HIGHLIGHTS OF THE [redacted] AID PROGRAM IN IRAN

Front cover; Richard Jones, Livestock Advisor, from Fresno, California and his Iranian collegues inspect a flock of sheep in the Province of Azerbaijan in Northwestern Iran. Two of the Iranians are former student participants.

INTRODUCTION

In the 13 years since 1951, when the United States first offered technical assistance to Iran, Americans and Iranians have worked together steadily to promote the economic and social growth of the country. During this period, specialists from both countries jointly planned and carried out development projects in agriculture, education, health and industry, to name only a few.

Out of the projects undertaken, there have been some notable successes. As might be expected failures also were encountered. It is yet too soon to measure either the success or failure of many projects, the attainment of whose objectives still lies ahead.

Today the USAID Mission to Iran is smaller than it was during the height of the technical assistance operation. In the past few years we have witnessed a gradual reduction of the Mission's staff, accompanied by a rechanneling of the program and the termination of some project activities. These are developments that naturally follow when obstacles have been overcome, goals reached and the signs of progress become apparent.

Looking ahead it is possible to see new opportunities for achievement. Many of the activities previously undertaken by Iranian and American technicians show promise of maturing in the years immediately ahead. The progressive philosophy of Iran's leadership assures a healthy climate for the pursuit of basic reforms vital to the welfare and security of all the people. The members of this Mission look forward to an opportunity to share in the accomplishment of these reforms.

In an effort to present some measure of the progress achieved over the past 13 years, the following series of "before and after" accounts have been compiled. For reference purposes "before" means that period immediately preceding the inauguration of technical assistance activities in Iran, or the years 1949-52. "After" refers to current conditions.

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AGRICULTURE

To date significant progress has been made in Iran in the broad field of agriculture. At the top level within the Ministry of Agriculture strong and effective leadership has been developed. Under this leadership a number of innovations have been brought about within both the government and private sectors. All agricultural projects have been integrated on a national level, and standard budget procedures are being followed. This has permitted Iran to develop numerous new projects as well as to carry out traditional activities in a more effective manner.

The Agricultural Extension Service is now functioning in all of the provinces of this country. Currently this organization is playing a role in land reform. Also assisting the reform movement is the Agricultural Credit program, with a program designed to help the small farmer.

Basic research projects have been implemented to improve the size and quality of agricultural production. Much of this work is being carried out in the National Agricultural College which has recently expanded its staff and curriculum. The benefits of the research program have been passed on to the farmers in the form of improved seed stocks disseminated throughout the country.

Pest control activities have been expanded. The most dramatic example of this work is the government's recent de-

struction of locust invasions in Southwestern Iran. But this is only one of many pest control programs currently underway.

Some 268 participants have been sent to the United States to study improved agricultural techniques. These men and women constitute a new career type of Iranian agricultural experts.

Iran's water resources are being explored by teams of hydrologists. Large tracts of wasteland have been reclaimed, and each year thousands of new acres are being brought under cultivation.

Just as barren lands are being reclaimed, so are Iran's forests being preserved. A forestry service has been organized and facilities have been developed to train several classes of rangers each year. Control measures are being taken to prevent the indiscriminate cutting and destruction of Iran's forest resources.

Throughout the country there is a growing awareness of the strong and effective leadership that exists in the Ministry of Agriculture. The success of that leadership may be found in the increased quantity and quality of agricultural production, the distribution of land to the small village farmer and the present evolution of agricultural activities into one of Iran's growing industries.

agriculture extension

PAST

For centuries crops were sown by hand, harvested by hand in ground tilled by hand.

Extension type activities were thinly scattered among the separate divisions of the Ministry of Agriculture. Each department conducted its own field program, none successfully, and there was only a small handful of extension agents and none of these had been properly trained. There were no 4-H type activities, no home economics program, and very few demonstrations were given. The extension program received little support --it lacked chemicals, fertilizers, insecticides and modern farm equipment for demonstrating improved agricultural techniques.

PRESENT

Today's extension service has over 1200 employees working throughout Iran. All of these men and women have received training in their areas of specialization, and some have completed university courses in the United States. There are now over 500 4-H type clubs in the rural areas with over 10,000 members. These young boys and girls have participated in over 100,000 agricultural demonstrations. There are almost 300 women working in the villages as home agents who have given over 300,000 home demonstrations throughout Iran. The agricultural extension program has helped hundreds of thousands of Iranian farmers. It is largely through this organization that the land reform program is being carried out.

Many of the rural youth of Iran belong to an organization similar to our own 4-H club.

forest management

PAST

Indiscriminate timber cutting for the manufacture of charcoal destroyed the cover on whole mountainsides. In addition to the timber waste erosion quickly followed to destroy the top soil.

There was no protection against grazing, illegal timber cutting and charcoal manufacturing. Large flocks of goats and sheep stripped the forests of seedlings and destroyed natural cover foliage, thus exposing the ground to wind and water erosion. Trees were felled haphazardly without regard for their size or age. Both large and small trees were widely cut for the manufacture of charcoal. In some areas large stretches of land and the sides of entire mountains were stripped bare by charcoal burners.

PRESENT

A government forest organization has been reorganized along the lines of the U. S. Forest Service. Over 2500 people are now directly concerned with forest administration, management and protection. The Gorgon Ranger School, established in 1959, graduates 25 - 40 rangers each year. In 1963 all forest lands were nationalized and brought under the direct control of this organization. Military forces are being recruited and trained by the forest organization to guard against the illegal cutting of timber.

Government tree nurseries have been established. The annual production of seedlings alone is 800,000. Between 1,500,000 and 2,000,000 seedling trees and 3,000,000 poplar cuttings have been distributed throughout Iran. Plans are to plant 2471 acres of hardwood seedlings annually.

Up-to-date timber selection and cutting assures that Iran's forest preserves will be a continuing national resource.

pest control

PAST

Crop destruction by Senn Pest, wheat smut and the annual invasion of the desert locusts often caused famine throughout entire provinces.

Major insect pests, such as desert locusts, senn pest, Moroccan locusts and black olive scale were uncontrolled. Entire crop areas were completely devastated each year. Senn pest alone often caused 100 percent loss of the wheat crop in many areas, causing mass migrations from one part of the country to another.

No effective Government organization existed to assist farmers to combat insect pests. There was no research group to study pest or disease problems, nor did the Ministry of Agriculture have any experiment stations to undertake preventive measures.

There were neither any aircraft equipped for spraying or dusting, nor pilots trained in low level flight operations. Although many of the plant pests came from neighboring countries, there was no quarantine organization to prevent the importation of infected plants.

PRESENT

A national pest control department with branch offices in every province is now in operation. In addition, the Institute of Research of Plant Pests and Disease, located in Tehran, is now capable of solving most of Iran's plant protection problems. With nine experiment stations throughout the country, this organization is providing a valuable service to the large rural population.

A plant quarantine organization has been established with five border stations at important import centers. The plant protection aerial unit now has 17 trained spray pilots, 37 student pilots and numerous maintenance personnel. Nineteen American spray aircraft are presently in service.

In 1962, 6,175,000 acres were treated for desert locust control. As a result total loss of crops due to that insect was held to less than five percent. Spray application to 500,000 olive trees has reduced losses due to black olive scale to less than three percent over the past year. To support these control campaigns, Iran annually imports over 2500 tons and 1040 gallons of pesticides each year.

Quick reporting of pest outbreaks and organized attacks employing insecticides and machines is reducing major pest damage.

plant improvement

PAST

There was no satisfactory program for plant improvement through breeding and selection. Nor was there any systematic plan to provide stocks or supplies of good quality planting seeds. Both of these deficiencies were in part due to the absence of any organization established to increase and protect stocks of good seeds which the plant breeders may have developed.

The use of native seed produced low yields of inferior wheat.

PRESENT

There are now 50 agricultural experiment stations located throughout Iran. These stations are annually propagating over 500,000 fruit trees of improved varieties. Over 600 varieties of fruits and nuts are currently under test for quality and quantity of production. Over 30,000 pounds of vegetable seeds are produced annually by the Seed and Plant Improvement Institute for distribution to Iranian growers. Over the past ten years, 80 tons of selected vegetable seeds and 1,850, 000 budded stocks of selected varieties of citrus and deciduous fruits were distributed.

Through the importation of improved seed and the development of hybrid strains within the country, Iran has sustantially boosted the production of wheat.

poultry production

PAST

The native poultry stock was nondescript and almost lacking in any breed characteristics. There were few distinct types of poultry, and none of these were good egg producers. Production was extremely low. No program existed to improve the flocks, and no measures were taken to prevent haphazard intermixture. Almost all chicken production was carried on by small individual village farmers, and little attempt made to stock large production farms.

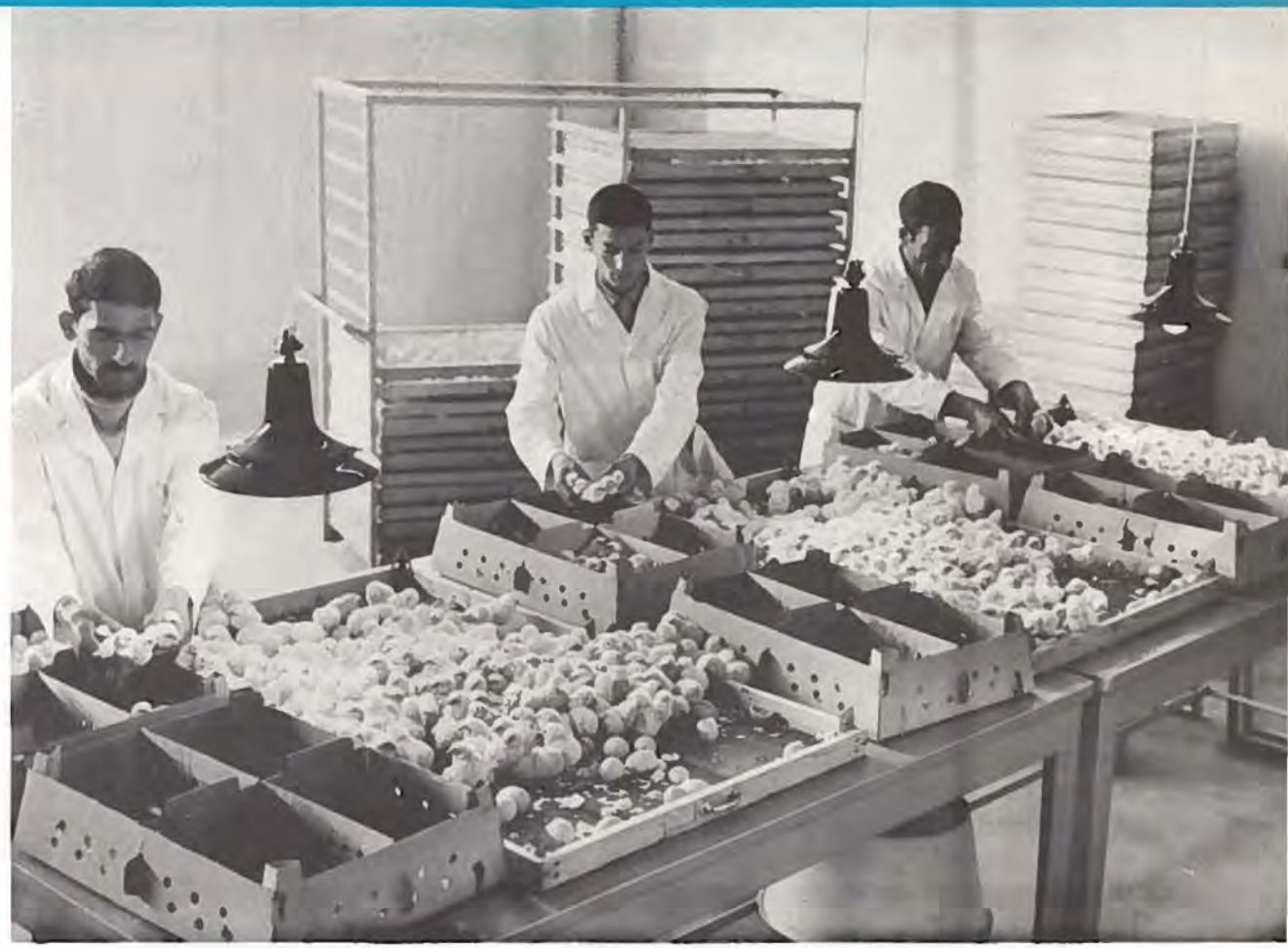
For years the native Iranian chicken was undersized, subject to disease and a poor producer of eggs.

PRESENT

The introduction of improved poultry in Iran has led to a thriving national industry. In the Tehran area alone there are numerous farms producing twenty to forty thousand broilers every three months. Many commercial laying flocks maintain from 5 to 20 thousand hens. Current hatching facilities in the Tehran area produce 12 million eggs annually.

It is estimated that 10,000 broilers and more than 250,000 eggs from modern poultry farms are sold daily in the Tehran area. The large brown eggs now available on the market throughout Iran are known as "American eggs" to distinguish them from the small village eggs from local hens.

Three Iranian factories are turning out incubators, feeders, waterers and other equipment. The commercial feed business and the manufacturing of poultry vaccination and fortifier likewise are being developed in Iran. Paper cartons for eggs, baby chicks and dressed poultry are locally manufactured.



Poultry production is one of Iran's important agricultural industries and each year several million breeder chicks and eggs are sold to new farmers.

soil fertilization

PAST

A refusal to rotate crops, a shortage of rainfall, primitive agricultural methods and an ignorance of the value of fertilization were obstacles that traditionally confronted the farmer in Iran.

Under old agricultural projects almost nothing was done to maintain or add to the production capacity of the soil. Much of the animal fertilizer was used for fuel. Above ground plant residues, such as straw and bean and pea vines, were removed from fields for feed or fuel. The growing of cover crops specifically for soil improvement was uncommon.

PRESENT

Iran is now using some 40,000 metric tons of chemical fertilizer each year. It is estimated that the annual consumption will be at least double in the next decade. A fertilizer plant has been constructed to produce nitrogenous fertilizers from natural gas. Fertilizer experiments with sugar beets already have produced an increase in income of about $80.00 per acre, or about $6.00 increase for each $1.00 invested in fertilizer.

The modern Iranian farmer, through the use of both animal and chemical fertilizers, has sharply increased the output of his land.

water resources

PAST

Uncontrolled erosion both destroyed land and wasted water in the deserts created by earlier erosion.

Although water is one of the major factors in the development of Iran, only a few years ago there were but a handful of water resource specialists in Iran. There were no storage reservoirs of significant size for storing irrigation or municipal water. Irrigation projects were being implemented without benefit of land classification or drainage studies, with frequent bad results. There were practically no engine driven irrigation pumping plants. There was no agricultural engineering activity to help farmers and villagers improve the use of their water resources. The former staff of the irrigation department was composed of generalists capable only of undertaking municipal types of irrigation projects requiring relatively simple engineering.

PRESENT

The irrigation department now has a staff of approximately 900 specialists capable of implementing all types of water development projects. This group has rehabilitated large areas of land in almost every part of Iran. In addition, five storage reservoirs and eight large diversion dams have been completed. Over 250 hydrographic stations are maintained by a staff of 200 engineers and technicians. A staff of 90 groundwater geologists and 35 technicians are actively seeking new ways to exploit Iran's ground water resources. Approximately 1000 shallow well pumps and 100 deep well pumps are being installed annually to increase land and irrigation by 25,000 acres per year.

Modern dams control water run-off and provide for distribution as needed.

COMMUNITY DEVELOPMENT

At the turn of the century, Iran in all the basic features of her culture--social, economic, and political--still bore the deeply ingrained and classical features of a traditional society. With approximately 17,000,000 inhabitants, a birth rate estimated at less than 2 percent per year, and a per capita income estimated at less than $100 per year, the population was about 85 percent rural and grossly handicapped by a maze of highly interrelated problems. The vast majority of the population lived in an environment of illiteracy with an inadequate and, in many cases, nonexistent system of schools, an underdeveloped system of roads and other means of communication, poor sanitation and health, low level production methods and practices of farming and forestry, inadequate and unsafe drinking water, inadequate water for irrigation and general economic insecurity. These more obvious problems were complicated by an interwoven complex of organizational and institutional features of the society that required significant alteration if economic and social development were to be achieved.

These were the conditions that confronted community development advisors when they initiated their program in 1952-53. The initial community development project consisted of supporting the Near East Foundation in a development program utilizing multi-purpose village workers. The next phase of this project was encouraging the selection of village

councils for the purpose of undertaking various improvements financed by funds collected from landlords. By 1955 more than 5000 village construction projects had been completed on a self-help and aided self-help basis, including roads, schools, bridges, clinics, bathhouses, drinking water supplies and irrigation systems. Approximately 30,000 village councils were established.

A new Community Development Law was passed in 1956. At that time another agreement was implemented, and project emphasis was placed on the selection of village societies, collection of landlord taxes and the construction of village buildings.

By the end of 1960, 620 village level workers had received formal community development training and had joined the 220 village level workers in the villages who had been trained prior to 1958. Community development blocks were increased from eight to twenty-two, and by 1962 they totaled forty-six. Today some fifty-two community development blocks have been established throughout all of Iran's 13 provinces. They are supported by an institutional structure from the national to the local level.

institutional development

PAST

The landlord's instructions to residents of his village had the force of law and were given primarily for his own benefit.

Iran's villages in all of their basic features -- social, economic and political -- bore the features of a feudal society. There was general economic insecurity, complicated by the low level utilization of both human and natural resources. Villages were landlord owned. The owners' control over rural economics led to the perpetuation and continuance of his political and social control of the villager. For this reason, most of Iran's rural population was unable to develop or apply the basic principals of self-government found in a democratic society.

PRESENT

Over 2000 Village Workers are now active in rural Iran. With their help, over 3,300,000 villagers have participated in Community Development Field Training Courses. The success of this program is partly due to the formation of a national community development department. With the support of this organization there are currently more than 20,000 village development councils in operation. Villages are rapidly entering into basic decision-making processes affecting their economic, social and political welfare.

Monitors observe balloting for election to a village council. Since 1963 women also have been permitted to ballot for and serve on such councils.

self help

PAST

Un-bridged rivers and streams often flooded in spring and prevented transportation of village crops to market.

The traditional landlord-sharecropper relationship in rural Iran deprived the villager of the initiative to improve his own lot. Because it was to the landlord's advantage to block progress in the villages, he rarely did anything to assist the Iranian peasant to enter into an integrated society.

In most villages sanitary conditions were at the most primitive level. Roads and communications to other areas were of the worst sort, and little effort was made to provide health and educational facilities. Local government as it is known in the west did not exist.

PRESENT

In the six years from 1956 through 1962, more than 100,000 self-help projects have been completed. These include the building of roads, bridges, schools, public bath houses, toilet facilities, health clinics and water supplies. With the support of Community Development village leaders, for the first time villagers have built co-operative market centers, cottage industry, and central power supplies.

As a result of these activities many villagers are able for the first time to use public roads to market their farm products. Others are sending their children to school for the first time. Communicable disease has been lessened with the construction of sanitary bath houses and adequate water storage facilities, and perhaps of greatest importance, the villagers of Iran are learning that the process of self-government is a right and not a privilege.

This bridge constructed by village and tribal labor now permits the easy transfer of crops to market.

EDUCATION

In 1952 education was for the few, and its primary purpose was to prepare a select group of wealthy Iranians for higher education in Iran or abroad. Functional education in the elementary and secondary schools was unheard of. Teachers, supervisors and administrators were poorly prepared and grossly underpaid. Their prestige was low. Teaching materials were meager and poor.

School buildings were poorly constructed and maintenance was ignored. Teaching was by rote. Administration was chaotic, with the central Ministry of Education in complete control.

After a careful study, American and Iranian educators decided to develop a program in five major areas: in-service and pre-service teacher education; curriculum revision and development; development of teaching and learning materials; establishment of good supervisory and administrative practices; and the construction and equipping of school buildings on a demonstration basis.

Early efforts were directed primarily toward the rural areas. Later the urban areas also were taken into account. Vocational training was first stressed in the village schools with special agriculture training for grades 5 and 6. Industrial arts was introduced into grades 5 through 9. Vocational agriculture was given strong support through specialized agriculture high schools. Industrial training was assisted in high schools, and in 1956 an institution with a college-level program was established to train teachers for such schools.

A Youth Activities program was developed to counter subversive youth organizations and to provide wholesome activities for young people. The Boy Scout movement was strengthened, playgrounds and other sport facilities provided,

leadership trained and camping programs instituted.

A unique activity which has elicited special attention has been the development of an elementary school program for migrating tribes. The schools (tents) are moved with the tribes. Over a period of eleven years 375 schools have been established with an enrollment of 12,000. The teachers are tribesmen trained in a special normal school.

The early emphasis on in-service teacher-training was followed up by pre-service training in the normal schools. Both technical and commodity assistance were provided. In 1957 a training program was instituted for supervisors, school administrators and teacher-trainees through a contract under which Brigham Young University provided advisory services to the National Teachers College.

One Education activity (the Armed Forces Vocational Training Project) is being carried out in cooperation with the Ministry of War, rather than the Ministry of Education. It involves the establishing of centers to train military conscriptees for three months in one of nine basic vocational skills. The project includes a teacher training school, and six widely dispersed training points each of which will accommodate 400 men.

Direct assistance within the Ministry of Education has included the provisions of a consultant on internal organization and administration, help in establishing a research and planning unit, assistance in revising the secondary school curriculum, assistance with revision and development of a high school agriculture program based on a demonstration school program, participant training of key personnel, reference books for libraries and general advisory services.

armed forces vocational school

PAST

Prior to 1961, no program existed for the Imperial Iranian Army to provide conscripts with vocational skills and to increase their status and leadership potential in their rural communities upon return to civilian life.

Each year unskilled workers left the villages to come to Tehran where they joined the ranks of the unemployed.

PRESENT

In 1962 a civic action project, the Armed Forces Vocational Training Activity, was initiated in cooperation with the Imperial Iranian Army, the GOI, USAID and the U.S. Military Assistance Advisory Group. The project provides training in nine vocational fields, and it marks the first time in Iran's history that technical know-how has been widely disseminated among the villagers.

A Teacher Training Center has been established in Tehran as well as four regional Conscript Training Centers. (Three more regional centers are to be established early in 1964.) Over 100 non-commissioned officers have been trained as shop teachers, and 750 conscripts have completed vocational courses and returned to their villages. Within a year facilities will be in operation for training 7200 conscripts annually. This forward-looking program is playing an important role in training the rural youth of Iran and in improving the public image of Iran's military forces.

American advisors are assisting Iranian officers and non-commissioned officers to prepare vocational courses for young recruits.

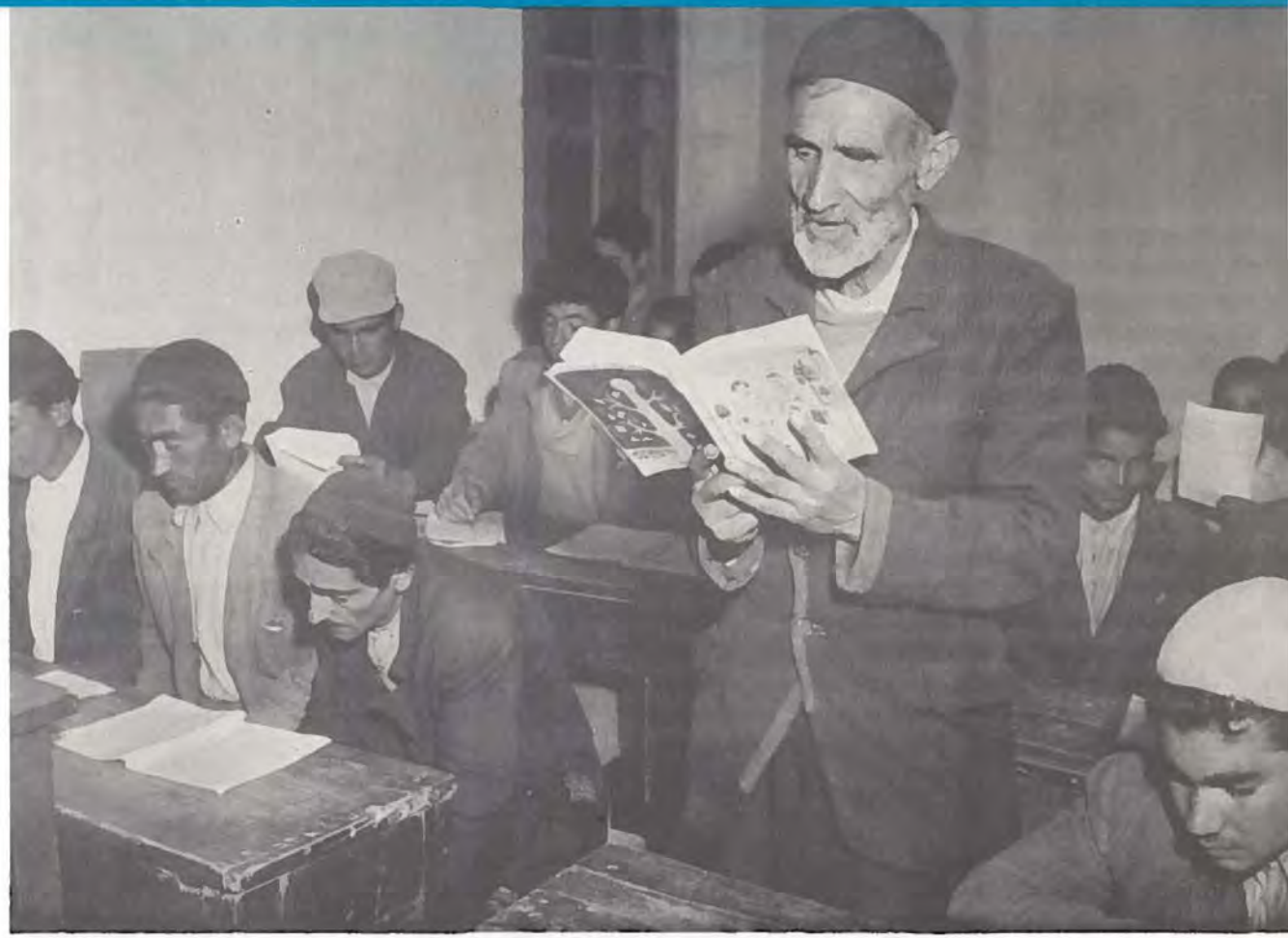
PAST

The village scribe wrote all letters and read all printed material entering the village.

Approximately 75 percent of Iran's population lived in rural areas under conditions that had remained unchanged for centuries. Villages were plagued by poverty, filth, lethargy, illiteracy, isolation, lack of marketable skills, malnutrition and a high infant mortality. Not only was life in the villages miserable, but human resources, both physical and intellectual, remained untapped. A growing awareness among villagers of the possibility of a better way of life was breeding serious discontent.

PRESENT

Under the fundamental rural education program, the lot of many Iranian villagers has been measurably improved. There are now over 3600 village leaders, teachers and supervisors who have received training in over 250 special fundamental education centers. In the villages an average of 22,000 people per year are attending literacy classes and other fundamental education classes offered in some 827 schools. Almost 400,000 books and other teaching materials have been printed and distributed throughout rural Iran. In a period of less than eight years the fundamental education program in Iran has reached 1000 villages and hundreds of thousands of men, women and children.



Straight from their daily labors Iran's adult citizens attend literacy classes, often taught by unpaid volunteers.

karaj demonstration farm

PAST

Primitive farming methods and implements seriously reduced Iran's farm production.

In 1952 the Karaj Agricultural College was weak from almost every standpoint. Its administration had no division of labor, and all administrative functions were performed by the Dean, who was also the chief administrative officer. This position was very unstable and subject to frequent personnel changes. The physical plant consisted of eight very old buildings. The campus was unlighted, roads were unpaved and there was no demonstration farm.

The faculty consisted largely of part-time teachers with little training in their fields. Students all received the same three-year theoretical course and there was no specialization.

Enrollment barely exceeded 100 students, and graduates almost to the man found employment behind a desk in the Ministry of Agriculture.

PRESENT

A new and efficient administrative organization has been established, providing for five key administrative offices. Incumbents of these offices constitute the college administrative council and assist the Dean in coordinating all administrative functions. The present Dean has been in office for nine years.

The physical plant has been expanded according to a master plan, and nine new buildings have been erected on the campus. Housing has been constructed for 28 full-time faculty members, roads have been paved, and a 500-acre training and research farm has been developed.

25 faculty members have been sent to the United States for advanced training. All have returned to the college and are providing instruction and research work. In addition other well-qualified staff members have joined the faculty. The curriculum has been expanded to a full four-year course with specializations in eight major fields. A new emphasis is being placed on research projects, and currently 14 major research studies are under way.

Modern American machinery and improved practices are taught on the Karaj College Demonstration Farm.

primary and secondary education

PAST

Rote-learning in crowded, poorly lighted and unheated classrooms was for the masses. Children of the wealthy were tutored and then sent abroad to modern European or American schools.

In 1952 Iran had only 5,400 primary schools, with 22,204 teachers and 650,355 pupils. Teachers were unskilled, there was a shortage of textbooks and other teaching materials, and more often than not classes were held in poorly lighted, unheated mud structures.

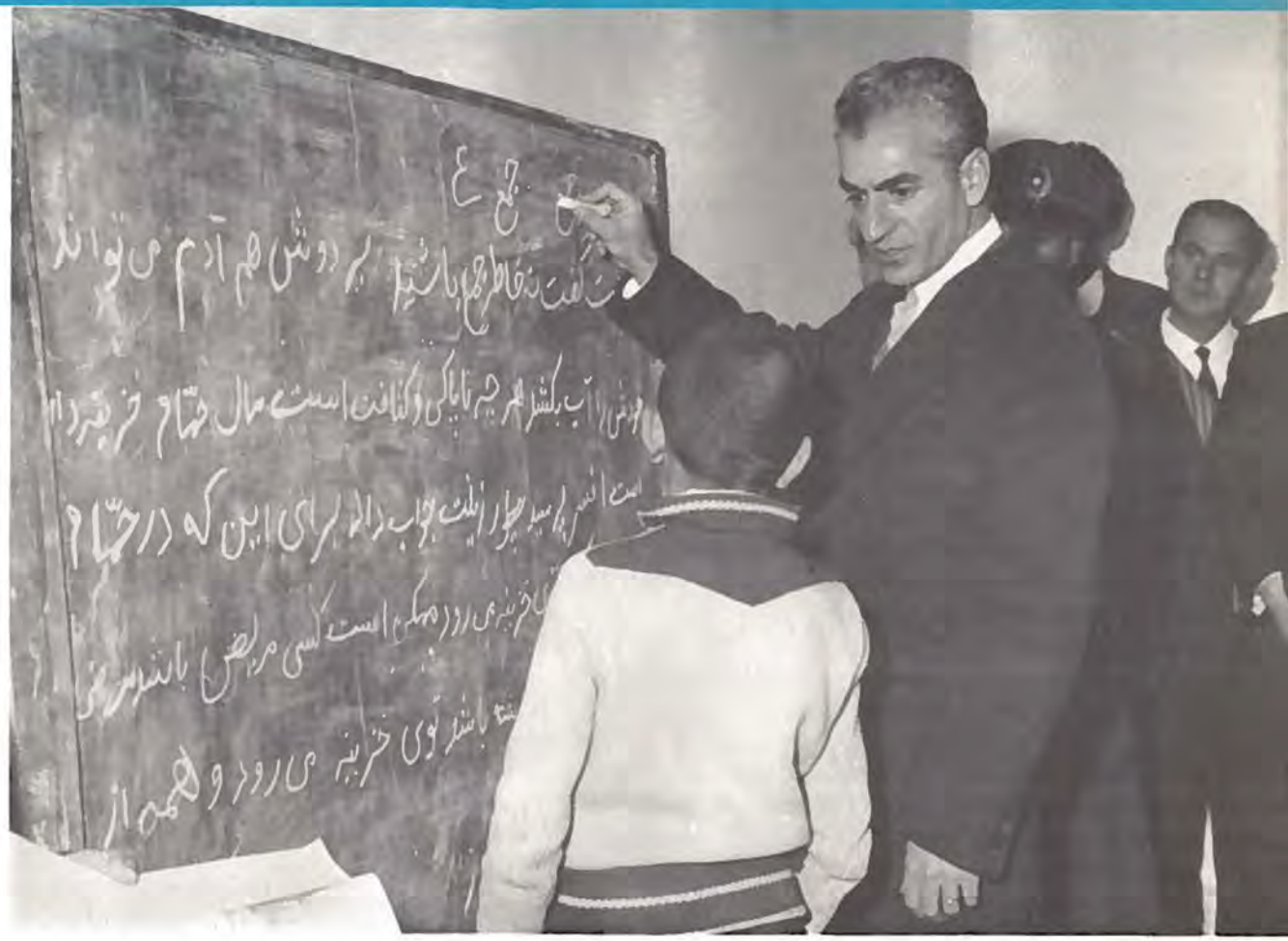
Secondary schools faired no better. Most of the 288 secondary schools were at the junior high level, and the few high schools offered no instruction beyond the eleventh grade. The same conditions of unskilled teachers, outmoded curriculum, inadequate teaching materials and wretched classroom conditions prevailed in the upper grades.

PRESENT

By 1963 the elementary school system had grown to 9809 schools, with 42,541 teachers and 1,436,169 pupils. The secondary schools, now numbering 279 high schools, offer instructions through the twelfth grade. There are 291 other schools with classes terminating after the tenth or eleventh grade. In addition, there are now 550 junior high schools.

Personnel of the early AID-sponsored demonstration schools are presently in some of the most influential positions in the provinces--education chiefs, parliament deputies, heads of teacher training programs and others. Similarly, teachers trained under the joint USAID/GOI project are the mainstay of the current GOI teacher-training program, and many hold positions of influence in the Ministry of Education and in the provinces.

As a result of placement of trained personnel in key positions the entire elementary and secondary education systems have benefitted. Not only are teachers better prepared for their work, but both classrooms and curriculum have been vastly improved. Today, the Iranian student is receiving an education designed to prepare him to be a useful member of his society.



HIM the Shah's informed and personal interest has backed a drive by USAID and Iranian Educators that is still growing. Elementary schools have increased by 80%, teachers by 90% and enrollment by 120%.

teacher training

PAST

Makeshift classrooms, segregation of girl students, inadequate teaching materials, and untrained teachers--these described the average Iranian schools.

In 1951 Iran had approximately 20,000 teachers, 70 percent of whom had received no formal teacher training. Twenty-eight percent had participated in two rather rudimentary education courses offered at the normal schools which had been recently established, while only two percent had received some training abroad. More than 50 percent of the teachers had completed less than nine grades of school, and many hundreds had not even completed the sixth grade. Further, in 1951, there was no program for in-service training and upgrading of teachers.

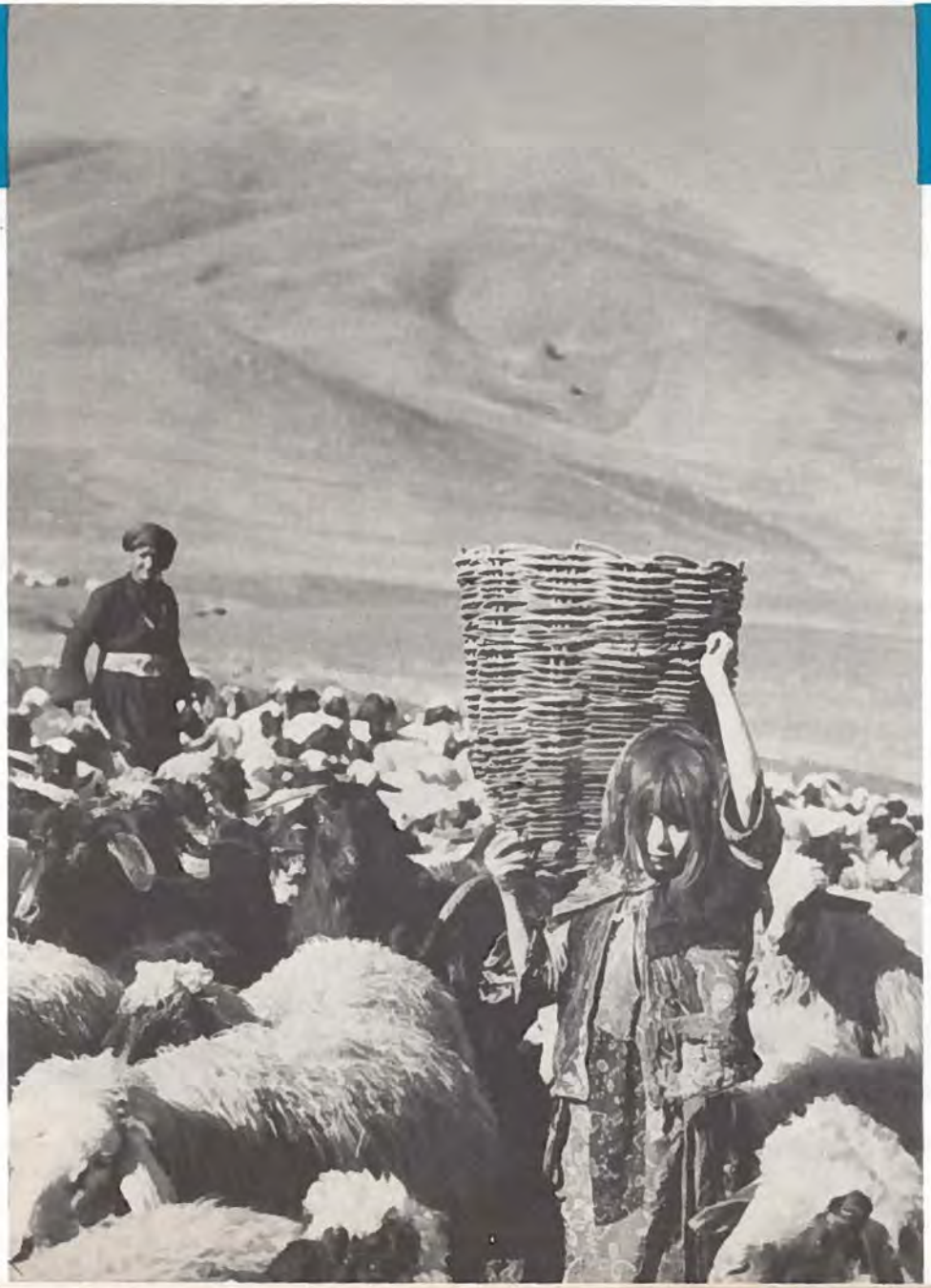
PRESENT

USAID assistance in teacher education over the past decade has involved advisory services, personnel training, the procurement of demonstration and training equipment, and pre-service and in-service teacher education. With the assistance of USAID, the number of students enrolled in pre-service teacher education programs of all types has nearly tripled, from 2329 in 1952 to 6318 in 1962.

In 1955 a National Teachers College was established for the preparation of elementary and secondary school teachers, teachers of home economics, and school administrators. Within a year 16,500 teachers in local areas received some form of teacher training instruction. Later, this number was increased to 30,000 teachers who received training in improved methods and the use of teaching materials.

Iranian and American educators jointly conduct a training class in the use of visual teaching materials.

tribal education



PAST

Prior to 1952, no educational facilities existed for children of Iran's numerous wandering tribes. Because the tribes moved twice a year, to the lowlands in the winter and to the mountains in the summer, there was no opportunity for the children to attend village schools. Instead they moved from campsite to campsite, spending their time tending the flocks and performing various chores about the camp. As a result, almost all of the children in the tribes were illiterate, and although they knew the spoken language or dialect peculiar to their tribe, many had no knowledge of Farsi, Iran's national language.

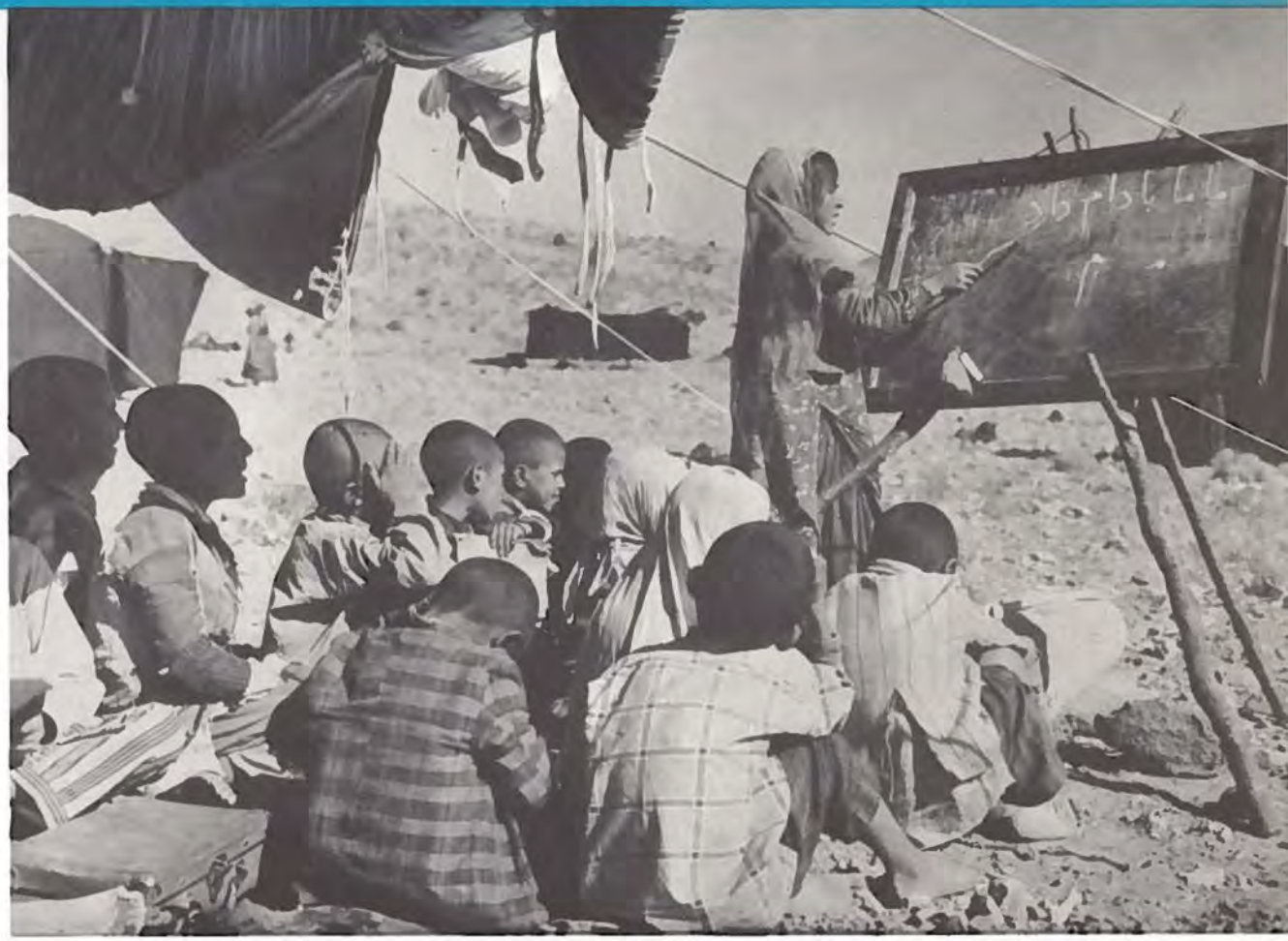
Twice each year the tribes moved between valleys and mountains thereby depriving the children of any formal education.

PRESENT

A tribal normal school established in Shiraz in 1955 has produced 376 teachers, all of whom are currently teaching in tribal schools. Eighty tribal school teachers are graduated from the school annually.

Tribal education has been established as an integral part of the Ministry of Education, at both the national and provincial levels. In this regard a special curriculum for tribal schools (grades one to four) has been developed.

There are currently 375 tribal schools in operation with an enrollment of 12,000 pupils. Approximately one-third of these schools offer the full six-year primary school program. The remaining schools offer four years.



Mobile tent schools have been widely adopted by several of Iran's largest tribes.

vocational agricultural education

PAST

For centuries the use of animal power and primitive implements held back the full growth of Iranian agriculture.

Prior to 1952 there were seven agricultural training centers in all of Iran. To that time they had graduated a total of only 581 students, who served after graduation as rural primary school teachers.

PRESENT

There are now nineteen agricultural training centers, one of which has been designated a demonstration center. These agricultural training centers, which to date have graduated approximately 6200 students, have the following functions: (a) to train teachers for rural schools; (b) to train students at the high school level as "country agents" and for other government and non-government positions in agriculture; (c) to provide practical short courses for farmers; and (d) to provide in-service training for staff members.

In addition to the agricultural centers there have been special agricultural schools that served a short-term purpose in upgrading agricultural knowledge and skills in Iran; (a) agricultural rural elementary schools, which reached a peak in 1956 of 286 schools with 8544 pupils; and (b) agricultural junior high schools, which reached a peak in 1956 with 34 schools and 1224 students. After serving their emergency, "crash program" purposes, these latter two types of schools were absorbed by the regular school system.

Today the farm youth of Iran are learning how to use modern machinery and up-to-date agricultural practices.

industrial vocational education

PAST

Prior to 1951, Iran's vocational, technical and industrial training program was implemented through: (a) seven vocational secondary level schools, five supported by the Ministry of Education and two by the Anglo-Iranian Oil Company; and (b) two vocational schools for girls located in Shiraz and Tehran. There were no facilities for training vocational high school teachers.

The ancient bow-lathe wasted manpower and time.

PRESENT

During the intervening years there has been a change in the interest and support for vocational-industrial education. During 1960-61 there were thirty-five junior high vocational schools with an enrollment of 3657, and twenty-eight industrial senior high schools with an enrollment of 4618, of which 750 were girls. The USAID has supported the Ministry of Education in the development of its vocational education system by means of advisory services, construction, commodity procurement and the training of personnel.

In 1962 the National Vocational Teacher Training College opened with an enrollment of 108 future vocational teachers. This is the first and only degree-granting college for vocational/industrial education in Iran. The three-year curriculum, modeled after similar U.S. institutions leads to a Bachelor of Vocational Education degree.

Recently the National Demonstration Vocational School opened as an adjunct to the Vocational Teacher Training College. The current student enrollment is approximately 205 in the college and 160 in the high school.

Modern industrial training prepares the youth of Iran for a more secure and productive future.

LABOR

The year 1949 found Iran taking its first steps to oppose those political and social forces that for centuries had been unfriendly to labor. Labor in Iran traditionally had represented a market place where the goods were people and loyalties easily exchanged. The characteristic features of employer-employee relations were based on ancient patterns of work organization, and the two major relationships which dominated the Iranian labor scene were landlord-tenant and guild-master-apprentice. Until 1949 legislative standards for sanitation, safety, minimum wage, conditions of employment, women and child labor conditions did not exist. The teahouse generally served as a meeting place for the unemployed worker to make contact with his friends, employer representatives or labor contractors. Wages were largely determined by supply and demand, and because of the scarcity of unskilled job openings this segment of the labor force showed great mobility.

The 1949 Labor Law, together with supplementary decrees, is still the main statute on labor in Iran today, and it covers all non-agricultural workers in establishments listed by the Ministry of Labor. Once the law was passed, however, it was soon discovered that it was ineffective because no legislation had been incorporated designating fines or other penalties for non-compliance. Thus for several years its implementation was the exception rather than the rule.

In its ten years in Iran the labor advisory program has contributed to basic reforms in the fields of labor standards, social insurance, labor training, employment service, housing, labor statistics and labor management relations. Most

of this effort has been provided through the provision of technical advisors to the Ministry of Labor, participant training grants to government officials and worker representatives, and materials and commodities for educational training purposes.

Among the noteworthy accomplishments during this period was the establishment of the Employment Service in the Ministry of Labor, including a nationwide network of regional offices; the establishment of the Workers Training Center No. 1 in South Tehran, a CENTO aided project for technical training in various skills; and the conducting of numerous seminars in the labor management relations field throughout the country.

Another effort has been to encourage the normalization of relations between workers and employers through the introduction of genuine collective bargaining, a process that is technically permitted through existing legislation. The USAID Labor Division today also is seeking a closer working relationship with the International Labor Organization, other international agencies and those friendly nations who share similar objectives of assisting labor development in Iran.

Current efforts are focused on assisting the Ministry of Labor to contribute to the formulation of a meaningful and feasible Manpower Survey for Iran and to participate effectively with other Ministries and the GOI's Plan Organization in carrying out such a survey.

employment service

PAST

Teahouses served as the hiring hall for the unemployed and the prospective employer.

There was no national employment service. Manpower or labor force statistics were not available, and there was no reliable information on employment and unemployment. Teahouses and street corners were the usual places where employers looked for workers when they were needed. A few private employment agencies existed, but these were generally highly specialized. There were no personnel in the Labor Ministry with experience or training in employment service operations.

PRESENT

An employment office organization now exists with offices in Theran and three other major cities and representatives in eight other areas. A student affairs division registers all graduates from high school or technical schools and assists their placement following graduation. A total of 8000 persons were placed on jobs by the employment service during one year.

An up-to-date employment service within the Ministry of Labor is widely used by both skilled and unskilled workers.

PUBLIC ADMINISTRATION

Before 1952, no major steps had been taken toward the establishment and development of a sound and efficient system of public administration in Iran. Each Ministry had grown in its own way, according to the individual preferences of the officials who happened to occupy key positions at that moment. A universal problem was the lack of managerial skills.

The public administration program was initiated in 1952 with the signing of a program agreement with the Ministry of Interior. The agreement provided for the provision of American specialists and financial assistance to the GOI, and it set forth areas of planned development activities to be undertaken through specific project agreements. Accomplishments during this period included the establishment of a new Institute for Administrative Affairs at Tehran University; various reform measures in budget and fiscal management and in revenue and customs administration; organizational studies in the various Ministries; development of a pilot position classification research study and the drafting of new personnel legislation; improvements in police administration; and the taking of a pilot census as well as Iran's first national census. Most of these accomplishments, however, only provided foundations from which a comprehensive program of administrative reform could be launched.

The problems of coordination between the various Ministries, however, still had not been solved. The office of the Prime Ministry remained in need of strengthening for leadership and the coordination of development activities. The problem of budget balances, required for governmental stability and ordinary development, remained critical. Improve-

ments within a wide range of operations in the Ministry of Finance were required. Various deficiencies in the government's personnel system needed correcting. Decentralization of many government functions had to be accomplished.

In an effort to deal more effectively with such basic problems, a second project agreement was signed between the two governments in 1956. This agreement consolidated previously uncompleted work and broadened the scope of project activities. The new project reflected the GOI's effort to develop within the Prime Ministry the necessary leadership for administrative reform.

The next phase of the program was to witness several significant advances. The new Institute for Administrative Affairs within the Faculty of Law at the University of Tehran continued in operation, offering a curriculum in public administration leading to the master's degree. Within the government there was a discernable change in attitude, from an apparent apathy toward the problems of administration to a broad awareness of the need for the government to improve its own organization and management if Iran was to carry forth the national development program upon which it had embarked. In recognition of its need to emphasize administrative improvements, to provide a focal point for continuous administrative reform, and to provide continuity of leadership, in less than one month the GOI established positions of career Administrative Undersecretaries in each Ministry and in the office of the Prime Ministry. At the same time it established a High Council for Administrative Reform chaired by the Prime Minister's Undersecretary with the Administrative Undersecretaries of each Ministry as members.

central government

PAST

Thirty separate checkpoints had to be passed by every Iranian paying his taxes.

There was a total lack of administrative continuity in the national government. This was partly due to the absence of adequate high level leadership in management and administration and partly due to the absence of organization within the ministries and agencies of the government to carry out management improvements.

As a result there was no consistent system of program budgeting, auditing or records management. Accounting systems and procedures were obsolete, and there was no effective procedure for administering direct taxation.

The country's government was highly centralized and because there was little local autonomy, countrywide development was difficult to achieve.

PRESENT

Current positions for administrative undersecretaries in each office and in the office of the Prime Minister have been established. A High Council on Government Administration, with the Prime Minister as chairman and members from appropriate ministries, has been formed to improve all aspects of government administration in Iran. Sub-committees of this Council are attacking personnel problems, training, local government and finance.

New budget and auditing systems have been put into operation and modern accounting systems have been developed for government use. In a recent four-year period there was a 350-percent increase in revenues from direct taxation. Increases in collection in direct taxation are continuing. Last year a village autonomy law was approved by the Council of Ministers. This provided for decentralization of authority and the reassignment of responsibility for the operation of provincial government administration under the direction of Governors-General.

The present simplified system requires only a few moments of the taxpayer's time.

statistics

PAST

Before the initiation of the technical assistance program, Iran had never had a national census of the population. Economic series measuring changes in production, construction, employment and internal trade were completely lacking. Monetary and financial statistics were spotty, and price indexes were archaic and poorly administered. Balance of payment statements and GNP estimates did not exist. No household surveys based on modern statistical practice had ever been conducted. There was no effective institutional base for statistical services.

Archaic records systems effectively prevented the production of useful statistics in all fields.

PRESENT

A newly created General Department of Public Statistics has successfully completed Iran's first national population census, first national agriculture sample census and the first national survey of industrial establishments.

In 1961 the Central Bank of Iran issued its revised household price index. A similar revision was made to the cost of living index.

In these as in other surveys Iran is using modern statistical methods in the gathering, tabulation and verification of information. Trained statistics collectors are employed and effective controls are utilized in sifting the results. For the first time Iran has useful statistical information in the fields of population, finance, manpower, industry, construction, agriculture and household consumption.

The National Bank of Iran has introduced modern American records keeping systems with this IBM Electronic Computer installation.

PUBLIC HEALTH

In the early 1950's public health, of a sort, was practiced by Ministry workers, primarily in such fields as statistics, health education and immunization, but on a sharply limited scale and in the form of fragmented programs under the direction of untrained medical and administrative officials. Provincial health programs were rigidly controlled from Ministry headquarters in Tehran, and responsible persons in the field had time for little else except to attempt to maintain communications with Tehran and eke out enough from the national budget to keep their limited programs alive. Even curative services could rarely be obtained by the rural families making up 70 percent of Iran's population, and the benefits to be derived from preventive measures were virtually unheard of.

That was the situation in which the early U. S. health advisors found themselves in 1951, after being invited to participate in the overall Point Four Program for Iran. Since malaria represented overwhelmingly the major preventable health problem confronting the nation, initial efforts were confined to establishing a control program, particularly around the Caspian Sea. Following the considerable degree of success attained in the malaria campaign, public health became an extremely popular element of the Point Four effort, and extensions of additional health advisory services were eagerly sought by government officials and the common people alike.

Because of the success achieved with the health servicio approach in Latin America, it was decided to adopt the same methods here, whereby a public health organization would be created as at least a semi-autonomous extension of the Health Ministry proper. As such, it would have its own managing co-directors, American and Iranian, with a similar joint pattern of administrative and technical management throughout the organization, as far as possible. This,

therefore, became the Public Health Cooperative, (PHCO) and remained in force from approximately 1952 to 1957. During that time, large numbers of Iranian personnel were trained abroad in public health, great stores of commodities were brought in, (pipe, pumps, insecticides, audio-visual materials, etc.) and programs involving essentially all aspects of public health were initiated in each of the provinces.

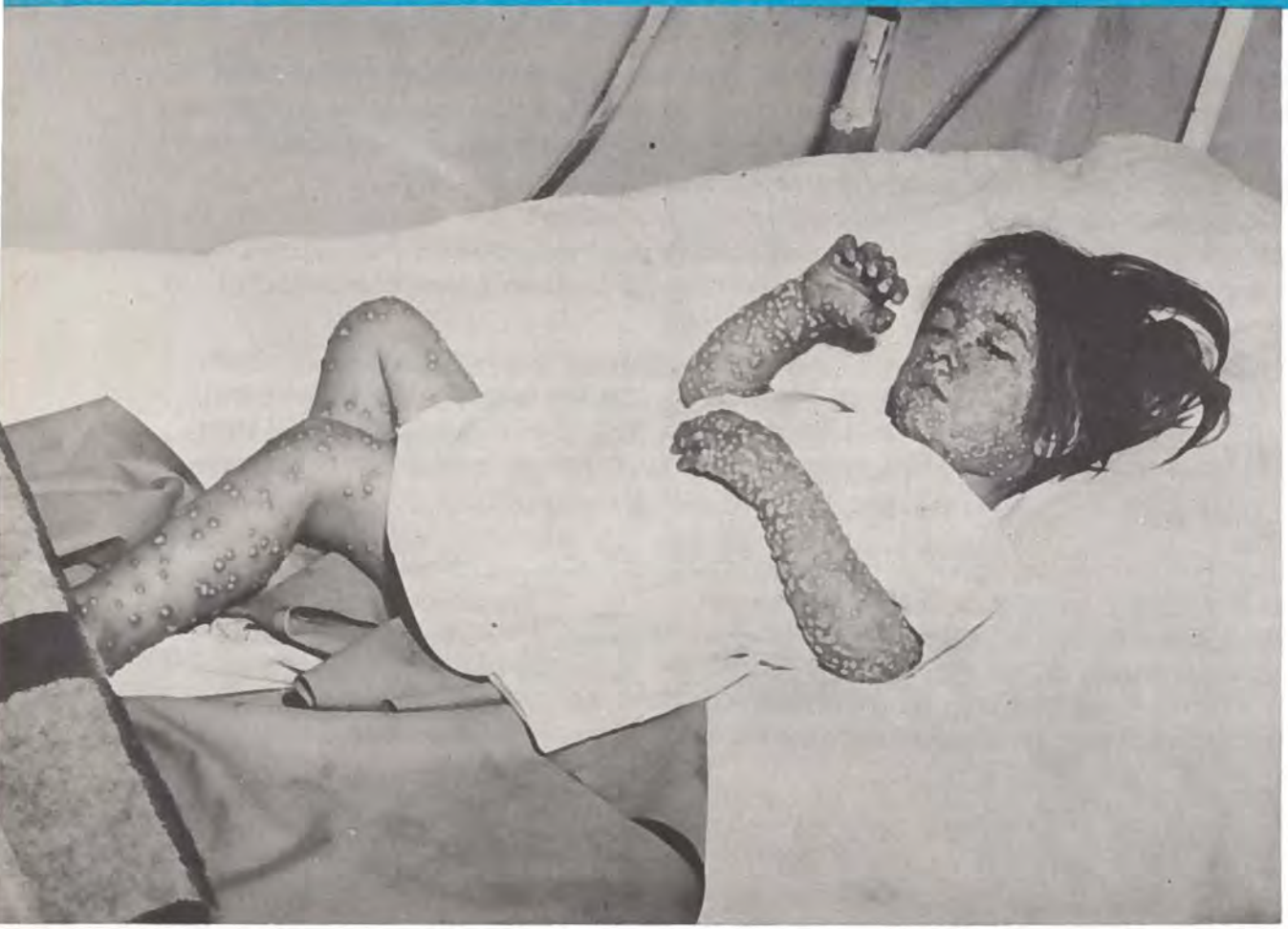
In 1957, it was jointly decided by the Mission and the Ministry of Health to abolish the Public Health Cooperative and to place the entire preventive program in the Ministry of Health, creating a new General Department of Public Health.

Apart from the specific accomplishments found in the following pictorial section, there are a few broad, philosophical principles worthy of note. Perhaps chief among these is the growing recognition, on the part of officials charged with protecting the health of the people of Iran, that no amount of health funds, no army of health personnel, will ever be capable of coping with the health needs of a burgeoning population without primary attention being given to the preventive services.

A second important consideration is the recognition accorded to the importance of public health measures today by the so-called "man in the street". There is building up, in many parts of Iran today, a steady pressure for the improved standard of living which can be found when a steady supply of safe drinking water is assured, when the food on one's table contains a high degree of purity, and when a man knows that his family is protected from being swept away by a virulent epidemic.

communicable disease control

PAST



Hundreds of thousands of cases of smallpox killed most of their victims and left others blinded and maimed.

Smallpox, typhoid fever, typhus fever, plague, cholera, diptheria, scarlet fever, whooping cough, tetanus and rabies were the diseases most readily controllable through immunization, although immunization against rabies took place only in the case of the infected individual. In spite of considerable attention to vaccination, smallpox was widespread throughout Iran. Although the number of cases was not known, there were frequent local epidemics and the scars of the disease are still much in evidence. Partial or complete blindness as a result of smallpox was often observed.

PRESENT

It is now estimated that approximately 95 percent of the country's population have been protected against smallpox at least once. Whereas thousands of cases of smallpox were formerly reported annually, leading to countless numbers of deaths and permanent disfigurements, no indigenous cases of smallpox have been diagnosed in Iran over the past two years. When outbreaks do occur, cases are few in number and easily confined to the local area.

An effective quarantine service guarding Iran's borders, also developed with American assistance, has kept cholera cases out of the country for several years. Typhus, plague and rabies occur only sporadically in known foci of infection, and immunizations against typhoid, diphtheria, whooping cough and tetanus are being made available to the public in ever-increasing numbers.

Millions are inoculated or vaccinated free every year.

malaria eradication

PAST

Each year thousands of people throughout Iran were victims of malaria, and entire sections of the country were depopulated.

At one time malaria was the most important public health problem of Iran. A half-million cases were reported annually, although five million cases was the conservative estimate of Iranian physicians. Some villages were seriously depopulated and even abandoned because of malaria. In many areas crops could not be harvested because malaria had so greatly reduced the manpower. In one village spleen survey over one hundred children were examined before a child without gross malaria infection was found.

Approximately 80 percent of Iran's population lived in malaria infected areas, in some of which the rate of infection ran as high as 90 percent in the summers. It was present not only in lowland marshes and in irrigated regions, but also in the large cities in mosquito-breeding pools in the yards and the cisterns for drinking water. The total loss of manpower from this disease ran into millions of man-days annually.

PRESENT

Less than 600 cases of malaria occurred in the seven northern and central provinces in 1963; and less than 20,000 cases in the other six provinces to the South, where large-scale cyclic epidemics have been experienced every five to six years.

In the pursuit of malaria by house-to-house search, 39,000 villages were visited by malaria workers in 1963, and over 13,000,000 people were contacted directly by trained malaria agents searching for the remaining human carriers of the disease.

Removal of the malarious conditions opened vast tracts of land for agricultural production. In four years the expansion of wheat cultivation was increased 47.3 percent and barley cultivation by 42.7 percent.

Two modern high calibre health institutions have emerged in the course of this work. One, the Institute of Parasitology, Tropical Medicine and Hygiene, which is engaged in public health training and scientific research, is located at the University of Tehran. The other, the Malaria Eradication Organization of the Ministry of Health, is a mobile task force organization for implementing the malaria eradication program throughout the country.

DDT spray teams have played an important role in the eradication of malaria.

nurses training

PAST

The traditional opposition of society to young women entering the nursing profession made it difficult for Iran to build a cadre of professional nurses.

There was a severe shortage of trained nurses throughout Iran. This shortage was due in part to the absence of suitable training facilities and in part to a society that opposed its women entering this profession. A few practical nurses were being trained in the hospitals through experience alone. A small handful of nurses were given graduate training in public health. A small group of bedside nurses were being graduated by a British social service organization.

PRESENT

In 13 years, six professional nursing schools were established in Iran. These nursing programs follow a program of study similar to the top schools in the United States. To date they have graduated 1309 nurses.

Practical nurses are receiving a formalized two-year training course. In the past ten years, 12 schools have been established from which 758 practical nurses have been graduated.

Changes in attitudes during the last few years have resulted in a new class of professional women in the medical profession.

public health doctors and specialists

PAST

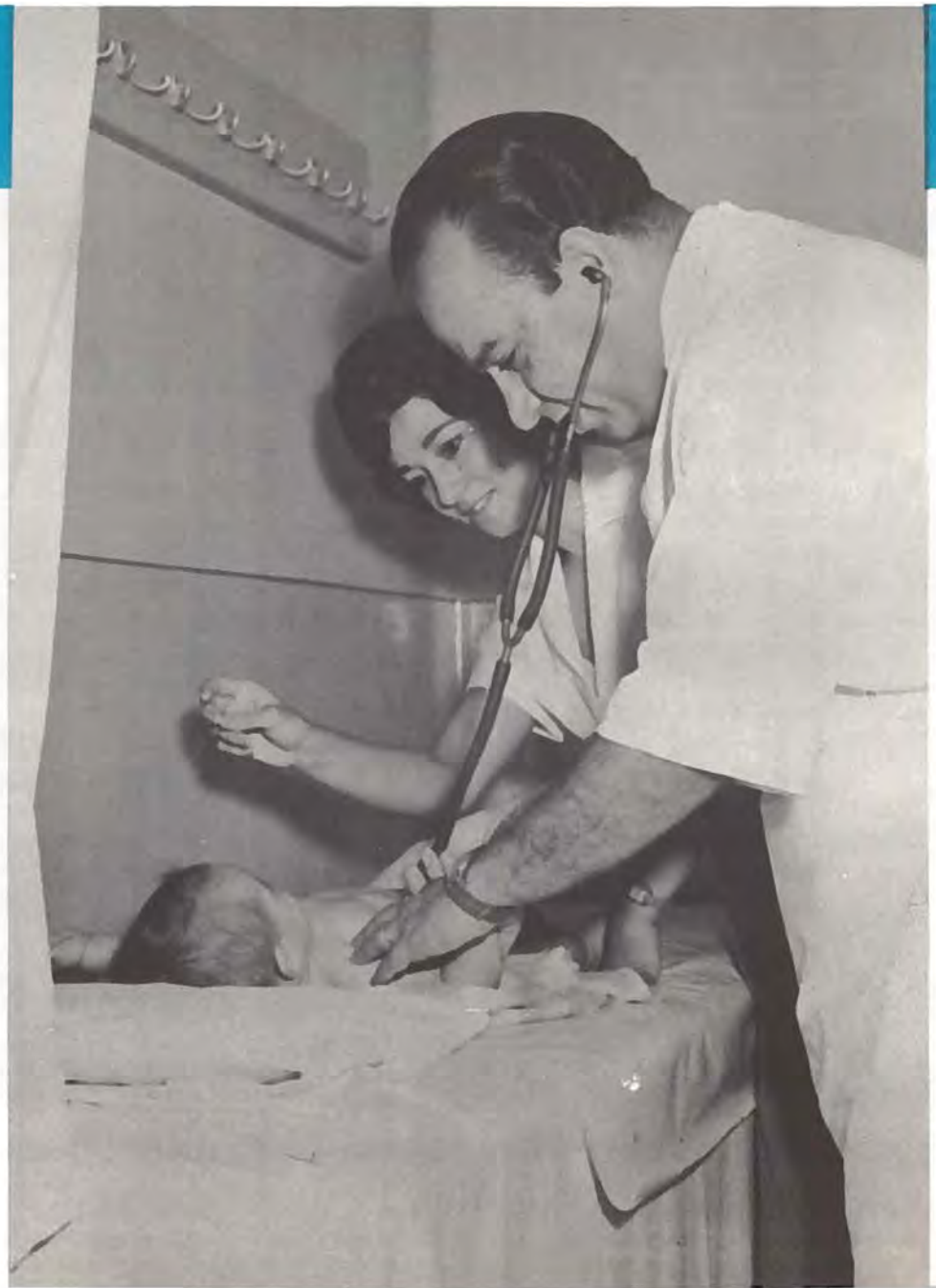
High infant mortality and short life expectancy were in part directly attributable to the lack of trained Public Health personnel.

Health officers lacked any graduate training in Public Health subjects. At one time there was only one physician in the Ministry of Health who had graduate training in Public Health, and he departed to accept a position with the WHO. No in-service training programs existed to improve the quality of the Public Health program. Because there were no training opportunities in Iran, and few Public Health personnel were going abroad for study, there was almost a total lack of qualified Public Health specialists.

PRESENT

Over 500 public health workers have been trained abroad. Of these approximately 50 are public health physician administrators, most of whom have returned to responsible positions in the Ministry. Three professional nursing schools include public health nursing in their basic programs.

Today 35 public health centers have been established in the larger cities where pre-natal, post-natal and well-child clinics are regularly held. In six of the provinces where public health advisors have been assigned, untrained midwives have been organized into classes and taught safe minimal home delivery practices.



The services of public health doctors are now available in modern clinics located in most of Iran's larger cities.

public health training of medical students

PAST

Without adequate public health supervision, poor health and bad sanitation practices were found throughout Iran.

There was no program for teaching public health training to medical students. No training was provided in preventative medicine, sanitation, maternal and child health, communicable disease control or other special health subjects. Hence, medical students received little other than clinical training. Essentially there was no understanding of community medicine, the value of social welfare, or of the role of the health team in the care of the patient as related to his family and his environment.

PRESENT

The concept of public health training has been introduced in the curriculum of Iran's five principal medical schools. Several members of the medical faculties have received training in the United States in preventative medicine teaching. These doctors have returned to establish or expand departments of preventative medicine in their respective schools. In Shiraz a strong department of preventative medicine is being forged within the Pahlavi University Medical School, with the combined support of University of Pennsylvania contract personnel, USAID advisors and Iranian physicians.

Specialized public health training of medical students prepares them to recognize and combat bad public health conditions.

sanitation specialists

PAST

There were few refrigeration facilities and all meat was freshly slaughtered and hung in the open air.

There were no sanitation personnel employed, trained or untrained. Nor was there any understanding among the people of the relationship between sanitation and health. Much of the foodstuff was contaminated, either by the use of human wastes for fertilizer or by washing it in contaminated water ditches or streams. The incidence of illness and death from diseases of the intestinal tract was extremely high.

PRESENT

Environmental sanitation is handled by the General Department of Sanitary Engineering which is directed by a well trained Sanitary Engineer. This Department is presently staffed with 32 engineers and 140 Sanitarian Aides.

Significant progress has been made toward in-country training of sanitation personnel. The Palasht School is enlarged to train 100 Sanitarian Aides per year. A course for training 20 professional Sanitarians per year is being started in Tehran University, and a post-graduate course in Sanitary Engineering in the University is planned for next fall.

Modern meat markets with sanitary containers are an everyday sight in Tehran.

public water supply

PAST

Unsanitary wells, subject to pollution from the surface and from ground seepage were a major cause of poor health.

No city in Iran had a piped water supply. A municipal supply was being installed in Shiraz, and plans were being studied for a public supply in Tehran.

Stream water which was commonly used without treatment for drinking in many cities and villages, was generally polluted. This water was distributed in jubes (open ditches) which also received most of the community wastes.

Many villages and wealthy families used water from ganats (underground channels, miles in length, that tunneled water from the foothills). The opportunity existed for pollution through the open shafts used for periodic cleaning.

PRESENT

There has been outstanding progress in the provision of water supply systems in municipalities (incorporated communities). There are now 51 completed systems serving a population of 4,527,000. Of these 31 were constructed with U. S. assistance under the Public Health Cooperative Plan. Plans have been completed for 30 additional systems to serve a population of 613,000. It is estimated that about 10% of 50,000 villages, with a total population of 13,600,000, have satisfactory water supplies.

Enclosed, properly located wells, often built on a village self-help basis, have greatly improved village health.

PUBLIC SAFETY

The fundamental objective of the public safety program has been to further the development of those institutions, facilities and operations of the National Police in order that the existing force of 26,000 men and officers may maintain internal security in some 153 cities. The program initially was jointly planned by Iranian and American officials with an awareness that internal security, the protection of life and property and freedom from molestation are necessary conditions for economic and social development. As these are among the responsibilities of the National Police in urban areas, it was apparent that Iranian-American activities should be centered around improving these conditions.

The objectives of the program were divided into two general categories--primary and long-range. Primary objectives included a review of the administrative structure, the development of an in-service and participant training program and securing the acceptance and cooperation of police officials everywhere in making changes.

Long-range objectives were more numerous and more complicated. They included a revision of recruitment and training procedures, the creation of an effective reporting and records system, the creation of a country-wide and intercity communications system, the development of an effective traffic control program, the improvement of criminal in-

vestigation techniques, the development of an effective anti-subversive and civil disturbance control capability, the modernization of foot and mounted patrol units, the creation of an efficient precinct type operation in major cities and a general overhauling of outmoded laws and regulations.

Major difficulties encountered included a system of government by decree, a military oriented administration with an army general serving as police commanding general, a stubborn resistance to administrative change, over-centralization and the lack of realistic budgeting procedures.

Despite these obstacles considerable headway has been made. Participant trainees gradually have been assimilated into key positions. The infusion of young officers has been accompanied by an awakening among the older members of the police to the inevitability of change. Such a realization has in part been brought about by the inherent enthusiasm and dedication of the junior officers. Other important changes include the development of specialists training courses, the organization of a modern communications system and the establishment of an identification division and a planning office. Measurable progress likewise has been made in the field of investigations and traffic control.

communications

PAST

Just a few years ago there was no police radio communications system in Iran. Communications to the provinces were handled through the government telephone and telegraph system, and police messages received no priority even under emergency conditions. In Tehran and other large cities, all precinct communications were handled by bicycle messages and telephone. There was no mobile communication system.

Bicycle messengers were the only means of carrying orders and records between headquarters and outlying posts.

PRESENT

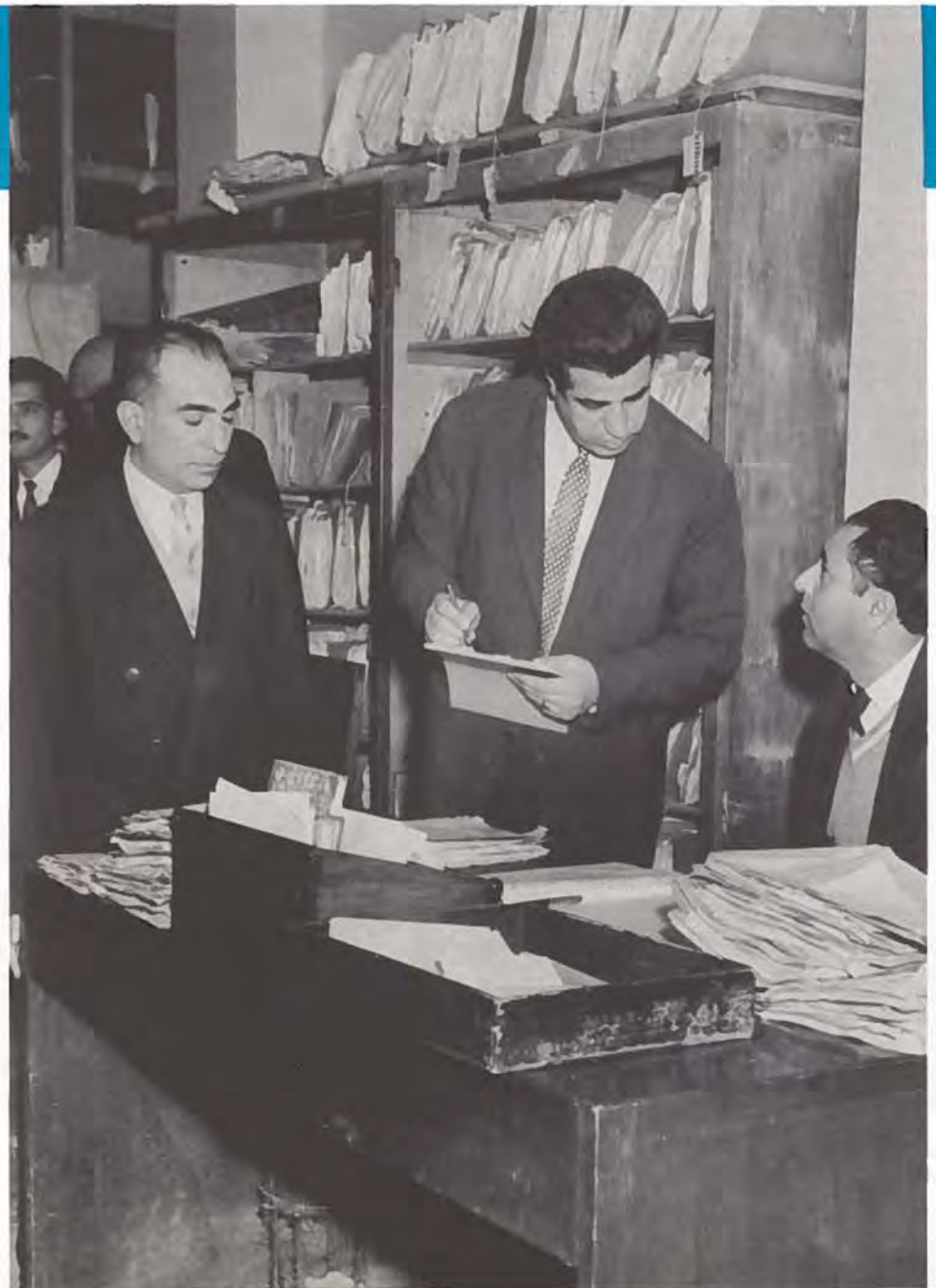
Iran now has 125 radio stations comprising a national police radio network. A 600-line automatic telephone exchange and four teleprinters are in operation in Tehran. Over 100 mobile two-way systems plus base stations are in operation, and more than 1000 members of the National Police have been trained in the communications field.

Eight automatic telephone exchanges have been installed in the provinces. The newly organized Iran Highway Patrol now has mobile radio equipment with base stations in Tehran and four nearby cities.

A modern 2500 watt radio transmitter connects Iran's National Police with InterPol Headquarters in Paris.

investigations

PAST



The Investigations Division prior to 1954 was a loosely organized and inefficient branch of the National Police. The National Police detective bureau was subservient to the Tehran bureau. All activities were controlled from Tehran with such confusion that almost all activity was brought to a halt. There were no trained investigators and none of the investigative personnel possessed any technical background. There was no criminal or photographic laboratory, and the fingerprint system was of little use.

Investigative work was conducted without benefit of any of the modern facilities found in today's crime laboratory.

PRESENT

A reorganization has been completed that separates the local and national areas of responsibility. The Tehran command has been decentralized and operational responsibility has been established.

A cadre of professional investigators has been trained in the United States, both for operational activities and for instructional roles in the police academy. Training courses are now offered in Tehran for criminal investigators.

The fingerprint system has been updated and modern storage and processing facilities are in use. The National Police crime and photographic laboratory is one of the best in the Middle East.

Microscopic and chemical analysis are indispensable tools in police work in modern Iran.

patrol and precinct

PAST

Although the ranks of patrolmen form the broad base of any police organization, in Tehran these policemen were hired from the ranks of the unemployed with no consideration given to educational, physical or character qualifications. Salaries were low and there were no avenues for advancement. Very little or no training was given to new patrolmen, and these men went on duty with no real knowledge of their job.

Police precincts were housed in privately owned buildings originally constructed as residences and leased to the police department at exorbitant rentals. Many of these buildings were in a critical state of disrepair.

Police deployment was made without consideration for population density, incidence of crime or realistic need for police protection. Personnel were assigned to 24 hour shifts on alternate days. Beats were poorly planned and motor patrols were almost unknown.

The patrolman lacked everything required to do his job--warm clothing, normal working hours, suitable training, effective supervision and any real authority to enforce the law.

PRESENT

The number of police precincts in Tehran have been reduced to 20 and suitable precinct buildings have been secured. Motor patrols are being widely used and realistic beats for the foot patrolmen have been developed in accordance with population density and the incidence of crime. Policemen now work on 8 hour revolving shifts.

The over-all administrative structure and precinct organization have been revised. An organization chart for the entire Tehran police department has been developed, and a promotion system has been adopted to permit advancement for all members of the police department.

Iran's police college now trains patrolmen in modern police methods. Under the new system such training improves chances for promotion.

records and identification

PAST

No uniform records system existed prior to 1954. There were no central controls, no uniform reporting or filing systems, no uniform reference or storage facilities, no provision for records revision or retirement, and no central archives. Instead there were many unrelated and uncoordinated forms and folders in use by the same offices in different areas. A modern identification bureau did not exist.

Because there was no adequate records system in the police department, it was impossible to maintain accurate surveillance of known criminals.

PRESENT

Central records systems are in use in all major police departments throughout Iran. A comprehensive and correlated system of forms has been adopted, and practical procedures for preserving current documents are in use. Up-to-date statistics are being collected and a data analysis system has been initiated.

Today the identification system of the national Iranian police is considered to be the best of its type in the Middle East. Modern police equipment has been provided and personnel are trained in its use. The fingerprint system is completely updated, and in-service training is being provided to assure a continuing source of trained personnel for its operation.

The Iranian fingerprint system is conceded to be the finest of its kind in the Near East.

traffic

PAST

Lack of traffic control measures made sights such as this common on the streets of Iran's cities.

Conventional traffic control was unknown in Iran prior to 1954. No central records file existed. Drivers licensing was almost nonexistent. There was no uniform traffic code, and drivers were permitted to drive their vehicles in accordance with their personal whims and with total disregard for the safety of others. Pedestrians ventured forth at the very real risk of being run down once they ventured into the streets.

PRESENT

A standard traffic code has been adopted. Accident analysis is now used in planning and enforcement activities. Standard drivers licensing and examination procedures have been adopted and put into operation. At the same time a vehicle inspection program has been initiated in all of Iran's major cities.

In an effort to educate the public, a nationwide public safety program is underway, utilizing the media of press, radio, and television. Outside of municipal areas a highway patrol system is in operation.

In-service training for traffic police is now a continuing activity. A number of officers who received training in the United States are now in turn supervising the principal traffic divisions.

Paved streets, modern traffic lights and well-trained traffic officers move ever-increasing traffic with safety and dispatch.

training

PAST

All training was military oriented, and little attention was given to developing those skills required of well-rounded officers.

Nine years ago there was no adequate system for training police personnel. A few officers were offered a curriculum that consisted largely of military, religious, foreign language, and general education subjects. There was no provision for in-service or specialized courses. This program did not meet even the basic needs of the National Police.

PRESENT

The National Police Training Bureau is now a college organization. It provides a three-year officer training course, as well as a specialist or in-service training program of shorter duration. A three-month patrolman school provides training for new personnel, who now must possess a high school education and meet rigid physical and character standards.

Extension training with modern audio-visual equipment is provided in six major population centers of Iran. A library has been established at the police college with a holding of over 3000 items.

These officers have received special riot training to enable them to control rebellion without the use of fire-power.

PUBLIC WORKS AND UTILITIES

The development of Iranian industry, utilities and public works dates from the 1920's, when Reza Shah, Father of the present Shah, concerned about the economic crisis Iran experienced during World War I and the following years, sought to place the Iranian economy on a firmer, more self-sufficient basis. The government's interest in industrial and related development activities was based both on considerations of national security through greater self-sufficiency, and on the need for raising the country's output of goods and services. Indigenous and foreign private investors were, however, reluctant to participate in Iran's economic development because of the low buying power of the people, high transportation costs, a shortage of technical and managerial skills and inadequate financial institutions. Other limiting factors were the individual Iranian's traditional inclination to invest principally in expensive rugs and land and real estate, and shareholding on a family basis.

World War II further impeded Iran's attempts to develop its economy, as did the events following the War. Most notable was the Iranian government decree which fully nationalized the country's oil production in 1951. Deprived of her oil income, and faced with a poor investment environment, Iran suffered an economic crisis. The Shah signed an oil settlement almost ten years ago which governs present oil production.

This, in general, describes conditions that confronted the first American advisors to Iran, and it is within the framework of these conditions that the past decade of American economic assistance must be reviewed.

Cognizant of its needs for a central planning authority the GOI established the Plan Organization in the mid 50's to serve as the focal point for economic development. Mutual undertakings of the Plan Organization, Export-Import Bank, the World Bank, USAID and other free world assistance agencies have resulted in beneficial changes in Iran's national economy. In the public sector, transportation and utilities have received much attention. A greatly improved and expanded road system has assisted the movement of goods and persons to market centers. Improved maintenance has made it possible for truck, bus and automobile traffic to use the roads on a year round basis. Diesel powered railroad service is now available from the Persian Gulf to the Caspian Sea and from Tehran to Tabriz and Meshed. Domestic and international air transportation provides frequent and rapid communication. The availability of relatively inexpensive electrical power has increased in recent years.

Iran's industrial complex is making notable progressive expansion. In the private sector, manufacturing and assembly plants have been established recently, including a B. F. Goodrich tire and tube factory, a television assembly plant, a metal door and window frame plant and numerous smaller industries.

Many of these industrial enterprises have taken advantage of capital mobilized by the Industrial Guarantee Fund (IGF) and the Industrial, Mining and Development Bank of Iran (IMDB/I), indicating an increased confidence in the Iranian economy. The emergence of this new and potentially profitable market has aroused considerable interest from foreign and Iranian investors alike.

industrial guarantee fund

PAST

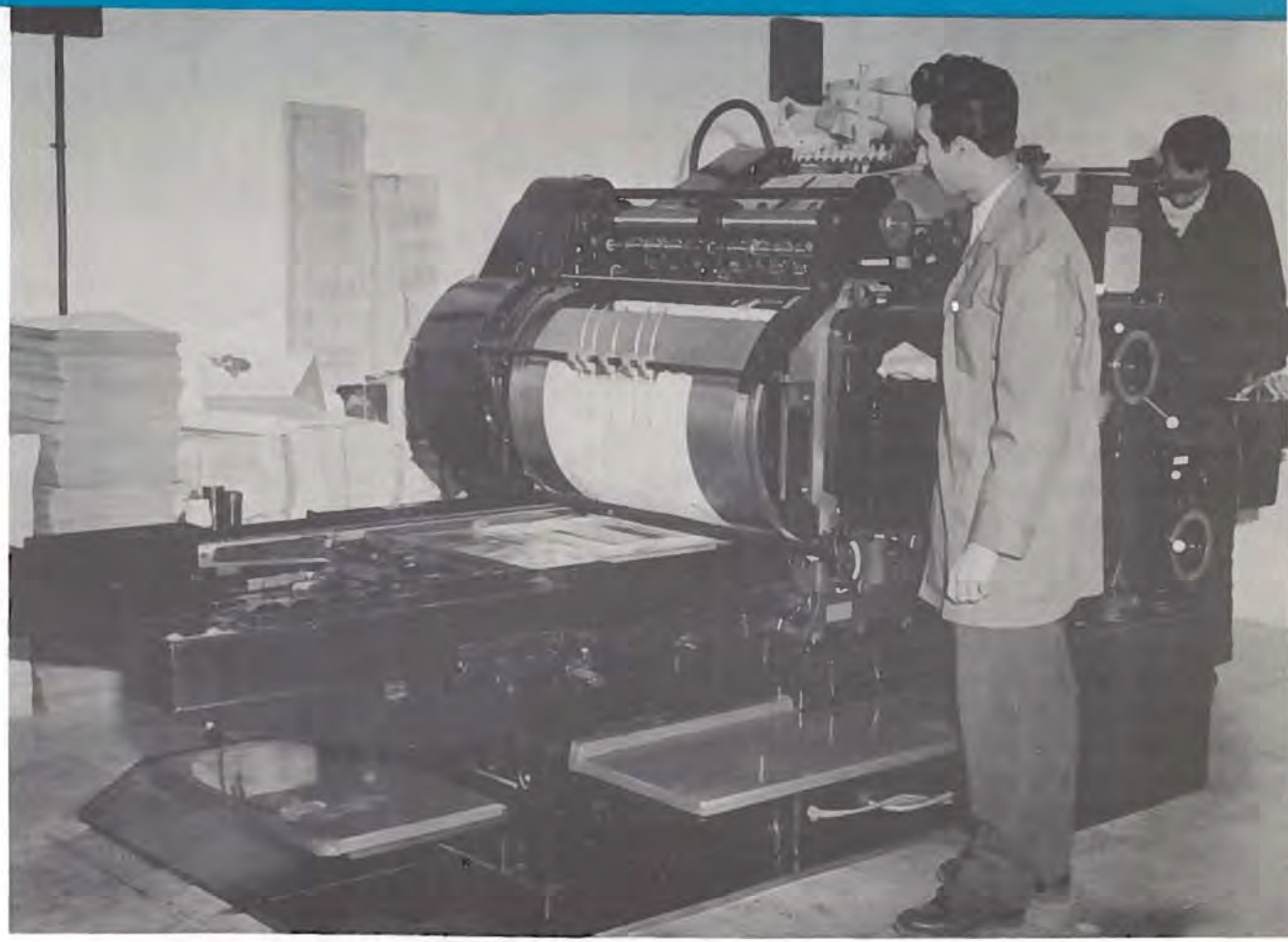
Prior to the establishment of the IGF, Iranian entrepreneurs and industrialists were in some instances paying interest as high as 30 percent per annum on loans. These exhorbitant rates and short terms, coupled with the imposition of long delays and collateral demands, were detrimental factors affecting Iran's industrial development.

The Zang Company of Tehran processed boxes with these small hand fed presses. They were slow and required too much manpower.

PRESENT

In 1961 an Industrial Guarantee Fund (IGF) amounting to eight million dollars was established in Tehran for the purpose of stimulating loans to private productive enterprises. Initial capital for the IGF was derived from earlier loan repayments. By agreement between the GOI and the U. S. these funds were placed on a grant basis to be utilized by the IGF for loan purposes. Loans made by the IGF are arranged from 50,000 rials to a maximum of 5,000,000 rials, at an interest rate not to exceed the maximum rate approved by the Board (currently ten percent).

Capital structure of the IGF is of two components, i.e., two million in cash and six million in notes receivable. The latest Mission report indicates that to date 315 loans have been made, amounting to approximately 93.5 million rials. Of the 1241 installments due, 1231 have been paid. In the few cases where repayments have been late, the delinquency period has been a short one.



A loan of 1,500,000 Rials to Zang Company, guaranteed by IGF, purchased this modern automatic press. With it two men can exceed the output of four men and four of the older machines.

industrial mining and development bank

PAST

Prior to 1962 Iran imported all of its truck, passenger and special vehicle tires.

Although an essential element in any developing economy is the availability of an institutional framework that will encourage sound investment opportunity, the growth of Iran's industrial development proceeded at a slow pace because there were few adequate financial institutions to encourage investment. There were no qualified organizations capable of making feasibility studies or for granting loans on a sound and realistic basis. Capital for investment was either unavailable or could be secured only for short terms through the payment of high interest rates. As the result there was little incentive for the private investor to seek an opportunity for industrial development in Iran.

PRESENT

The Industrial Mining Development Bank of Iran (IMDB/I) is playing a key role in the growth of Iran's economy. This privately owned industrial lending institution has a capital of $5,333,333, of which 60 percent is held by Iranian private investors and 40 percent by non-Iranian private investors.

The principal objectives of the IMDB/I are to give long and medium term loans, to participate in mining and industrial enterprises, and to underwrite the sale of the shares of companies. The bank does not engage in purely commercial banking operations. It is stimulating private industrial enterprises in Iran by assisting in the creation, expansion and modernization of these activities, by encouraging the participation of private capital, both internal and foreign, and by cultivating public security markets.

The bank has participated in a number of related activities, including administering a large portfolio of earlier government loans to private companies, feasibility studies, and the sponsorship of the second national conference on development banks in Asia.

With the assistance of an IMDB/I loan American and Iranian businessmen have established a modern tire manufacturing company in Tehran.

PAST

Backbreaking hand labor was used to construct graveled roads such as this across mountains and deserts and to maintain them.

Iran, like many of its Middle Eastern neighbors, for years experienced problems in developing an adequate land transportation system. Multifarious reasons accounted for the dilemma, including the unavailability of labor-saving machines, the need for instructors in improved maintenance methods, and the lack of an adequately trained technical staff with a sufficient knowledge of proper highway maintenance techniques.

In 1953 Iran had approximately 12,000 miles of primary dirt and gravel roads in its highway system. These were badly maintained and in generally poor condition. The secondary system contained only approximately 3000 miles of roads and trails, all without organized maintenance.

PRESENT

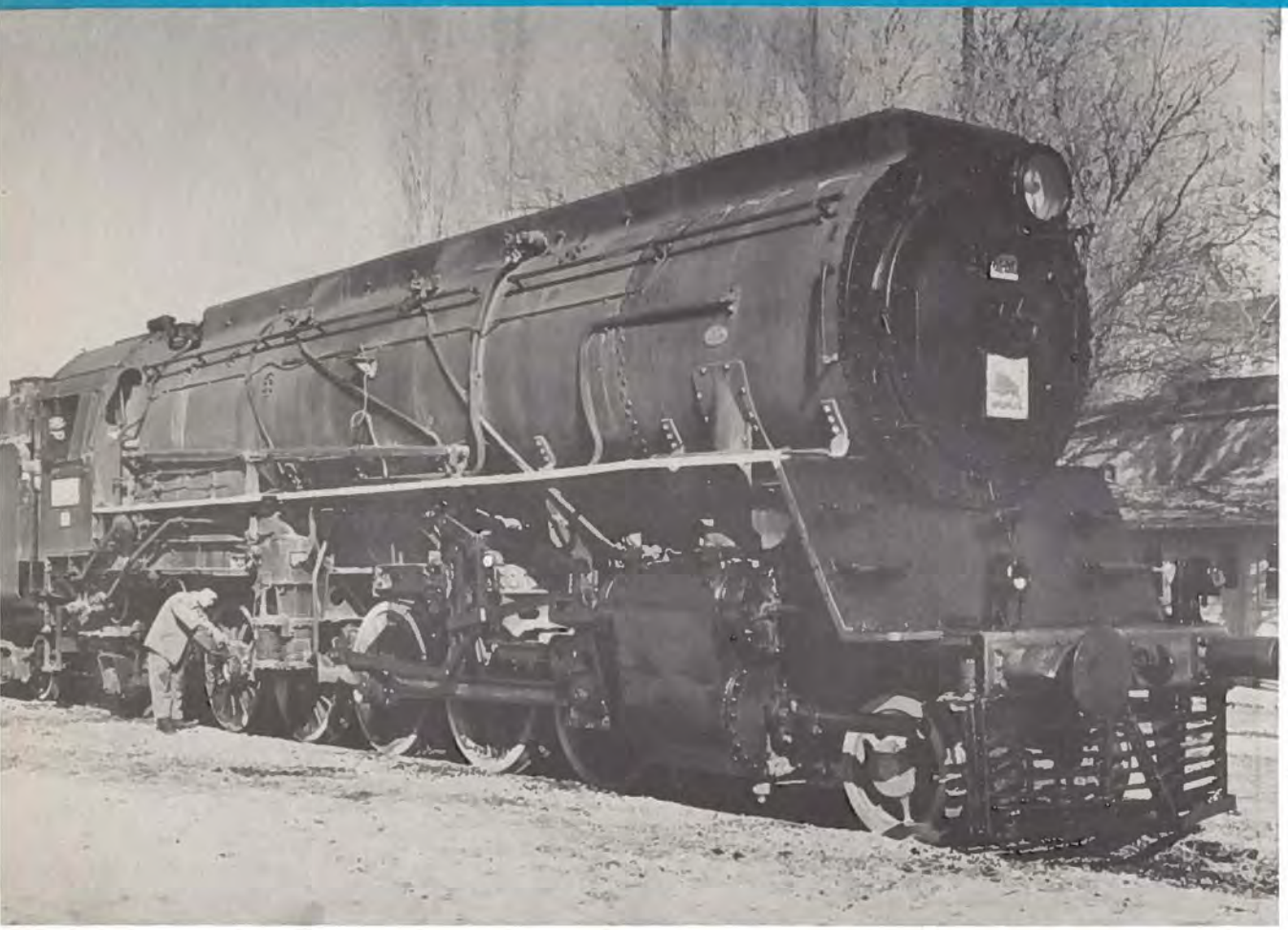
Road crews are now at work throughout Iran using modern highway maintenance equipment. Each unit includes one motor grader, one crawler tractor, one roller, one pick-up truck, and four dump trucks, with all spare parts, tools and training materials necessary to maintain the equipment.

Iran now has 12 highway equipment repair shops located in various Ostans. These shops are housed in prefab buildings and fully equipped with the latest tools and machines enabling the American-trained Iranian mechanics to make even the most complex repairs.

Today Iranian workmen use thousands of modern machines to build new roads and to maintain existing systems under all weather conditions.

railroads

PAST



Before the early 1950's Iran's rail system reached only a few of the major cities and employed steam powered locomotives.

Prior to 1953, Iran's rail transportation system was extremely limited. This inadequacy was relieved somewhat by the Allies, who expanded and improved the system in an effort to expedite lend-lease shipments to the USSR. Despite these efforts, in 1949, Iran reportedly had an operating rail system totaling approximately 1360 miles employing outdated equipment and little maintenance know-how.

PRESENT

U. S. Government assistance directed toward improving Iran's transportation facilities began in FY 1953 and was terminated in FY 1962.

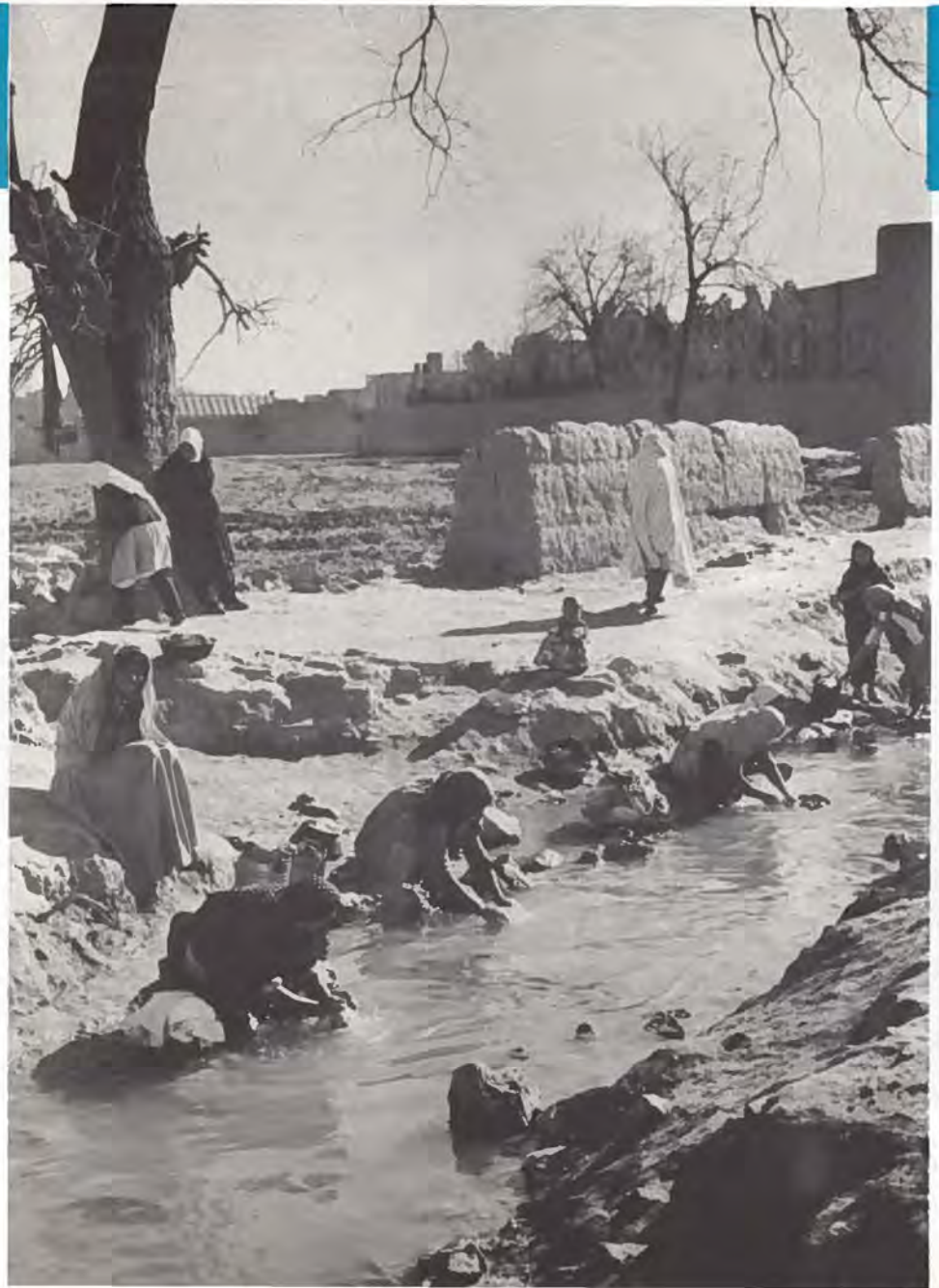
During these years American advisors worked toward the solution of two major problems; namely the improvement of the Iranian railway rolling stock, and secondly the training of personnel to keep the new equipment operating through improved maintenance methods.

The Export-Import Bank has to date extended some $36.5 million in loans to the GOI for the purchase of diesel locomotives and spare parts, and today a total of 169 diesel electric, replacing 202 steam locomotives, have been delivered. Iran has its own diesel locomotive maintenance training school, where to date over 500 employees have learned the latest methods of maintenance, operation and utilization.

Iran has replaced all it its old-fashioned steam locomotives with 169 General Motors diesel electric engines.

tehran water system

PAST



Prior to 1957, Tehran was one of the few major world capitals without a potable water supply system. The normal way of supplying domestic water was by means of open ditches known as "jubes." The water source, generally mountain streams, was in the upper reaches of the city or town and at stated intervals was diverted into the jubes. It was questionable, even at the diversion point, if the water was potable. As the flow in the jubes was by gravity, it can easily be understood that the water became exceedingly foul by the time it reached the lower section of the city where generally the density of population was the greatest. While some water was obtained from wells and a system of cart distribution, the largest source was from the jube, and in spite of extremely unsanitary conditions, it was used for drinking and the washing of dishes and household utensils.

Washing, drinking and gossip along a Tehran jube.

PRESENT

The GOI was attempting to solve Tehran's water supply problem by constructing and equipping a modern treatment plant. However, a shortage of foreign exchange and other factors impeded the progress of the project until U. S. assistance was provided. A project agreement signed in 1952 provided a grant to the municipality of Tehran for the purchase of needed equipment.

The water system was completed in March 1957, and it presently serves approximately two thirds of Tehran's inhabitants. The annual capacity of the plant is 54,000,000 cubic meters of water, with a monthly high output during the summer of almost 7,000,000 cubic meters. For the first time in the history of Iran's capital, it no longer is necessary to rely on bottled water for even such a simple function as brushing one's teeth.

These modern clarifiers supply 60 percent of Tehran's pure water needs. By summer 1964 pure water will be available to most of the suburbs.

training

In the 1963 national elections ten percent of the new members of the Iranian Parliament were one-time participant students in U. S. universities.

Approximately 1200 Iranian men and women have received training in the United States. Among these are men and women who otherwise would have received little or no education beyond the secondary level.

The recent election of a new Majlis in Iran, which is roughly equivalent to the Congress of the United States, revealed that 19 out of a total of 195 deputies are former USAID sponsored training participants. Especially noteworthy is that of the 19, 6 were former participants sponsored by the USAID Labor Division--in the past, the Labor group has received little representation.

Among AID participants are the Director General of the Land Reform Organization, Dean of Veterinary College, Director General of Literacy Corps, Director General of Education, President of Bank Pars, Deputy Chief of Sugar Organization, Director of Iran Telephone Company, Director General of Iran State Railways, Director General of Ministry of Interior, Deputy Chief of National Police, and Minister of Industries and Mines.

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UNITED STATES OF AMERICA