United States Foreign Assistance
Oral History Program

Foreign Affairs Oral History Collection

Final Report
for the
Cooperative Agreement

The Association for Diplomatic Studies and Training
Arlington, VA

and

The United States Agency for International Development
Washington, D.C.

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The U.S. Foreign Service Oral History Collection

The Foreign Service Oral History program began in 1985. Charles Stuart Kennedy is the founder of the program. He worked first at George Washington University and then in 1988 from an office in the Georgetown University Library until 1996. The Association for Diplomatic Studies and Training (ADST) agreed to become the program's sponsor in 1988 and in 1996 moved the Oral History program to the Association's office on the grounds of the National Foreign Affairs Training Center (NFATC) of the U.S. Department of State.

The ADST is a non-profit organization founded in 1986 “to encourage the study of American diplomacy and enhance training of U.S. diplomats.” In addition to the oral history program, the ADST assists with research activities, exhibits, workshops, and publications relevant to U.S. Foreign Affairs.

From the outset, Kennedy viewed the program as covering the full range of Foreign Service officers and non-career appointees and those officers in agencies which have foreign-affairs connections with the Department of State. These officers include ambassadors, political, economic, consular, and administrative foreign service officers, labor attaches, commercial attaches, and agricultural attaches as well as USIA officers. Since the Oral History program's beginning, Kennedy and volunteers have conducted over 1,100 interviews.

The US Foreign Assistance Oral History Program

One of the main missing categories was the oral histories of those who had served with the U.S. Foreign Assistance Program. In the late 1980s, Kennedy worked to start this phase of the program. In time his efforts led to meetings and correspondence beginning in February 1993. An inquiry requesting expressions of interest in participating and being on a program committee was sent out in June 1993. A few interviews were undertaken by Melbourne Spector, Stuart Kennedy, and Haven North during this early period.

On October 13, 1994, former ADST President Steve Low wrote to the USAID Administrator Brian Atwood following up on a conversation they had about the lack of USAID oral histories in the overall collection. In his letter Low pointed this out:
"Besides senior officers, which includes many chiefs of missions and their senior advisors, there are special collections for foreign service spouses, labor officers, agricultural attaches and USIA officers. The big hole in the collection is officials of AID who have worked abroad during the last 45 years. A lot has been written about our AID efforts, some of it constructive and some of it critical, but very little of it was been based on the actual experience of our officials, as they themselves saw it. Not only has this been as important chapter in our post-war history, which should be recorded before the principal figures pass from the scene, but the reflections of seasoned professionals about a career in assistance should provide a useful evaluation tool."

Low went on to point out the interest of several USAID retired officers to undertake this program, noting that a few histories had already been completed. However, an expanded program under ADST’s auspices would require resources for the administrative aspects such as transcribing, editing and mailing and related equipment. He noted that the interviewing itself would be done by volunteers. His letter included a preliminary budget for $75,000 to cover the cost of 120 interviews over a three year period.

John Eriksson, at that time Director, Center for Development Information and Evaluation (CDIE), replied for Atwood indicating general agreement with the proposal, an interest in having the oral histories, and a willingness to discuss next steps. In his letter of November 23, 1994 Eriksson made three points:

"First, we would like to be assured of ready access to the oral histories, since we think they would be a valuable resource for us in ‘leading USAID in learning from experience in order to improve development results.’ (This is our new mission statement.) Second, it would be useful for our own work if we could be certain the interviews will cover ground that is of general interest to us. We would like to suggest a short list of questions or issues to be covered in each interview. Would you and your colleagues be amenable to this?

Third, unfortunately our FY1995 funding levels remain unclear at this time. Unless we
can achieve a substantial increase over our initial allocation within the next couple of months, we won’t be able to assist you this year.”

Beginnings
President Low invited Haven North to be the program director for U.S. Foreign Assistance Oral Histories and take the lead in advancing the program for USAID retirees. Low organized a luncheon at the Foreign Service Club on April 11, 1995 to promote support for the program and determine how best to organize; about 35 USAID retirees attended and endorsed the idea.

The Cooperative Agreement
Subsequently, USAID/CDIE advised ADST that $75,000 was available for a three year oral history program. ADST submitted a detailed proposal on June 1, 1995. The Cooperative Agreement was negotiated and approved by the USAID contract office on July 19, 1995 and accepted by President Low on July 31, 1995. The agreement was extended for one year on July 1, 1998 and for six months on July 19, 1999 to January 18, 2000.

The Program Description incorporated in the Cooperative Agreement stated:

"Background: Since 1985, the Association for Diplomatic Studies and Training (ADST) has been collecting oral histories from government officials who have represented the United States abroad. ADST now has one of the largest oral history collections of any kind in the United States and certainly the most extensive in the field of foreign affairs. There are a total of some 650 interviews on the shelves and another approximately 250 in the process of being transcribed and edited. There are also special collections. The missing piece is information from USAID officials who have worked abroad during the last 45 years. Even though much has been written about USAID-efforts on actual personal experiences of USAID officials. This is an important chapter in our post-war history which should be recorded before the principal figures pass from the scene. These seasoned assistance professionals’ reflections could also serve as a useful evaluation tool."
Objectives: USAID will support ADST’s interviews of USAID officials so that these officials’ histories are incorporated in ADST’s Oral Histories Program. Of special importance are USAID officials who have served in Costa Rica. After retired officials have been interviewed, ADST will transcribe and edit the interviews. They will then be made available to scholars, researchers, and others as part of a diplomatic oral history archive at Georgetown University.

One copy of the transcribed USAID oral histories will be deposited into the archive at Georgetown University.” [This provision was subsequently, modified to include copies deposited in the National Foreign Affairs Training Center (NFATC) Library, ADST Library. Three copies [subsequently changed to one copy and a digital version on a disk for inclusion in CDIE’s database and on-line] were provided to CDIE.”

From the Cooperative Agreement Attachment 2

The Cooperative Agreement included a number of provisions that had to be satisfied by ADST such as: certifications and/or agreements on non-discrimination, drug-free work place; debarment provisions, lobbying, research involving human subjects, research regarding laboratory animals, listing of authorized individuals to negotiate with USAID and binding grant agreement, taxpayer ID, contractor establishment code, letter of credit (if required), dollar amounts of goods and services to be purchased, list of references for ADST, organization status, cost of communication products, biodata sheets for staff, level of effort, financial reporting, and auditing. It also called for a three year implementation workplan and annual workplans, quarterly and annual reports, special reports (if appropriate), and a final report.

Organizing the program

Following the signing of the Cooperative Agreement, ADST organized a special meeting on August 23, 1995 to form a program committee, obtain suggestions on people to interview and assist with the interviews. Fifteen or so attended and expressed interest in being interviewed and
possibly undertaking some interviews; however, there was little interest in serving on a program committee. In the early months of the program, the Program Director concentrated on hiring a Program Assistant, developing lists of potential interviewees, and preparing a program brochure and interview guideline and purchasing tape recorders and transcribing equipment as well undertaking interviews. Three USAID retirees assisted as an informal committee in the early phase but subsequently withdrew owing to problems of health and other preoccupations. Over the period of the program three individuals have served as Program Assistant. The Program Assistant’s time has been shared with the overall Foreign Service Oral History Program with an allocation of ten hours per week to the Foreign Assistance Oral History program.

The Process
The process for the oral history work is relatively straightforward in concept, but less so in practice.

*The brochure and interview guide* To promote the program and guide the interviews, the Program Director prepared two documents. A brochure provided a brief outline of the oral history program, its origins, purpose and coverage, and list of those who had been interviewed. An *Interview Guide* provided a more detailed account of the program, its provisions and procedures. It also provided a listing of the types of questions that were to be asked, including those that CDIE had specified in the Cooperative Agreement to be included. [Copies of these documents are provided in Annex A] Generally, the interviewees found that the *Interview Guide* was useful and helped them focus their preparations for the interview.

*Gathering names* The names and addresses of potential interviewees were assembled from the America Foreign Service Directory of Retired Members. Only a few of USAID retirees are members so this source was of limited value. The USAID Personnel Office could proved names of retirees but not addresses. Many of the names came from suggestions by those being interviewed who knew addresses and possible interest. Also, a number of the interviewees were located at social functions in the Washington area which provided a direct opportunity to discuss
the program and learn about possible interest. Follow up letters and phone calls were necessary to nail-down interest and interview times. Over time over 230 names and addresses were collected and letters were sent to each inviting them to participate. Unfortunately, many of the potential interviewee’s addresses are out-of-date, and thus a number of possible interviewees have not been located. The letters generated some interest and response.

In March 1996, a letter was sent to USAID retirees in the Washington area to attend an Open House at ADST to report on the program’s progress and again invite participation in conducting interviews and related activity. Fifteen attended and expressed their continuing interest in the program; three expressed an initial interest in volunteering time to assist with the interviews. A copy of the letter was also sent to USAID retirees outside of the Washington area. Presentations on the program were made to CDIE staff and to the American Consortium for International Public Administration (ACIPA). The latter was an attempt to generate support for an oral history series on US development assistance programs in the public administration field, which was major activity in the early years and evolved into programs in development management. The initial interest did not materialize in an interview series.

**Interviews**  USAID retirees who were interested in being interviewed were contacted and arrangements made for time and place. Often these arrangements required persistent follow-up and rescheduling as most of the interviewees have continued to work after leaving USAID. Most often the interviews were conducted at the interviewees’ homes or offices, although a few were conducted in the ADST’s offices. Each interview was taped. Usually two to three sessions of 3 or more hours each were required to complete an oral history, although a few have been as short as a two hours and others as long as 12-15 hours. A release form authorizing public use of the oral history was signed at the time of the interview. [See copy in Annex A]

The interview questions generally started with an overview of the interviewee’s career in foreign assistance work. They then progressed chronologically through the interviewee’s career starting with early years and education. The emphasis for this early period was on answering the question: “what led you to becoming involved in working in international development?”
Following this, the interviewee’s career in foreign assistance was reviewed with a focus on the situation or context for the work, position, events and roles and specifically the interviewees’ views. The questions were guided by those outlined in the interview guide and specified by CDIE in the Cooperative Agreement. A chart of U.S. Foreign Assistance organizations, U.S. Government administrations, and agency administrators was prepared to assist the interviewees with key dates and names. (See Annex A)

The interview process has been the most interesting phase of the oral history process as it provided an opportunity to meet and discuss foreign assistance history and impact and reconnect with former colleagues and friends. The interview process varied among the interviewees. Some had prepared well in advance and thus had dates, events and views reasonably well organized. Some were better at recalling their careers than others and were more articulate. Others waited to see what the questions would be and thus had more difficulty recalling times, places and events. Of course, not all assignments during a career were particularly memorable and, thus, not covered in detail.

It was clear that an interviewer who is knowledgeable about foreign assistance, its evolution and various features is important to the process. Questions probing and challenging the interviewee helped to bring out topics, events, issues, views and elaborations that might otherwise not have been recorded. In this process, it was important to avoid slipping into a travelogue type of narrative. Questions about personal and family life were generally avoided unless pertinent to the narrative. At the conclusion of each interview, several general questions were posed as a form of wrap up and summary of observations. These questions included, for example: has U.S. foreign assistance made a difference in international development over the years; has the pursuit of U.S. political/security interests supported or undermined the effectiveness of U.S. development assistance; how would you rate/characterize USAID as a development assistance agency in comparison with other organizations in international development; in what areas has USAID made a distinctive contribution to international development; how would you assess your own experience in international development and would you recommend a career in international development to someone starting out in his or her career?
Special arrangements were made for those interested in participating in the program who lived outside of the Washington area. In three instances for interviews in Utah, Florida and California, USAID retirees arranged to have local colleagues or spouses conduct the interviews or dictated responses to a series of questions provided them by the Program Director. In each of these instances the Program Director reviewed the first texts and posed supplementary questions seeking greater elaborations. Also the Program Director conducted interviews in Paris and New York City when visiting those areas on other assignments.

Transcription  Transcribing oral history tapes is a demanding process. Overtime ADST has identified and employed on an interview-by-interview basis a number of capable transcribers. They are paid by the tape hour — originally at the rate of $45.00 per tape hour and later at $55.00. Transcribers are parttime workers and thus tend to fit their assignments in with other responsibilities; this has meant that the time for completing a transcription can extend over several weeks and months. Skilled transcribers are important to the work in minimizing the number of revisions that have to be made later.

Revisions  Before the transcripts were sent to the interviewees, the Program Director went over the text adding headings, tables of contents and key words as well as providing some light editing to clear up problems from the transcription process. Also in a transmittal note some questions, topics and suggestions were provided requesting elaborations during the revision process. Many of the interviewees found the revision process laborious and more demanding than they had anticipated. Reviewing 100 or so pages of narrative with editing and rewrites takes time. The spoken word for many does not convert well into written narratives. Also the interviewees found many topics or points that they wished to add or revise. For some, however, the revision process was basically a matter of smoothing the language and correcting the spelling of names of people and places — particularly important when the text is included in digital format for search programs. It is recognized that the oral history character of the interview is altered somewhat in the process of making revisions. However, the revisions have ensured a fuller, richer and more
useful narrative.
The revision process is the most difficult phase of the process. While many of the interviewees completed their revisions within a month or two; others have drawn out the process over many months to a year or two. Several of the interviews are still outstanding after a year or more despite repeated urging to complete them. Some make their changes on the disk; others make them by hand which has required substantial time for ADST oral history staff to enter the changes. In a few instances when the interviewee has moved or otherwise was not accessible or did not wish to take the time to make revisions, the oral history text has been preserved as spoken with minor editing and formatting. A notation that the text was not reviewed has been included in the final text.

*Finishing the oral history document* Once the completed narratives were revised and edited the ADST oral history staff prepared the final document. This included the narrative plus a table of contents, list of key words, the release and a statement about ADST and appropriate conditions and credits for the use of the history. Final copies of the oral histories have been placed in the libraries of the ADST, NFATC, and Georgetown University. One copy has been provided to CDIE with a digital version for inclusion in its database and its on-line development experience clearinghouse website (www.dec.org). The Oral Histories are also being included in a CD prepared by ADST which includes the histories of Foreign Service officials generally. The interviewee also received a copy. The number of oral histories conducted is short of the CDIE target of 120. Difficulties and delays in lining up potential interviewees, insufficient funds for transcriptions, and the Program Director's other work loads limited the amount of volunteer time that could be allocated to the program's administration and interviews. The primary constraint on achieving the target number of interviews has been the lack of volunteers to conduct the interviews on a sustained basis, although a few helped with one or two interviews.

Overall the experience with the oral history process with its several stages has demonstrated that it requires, for the most part, many months from the time of setting up the interview to
submitting a completed history. The two longest periods are transcription work and the time required for revisions. A few of the histories have moved through this period fairly rapidly, i.e., about four to six months. Other have taken well over a year and some are still outstanding after two years. The principal reason for the delays has been the competing demands on the interviewee's time (most of them have full time jobs or a serious illness), but they clearly also find it difficult or distasteful to take on the task of making revisions and rewriting portions of the narratives. At the outset of the program, it was not envisioned that the process would be so extended and require constant and persistent follow up.

Locating other oral histories on U.S. Foreign Assistance
In an attempt to provide as comprehensive an identification of oral histories related to U.S. Foreign Assistance as possible, the Program Director undertook a search for other oral histories of individuals who had served in U.S. foreign assistance programs. First, observations on U.S. foreign assistance are incorporated in the several hundred oral histories of the U.S. Foreign Service included in the ADST's oral history collection — retired Ambassadors and career Foreign Service Officers often referred to their experiences with U.S. Foreign Assistance and USAID. In addition, this collection includes oral histories conducted by Mel Spector before the USAID grant (see list in Annex C) that included those directly involved in U.S. Foreign Assistance and its agencies. Among those included are Dennis FitzGerald — head of the Agriculture Division of ICA and subsequently Deputy Administrator ICA, Edwin Martin — first chairman of the DAC and prominent in ECA/Marshall Plan. Others with experience in this group with U.S. Foreign Assistance programs are Everett Bellows, Richard Bissell Jr., David Brown, Jack Fobes, Lincoln Gordon, John Grady, William Parks, Leonard Saccio, Donald Stone, and Joseph Toner.

A second list of 21 oral histories has been located in the Columbia University Library. These histories are the result of the work of the Institute of Inter-American Affairs Oral History Project of the Oral History Research Office of Columbia University. The interviews were carried out in
the late 1980s by James D. Williams. They are largely, but not entirely, related to work in Latin America. Some of the countries referred to are: Argentina, Mexico, Bangladesh, Brazil (including the Amazon region), Costa Rica, Dominican Republic, Egypt (Aswan Dam), Haiti, Indonesia, Korea, Panama, Paraguay, Peru, Uruguay, Thailand, Vietnam, Turkey, Saudi Arabia, and Iran. They cover work in public health, public safety, water supply, role of women, nutrition, and generally, observations on development and political and economic affairs in the region. One of the more interesting in this collection is the oral history for Dr. Clifford A. Pease. Dr. Pease has had extensive experience in international public health programs, primarily in Latin America but also world-wide. He became the head of the Public Health Division of ICA and provides interesting and poignant observations on the impact on the technical offices when the foreign assistance organization changed from ICA to USAID. Abstracts of these oral histories are included in Annex C. Copies of these histories may be obtained from the Oral History Research Office, Columbia University, 801 Butler Library New York, NY 10027. There is a charge for making reproductions. They have copyright restrictions.

The substance of the oral histories: what they cover
As of the end of April 2000, one hundred interviews covering 102 individuals have been carried out under the USAID grant of which 19 are still being reviewed and revised by the interviewees. (These latter will be submitted to USAID as soon as they are completed.) They represent over 500 hours of interview time and over 10,000 pages of text. (A partial list of those interested in being interviewed is included in the annex.)

In a few instances, the interviewees were encouraged to add brief annexes to their histories with documents that they had written themselves about their work in foreign assistance. For example, one annex by Maury Williams describes the economic assistance side of the peace negotiations during the Vietnam war. Sam Rea provided a comprehensive study that he prepared of the French foreign assistance program in the 1980s. And Ron Venezia included an article he wrote: “Política Economica en Costa Rica” published in Actualidad Economica, February 1991. Dr. Julius Prince’s history includes a copy of the original airgram prepared by him (and others) on USAID/Africa Bureau first statement of population program policy; other items related to the
origins of decentralized/generalized primary health care for rural populations. Dr. Prince also has a
collection of 1200 pages of annexes that document the evolution of primary and community health
care and other developments in public health. (A list of these annexes is included in his oral history
document.)

An analysis of the coverage of the Oral Histories provides some interesting data which may be
helpful to those searching for oral history information on specific positions, countries and topics.
Annex D provides detailed listings of topics and interviewees with this information by country,
organization assignments, programs, sectors and funding sources, and other topics of special
interest. In summary, these lists cover the following:

Positions The 100 Oral Histories (completed and in process) cover a wide range of
positions in the U.S. Foreign Assistance program. They include: Deputy Administrators,
Assistant and Deputy Assistant Administrators, Mission Directors, Counselors to the Agency,
and senior technical and program managers in the field and Washington. Some of them cover
experience with the Marshall Plan and with subsequent agencies (TCA, MSA, FOA, ICA), the
formation of USAID and its 1961 legislation, the Development Assistance Committee
(DAC/OECD), and many other activities noted in separate listings below. The histories also
covered the interviewees education and work experience prior to joining the foreign assistance
program. Thus, some of the commentaries provide observations on experience in the Peace Corp
and with voluntary agencies.

Countries 141 countries have been commented on in the oral histories. The listing by
country distinguishes between those who have lived and served in the country and those who
have had experience with a country but have not been assigned to it. The countries with 10 or
more commentaries are (those in bold face are especially well covered): Afghanistan, Bangladesh,
Bolivia, Botswana, Brazil, Burkino Faso, Cameroon, Chile, Colombia, Congo (Zaire), Costa Rica,
Cuba, Ecuador, Egypt, El Salvador, Ethiopia, France, Ghana, Guatemala, Haiti, Honduras,
India, Indonesia, Iran, Israel (&West Bank), Jordan, Kenya, Korea (South), Laos, Lesotho,
Liberia, Mali, Mauritania, Morocco, Nepal, Niger, Nigeria, Pakistan, Panama, Philippines, Russia (& former Soviet Union), Senegal, Somalia, Sri Lanka (Ceylon), Sudan, Taiwan, Tanzania, Thailand, Tunisia, Uganda, Vietnam. Those countries with fewer oral history commentaries also contain interesting observations.

Regional Posts and programs In addition to country assignments, the oral histories cover twelve regional posts and programs. They are listed in the Annex D and include regional operations in Africa, Asia, the Middle East, and Latin America and Caribbean such as the Sahel Development Program, the Regional Economic Development Service Offices in Nairobi and Abidjan, the Regional Office for Central American and Panama (formerly Programs).

USAID organizational assignments in Washington The oral histories also cover the interviewees' experience with their assignments in USAID/Washington. The listing is by geographic bureau, functional bureau (e.g. PPC, S&T), and other assignments such as training (e.g. Senior Seminar, Development Studies Program).

U.S. Foreign Assistance organizations, funding sources, sectors and programs Apart from the individual country narratives, this section provides the most interesting and perhaps useful discussions concerning the role of U.S. foreign assistance. In the section on U.S. assistance organizations, the interviews cover the Institute for Inter-American Affairs (IIAA), Economic Cooperation Administration (ECA), Technical Cooperation Administration (TCA), International Cooperation Administration (ICA), Mutual Security Administration (MSA), Development Loan Fund (DLF), and Foreign Operations Administration (FOA). The U.S. Agency for International Development (USAID) is, of course, the most fully covered both throughout the interviews but also in answers to a special set of wrap-up questions.

Three program initiatives are discussed: the Alliance for Progress, Latin America's "New Initiative," and the New Directions legislation (Basic Human Needs), which was a major theme
for U.S. assistance in the mid to late 70s. The Sahel Development Program and the Caribbean Basin Initiative and the Central American program are other initiatives that are listed under regional programs above.

_Funding sources_ are also commented on: such as Development Assistance, Development Loan Funds, Emergency Assistance (disaster relief, refugees, rehabilitation), Food for Peace (PL480 Title I,II,III), Economic Support Funds (also known at various times as Supporting Assistance and Defense Support), and Technical Assistance.

Thirty _sectors and program activities_ were important parts of the commentary in the interviews. Among the ones most fully covered are: agriculture and rural development (community development), democracy and governance, development administration (public administration), education and human resources development), environment, infrastructure (capital assistance), institutional development, international training (participant training), policy reform/dialogues, population and family planning, private enterprise, program assistance (balance of payments support, commodity import programs, cash transfers, non-project assistance) and local currency generations and uses, public health, and women in development. The depth of coverage and analysis, of course, varied among the various oral histories.

Also the interviewees referred to over 80 _other topics, programs and related organizations_ — the listing does not cover all those discussed. Among these, the most prominent are the Peace Corps, NGO/PVOs, the Development Assistance Committee (DAC/OECD), the Center for Development Information and Evaluation (CDIE), American Schools and Hospitals Abroad, Consultative Groups, and Personnel Policy and Operations. The World Bank was cited in a number of the interviews with a particularly interesting commentary by Alex Shakow on his work with the Bank and in comparison with his experience with USAID.
Other topics of interest that have been covered in recent oral histories include, for example:

- Irv Coker on public service reform in Uganda—cited as a model for such reforms—and on managing a USAID Mission in times of crisis in Uganda;
- David Esche on the Economic and Rural Development Management project in Ghana which started a country-wide program for the development of district management capacities and on the administration of the 4,000 participant training program in Russia;
- Sam Rea on the beginnings of the USAID program in Madagascar including economic and environment reforms and on the USAID role in education development;
- Judy Bryson on the design and management of Food for Development programs and on the early studies and initiatives on Women in Development in Africa;
- Ted Morse on the management of emergency operations such as during the East Pakistan (Bangladesh) floods and war, the U.S. invasion of Grenada, the southern Africa drought, and U.S. assistance to the Contras;
- Ron Venezia on the USAID’s role in the Contra support operation—a vivid discussion from the field perspective;
- Ray Love on the design and management of major capital projects in Asia and on the management of REDSO/East Africa, the Africa Bureau and the beginnings of the USAID program in Zimbabwe;
- Roy Stacy on the interesting approach to developing and managing a large and innovative program in Zimbabwe;
- Nena Vreeland and Maury Brown on evaluation and development information in USAID and CDIE.

Finally, in a series of wrap up questions the interviewees were asked in varying forms:

- in their experience, has the pursuit of U.S. political/security interests supported or undermined long term development assistance?
- what are some major lessons of their experience with development programs?
- over the period of their involvement, how do they rate U.S. foreign assistance in the context of international development programs and organizations and USAID as a development agency?
- has U.S. foreign assistance made a difference and, if so, how?
- what have been the main areas/sectors/programs that have distinguished USAID’s development work with developing countries?
• how would they rate their own experience in international development and with USAID?
• what would they recommend to a young man or women working in international development and with U.S. foreign assistance?

Not all of the interviewees responded to all of these questions, but their replies were often thoughtful and interesting.

Other products In addition to the oral histories themselves, other products from the cooperative agreement funding include a brochure for the program, an interview guide, and a chart of the evolution of foreign assistance from the 1940s to the present with a listing of agency administrators (Annex A).

How have the oral histories been used to date
The oral histories are, first and foremost, reference documents that are available from libraries, on-line web sites, and hard copies on request. Thus, it is not possible to track the full extent to which the histories have been drawn on. However, a number of uses can be identified. Special summaries using excerpts from the oral histories have been prepared by the Program Director covering such topics as:

• Emergency Assistance for a CDIE evaluation report;
• Graduate Countries for a CDIE evaluation report;
• USAID oral history selections for Egypt (for a program evaluation team);
• USAID oral history selections for Costa Rica, Indonesia, Dominican Republic, India, and Russia;
• USAID oral history selections for a Foreign Service Journal article;
• Citations in an article for the USAID Frontlines on the oral history program;
• the evaluation of the Special Program of Assistance to Africa (SPA) — a World Bank donor coordination body;
• the International Fund for Agricultural Development (IFAD) — a historical reference and orientation on for the newly appointed Vice-President; IFAD was discussed in two of the oral histories and the new Vice-President is a former USAID employee;
• Reference for university scholars and students such on U.S. foreign policy for Africa and for a study of Liberian-U.S. relations;

In addition, the histories are included in:

• ADST’s comprehensive country readers with all relevant foreign service oral histories — now available for 43 countries;
• ADST’s *Frontline Diplomacy: The U.S. Foreign Affairs Oral History Collection* — on CD-ROM, which is available for purchase from ADST.
• USAID CDIE’s Development Experience Clearinghouse collection on-line from which they can be downloaded.

They have been used by those who have been newly assigned to a developing country; Nicaragua, Russia, for example. This use is particularly important as it helps overcome the common limitations of those new to the agency or a country in their understanding of what has been prior experience, what development has been assisted by the U.S., and what lessons may be learned.

Assistance was provided to two interviewees exploring the possibility of publishing books drawing on their oral histories. One is being written by Samuel Butterfield on the history of development assistance. The other is an extensive autobiography by Harold Jones covering his work in foreign assistance and life in India and Africa.

Finally, many of the interviewees have made the point that the oral histories are valuable for their families. In many cases, their children know little about their parents work and life in foreign affairs and service.
Costs in funds and time

The budget in the Cooperative Agreement compared with the actual expenditures is as follows:

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<thead>
<tr>
<th>Cooperative Agreement</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor</td>
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<td>Other direct costs (ODC)</td>
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<td>Subtotal</td>
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<td>TOTALS</td>
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<tr>
<td>USAID reimbursement requests</td>
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</tbody>
</table>

In addition, the Program Director contributed $1,000 to ADST for outstanding transcription work for which funding was not available. Other incidental costs to the Program Director (about $500 to date with additional sums expected for completing outstanding oral histories) such as for tapes and reproductions that were not charged to the Cooperative Agreement.

The labor item covered the costs of the Program Director and Program Assistants and their Social Security and Medicare payments. These costs are based on staff time of ten hours per week on foreign assistance oral histories. Funding for the Program Director was discontinued after the first year and a half owing to concerns about having sufficient funds for the transcription work and program assistants. Other direct costs (ODC) were primarily the payments for transcriptions initially at $45.00 per tape hour and subsequently at $55.00 per tape hour. The actual costs for transcriptions were as low as $40.00 for a very short interview and as high as $817.00 for the long ones. Overall, about 20% were under $100, 60% in the $100+ to $300 range and 20% in $300+ to $400 range. The original budget plan assumed an average of $200 per interview; the actual average has been more in the range of $240 per interview. ODC also included equipment and supplies. The overhead amount is based on 15% of labor and other direct costs. ADST estimates that the overall cost of oral history interviews for its Oral History Collection
including its administration is $1,400 per interview.

*Volunteer time* In addition to the direct costs financed by the Cooperative Agreement, the Oral History program relied on a substantial amount of volunteer time. Of course, all of the interviewee’s time for the actual interviews and subsequent revisions was on a volunteer basis. In addition, the interviewer’s time was entirely voluntary. The original proposal anticipated that the Program Director would be responsible for 45 interviews for a total of about 180 hours. Other volunteers would undertake 75 interviews for a total of about 410 hours. As it worked out, the Program Director conducted 79 interviews for 450 hours and other volunteers conducted 21 interviews for about 85 hours. For the latter, the Program Director in many instances also reviewed and posed additional questions to enrich the coverage of the interviews. These hours do not include time for setting up the interviews and other arrangements and for the follow-up on revisions. The target of 120 interviews under the Cooperative Agreement was not achieved. After the first 18 months, the Program Director’s time for program administration was voluntary and additional to the time spent on interviews. This time included developing lists of and contacting potential interviewees, promotional correspondence and special meetings, supervision of the program assistant, tracking each oral history document with frequent follow-ups of delayed revisions, and the preparation of 20 quarterly and annual reports, annual work plans, extension requests. Those interviews still outstanding and being reviewed will be sent to CDIE as they are completed. The Program Director will continue to follow-up as well undertake additional interviews as voluntary time and funds permit.
ANNEXES


Annex B: List of those interviewed

Annex C: Other oral history collections — lists and abstracts
   ADST Collection
   Columbia University Collection

Annex D: Who said what about what — the content of the oral histories
   USAID Country Programs in Oral History Interviews: Country and Interviewee
   Regional Posts
   Interviewee locations in USAID Washington
   Organizations, Funding Sources, Sectors and Programs
   Special topics and related organizations
Annex A: Copies of the

Program Brochure,

Interview Guide,

Chart of U.S. Foreign assistance agencies and administrations and administrators,

Oral History Release.

[Note: Available in hard copy only]
U.S. Foreign Assistance
Oral Histories completed,
or in process:

Richard Barrett  Jacob Kaplan  William White
Scott Behoteguy  John Kean  Maurice Williams
Aaron Benjamin  Jim Kelly  Ernest Wilson
Philip Birnbaum  Herman Kleine  Marcus Winter
Marcie Bernbaum  Ken Kornher  Mike Zak
Julia Chang-Bloch  Ernest Kuhn  Robert Zigler
John Blumgarten  Brad Langmaid
Madison Broadmax  David Lazar  Joint Interviews
Don Brown  Donor Lion  Tannenbaum/Rehm
Marshall Brown  Ray Love  Nole/Hansen
Vince Brown  William Lowenthal
Maury Brown  Robert MacAlister
Judy Bryson  Gordon MacArthur
Sam Butterfield  Noel Marsh
Julia Chang-Bloch  Charles Montrie
Dale Clark  Ted Morse
Peter Cody  Robert Nooter
Irving Coker  Haven North
Eric Chetwyn  Jeanne North
Phillip Church  Frank Pavich
Charles Christian  John Pellemeyer
Gilbert Corey  Rudd Poats
Frank Corcel  Richard Podol
Owen Cylke  Julius Prince
John Eriksson  Sam Rea
Roger Ernst  David Rybak
David Esch  Fred Schieck
Gordon Evans  Tony Schwartzwalder
Art Fell  Peter Sellers
James Fox  Alex Shakow
Fritz Gilbert  David Shear
Clarence Gulick  Walter Sherwin
Harvey Gutman  Dereck Singer
Larry Harrison  Victor Skiles
Everett Headrick  Glenn Slocum
Allison Herrick  Scott Smith
Lane Holdcroft  Mel Spector
Jim Howe  Roy Stacey
John Hummon  Ray Silverfield
David Jickling  Joe Stepanski
Haradene Johnson  Jack Sullivan
Vernon Johnson  Stuart Van Dyke
Harold Jones  Ronald Venezia
Lloyd Jonnes  Nena Vreeland
John Kean  Mark Ward
Herman Kleine  Miles Wedeman
Robert MacAlister  Joe Wheeler

Edward M. Rowell
President
The Association for
Diplomatic Studies and Training

For further information call or write:

Director
Charles Stuart Kennedy
Foreign Affairs Oral History Collection

or

W. Haven North
Director
U.S. Foreign Assistance
Oral History Program
301-320-4325

Marie Warner, Program Assistant
ADST Office

Assisting with interviews:
Charles Christian, John Kean,
Robert MacAlister, Sam Butterfield,
Frank Pavich, Stuart Van Dyke

Join the committee.
Assist with the interviews

The Association for
Diplomatic Studies and Training

4000 Arlington Boulevard
Arlington, Virginia 22204

Let us know if you are interested
in being interviewed
Oral History of U.S. Foreign Assistance

Foreign Affairs Oral History Collection

The Foreign Affairs Oral History Program was established by the Association for Diplomatic Studies and Training in 1988. Over 800 former U.S. foreign affairs officers have been interviewed, including career and non-career ambassadors. The complete transcripts of the interviews are available in the library of the National Foreign Affairs Training Center and the Special Collections Room of the Lauinger Library of the Georgetown University. By the Fall of 1998, the entire collection will be on a CD and available for purchase by universities, professional associations, and individuals.

The interviews are designed to capture the work of retired U.S. foreign affairs officials. The transcripts of the interviews touch on diplomatic events from the 1920s to the present and cover work in over 200 foreign posts as well as in the U.S. Government’s foreign affairs agencies in Washington, D.C.

The Oral History Program is sponsored by The Association for Diplomatic Studies and Training (ADST) and is located at the National Foreign Affairs Training Center (NFATC) in Arlington, Virginia.

U.S. Foreign Assistance: Oral History Program

The Oral History Program has been extended to include those associated with U.S. Foreign Assistance. The aim is to develop a collection of oral histories of those who have served USAID and predecessor agencies and those who have served in foreign assistance programs of associated organizations such as private firms, private voluntary organizations, and other U.S. Government agencies.

The Center for Development Information and Evaluation (CDIE) of the USAID has made a grant to help finance the preparation of oral histories of former USAID officials. The grant was available for four years beginning in July 1995—now expended.

How it works

Interviews are carried out under the direction of ADST’s Oral History Program. The interviews are unclassified and are designed to let those interviewed describe their experience in U.S. foreign assistance programs and discuss their views on significant policies, people, and events.

The interviews are conducted by the Program Director or a volunteer. They are taped, transcribed, and put on disks. The interviewee reviews the transcription making revisions as desired. The transcripts are then placed in the libraries of ADST, NFATC, USAID/CDIE, and Georgetown University for use by scholars, students, and USAID staff. The interviewee, of course, receives a copy.

The focus in the interviews is on the individual’s role, contributions, and perspectives. It is not an attempt to recount the history of a period, in general. With an increasing number of histories available, it is now possible to prepare excerpts clustered around topics of current interest such as USAID responses to international emergencies, graduate countries, and country programs.

The Association has no political agenda. Its sole interest is in capturing the experiences and insights of individuals who have worked in U.S. Foreign Assistance programs over the years.

Organization of the Oral History Program for U.S. Foreign Assistance.

This phase of the Oral History Program is managed by a Program Director (volunteer) and a part-time Program Assistant. Retired USAID officers are assisting with the interviews and others are writing their histories following the Program’s interview guide.

Let us know if you are interested in being interviewed and participating in the program. Your experience in foreign assistance is important and should be recorded.

For those outside of Washington, D.C., we would be pleased to assist you with organizing oral history activities in your area. Give us a call.
For further information call:

W. Haven North
Program Director
U.S. Foreign Assistance Oral History Program
(at ADST or at home 301-320-4325)

or

Charles Stuart Kennedy
Director
Foreign Affairs Oral History Collection
at the Association's Office

The Association for Diplomatic Studies and Training
4000 Arlington Blvd.
Arlington, VA 22204
Office Tel. 703-302-6990
Office Fax 703-302-6799
U. S. Foreign Assistance
Oral History Program
Foreign Affairs Oral History Collection

The Foreign Affairs Oral History Collection was established by the Association for Diplomatic Studies and Training in 1988. Over 800 foreign affairs officers, including career and non-career ambassadors of the State Department and other foreign affairs agencies and many spouses have been interviewed.

The interviews are designed to capture the work of retired United States foreign affairs officials and to record a broad base of experience covering most countries of the world. Transcripts now completed touch on diplomatic events from the 1920s to the present and cover work in over 200 foreign posts as well as in the Department of State and other foreign affairs agencies in Washington, D.C.

How it works

Interviews are carried out by volunteers under the direction of ADST's Oral History Program. The interviews are unclassified and are designed to let those interviewed describe their experience in U.S. foreign assistance programs, their role in these programs, and their views on development policies and significant events in which they participated. The interviews are taped and transcribed. The interviewee reviews the transcription making corrections or additions as desired.

The collections of oral histories are located in the libraries of the Association, National Foreign Affairs Training Center, and the Lauinger Library of Georgetown University. The U.S. Foreign Assistance Oral History Collection is also located at the Center for Development Information and Evaluation of the U.S. Agency for International Development.

The interview process

1. Interview arrangements and dates are made between the interviewer and the USAID officer being interviewed. The oral history staff will assist with making these arrangements;
2. A signed release (see form) is required for each interview permitting the transcript to be available for use by the public;
3. The interviewer will be provided with a tape recorder, tapes, and related equipment (to be returned following the interview series.)
4. The tapes, as completed, will be sent to the Program Director/Program Assistant at the ADST offices.
5. Transcriptions will be made and a typed copy with a disk will be provided to the interviewee for review and revisions.
6. The edited transcript will be typed in final and reproduced for distribution with copies to the interviewee, CDIE/USAID, ADST, and Georgetown University Library.

The interview sessions should be limited to about two hours for each session with arrangements for 2-4 sessions as required. The interviewer should guide the discussion with follow-up questions that encourage the interviewee to elaborate or explain giving his/her views and, generally, maintain a focus on important topics and issues. The interviewer should minimize his/her own comments. Acronyms and unfamiliar names should be spelled out to assist the transcriber; USAID jargon should be avoided or explained.

Oral histories are interesting and useful. Enjoy the opportunity to share your experience with others and participate in the program.
USAID has adopted some new approaches and taken on some new challenges in recent years, e.g. democracy programs, missions in Eastern Europe and the former Soviet Union. What is your impression of these changes? Would you have done anything differently?

3. Operational issues (observations on USAID)
- Were there major operational changes (organization, procedures, systems, regulations) in USAID during your time? If so, which ones made a real difference in how you and your colleagues did your work? Which changes were for the better, which for the worse?
- Do you have a sense of how things have changed in USAID since you left? For the better of the worse? Why? Should USAID be making further changes to reflect current global trends? Which changes?
- During recent decades USAID resources have been declining. Personnel levels have fallen steadily since 1968, and budget trends have been downward too. In your experience, how have these declines affected USAID programs and the way USAID does business?

4. Personal observations:
- Who were some of the most memorable people (host government counterparts, USAID colleagues) you met and worked with during your professional career? What made them memorable?
- Which was your favorite overseas post? Why? Which was your least favorite post? Why?
- What was the high point (and low point) of your career in development? Most fun? Most frustrating? Most dangerous?
- Over 40 years or so, USAID and the predecessor agencies have worked under a number of theories or strategies of development. What were the dominant approaches when you were in USAID, and were there significant shifts along the way? Looking back from here, how would you describe your theory of development?
- What were the major accomplishments of USAID (not necessarily things you were directly involved in) that you observed during your career?

U.S. Foreign Assistance Oral History Program

The Oral History Program has recently started the U.S. Foreign Assistance phase. The aim is to develop a collection of oral histories of those who have served USAID and predecessor agencies and in foreign assistance programs of associated organizations such as private firms, private voluntary organizations, and other U.S. Government agencies.

As interest develops, it may be possible to cluster the interviews around major events in foreign assistance history starting with the Marshall Plan. The focus in these interviews is on the individual’s role, contributions, and perspectives. It is not an attempt to recount the history of a period, in general.

The Center for Development Information and Evaluation of USAID made a grant to help finance the preparation of oral histories of former USAID officials. The grant was available for three years beginning in July 1995, extended to January 2000. However, the oral history program continues. Volunteers are being invited to assist with the interviews. These interviews will then be transcribed, reproduced, and made available to researchers and others interested in USAID’s work in particular fields and countries. They will be of special interest to those being assigned to work in these fields or countries.

Organization of the Oral History Activity for U.S. Foreign Assistance.

This phase of the Oral History Program is coordinated by a small group of retired USAID officers. They and others interested will arrange for the interviews and conduct them.

The program is sponsored by the Association for Diplomatic Studies and Training with a part-time Program Director and a Program Assistant. They are located in the Association’s offices at the National Foreign Affairs Training Center.
A Guide for Interviews

Interview topics and approach
The interviews should aim at eliciting the experiences and views of those being interviewed that would be of interest to someone doing research on, or will be working in, an area of development or a country. The focus is on the interviewee's perspective and involvement as an insider's view, i.e., "I was there when it happened." The topics flow more or less from a chronology of the interviewee's career. However, some of the periods and events may be less significant and thus can be treated less fully.

Illustrative outline of an interview:
1. Background: birth date and place, family, schooling, subjects of major study and interest, early travel experience. This discussion should bring out those aspects that might explain the evolution of interest in international development.

2. Early work experience (pre-USAID) with emphasis on those jobs that might be relevant and useful in understanding the interest in international development. Observations on why the interviewee decided to work for USAID are desirable.

3. In chronological order, review the main periods in USAID work and an identification of those topic areas in which the interviewee participated, e.g., the Sahel program, New Directions initiative, Vietnam, a specific period of USAID's involvement in a country's development, social/economic crises, economic reform activities, and specific sector of interest.

For each of these topic areas, the interview should try to bring out a picture of the situation from the interviewee's perspective, the interviewee's position and role in the situation, views—pro and con—about US development policy in the situation, experience with major development activities with examples of what worked or didn't work, relationships with host country people, other U.S. public and private officials and organizations, and other donors. Periodic references to dates and key people is helpful. Also if there seems to be a theme or two running through the interview, e.g., U.S. political/security interests and USAID development priorities, these should be brought out with illustrations.

4. A summing up of the interviewee's observations and concerns about USAID work, foreign assistance, international development, world development trends is important at the end of the interview.

5. Annexes to the interview record are welcome. They should be relatively short and represent the work and views of the interviewee.

USAID/CDIE's check list.
CDIE has, in conjunction with its grant, provided a check list of topics to be covered in the interviews. While these topics should be considered during the interview, they do not all need to be answered directly. Also those questions that reflect on current situations should be left until the end of the interview so that the main text is a historical record from the interviewee's viewpoint. The CDIE questions include:

1. Biographic information:
The usual questions about birthplace, education, marriage, children, foreign service assignments as appropriate with particular attention, to enrich the discussion, to "how did you get into this foreign assistance business."

2. Programmatic issues:
• What were your major assignments in USAID/Washington and in the field? What were your major successes and non-successes in those positions?
• What was the main activity you were part of in _____ that was least successful? What was your role and what did others do, in this unsuccessful effort? Were there external factors that played a role? How important were the political imperatives of the Cold War? If you had to do it over again, what would you do differently? (including doing nothing)
NOTES

Administrators of U.S. Foreign Assistance Programs

Economic Cooperation Administration
1948-52 Paul Hoffman

Technical Cooperation Administration
1950-51 Henry Bennett
1952 Stanley Andrews

Mutual Security Agency
1951-53 W. Averill Harriman
1953 Harold Stassen

Foreign Operations Administration
1953-55 Harold Stassen

International Cooperation Administration
1955-57 John Hollister
1957-59 James H. Smith
1959-60 James W. Riddleberger
1961 Henry R. Labouisse

U.S. Agency for International Development
1961-62 Fowler Hamilton
1962-66 David E. Bell
1966-69 William (Bill) Gaud
1969-73 John A. Hannah
1973-77 Daniel S. Parker
1977-79 John J. Gilligan
1979-81 Douglas J. Bennett
1981-87 M. Peter McPherson
1987-89 Allen Woods
1990-92 Ronald W. Roskens
1992-2000 J. Brian Atwood
2000 - Bradford Anderson

U.S. Foreign Assistance Oral History Program

The aim of the U.S. Foreign Assistance Oral History Program is to develop a collection of oral histories of those who have served USAID and predecessor agencies and in foreign assistance programs of associated organizations such as private firms, private voluntary organizations and other U.S. Government agencies. The Center for Development Information and Evaluation (CDIE) of the USAID has made a grant to help finance the preparation of these interviews.

This Oral History Program is managed by the Association for Diplomatic Studies and Training, a non-profit organization established in 1986 to enhance the training of foreign affairs personnel and to instill in the public a greater appreciation for our diplomatic history. ADST's Foreign Affairs Oral History Program began in 1988 and contains hundreds of oral history interviews, including the U.S. Foreign Assistance Collection.

For more information on the oral history programs, contact the ADST at 4000 Arlington Boulevard, Arlington, VA 22204; telephone 703-302-6990; fax 703-302-6799.
INTERVIEW RELEASE

I, _______________________________________________ do hereby transfer, give and grant to the Foreign Affairs Oral History Program of the Association for Diplomatic Studies and Training as a donation to its Special Collection, the following described tape recording, transcript, and all rights therein.

I understand that, as funds become available, the aforesaid tape recording will be transcribed. The Foreign Affairs Oral History Program agrees that I will be afforded the opportunity to review and revise the transcript. I authorize the Foreign Affairs Oral History Program to use the aforesaid tape recording and transcript thereof in such a manner as it in its sole discretion may determine, pursuant to the educational and historical objectives of the Association for Diplomatic Studies and Training, Georgetown University, and U.S. Agency for International Development. The interview is unclassified and will be made available to the public.

This agreement does not preclude me from also using my transcript as I wish, either for publication or distribution.

Signed __________________________________________

Date ____________________________

Address ____________________________________________

Tapes description: Interview dates ____________________________

Interviewer ____________________________________________
Annex B: List of those interviewed
Status Report on Oral History Interviews

Interviews conducted
As of June 2000

Barrett, R. -
Behoteguy, S. -
Benjamin, A.
Bernbaum, M.
Birnbaum, P.
Bloch, J-C -
Blumgart, J. √
Brodnax, M.
Brown, V.
Brown, Mars
Brown, D.
Brown, Maury
Bryson, J. √
Butterfield, S. *4
Christian, C. *1
Chetwin, B. √
Church, P. √
Clark, D. √
Cody, P. -
Coker, I.
Corey, G. -
Correl, F.
Cylke, O. √
Eriksson, J.
Ernst, R.
Esch, D. √
Evans, G.
Pell, A
Fox, J. √
Gilbert, F. √
Guilick, C
Gutman, H. -

Harrison, L.
Headrick, B.
Herrick, A.
Holdcroft, L. -
Howe, J. -
Hummon, J.
Jickling, D.
Johnson, H. √
Johnson, V.
Jones, H.
Jonnes, L.
Kaplan, J.
Kornher, K.
Lazar, D.
Langmaid, B.
Kean, J. *2
Kelly, J. ###
Kleine, H.
Kuhn, E. -
Lion, D.
Love, R
Lowenthal, W. -
MacAlister, R. *1
MacArthur, G.
Marsh, N.
Montrie, C.
Morse, T. √
Noel/Hanson -###
Nooter, R.
North, J. √
North, W.H.
Pavich, F. *1
Pielemeier, J.
Pierson, G. √
Poats, R.
Podol, R.
Prince, J
Rea, S.
Rybak, D
Schickel, F. √
Schwartzwalder, A √
Sellers, P √
Sheraton, A
Sherper, K. √
Singer, D.
Shear, D. √
Sherwin, W.
Skiles, V. -
Slocum, G.
Smith, S.
Specter, M. *3
Stacy, R.
Stephanak, J.
Sternfeld, R
Sullivan, J.
Tannenwald/Rehm -
Van Dyke, S. *2
Venezia, R.
Vreeland, N
Ward, M
Wedeman, M. -
Wheeler, J.
White, W.
Williams, M.

Wilson, E.
Winter, M.
Zak, M. √
Zigler, R*  

* Conducted interviews & number
√ in review process
- other interviewers
### Release requested
#### partial on emergency assistance

Interviewees who have indicated interest in participating — 10

Bob Muscat
Charles Ward
Dennis Chandler
Frank Method
Helen Soos
John Westerley
Kelly Kammerer
Myron Golden
Peter Kimm
Richard Breen
Tony Swarzwalder
Lois Richards
Mary Kilgour
John Hicks
Annex C: Other oral history collections — lists and abstracts
Previous U.S. Foreign Assistance Oral Histories

Interviews conducted by Mel Spector prior to the USAID Cooperative Agreement. These histories are primarily related to the Marshall Plan and the Economic Coordination Administration, but they also include discussions of programs, agencies, and countries in the years after ECA. These Oral Histories are included in the ADST collection

Everett Bellows
Richard M/ Bissell, Jr
David Brown
Vincent Checci
Dennis FirxGerald
Jack Fobes
Lincoln Gordon
John Grady
Edwin Martim
William Parks
Leonard J. Saccio
Donald Stone
Joseph Toner
Columbia University

Oral History Research Office

801 Butler Library Box 20
535 West 114th Street
New York, NY 10027
Tel. 212-854-2273

The following abstracts are for interviews from the Oral History project of the Institute for Inter-American Affairs. Permission is required for citations or quotes. Copies can be obtained for a fee.

[Note: Abstracts in this series are available in hard copy only]
Annex D: The content of the oral histories— who said what about what.

USAID Country Programs in Oral History interviews:
by Countries and Interviewee

Regional Posts and Programs

Interviewee Locations by USAID Organization in Washington

U.S. Foreign Assistance Organizations, Funding Sources, Sectors and Programs

Special Topics and Related Development Assistance Organizations
USAID Country Programs
in Oral History Interviews:
Country and Interviewee

Albania
  Morse
Afghanistan
  Brown, V. Christian, Church, Cylke, Gulick, Kean, Langmaid, Skiles
  Behoteguy, Clark, Esch, Montrie, Nooter, Pielemeier, Schwartzwalder, Sullivan, Venezia, White, Williams
Algeria
  Birnbaum, Brown, D.
Angola
  Herrick, Love, Pielemeier, Ward
Argentina
  Lowenthal
  Eriksson, Herrick, Klein, Lion, Montrie, Schieck, Wedeman, Zak,
Austria
  Ernst, Jonnes, L., Kaplan
Azores
  Van Dyke
Bangladesh
  Church, Esch, Montrie, Morse, Podol, Schwartzwalder, Stephanek, Wheeler, Williams
  Brown, V., Corey, Evans, Gulick, Langmaid, Love, Pielemeier, Sullivan
Barbados
  Johnson, Har., Venezia, Zigler
Belgium (Benclux)
  Jonnes, L. Kaplan, Kleine, Montrie
Benin
  Christian, Gilbert, Sherwin, Wedeman
Berlin
  Butterfield, Skiles, Van Dyke
Bolivia
  Benjamin, Blumgart, Jickling, Lazar, Schieck, Singer, Smith, S. Van Dyke
      Church, Schieck, Sternfeld, Van Dyke, Venezia, Zak,
Bosnia
  Morse, Zak,
      Ernst
Botswana
  Hummon, Rea, Pielemeier
      Brown, D., Correl, Herrick, Love, Morse, Smith, Winter
Brazil
  Brown, M., Howe, Kleine, Kornher, Lion, Marsh, Pielemeier, Van Dyke, Wilson
      Harrison, Herrick, Jickling, Kalplan, Lazar, Montrie, Schieck, Smith, Sternfeld
Bulgaria
  Zak,
      Pavich
Burkina Faso
  Sherwin, Stacy, Zak, Zigler
      Fell, Gilbert, Holdcroft, Johnson, Har., Pielemeier, Slocum, Zak,
Burma
  Langmaid, Morse, Schieck, Sullivan, Venezia, Ward
Burundi
  Bryson, Singer, Slocum
      Fell, Johnson, Har., Love, Skiles
<table>
<thead>
<tr>
<th>Country</th>
<th>Authors</th>
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<tbody>
<tr>
<td>Cambodia</td>
<td>Cody, Morse, Wedeman, Behoteguy</td>
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<td><em>Eriksson, Holdcroft, Chang-Block, Sullivan</em></td>
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<td>Cameroon</td>
<td>Behoteguy, Fell, Gilbert, Johnson, Har., Slocum, Singer</td>
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<td><em>Coker, Cylke, Bryson, Prince, Pielemeier, Schwartzwalder,</em></td>
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<td>Cape Verde</td>
<td><em>Coker, Johnson, Har., Pielemeier, Rea, Slocum, Wedeman</em></td>
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<tr>
<td>Central African Republic</td>
<td><em>Fell, Gilbert, Johnson, Har., Prince, Slocum</em></td>
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<td>Chad</td>
<td>MacAlister</td>
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<td><em>Birnbaum, Fell, Gilbert, Johnson, Har., Love, Pielemeier, Slocum, Wedeman</em></td>
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<td>Chile</td>
<td>Lowenthal, Schieck, Van Dyke</td>
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<td></td>
<td><em>Harrison, Jickling, Brown, Mar., Brown, V., Kleine, Poats, Schieck, Smith, Zak,</em></td>
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<tr>
<td>China</td>
<td><em>Brown, V., Clark, Ernst, Gulick, Marsh, Morse, Poats, Singer, Stepanek, Sullivan, White, Williams</em></td>
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<tr>
<td>Colombia</td>
<td>Fox, Marsh, Singer, Venezia</td>
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<td><em>Bernbaum, Brown, Mar., Eriksson, Harrison, Herrick, Jickling, Kleine, Montrie, Sternfeld</em></td>
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<tr>
<td>Comoros</td>
<td><em>Fell, Johnson, Har.</em></td>
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<tr>
<td>Congo (Zaire)</td>
<td>MacArthur, Singer, Brown, D., Brown, V., Correl, Headrick, Podol, Singer</td>
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<td>Birnbaum, Cody</td>
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<td><em>Behoteguy, Kaplan, North, Pielemeier</em></td>
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<td>Congo, Brazzaville</td>
<td><em>Correl, MacArthur, Prince, Singer, Slocum</em></td>
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Costa Rica
   Fox, Harrison, Singer, Venezia
   Church, Brown, Mar., Herrick, Kleine, Lazar, Schieck, Smith, Sellers
Croatia
   Morse, Zak,
Cuba
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   Bernbaum, Brown, V. Corey, Harrison, Sternfeld
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REGIONAL POSTS

Caribbean Basin
   Bernbaum, Brown (Marshall), Fox, Morse, Rybak, Smith, Venezia

CENTO
   Behoteguy, Kean, Langmaid, Skiles, Wheeler, Williams

Central America region
   Barratt, Bernbaum, Brown (Marshall), Church, Fox, Cody, Corey, Harrison, Herrick, Kleine, Lazar, Montrie, Sellers, Schieck, Smith, Spector, Venezia, Wilson, Zak,

East Africa & Greater Horn
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REDSDO/West Africa
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REDSO/East Africa and East Africa region
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Regional USAID for Africa (RUA)
   Gutman, (Johnson, Hariadene), Sherwin

Regional Office for Central America and Panama (or Programs) ROCAP
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Sahel Development & The Club du Sahel
   Blumgart, Brown (Donald), Coker, Cylke, Evans, Fell, Gilbert, Johnson (Hariadene), Rea, Kornher, Langmaid, Love, MacAlister, MacArthur, North, Pielemeier, Sherwin, Skiles, Slocum, Stacy, Sullivan, Wedeman, White, Williams

Southern African Development Coordination Conference (Council) (SADCC)
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Southern Africa & Office of Southern Africa Regional Assistance Coordination (OSARAC)
   Correl, Cylke, Hummon, Kean, Morse, North, Rea, Stacy, Wilson, Winter

Southeast Asia Regional Economic Development Office
   Blumgart, White
   Mekong River Development: Blumgart
INTERVIEWEE LOCATION BY USAID ORGANIZATION WASHINGTON
## ORAL HISTORY PROGRAM FOREIGN ASSISTANCE: INTERVIEWEE LOCATIONS

**BY USAID ORGANIZATION WASHINGTON**

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<th>Center for Dev. Info and Eval. CDIE</th>
<th>Program/Policy Bureau (PPC)</th>
<th>Science and Technology Bureau S&amp;T et al</th>
<th>Administrator's Office</th>
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ORAL HISTORIES OF U.S. FOREIGN ASSISTANCE
Organizations, Funding Sources, Sectors, Programs

ORGANIZATIONS

Institute for Inter-American Affairs
Lowenthal, Lazar, Skiles, Spector

Economic Cooperation Administration (ECA) — Marshall Plan
Behoteguy, Jonnes, Kaplan, Spector, Blumgart, Brown (Vincent), Church, Cody, Kaplan, Kean, Love, Montrie, Poats, Rehm/Tannenwald, Skiles, Spector, Sternfeld, Van Dyke
Austria: Ernst, Jonnes
Belgium Desk: Montrie
France: Spector, Behoteguy, Brown (Vince)
Germany: Van Dyke
Ireland: Gulick
Netherlands: Kleine
Norway: Lion
Spain: Gulick
Switzerland: Jonnes
Turkey: Gulick
United Kingdom: Jonnes

Technical Cooperation Administration (TCA) — Point Four
Blumgart, Broadnax, Brown (Donald), Brown (Vincent), Butterfield, Church, Clark, Gulick, Johnson, Jones, Kaplan, Kean, Kleine, Lowenthal, Montrie, North, Pavich, Prince, Rehm/Tannenwald, Schieck, Skiles, Spector, Sternfeld, Wheeler, Van Dyke, Wheeler, Williams
North Arab States: Skiles
India: Ernst, Jones
Mutual Security Administration (MSA)
Barratt, Behoteguy, Brown (Vincent), Kaplan, Montrie, North, Rehm/Tannenwald, Skiles, Spector, Sternfeld, Wheeler, Williams,
Europe: Kleine
Pakistan Desk: Montrie, Kean
Iran: Williams
MSA/FOA: Van Dyke
Mutual Security Program, State Department: Sternfeld

Foreign Operations Administration (FOA)
Behoteguy, Brown (Vincent), Gulick, Kaplan, Kean, Montrie, North, Prince, Spector, Sternfeld, Van Dyke,

Development Loan Fund (see below)

International Cooperation Administration (ICA)
Behoteguy, Birnbaum, Blumgart, Brown (Vincent), Butterfield, Christian, Cody, Cylke, Howe, Jickling, Johnson (Vernon), Jones, Kaplan, Kean, Kleine, Lazar, Love, Marsh, Poats, Podol, Prince, Rehm/Tannenwald, Schwarzwalder, Smith, Sternfeld, Van Dyke, Wedeman, Wheeler,

U. S. Agency for International Development (USAID)
Formation — Foreign Assistance Act of 1961
Barratt, Blumgart, Herrick, Shakow, Sternfeld, Spector, Tannenwald/Rehm, Williams, Wedeman
Task Force on Reforming Assistance and Creation of AID: Williams
Foreign Assistance Legislation: Rehm, Tannenwald, Jr.
INITIATIVES

Alliance for Progress
    Barratt, Behoteguy, Brown (Marshall), Butterfield, Harrison, Jickling, Kaplan, Kleine, Kornher, Lazar, Lion, Marsh, Montrie, Nooter, Pielemeier, Poats, Podol, Schieck, Smith, Spector, Sternfeld, Sullivan, Venezia, Wedeman, Zak,

Latin America's "New Initiative"
    Venezia

New Directions-Basic Human Needs

FUNDING SOURCES

Development Assistance
    Brown (Marshall), Cylke, Johnson (Hariadene), Podol, Schwarzwalder, Sellers, Shakow, Sherper,

Development Loan Fund
    Barratt, Birnbaum, Blumgart, Brown (Vincent), Butterfield, Cylke, Gulick, Howe, Kaplan, Kean, Kleine, Lazar, Poats, Schieck, Schwarzwalder, Shear, Škiles, Spector, Sternfeld, Van Dyke, Wedeman, Williams

Emergency assistance — refugees, rehabilitation
    Johnson (Hariadene), Kuhn, Love, MacAlister, MacArthur, North, Pevich, Pielemeier, Rybak, Shear, Schieck, Schwarzwalder, Sherper, Singer, Škiles, Smith, Stacy, Stepanek, Venezia, Wedeman, Wheeler, White, Williams, Zigler,
    Disaster Relief Office: Rybak, Rea, Zak,
Food for Peace - PL 480 Titles I, II, III

Cooley Loans: Benjamin, Cylke, Love

Economic Support Funds (ESF) (incl Supporting Assistance and Defense Support)
Brown (Marshall), Brown (Vincent), Herrick, Johnson (Hariadene), Langmaid, Love, Pielemeier, Pierson, Poats, Podol, Schwarzwalder, Sellers, Shakow, Sherper, Sherwin, Skiles, Stacy, Stepanek, Sternfeld,

Technical Assistance
Behoteguy, Brown (Vincent), Butterfield, Clark, Cody, Corey, Fox, Gilbert, Gutman, Headrick, Johnson (Vernon), Jonnes, Johnson (Hariadene), Kaplan, Kleine, Langmaid, Lion, Montrie, North, Poats, Schieck, Schwarzwalder, Shakow, Sherper, Smith, Spector, Sternfeld, Sullivan, Wedeman, Wheeler, Zak,

SECTORS AND PROGRAM ACTIVITY

Agriculture and Rural Development (Ag universities, extension, research, livestock, irrigation)
Behoteguy, Birnbaum, Blumgart, Broadnax, Brown (Donald), Brown (Marshall), Brown (Vincent), Bryson, Butterfield, Chetwyn, Church, Clark, Cody, Coker, Corey, Correl, Cylke, Eriksson, Ernst, Evans, Fell, Fox, Gilbert, Harrison, Headrick, Herrick, Holdcroft, Hummon, Jickling, Johnson (Vernon), Johnson (Hariadene), Jones, Jonnes, Kean, Kleine, Kornher, Kuhn, Langmaid, Lazar, Lion, Love, MacAlister, MacArthur, Marsh, Montrie, Nooter, North, Pavich, Pielemeier, Poats, Podol, Prince, Rea, Schieck, Schwarzwalder, Sellers, Shear, Sherper, Sherwin, Slocum, Smith, Stacy, Stepanek, Sullivan, Ward, Wedeman, Wheeler, White, Williams, Winter, Zak, Zigler

Irrigation: Corey, Langmaid,

Rural Development (IRD), Community Development,
Kuhn, Pavich, Holdcroft, Blumgart, Brown (Vincent), Butterfield, Chetwyn, Cody, Correl, Ernst, Gilbert, Jickling, Jones, Johnson
(Hariadene), Kean, Kornher, Langmaid, Lazar, Love, MacAlister, North, Pavich, Podol, Prince, Rybak, Schieck, Schwarzwalder, Sellers, Sherper, Sherwin, Smith, Stacy, Stepanek, Sullivan, Wedeman, White, Williams, Zak, Zigler,

Appropriate Technology
Brown (Marshall),

Communications
Blumgart, Brown (Maury), Butterfield

Democracy and governance (human rights, decentralization, Title IX-political development)

Development Administration/Management - Public Administration
Brown (Vincent), Chetwyn, Cody, Coker, Esch, Eriksson, Evans, Jickling, Jonnes, Kornher, Langmaid, Lazar, North, North,J., Poats, Podol, Rybak, Sherper, Singer, Stacy, Wheeler, Williams,
  Iran and Nepal: Podol
  Development Administration Division: Kuhn
  Census and Statistics: Brown (Marshall)
  Simulation Training: Esch

Development Information
Brown (Maury), North, Smith, Venezia, Zak,
Education (human resource development)

Energy (Forestry, Rural Electrification, Renewable Energy)

Environment - ecosystems, biodiversity

Evaluation
Bernbaum, Brown (Maury), Brown (Vincent), Bryson, Church, Correl, Eriksson, Fox, Gilbert, Johnson (Hariadene), Kleine, Montrie, North, Poats, Rybak, Smith, Vreeland, Ward.

Export Development
Brown (Vincent), Chetwyn, Fell, Fox

Financial Management - savings and loans, audit, IG, technical assistance

Housing
Infrastructure - Capital Assistance
Brown (Donald), Brown (Marshall), Bryson, Butterfield, Chetwyn, Correl, Cylke, Evans, Fell, Gilbert, Gulick, Harrison, Headrick, Herrick, Hummon, Jickling, Jonnes, Johnson (Hariadene), Langmaid, Lazar, Lion, Love, Lowenthal, Marsh, North, Nooter, Pielemeier, Pierson, Podol, Schieck, Schwarzwalder, Sellers, Shakow, Shear, Sherper, Skiles, Slocum, Smith, Stacy, Stepanek, Sullivan, Van Dyke, Wedeman, Wheeler, Wilson, Winter, Zak,

Institutional Development
Brown (Donald), Bryson, Chetwyn, Church, Cody, Harrison, Holdcroft, Kornher, Johnson (Hariadene), Marsh, Pavich, Poats, Podol, Rea, Schieck, Sellers, Stacy, Sternfeld, Ward, Wilson, Winter,

International Training -Participant program
Bernbaum, Brown (Donald), Brown (Vincent), White, Chetwyn, Christian, Correl, Eriksson, Esch, Gilbert, Gutman, Herrick, Jickling, Jones, Johnson (Hariadene), Jickling, Jonnes, Johnson (Hariadene), Kornher, Langmaid, MacArthur, North, Pierson, Podol, Shakow, Shear, Sherwin, Singer, Skiles, Slocum, Stacy, Stepanek, Sternfeld, White, Winter, Zigler,

Labor
Cody, Eriksson, Kleine, MacAlister,

Nutrition
Lion, Schwarzwalder

Narcotics/drugs eradication
Fox, Langmaid, Lion, Nooter, Pavich, Pielemeier, Schieck, Singer, Smith, Van Dyke,

Policy Reform/dialogues
Brown (Donald), Brown (Marshall), Chetwyn, Cody, Cylke, Eriksson, Fell, Fox, Gilbert, Herrick, Howe, Jonnes, Johnson (Hariadene), Kleine, Kornher, Langmaid, Lion, Lowenthal, Montrie, Poats, Podol, Slocum, Smith, Stacy, Van Dyke, Wedeman, Williams

Employment and income: Eriksson
Population and Family Planning
Brown (Donald), Prince, Brown (Vincent), Bryson, Christian, Chetwyn, Church, Cody, Cylke, Eriksson, Ernst, Evans, Gilbert, Gulick, Harrison, Herrick, Hummon, Jickling, Jonnes, Johnson (Hariadene), Kleine, Langmaid, Lion, Love, MacArthur, North, Pielemeier, Poats, Podol, Rea, Rybak, Schieck, Schwarzwalder, Shakow, Sherper, Sherwin, Slocum, Smith, Stacy, Stepanek, Sullivan, Van Dyke, Venezia, Ward, Wedeman, Wheeler, Williams, Zak,

Private enterprise/sector – Industry
Brown (Donald), Brown (Marshall), Clark, Cody, Correl, Eriksson, Herrick, Jickling, Jonnes, Johnson (Hariadene), Kornher, Langmaid, Lazar, Lion, Love, Nooter, Pavich, Poats, Podol, Schieck, Shakow,

Microenterprise: Benjamin, Chetwyn, Coker, Fox, Gilbert, Hummon, Kean, MacArthur, Nooter, Pielemeier, Rybak, Sherper, Singer, Smith, Sullivan, Venezia, Wedeman, White, Williams, Winter, Zak,

Business executive education: Bernbaum

Program Assistance (Balance of Payments support/Commodity Import Programs/Cash Transfers/Non-project assistance)
Brown (Donald), Brown (Marshall), Brown (Vincent), Cody, Correl, Herrick, Jickling, Jonnes, Johnson (Hariadene), Kleine, Langmaid, Lion, MacArthur, Montrie, Podol, Schieck, Sellers, Shakow, Shear, Smith, Stacy, Stepanek, Sullivan, Van Dyke, Venezia, Ward, Wedeman, Williams, Wilson,

Local currency: Brown (Marshall), Brown (Vincent), Bryson, Christian, Evans, Gilbert, Gutman, Jonnes, Love, Podol, Schieck, Sellers, Shakow, Shear, Spector, Stacy, Venezia, Wheeler, Winter, Zak,

Sector programming/management: Brown (Marshall), Cylke, Evans, Fox, Kleine, Kornher, Montrie, Smith,

Debt Relief/Rescheduling
Bernbaum, Fox, Harrison, Johnson (Hariadene), Harrison, Love, North, Shear, Shakow

Public Health - child survival, primary health care, water and sanitation, malaria
Child Survival Task Force: Langmaid
HIV/AIDS: Coker, Gilbert, Langmaid, Pielemeier, Podol, Rea, Schwarzwalder, Stepanek,

Public Safety
Blumgart, Chetwyn, Cody, Gutman, Harrison, Jickling, Kleine, Lazar, Marsh, Shear, Wheeler,

Reconstruction
Benjamin, Johnson (Hariadene), Langmaid, Shear, Williams

Science and Technology
Brown (Marshall), Chetwyn, Cylke, Johnson (Hariadene), North, Sellers, Sullivan, Wedeman, Wheeler,

Urban Development
Chetwyn, Jickling, Pavich, Stacy, Zak,

Women in Development
Brown (Donald), Brown (Vincent), Bryson, Chetwyn, Church, Coker, Eriksson, Jickling, Lion, North, Poats, Rea, Schieck, Schwarzwalder, Sherper, Singer, Stacy, Wheeler,
ORAL HISTORIES OF U.S. FOREIGN ASSISTANCE
Special Topics and Related Organizations

African Development Bank and Fund
   Birnbaum, Cylke, Gilbert, Shear, Fell

African Development Foundation
   North

USAID Staff African Orientation Program
   Gutman, Shear, Wilson

American Committee on a United Europe
   Blumgart

American Schools and Hospitals Abroad
   Behoteguy, Cody, Cylke, Langmaid, Podol, Schwarzwalder

American University Area Handbook Program
   Vreeland, Herrick

Asia/Pacific Economic Commission (APEC)
   Cylke
Asian Productivity Center
   Brown, Vincent

Association of Big Eight Universities
   Cylke

Board of the European Payments Union
   Paris: Kaplan

Brookings Institute
   Technical Cooperation: Poats

Caribbean Basin Initiative
   Bernbaum, Brown, Marshall

Center for Development Information and Evaluation (CDIE)
   Bernbaum, Church, Eriksson, Fox, North, Smith, Vreeland, Zak
   PRISM: Vreeland

Center for Trade and Investment
   Rybak

Central Intelligence Agency (CIA)
   Williams
Commission on Peace and Security
Brown (Donald)

Consultative Groups — aid coordination
Birnbaum, Butterfield (India Club), Herrick, Johnson (Hariadene), Love, Nooter, Poats, Shakow, Slocum, Stepanek, Ward,

Consultative Group for International Agricultural Research and its institutes (IRRI, IITA, ILCA, CMMYT)
Broadnax, Christian, Church, Corey, Eriksson, Holdcroft, Nooter Sherpa, Stepanek, Sullivan, Ward, Wheeler, Weceman

Contra Task Force Operation
Love, Morse, Schieck,
Honduras: Venezia

Cooperation for Development in Africa (CDA)
Johnson (Vernon), North

Counselor — USAID
Brown (Marshall), Love, Pielmeier (Spec Asst to), Sherper

Development Assistance Committee/OECD
Behoteguy, Fell, Brown (Maury), Gulick, Langmaid, North, Poats, Wheeler,

Development of Information Resource
Vreeland, Brown (Maury), North,
Development Studies Program
Bernbaum, Correl, Jickling, Pavich, Sherwin, Zak

Draper Commission
Ernst

Economic Development Agency (USG)
White

Federal Executive Institute
Stepanek

Fletcher School
Gilbert

Foreign Disaster Relief Office
Rybak

Foundation for Cooperative Housing
Brown (Marshall)

Georgetown University: Center for Immigration Policy and Refugee Assistance
Kleine

Global Coalition for Africa
Stacey
Harvard University
   Evans, Harrison, Marsh
Center for International Affairs: Brown, Vincent, Harrison, Jonnes, North
Institute of Politics: Bloch
Kennedy School: Venezia

U.S.-Japan Relations Program
   Chang-Bloch

Health, Education, and Welfare (HEW)
   Coker

Historically Black Colleges and Universities (HBCU)
   Prince,

Industrial College of the Armed Forces
   Christian, Pielemeier, Rea

Inter-American Development Bank
   Sternfeld

Inter-American Foundation
   Lazar

Intergovernmental Personnel Exchange Program
   Marsh
Internal Revenue Service (IRS)
   Coker

International Development Cooperation Agency (ICDA)
   Herrick, Love, Nooter, Pierson, Shakow, Sullivan, Wheeler

International Development Organization Staff (IDOS)
   Kaplan

International Fund for Agricultural Development (IFAD)
   Birnbaum, Brown (Donald), Gulick

International Labor Organization
   Eriksson

Johns Hopkins University
   School for Advanced International Studies: Brown (Vince), Coker, Correl

Joint Economic and Technical Commissions (Middle East)
   Hummon, Poats, Sellers,

Korry Report on US Assistance to Africa
   Bryson, Johnson (Hariadene), Love, MacAlister, North, Sherwin, Shear, Stacy,

Massachusetts Institute of Technology (MIT)
   Evans, Shear, Rea
National Institute of Public Affairs
Skiles

National Security Council (NSC)
Lazar, Mash
Office of Liaison: Lowenthal

National War College
Ernst, Johnson (Vernon), Kleine, Lazar, Smith

National Year of the Americas
Rybak

Non-Governmental Organizations (NGOs and PVOs)
Bernbaum, Birnbaum, Chang-Bloch, Brown (Donald), Correl, Cylke, Harrison, Johnson (Hariadene), Lion, Love, MacAlister, MacArthur, North, Pielemeyer, Rea, Schieck, Schwarzwalder, Shakow, Singer, Smith, Stacy, Van Dyke, Wheeler, White, Zigler,

OECD Development Assistance Committee (DAC)
Poats, Van Dyke, Jonnes, Langmaid, Lazar, Kaplan
Policy Concept and Analysis Division: Gulick

Office of Foreign Liquidation Commission
France: Behoteguy

Office of Information Resources Management (IRM)
Rybak, Brown (Vince)
Office of International Training
   White, Bernbaum

Office of the Secretary of Defense
   International Security Affairs: Harrison
   Office of Military Affairs: Ernst

Office of the U.S. Trade Representative
   Church

Operation Tycoon
   Butterfield, Nooter, Spector,

Operations Appraisal
   Cody

Organization of American States (OAS)
   Lazar

Overseas Development Council
   Howe

Overseas Private Investment Corporation (OPIC)
   Poats
Peace Corps

Behoteguy, Barratt, Christian, Kuhn, MacAlister, Pavich, Wheeler, White
Bolivia, Church, Gilbert. Harrison, Hummon, Jickling, Johnson (Vernon), Kleine, Lazar, Nooter, Pavich, Pielemeier, Poats,
Rea, Schieck, Schwarwalder, Singer, Skiles, Slocum, Sternfeld, Venezia, Wheeler, White, Williams, Wilson, Winter, Zak,
Chad: MacAlister
East Africa: White
El Salvador: Rybak
Ethiopia: Cylke, White
Guatemala: Venezia
India: Ernst, Sherper
Indonesia: Shakow, Singer
Ivory Coast: MacAlister, Pielemeier
Malaysia: Bloch
Peru: Brown (Marshall), Winter
Staff Training: MacAlister
Tunisia: Singer
Washington Office: Singer
Zaire: MacAlister

Personnel Operations—USAID and predecessors

Sherwin, Spector, Herrick, Bernbaum, Christian, Correl, Johnson (Hariadene)
USAID Staff Training: Bernbaum, Chetwyn, Esch, Herrick, Johnson (Hariadene), Sellers, Singer, Wilson, Zigler
IDI program: Bernbaum, Bryson, Church, Love, Shear, Sellers, Stacy,
State Department: Spector
Language: Gutman, Kleine
Reduction in Force (RIF) Bernbaum, Bryson, Herrick
Policy Planning Office, State Department
   Howe
   Latin America: Zak

Princeton University- Woodrow Wilson School
   Brown (Donald), Ward, Wilson

Richards Mission -Eisenhower Administration
   North,

Senate Foreign Relations Committee
   Correl
   Senator Percy's staff
      Chang-Bloch

Special Development Projects
   Blumgart

Solar Energy Research Institute
   Howe

Southern Europe, State Department
   Kaplan

Southern Africa Drought Emergency Task Force
   Smith, Morse
Special Program for Tropical Africa
   North,

State Department
   Economic Advisor to Deputy Secretary of State: Poats
   Pre-Point Four Planning: Skiles
   Policy Planning Staff: Howe

United Nations
   UNEP: Wheeler
   UNFPA: Prince
   UNRRA: Spector
   UN in Senegal: Singer
   United Nations World Food Council
   Williams
   USUN
   Economic and Social Council (ECOSOC): Kleine

United Planning Organization
   Coker

United Pueblos Agency
   Spector
U.S. Commission on Civil Rights
White

U.S./Saudi Arabia Joint Economic Commission
Hummon

War Relocation Authority
Spector

West African Rice Development Association (WARDA)
Love

Wheeler Group on Africa
Birnbaum, Wheeler

Williams College
Center for Development Economics: Eriksson

World Bank
Shakow, Stacy
Special Facility for Africa and Special Program of Assistance (SPA)
Birnbaum, Love, Shakow

World Food Council — World Food Conference
Birnbaum, Brown (Donald), Skiles, Wheeler