange for a briefing from Mr. Grant soon after he arrives in Vietnam in early June.

PARTICIPANTS

| | |
|----------------------------------|---|
| Minister Tran Dai Trung | Guest of Honor, Chief Staff Officer to the President |
| Vice Minister Cao Van Than | Staff Officer to the President |
| Vice Minister Nguyen Xuan Nguyen | Staff Officer to the President |
| Vice Minister Le Thuan Anh | Staff Officer to the President |
| Vice Minister Hoang Duc Nha | Staff Officer to the President |
| Mr. John Robinson | Acting USAID Director |
| Mr. Gilbert H. Sheinbaum | Special Assistant to Ambassador Bunker |
| Mr. Thomas Conlon | Senior Political Officer, American Embassy |

Mr. William Davis

USAID Senior Program Officer

Mr. Jay Johnson

Advisor to the Office of the
President

Mr. Emery Porter

Chief Statistical Advisor

WORKING LUNCHEON
Thursday, June 6, 1968
6 Phung Khac Khoan, Apt. 33

Critique on plans for The President's visit to the United States. A review of the adequacy of data gathered for President Thieu, as suggested by Mr. Anh.

PARTICIPANTS

| | |
|----------------------------------|--------------------------------------|
| Minister Tran Dai Trung | Chief Staff Officer to the President |
| Vice Minister Nguyen Xuan Nguyen | Staff Officer to the President |
| Vice Minister Cao Van Than | Staff Officer to the President |
| Vice Minister Le Tuan Anh | Staff Officer to the President |
| Vice Minister Hoang Duc Nha | Staff Officer to the President |
| Dr. Harry Williams | American Embassy |
| Mr. James L. Roush | USAID Assistant Director |
| Dr. Ivan Asay | Chief Training Advisor |
| Mr. Jay Johnson | Senior Management Advisor |
| Mr. Joseph L. Harmon | Chief Tax Advisor |
| Mr. Thomas L. Rose | Chief Local Government Advisor |

WORKING LUNCHEON
June 11, 1968
6 Phung Khac Khoan, Apt. 33

Subject: New Ministers of Government.

Co-hosts: - Dr. Nguyen Van Bong, Alternate Chairman, the President's
Council for Reform

- Mr. Lawrence W. Crain, USAID Assistant Director for Public
Administration

PARTICIPANTS

| | |
|-----------------------|---|
| Mr. James Grant | Assistant Administrator, U. S. Agency for International Development, Guest of Honor |
| Mr. Huynh Van Dao | Minister at the Prime Minister's Office |
| Mr. Tran Chanh Thanh | Minister of Foreign Affairs |
| Mr. Le Van Thu | Minister of Justice |
| Mr. Au Ngoc Ho | Minister of Economy |
| Mr. Dam Si Hien | Minister of Labor |
| Dr. Samuel Berger | Deputy U. S. Ambassador |
| Mr. John Robinson | Acting Director, USAID/Vietnam |
| Mr. Robert R. Johnson | USAID Associate Director |
| Mr. Tom Naughten | Special Assistant to the USAID Director |
| Mr. John Monopoli | Chief Public Safety Advisor |
| Mr. Tom Conlon | Senior Political Officer U. S. Embassy |

WORKING LUNCHEON
Friday, July 12, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Provincial Administration.

For an exchange of views on current developments, as suggests by Messrs. Xuong and Johnson.

PARTICIPANTS

| | |
|-----------------------|---|
| Mr. Nguyen Dinh Xuong | Special Commissioner at the Presidency |
| Mr. Le Van Khoai | Director of Cabinet, Ministry of Interior |
| Mr. Nguyen Xuan Liem | Special Assistant to the Minister of Interior |
| Mr. Robert R. Johnson | USAID Associate Director for Local Development |
| Mr. Gilbert Sheinbaum | Special Assistant to Ambassador Bunker |
| Dr. James Brown | Special Assistant to Ambassador Berger |
| Mr. Thomas Conlon | Senior Political Officer U.S. Embassy |
| Dr. John Russell | Special Assistant to CORDS/NLD |
| Mr. Thomas Rose | Chief Advisor on Local Government |
| Mr. Leonard Cardwell | Advisor to the Minister of Interior |
| Mr. Emery Porter | Statistical Advisor |

WORKING LUNCHEON
October 2, 1968
6 Phung Khac Khoan, Apt. 33

Subject: The Colombo Plan. For an explanation of how public corporations are treated in the Plan, as requested by JUSPAO.

GUESTS

| | |
|---------------------|---|
| Mr. William Bennett | Senior USIS official assigned to Colombo, Guest of honor. |
| Prof. Le Thien Ngo | Director General of Public Corporations |
| Mrs. Ngo | Teacher and social worker |
| Dr. Winfield Niblo | USAID Deputy Associate Director |
| Mr. George Marotta | USAID Executive Officer |
| Dr. Ivan Asay | Chief Training Advisor |
| Mr. Emery Porter | Chief Statistical Officer |

WORKING LUNCHEON
Thursday, October 10, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Youth Activities. As requested by Dr. Rainey.

GUESTS

| | |
|------------------------|--|
| Dr. Richard Rainey | Senior Member, U.S. Institute for Defense Analysis, on loan to Deputy Ambassador Locke. |
| Venerable Thien Minh | Principal Buddhist Leader in Vietnam |
| Mr. Nguyen Thanh Yen | Catholic Youth Leader and Political Representative of the National Coalition Front. |
| Mr. Le Trung Nghia | Leading Businessman, former Member of Central Committee of the South Vietnam Resistance Group. |
| General Le Van Tat | Cao Dai Leader |
| Mr. Trinh Quoc Khanh | Leader of the Hoa Hao Sect, former Vice Presidential candidate with President Thieu. |
| Mr. Robert Johnson | USAID Associate Director |
| Col. (Dr.) D. Marshall | Political Scientist |
| Dr. Warren Newman | Social Scientist |
| Mr. Leo P. Holiday | Pacification Expert |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING LUNCHEON
Tuesday, October 15, 1968
6 Phung Khac Khoan, Apt. 33

Subject: U.S. Public Affairs.

For briefings by and to visiting USIS officials, as requested by JUSPAO, to be followed by a tour of points of interest, escorted by Dr. Bong.

PARTICIPANTS

| | |
|-----------------------|--|
| Dr. Nguyen Van Bong | Alternate Chairman of the President's Council for Government Reform and Rector of National Institute of Administration |
| Mr. Nguyen Dinh Xuong | The President's Commissioner for Administration |
| Mr. Lawrence J. Hall | JUSPAO Acting Director |
| Mr. Robert H. Lochner | Public Affairs Officer, Bern |
| Mr. Lyle Copmann | Public Affairs Officer, Santo Domingo |
| Mr. Victor Stier | Public Affairs Officer, Colombo |
| Mr. Morton F. Fosberg | Branch Public Affairs Officer, Guayaquil |
| Mr. Hans Tuch | Public Affairs Officer, Berlin |
| Mr. Robert Kays | Press Officer, Tokyo |
| Mr. Leonard Maynard | CORDS Coordinator of Civil Operations |
| Mr. Robert R. Johnson | USAID Associate Director |
| Dr. Winfred Niblo | Deputy Associate Director |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING TEA
Saturday, October 26, 1968, 3:30 p.m.
6 Phung Khac Khoan, Apt. 33

Subject: Ben Ferguson's special presentation on The Village Development Program.

Presidency

Nguyen Dinh Xuong, Commissioner for Administration

Office of the Prime Minister

Vu Trong Canh, Director of Central Government Affairs

The National Institute of Administration

Nguyen Van Bong, Rector
Nghiem Dang, Vice-Rector
(+ 5 Professors)

The Ministry of Interior

Nguyen Xuam Liem, Assistant Minister for Administration
Le Van Khoai, Director of Cabinet
Tran Huu Duc, Secretary General
Le Van De, Director of Research
Le Duy Duc, Chief, Training Service
Le Thanh Hang, Chief, Local Administration Service

U. S. Participants

Donald MacDonald
Robert Johnson
Wendy Niblo
MacDonald Salter
Emery Porter
Jack Russell

Harry Williams
Albert Baron
Ivan Asay
Robert Taft
George Laudato

WORKING LUNCHEON
Friday, November 22, 1968
6 Phung Khac Khoan, Apt. 33

Subject: The Prime Minister's "Brain-Trust."

To exchange views on areas of emphasis for this new group, as suggested by Mr. Xuong.

GUESTS

| | |
|-------------------------|--|
| Mr. Tran Van Tan | Cultural & Social Affairs |
| Dr. Nguyen Van Hao | Economics |
| Mr. Nguyen Anh Tuan | Financial |
| Mr. Tu Ngoc Dinh | Land Reform & Agriculture |
| Eng. Vo Van Nhung | Public Works, Communications & Transportation |
| Mr. Nguyen Din Xuong | The President's Commissioner for Administration |
| Mr. Donald G. MacDonald | Director/Minister, the United States AID Mission to Vietnam (USAID) |
| Mr. John R. Mossler | Deputy USAID Director |
| Mr. Gerald Huffman | USAID Associate Director |
| Mr. Winfield Niblo | USAID Deputy Associate Director |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING BUFFET
Monday, November 25, 1968
6 Phung Khac Khoan, Apt. 33

Subject: Village Development & Post-War Planning.

Formal presentations by Minister Thuc and Rector Bong, at their suggestion, to promote a closer working relationship in the development of plans for these two critical programs.

Post-War Planning Group:

| | |
|----------------------|--|
| Prof. Vu Quoc Thuc | Minister of State |
| Dr. Nguyen Nhu Cuong | Deputy Minister |
| Eng. Le Thien Ngo | Director General of Public Corporations |
| Prof. Mai Van Le | Group Member |
| Dr. Nguyen Cong An | " " |
| Dr. Phan Van Thuyet | " " |
| Eng. Vu Quoc Kha | " " |
| Mr. Tom Mead | Resident Manager of Development & Resource Corp. (D&R) |
| Dr. Fred Moore | Chief Economist (D&R) |
| Mr. Marvin Thomas | Local Gov. Specialist (D&R) |

Village Development Representatives:

| | |
|------------------------|---|
| Rector Nguyen Van Bong | The President's Alternate on the National Council for Government Reform |
| Mr. Nguyen Dinh Xuong | The President's Commissioner for Administration |
| Mr. Vu Trong Canh | Director of Central Management, The Prime Ministry |
| Mr. Nguyen Xuan Liem | Assistant Minister of Interior for Administration |
| Mr. Le Van Khoai | Interior Director of Cabinet |
| Mr. Tran Huu Duc | Interior Secretary General |
| Mr. Tranh Van Nga | Village Development Specialist |
| Mr. Ben Ferguson | Director, USAID Village Development Program |
| Mr. Robert Taft | Village Development Advisor |

Mr. George Laudato
Mr. Charles Crocker
Mr. John C. Dodsen
Mr. Glenn Peterson
Mr. MacDonald Salter

Village Development Advisor
" " "
" " "
" " "
Consultant on Village Development/
Land Reform (AID/W)

Others:

Mr. John R. Mossler
Mr. William C. Wild, Jr.
Mr. Lloyd Jonnes
Mr. Albert Baron
Dr. Winfield P. Niblo
Mr. Donald Goodwin
Mr. Emery Porter
Mr. Jay Johnson
Dr. Ivan Asay
Dr. Harry Williams
Mr. DuVal Stoakes

Deputy Director of USAID
USAID Associate Director (ADALE)
USAID Associate Director (ADPE)
CORDS Deputy for Civil Operations
USAID Dep. Associate Director (ADLD)
USAID Assistant Director (ADPA)
Chief Statistical Advisor
Chief Central Government Advisor (ADPA)
Chief Training Advisor (ADPA)
Embassy Economics Officer (DEP/EW)
Consultant on Public Administration (AID/W)

WORKING LUNCHEON
Thursday, December 19, 1969
6 Phung Khac Khoan, Apt. 33

Subject: Security.

To introduce the Governor of the Capital Military Zone, Major General Nguyen Van Minh, at his request, to members of the U.S. civilian community.

PARTICIPANTS

| | |
|---------------------------|--|
| General Minh | Governor of the Capital Military Zone |
| Colonel Do Kien Nhieu | Mayor of Saigon |
| Mr. Ho Xich Tu | Director of Air Vietnam |
| Mr. Martin F. Herz | Minister/Councilor for Political Affairs |
| Mr. John R. Mossler | Acting Director, The United States AID Mission to Vietnam (USAID) |
| Mr. Robert R. Parker | Special Assistant to the Director of USAID |
| Mr. Samuel C. Thornburg | Acting Associate Director of USAID |
| Mr. Leonard Maynard | Coordinator of Civil Operations, Office for U.S. Civil Operations & Revolutionary Development Support (CORDS) |
| Mr. Hatcher M. James, Jr. | Director of Saigon Civil Affairs Group (SCAG) |
| Mr. Shephard C. Lowman | Deputy Director of SCAG |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING LUNCHEON
Thursday, March 6, 1969
6 Phung Khac Khoan, Apt. 33

Subject: Mobilization.

For open discussion of current mobilization plans, as suggested by General Dam and Mr. Xuong.

PARTICIPANTS

| | |
|-------------------------|---|
| General Bui Dinh Dam | The Director of Mobilization |
| Mr. Nguyen Dinh Xuong | The President's Commissioner for Administration. |
| Mr. Donald G. MacDonald | Minister-Director |
| Mr. Lloyd Jonnes | Embassy Economic Consular and USAID Associal Director for Economic Affairs. |
| Mr. Albert E. Farwell | USAID Associate Director for Local Development |
| Mr. Tom Givens | Deputy Director of Management, AID/Washington. |
| Mr. Roger E. Burgess | USAID Assistant Director for Labor. |
| Mr. Emery Porter | Chief Statistical Advisor |
| Mr. Harry Dunlop | Embassy Political Officer |

*** COFFEE CONFERENCES**

6 Phung Khac Khoan, Apt. 33

Friday, March 7, 1969

Professor Vu Quoc Thuc

Minister of State

Mr. Donald G. MacDonald

Minister-Director

- to discuss National Planning, a JCRR, and other matters.

Friday, March 14, 1969

Mr. Nguyen Dinh Xuong

**The President's Commissioner for
Administration**

Mr. Donald G. MacDonald

- to discuss National Planning, Land Reform and other matters.

Monday, March 17, 1969

Mr. Nguyen Anh Tuan

New Deputy Minister of Finance

Mr. Donald G. MacDonald

- to discuss National Planning et al.

*** Private conversations, in an informal setting, designed to discuss specific questions of mutual interest to participants, as suggested by Mr. MacDonald.**

WORKING LUNCHEON
Saturday, April 12, 1969
6 Phung Khac Khoan, Apt. 33

Subject: Role of the Alumni Association.

For a general discussion of the subject and for the ceremony of the USAID Director donating an auction item and the buyer (Mr. De) presenting his check, as suggested by the Mr. Xuong.

PARTICIPANTS

| | |
|-------------------------|---|
| Mr. Donald G. MacDonald | Minister-Director |
| Mr. Nguyen Dinh Xuong | President of the Alumni Association of the National Institute of Administration (NIA), and Commissioner at the Presidency. |
| Mr. Tran Kim De | Multi-millionaire financier; principal GVN contact with the Chinese community; owner of the Choeng Minh Companies (export-import); director of several thread companies, one cooking spice company, and others. Forty-four years old. English poor. Will bring his assistant who speaks good English. |
| Mr. Trinh Dinh Quang | General Assistant to Mr. De |
| Dr. Nguyen Van Bong | Rector of NIA and Alternate Chairman Government Reform Council |
| Professor Nghiem Dang | Vice-Rector of NIA |
| Mr. To Va Que | Deputy Secretary General, Office of the Presidency |
| * Mr. Le Chau Loc | Vice-President of the NIA Alumni Association and Chief of Service of the Prime Ministry |
| Mr. Emery Porter | Chief Statistical Advisor |

* Mr. Loc will officially represent the Vietnamese press; a JUSPAO representative will also be present.

WORKING BUFFET
May 3, 1969, 7:30 p.m.
6 Phung Khac Khoan, Apt. 33

Subject: Village Development.

In response to a request by the Deputy Prime Minister.

General and Mrs. Tran Thiem Khiem
Deputy Prime Minister

Mr. and Mrs. Cao Van Than
Minister of Agriculture

Mr. and Mrs. Nguyen Van Vang
Minister of Revolutionary Development

Director General of ADB and Mrs. Hoa

Mr. and Mrs. Dam Sy Hien
Minister of Labor

Mr. and Mrs. Paul Nur
Minister of Ethnic Development

Director of Cabinet Nguyen Xuan Liem
and Mrs. Liem (Ministry of Interior)

Mr. and Mrs. Le Cong Chat
Assistant to Minister of Interior

Dr. and Mrs. Nguyen Van Bong
Rector of NIA

Dr. and Mrs. Le Minh Lien
Minister of Education

Dr. and Mrs. Tran Lu Y
Minister of Health, Social Welfare and Relief

Mr. and Mrs. Nguyen Anh Tuan
Deputy Minister of Finance

Mr. and Mrs. Nguyen Ngoc An
Minister of Information

Mr. and Mrs. Luong The Sieu
Minister of Public Works, Communications,
and Transportation

Mr. Donald G. MacDonald
Mr. Ben Ferguson
Mr. Sol Silver
Mr. Gerald H. Huffman
Mr. Robert Mossler
Mr. Winfield Niblo
Mr. George Jacobson

WORKING BREAKFAST
Friday, May 8, 1969
6 Phung Khac Khoan, Apt. 33

Subject: Montagnard Affairs

To exchange views on current plans for improvements in the Montagnard tribal area, as suggested by Messrs. Alap, Labrie, and Stanton.

PARTICIPANTS

| | |
|-------------------|--|
| Mr. Paul Nur | Minister for Ethnic Development |
| Mr. Ksor Rot | Senator from Montagnard region |
| Mr. Rcom Anhot | Congressman from Montagnard region |
| Mr. Nay Alap | Chief of Ethnic Land Reform |
| Mr. Norman Labrie | Embassy Political Officer for Montagnard Affairs |
| Mr. Leo Flynn | USAID Assistant Director for Administration (Policy) |
| Mr. Robert Judy | Land Reform Advisor to the Montagnards |
| Mr. Dean Stanton | Refugee Advisor |

WORKING LUNCHEON
Saturday, June 21, 1969
6 Phung Khac Khoan, Apt. 33

Subject: Land Reform & The Private Sector

To discuss opinions of the private sector on pending changes in the Land Reform Program as suggested by Messrs. Averill and Terry.

PARTICIPANTS

| | |
|------------------------|---|
| Mr. Le Trung Nghia | Financier, former Resistance leader. |
| General Le Van Tat | Chief military and political advisor to the Cao Dia religious sect. |
| Mr. Nguyen Thanh Yen | Chemist, Catholic Youth Leader. |
| Dr. Tran Kim Thuc | Noted specialist in abdominal disorders. |
| Dr. Pham Dinh Vy | Noted specialist in children's diseases. |
| Eng. Doan Quan Tuyen | Chemical engineer |
| Dr. Truong Ngoc Hon | General practitioner |
| Mr. George Publee | USAID Legal Advisor |
| Mr. Wilmot L. Averill | USAID Assistant Director for Land Reform |
| Mr. Charles W. Terry | USAID Deputy Assistant Director for Public Administration |
| Mr. John A. Riggs | Land Reform Advisor |
| Mr. Donald N. Milville | Land Reform Advisor |
| Mr. Morgan L. Breckon | Embassy Political Officer |

WORKING LUNCHEON
Monday, June 23, 1969
6 Phung Khac Khoan, Apt. 33

Subject: Improvement in Land Reform

For an exchange of views on pending changes in the Land Reform Program, as suggested by Dr. Bong and Mr. Averill.

PARTICIPANTS

| | |
|-----------------------|---|
| Dr. Nguyen Duy Xuan | The President's Assistant for Economic Affairs |
| Dr. Nguyen Ngoc Huy | Deputy Chief of the GVN Paris Peace Delegation, former Minister of Social Welfare, Professor of Political Science. |
| Dr. Nguyen Van Bong | Rector of the National Institute of Administration, and alternate Chairman of the President's Council for Government Reform |
| Dr. Nguyen Van Ngon | Controller of The National Bank |
| Dr. Nghiem Dang | Noted author, and Vice Rector of The National Institute of Administration |
| Dr. Douglas Dacey | Professor of Economics, and Senior Member of the Institute of Defense Analysis, on loan to the Deputy U. S. Ambassador. |
| Mr. Wilmot L. Averill | USAID Assistant Director for Land Reform |
| Mr. Leo A. Flynn | USAID Assistant Director for Administration (Policy) |
| Mr. Charles W. Terry | USAID Deputy Assistant Director for Public Administration |

WORKING LUNCHEON
Tuesday, July 1, 1969
6 Phung Khac Khoan, Apt. 33

Subject: Civil Service Reform

For a review of specific suggestions advanced by Mr. Lowe, as suggested by Mr. Goodwin.

PARTICIPANTS

| | |
|----------------------|--|
| Mr. Nguyen Dang Can | Deputy Secretary General at the Prime Ministry, and former Director of GVN Civil Service Reform Committee |
| Dr. Nguyen Manh Hung | Law professor, Ph. D. in International Affairs from University of Virginia, Member of the Post-War Planning Group, and former member of the GVN Civil Service Reform Committee |
| Mr. Nguyen Thanh Qui | New Director of Cabinet at the Agriculture Ministry, former Deputy Director General of Civil Service, former member of the GVN Civil Service Reform Committee |
| Mr. Whinfield Lowe | Personnel Specialist on TDY from AID/W |
| Mr. Donald Goodwin | USAID Assistant Director for Public Administration |
| Dr. Desmond Anderson | Advisor to National War College and to National Institute of Administration, Professor of Public Administration at University of Southern California |
| Mr. Emery Porter | Chief Statistical Advisor |

WORKING LUNCHEON
Tuesday, March 31, 1970
House No. 367, Karte Se

Subject: Customs improvement.

In response to a request by the President General of Customs.

PARTICIPANTS

| | |
|------------------------|---|
| Mr. Bartlett Harvey | USAID Director |
| Mr. Hakim Hamidi | President-General of Customs |
| Dr. Zabioullah Eltezam | President of Kabul Customs |
| Mr. Akhtar Khairzada | Customs Officer |
| Mr. Devi Dewan | Materials Management Specialist |
| Mr. Ivan Stuck | AID/W Public Administration Officer |
| Mr. Cecil Piatt | Senior U.S. Customs Advisor |
| Mr. James Carson | USAID Acting Assistant Director for Development Planning |
| Dr. Cornelius Zondag | USAID Private Enterprise Division Chief |

WORKING LUNCHEON
Tuesday, April 7, 1970
House No. 367, Karte Se

Subject: Population/Family Planning.

To brief the USAID Director on country progress in family planning, as suggested by the President of the Family Guidance Association.

PARTICIPANTS

| | |
|-----------------------------|---|
| Mrs. Nazifa Ghazi Nawaz | President Afghan Family Guidance Association (and member of The Royal Family) |
| Dr. Abdul Ghafar Aziz | Director General AFGA |
| Dr. Nizamodid-Shonabzada | Vice-President AFGA |
| Dr. Mir Ghulam Haider Maher | Director General Preventive Medicine, Ministry of Health |
| Dr. Amir Mohibzadah | Health Educator AFGA |
| Mrs. Homa Rafiq Alami | Administrative Director AFGA |
| Mr. Bartlett Harvey | USAID Director |
| Mr. Victor H. Skiles | USAID Deputy Director |

WORKING LUNCHEON
Tuesday, April 14, 1970
House No. 367, Karte Se

Subject: Project Evaluation.

In response to the Senator's request for a briefing on the USAID system of evaluation, preliminary to his participation in the annual USAID Project Analysis Review.

PARTICIPANTS

| | |
|--------------------------|--|
| Mr. Bartlett Harvey | USAID Director |
| Mr. Victor Skiles | USAID Deputy Director |
| Senator Abdul Hamid Aziz | Chairman of the Foreign Affairs Committee and Member of the Budget Affairs Committee, former Ambassador to the U.S. and Indonesia, and former Deputy Minister of Foreign Affairs |
| Dr. Abdul Ghafor Aziz | Director General of Family Guidance |
| Mr. Cecil Uyehara | USAID Assistant Director for Development Planning |
| Dr. Thomas Thorsen | Chief of Public Administration, USAID/Turkey |
| Mr. Ivan Stuck | Public Administration Officer, AID/W |

WORKING LUNCHEON
Thursday, April 30, 1970
House No. 367, Karte Se

Subject: Land Inventory.

To discuss substance of final draft law approved by the Supreme Economic Council, planned methods for country-wide conversion of the varying units of measurement to the legal jerib, role of surveyors in the self-declaration program, latest estimate of total areas to be surveyed within the four-year accelerated plan.

PARTICIPANTS

| | |
|----------------------|--|
| Colonel Neymatullah | President, Cadastral Survey Organization |
| Mr. Bartlett Harvey | USAID Director |
| Mr. Cecil Uyehara | USAID Assistant Director for Program Development |
| Mr. David Thomson | Embassy Counslor for Economic Affairs |
| Dr. Robert Foster | Financial Economist Robert Nathan Associates |
| Mr. Herbert Springer | USAID Deputy Chief Engineering Officer |
| Mr. James Root | Chief of Party, Land Inventory Project, Public Administration Service (PAS) |
| Mr. Larry Young | Chief of Party, Budget Project, PAS |
| Mr. Irving Olson | Senior Financial Advisor, PAS |

WORKING LUNCHEON
Tuesday, September 15, 1970
Karte Se 367

Subject: Provincial Improvement.

In response to an Interior request for an exchange of views on current Government plans.

PARTICIPANTS

| | |
|--------------------------------|---|
| Mr. Amir M. Hasieb | President, Dept of Planning & Research, former member of Parliament, former senior official in the Ministry of Education, in the Helmand Valley, and in the Monopolies. M. A. from Columbia. |
| Mr. Ghulam Hussain Safi | Member, Interior Advisory Board, former Governor of Zabul, former Director General of Commerce, M. A. from San Francisco State. |
| Mr. Faiz M. Angar | Member, Interior Advisory Board, celebrated Afghan writer, former Director of Monopolies, former Director of Culture & Information. |
| Mr. Khalil Afzal | Member, Interior Advisory Board |
| Mr. Bartlett Harvey | USAID Director |
| Mr. Victor H. Skiles | USAID Deputy Director |
| Mr. Cecil H. Uyehara | USAID Assistant Director for Development Planning |
| Mr. Thomas Lerch | USAID Training Officer |
| Mr. Glen Bowersox | Representative, The Asia Foundation |

WORKING LUNCHEON

Wednesday, May 6, 1970
Intercontinental Hotel

Subject: Government Plans for Improved Statistics.

A general discussion of the Schiro Report on long-range plans for improvement in statistics.

PARTICIPANTS

| | |
|----------------------------|---|
| Mr. Larry Marzetti | Guest of Honor, Chief, U.S. Bureau of Census Overseas Operations. |
| Mr. Bruno Schiro | Chief, Statistical Advisor, Pakistan. |
| Mr. Bartlett Harvey | USAID Director |
| Mr. Glen Bowersox | The Asia Foundation Representative |
| Dr. Zabioullah Eltezam | President, Kabul Customs and Member Supreme Economic Council. |
| Mr. Mohammed Khan Jallalar | President, Dept. of Finance and Secretary General SEC. |
| Mr. Habibullah Habib | President, Dept. of Economics and Technical Assistance. |
| Mr. Karim Amin | President, Dept of Plan Implementation. |
| Mr. Mohammed Yusuf Farand | President, Statistics Department. |
| Mr. Malik Zada | Director General of Census |
| Mr. Sidiq Amir | Director General of National Accounts |
| Dr. Satnam Singh | Chief WHO Advisor on Basic Health Services |
| Mr. Cecil Uyehara | USAID Assistant Director for Program Development |

| | |
|----------------------|--|
| Mr. Al Ruiz | Chief USAID Engineering Officer |
| Dr. Joe Motheral | Chief USAID Agriculture Officer |
| Dr. Cornelius Zondag | Chief USAID Private Enterprise Officer |
| Dr. Thomas Gibson | Program Economist |
| Mr. Cecil Piatt | Chief Customs Advisor |
| Mr. Larry Young | Chief of Party, Public Administration Service. |
| Mr. Marvin Brant | Chief of Party, Robert Nathan Associates. |
| Dr. Glen Parker | Industrial Economist, RNA |
| Dr. Robert Foster | Financial Economist, RNA |
| Dr. Richard Sanders | Agricultural Economist, RNA |

TABLE SEATING

Harvey

Marzetti

Khan

Uyehara

Schiro

Farand

Bowersox

Amir

Sanders

Young

Parker

Piatt

Eltezem

Foster

Habib

Motheral

Zada

Zondag

Singh

Gibson

Karim

Ruiz

Brant

Crain

WORKING LUNCHEON
Saturday, July 25, 1970
Karte Se 367

Subject: The Development Planning Process.

In response to the Deputy Minister Designee's request for an exchange of views preliminary to his assumption of his new duties.

PARTICIPANTS

| | |
|-----------------------------|--|
| H. E. Mohammed Aref Ghaussi | Deputy Minister Designee, Ministry of Planning |
| Dr. Abdul Ghani Ghaussi | President of Banke Millie and Member, Supreme Economic Council |
| Mr. Ghulam Hussain Juwani | Director General of Foreign Trade, The Afghanistan Central Bank |
| Dr. Ehsanullah Mayar | Member, Board of Experts, Ministry of Mines & Industries, former President, Kabul Woolen Industries. |
| Mr. Bartlett Harvey | USAID Director |
| Mr. Cecil Uyehara | USAID Assistant Director for Development Planning |
| Mr. Marvin Brant | Chief U. S. Advisor to the Ministry of Planning, Robert Nathan Associates |
| Dr. Edward Martin | Chief, USAID Education Division |
| Mr. Dante D'Antonio | USAID Budget & Accounts Officer |

TABLE SEATING

Mr. Bartlett Harvey

H. E. Dr. Mohammad Ghausi

Dr. Abdul Ghausi

Mr. Cecil Uyehara

Mr. Marvin Brant

Dr. Ehssanullah Mayar

Mr. Ghulam Juwaini

Mr. Dante D'Antonio

Dr. Edward Martin

Mr. Lawrence Crain

WORKING LUNCHEON
Tuesday, October 27, 1970
House No. 31, Karte Se

Subject: National Planning & The Role of The Interior Ministry.

In response to an Interior request for the development of closer liaison in the formation of National plans to improve overall statistics.

PARTICIPANTS

| | |
|----------------------------|---|
| *Dr. Abdul Ghaussi | President of Banke Millie, Member of Supreme Economic Council, Eisenhower Fellow. |
| Mr. Abdul Farooq | President of Statistics, Ministry of Planning, M. A. from Vanderbilt. |
| Mr. Amir Hasieb | President of Planning and Research, Ministry of Interior, M. A. from Columbia. |
| Governor Ghulam Safi | Member, Interior Advisory Board, M. A. San Francisco State. |
| Mr. Noor Alam | Public Administration Specialist, Ministry of Interior, B. A. from AUB. |
| Mr. Kudratullah Safi | Demographer, Ministry of Interior, Studied with U. S. Bureau of Census. |
| Mr. Bartlett Harvey | USAID Director |
| Mr. Victor Skiles | USAID Deputy Director |
| Mr. Bruno Schiro | Statistical Consultant, U. S. Bureau of Census. |
| Mr. Robert Foster | Financial Economist, Robert Nathan Associates. |
| Dr. Walter Majewski, M. D. | Chief, USAID Population/Family Planning Division. |

* Replacing his brother, the Deputy Minister of Planning, who was called to the Provinces late yesterday.

DISCUSSION GROUP
Monday, January 18, 1971
Intercontinental Hotel

Subject: Population/Family Planning

For an exchange of views on developments and on prospects in the subject field, with particular emphasis on the forthcoming Demographic/KAP study, as suggested by the Minister of Public Health.

The Deputy Prime Minister will serve as the keynote speaker, with additional comments by the Minister of Public Health, by the President of National Statistics, and by the Director General of the Family Guidance Association.

PARTICIPANTS

| | |
|--------------------------------|---|
| Dr. Walter J. Majewski | Guest of Honor, departing Chief of the USAID Population/Family Planning Division |
| H. E. Dr. Abdul Kayeum | Second Deputy Prime Minister and Minister of Education |
| H. E. Dr. Mohammed Majid-Seraj | Minister of Public Health |
| H. E. Dr. Abdullah Omar | Deputy Minister of Public Health |
| Mr. L. Bruce Laingen | Deputy Chief of the U.S. Mission |
| Mr. Victor Skiles | Acting USAID Director |
| Mr. David Cohn | U.S. Counselor for Economic Affairs |
| Mrs. Nazifa Ghazi Nawaz | President of the Afghan Family Guidance Association (AFGA) and Member of The Royal Family |
| Dr. Abdul Ghafar Aziz | Director General of AFGA |

| | |
|----------------------------|--|
| Mr. Said Mohammed Mawand | Senior Advisor to the Minister of Planning |
| Mr. Abdul Aziz Ferogh | President of National Statistics |
| Mr. Amir Hasieb | President of Planning & Research |
| Dr. M.G.H. Maher | President of Preventative Medicine |
| Dr. Nezamuddin Shohabzadah | President of the Razantoon Society |
| Dr. Shah Mohammed Temuri | Director of Family Guidance Clinics |
| Dr. Rafiq Amin | Chief of Obstetrics-Gynecology, Zaishgah Maternity Hospital |
| Dr. Rosonal Taheri | Ob-Gyn Surgeon and Director, Badakshan Province Hospital |
| Dr. Raktar Mostamandy | Professor, Kabul University Medical School |
| Dr. Mohammed Afzal Anwar | Professor, Kabul University Medical School |
| Dr. (Mrs.) Sediqa Pirzad | AFGA Gynecologist-Obstetrician |
| Mr. Glen Bowersox | Asia Foundation Representative |
| Mr. Joseph Steel | CARE-Medico Representative |
| Dr. John Baker | Chief of U.S. Dispensary |
| Mr. Marvin Brant | Chief of Party, Robert Nathan Associates (RNA) |
| Dr. Robert Foster | Financial Economist, RNA |
| Mr. Norman Ashton | USAID Assistant Director for Management |

| | |
|-----------------------------|---|
| Mr. Cecil Uyehara | USAID Assistant Director for Development Planning |
| Mr. Arthur Reich | USAID Deputy Assistant Director for Development Planning |
| Mr. Marvin Cernik | USAID Deputy Chief, Population/ Family Planning Division |
| Mr. William Thomas | USAID Deputy Controller |
| Mr. P. M. Diaz | USAID Supply Officer |
| Mrs. Mary Clissold | Executive Secretary |
| Miss Elinor Elser | Executive Secretary |
| Mrs. Marjorie Eckles | Executive Secretary |
| Mrs. Mabel Bryant | Executive Secretary |

WORKING LUNCHEON
Thursday, January 21, 1971
31 Karte Se

Subject: Plans for the establishment of a Municipality

A formal meeting on the establishment of Lashkar Gah as an independent and model municipality will be held in President Hasieb's office prior to the working luncheon, as requested by Messrs. Assifi and Baron. The luncheon is designed to develop particulars for implementation of any conclusions reached by the formal gathering.

PARTICIPANTS

| | |
|--------------------------|---|
| Mr. Abdul Tawab Assifi | Vice-President, The Helmand-Arghandab Valley Authority |
| Mr. Amir Hasieb | President of Planning & Research, Ministry of Interior |
| Governor Ghulam Safi | Member, Interior Advisory Board |
| Mr. Noor Alam | Member, Interior Advisory Board |
| Mr. Albert Baron | USAID Assistant Director for HAVR |
| Mr. Arthur Reich | USAID Deputy Assistant Director for Development Planning |
| Mr. Irving Olson | Chief of Party, Land Inventory Project, Public Administration Service |
| Mr. Arnold Shifferdecker | U.S. Embassy Political Officer |

WORKING LUNCHEON
Thursday, February 11, 1971
31 Karte Se

Subject: Technical Assistance in Economic Planning

Dr. Gilbert is currently serving as a short-term consultant on the subject. This particular gathering is one in a series designed to better fortify him as to Government requirements and receptivity.

PARTICIPANTS

| | |
|-----------------------------|---|
| Dr. Richard Gilbert | Noted Harvard economist, author, and general consultant on international programs, guest of honor. |
| Mrs. Gilbert | |
| H. E. Mr. Azimssaber Kazemi | Special Assistant to the Prime Minister and Member, Supreme Economic Council, M. A. from Denver University. |
| Dr. Mohammad Kazemi | Special Assistant to the Minister of Finance, Ph.D. from Denver University. |
| Mrs. M. Kazemi | |
| Dr. Abdul Kazemi | Chemist, Engineer, Vice President of the Gulbahar Textile Mills, Ph.D.'s from Cornell and West Germany. |
| Mr. Bartlett Harvey | USAID Director |
| Dr. Joe Motheral | USAID Chief Agriculture Officer |
| Mrs. Motheral | |

WORKING LUNCHEON
Wednesday, March 3, 1971
31 Karte Se

Subject: Financial Improvement

To discuss recent and proposed areas of technical assistance.

PARTICIPANTS

| | |
|--------------------------------|--|
| Mr. R. M. Morris | Vice President, Public Administration Service, Guest of Honor |
| H. E. Dr. Mohammad Aman | Minister of Finance |
| Mr. Faiz Ahmadjai | Special Assistant to the Minister |
| Mr. Bjorn Olsen | UN Resident Representative |
| Mr. H. S. Rana | Deputy UN Representative |
| Mr. Carl Zenick | IBRD Resident Representative |
| Mr. Richard R. Selby | IMF Resident Representative |
| Mr. David H. Cohn | U.S. Counselor for Economic Affairs |
| Mr. Victor H. Skiles | Acting USAID Director |
| Mr. Cecil H. Uyehara | Assistant USAID Director for Development Planning |
| Mr. Larry Young | Chief of Party, Public Administration Service |

WORKING LUNCHEON
Saturday March 27, 1971
31 Karte Se

Subject: Reorganization of the Ministry of Agriculture & Irrigation

To discuss current plans for the establishment of a Food & Agriculture Ministry and a Ministry of Water & Power, at the suggestion of Minister Ayeen.

PARTICIPANTS

H. E. Dr. Ghulam Ali Ayeen

**Minister of State
The Prime Ministry**

H. E. Abdul Hakim

Minister of Agriculture & Irrigation

Dr. Joe R. Motheral

Chief U. S. AID Agriculture Advisor

Mr. Calvin Martin

Deputy Chief U. S. AID Agriculture Advisor

Mr. Aldelmo Ruiz

Chief U. S. AID Engineering Advisor

WORKING DINNER
Wednesday April 1, 1971
31 Karte Se

Subject: Legal implications of Agriculture reform

To discuss the legal aspects of tentative proposals by the
Asian Development Bank

PARTICIPANTS

Mr. Abdul K. Rafique
and Mrs. Rafique.

Solicitor General

Mr. Abdul Q. Rafique
and Mrs. Rafique

Kabul Judge

Dr. Rufus Hughes
and Mrs. Hughes

Chief of Party, Asian
Development Bank Team on
Improvements in the Agriculture
Sector

DINNER/PANEL DISCUSSION
Monday, May 24, 1971
Intercontinental Hotel

SUBJECT: Practical means to administrative improvement

Co-hosted by H. E. Ghulam Ali Ayeen, Minister of State and Mr. Lawrence Crain, Chief U.S. Public Administration Advisor.

PARTICIPANTS

***Dr. Edward McCrensky** **UN Inter-Regional Advisor on Public Administration; Guest of Honor**

The Prime Ministry

***Minister Ayeen**
H. E. Azimssabar Kazemi **Special Assistant to the Prime Minister**
Mr. M. A. Arghandewal **President of Civil Service**
Mr. S. H. Pirzay **Director of Administrative Management**

University of Kabul

***Dr. Mohd. Ayubi** **Dean of Economics**

Ministry of Interior

Governor Ghulam Safi **Board of Advisors**
***Mr. Amir Hasieb** **President of Planning & Research**

Ministry of Planning

Mr. Abdul Farogh **President of National Statistics**
Mr. Marvin Brant **Chief of Economic Advisory Group**
Mr. Donald Heiser **Senior Data Processing Advisor**

Banke Millie

Mr. Hakim Aziz **President of Accounting & Internal Audit**

*** Panel Members**

Ministry of Agriculture & Irrigation

| | |
|-------------------|------------------------|
| Mr. Abdul Mazid | President of Planning |
| Mr. Abdul Ghafoor | President of Extension |
| Dr. Joe Motheral | Chief U.S. Advisor |

Ministry of Finance

| | |
|-------------------|--------------------------------|
| Mr. Faiz Ahmadzai | Assistant to the Minister |
| Mr. Wardok | Deputy President of Accounting |
| Mr. Larry Young | Chief Advisor |
| Mr. Cecil Piatt | Senior Customs Advisor |
| Mr. Devi Dewan | Materials Management Advisor |

Ministry of Commerce

| | |
|----------------------|-------------------------------------|
| Dr. Ali Newaz | President of Trade |
| Dr. Cornelius Zondag | Chief Advisor on Private Enterprise |

Ministry of Mines & Industry

| | |
|----------------------|-------------------------------|
| Eng. Sayyed Mirzad | President of Survey & Geology |
| Mr. Bjorlund Haglund | Chief Advisor on Minerals |

Ministry of Justice

| | |
|---------------------|-------------------|
| Mr. Abdul Rafiqi | Solicitor General |
| Mr. Gerald Williams | Legal Advisor |

Other

| | |
|---------------------------|--|
| Mr. Cecil Uyehara | USAID Assistant Director for Programming |
| Mr. Arnold Schifferdecker | U.S. Embassy |
| Mr. Robin Poulton | UN Professional Officer |
| Mr. Olois Brandmayr | UN Administrative Officer |