



# **Ford Foundation records, International Division, Developing Countries Program, Administrative Staff files**

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## Summary Information

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<b>Repository:</b>	Rockefeller Archive Center
<b>Creator:</b>	Ford Foundation
<b>Title:</b>	Ford Foundation records, International Division, Developing Countries Program, Administrative Staff files
<b>ID:</b>	FA556
<b>Date [inclusive]:</b>	1960-1983
<b>Physical Description:</b>	3.6 Cubic Feet
<b>Physical Description:</b>	(9 document boxes)
<b>Language of the Material:</b>	English
<b>Abstract:</b>	The Ford Foundation established the Overseas Development Program, one of its first grant programs, in 1951. As part of a Foundation reorganization in 1966, the Overseas Development Program, along with other international Foundation programs, became part of one International Division. A subsequent restructuring of the International Division occurred in 1980-1981 and led to the creation of the Developing Countries Program office. The collection spans from 1960-1983 and consists of administrative files of correspondence and memoranda between program officers in New York and overseas program representatives, narrative budget planning reports documenting grant making activities and goals, files relating to the work of consultants, and writings prepared for submission by the Foundation's representative in Japan.

### Preferred Citation note

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## Biographical/Historical note

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The Ford Foundation established the Overseas Development Program, one of its first grant programs, in 1951. Its granting goals were to increase agricultural production, improve health and living conditions, and advance education. India and Pakistan were the focus of the initial grants, with a more limited number of grants issued in Indonesia and Burma. A program for smaller regional and national grants was initiated for the Near East region later in the same year.

As part of a Foundation reorganization in 1966, the Overseas Development Program, along with other international Foundation programs such as International Training and Research and Population, became part of one International Division. A year later, in 1967, the South and Southeast Asia program was renamed Asia and the Pacific. A subsequent restructuring of the International Division occurred in 1980-1981 and led to the creation of the Developing Countries Program office. The Developing Countries Program was restructured in the 1989 Foundation reorganization.

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## Biographical / Historical

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### Segment One: International Activities of the Ford Foundation: An Overview

The Foundation's aspiration to become a national and international philanthropy for the advancement of human welfare was first formally expressed in the seminal 1949 report of the Gaither Study Committee, *Report of the Study for the Ford Foundation on Policy and Program* (RAC Library, call letters 361.7 GAI ), which was commissioned by the Board of Trustees to chart the Foundation's future. Foundation Trustees launched Ford's international grantmaking activities in 1950 when they approved the committee's report and its embrace of peace, democracy, and freedom. Since then, the Foundation has tackled these goals using a variety of strategies and responding to changing contexts, from the Cold War to the 1989 fall of the Berlin Wall and beyond.

Toward the Foundation's aspirational goal, "the establishment of peace", its international activities have comprised a wide range of conceptual approaches and focus areas. These include international affairs, international studies, international understanding, arms control and disarmament, international law, international economic concerns, and overseas development in nearly every region of the world. Three distinct periods emerge for the international grantmaking defined by external contextual changes and internal changes in Foundation leadership and structures: the expansion era of 1950-1965; the transition and restructuring years of 1966-1988; and the post-1989 shift away from Cold War dichotomies. During each of the distinct historical periods the consistent objectives were: 1) to ensure freedom and democracy in developed countries; 2) to foster education and international understanding in all countries; and 3) to contribute to the social, economic, and political development of less developed countries.

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## Scope and Contents note

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The collection documents the activities of the Developing Countries Program in Latin America and Asia from 1960 to 1983. It consists of administrative files containing correspondence and memoranda between program officers in New York and overseas program representatives, as well as narrative budget planning reports documenting grant making activities and goals, files relating to the work of consultants, and writings prepared for submission by the Foundation's representative in Japan.

Administrative files, which constitute the bulk of the collection, contain information about a wide array of subjects. Subjects range from the general activities involved in running an overseas office such as program development, staffing, budgets, and office policies and procedures to relationships between overseas offices and their host countries and the impact of foreign and domestic events on the Foundation's overseas work. Administrative files also include communications issued from the New York office concerning international program policy.

Programs described in the field office administrative files include agricultural planning and management in Pakistan and India; rice and nutrition research in India and Indonesia; environmental studies, urban and regional studies and technical assistance support in Indonesia; and development planning and administration in Malaysia and Thailand. Education, population studies, and family planning were major focus areas for the Philippines, Malaysia, Pakistan, Bangladesh, India and Indonesia. In Indonesia, the Ford Foundation served a coordinating role in the public and private sector management of assistance activities from other agencies.

The administrative files for the Office for South and Southeast Asia (later Asia and the Pacific) describe changes in the administrative structure of the overseas program, including the creation of a regional Southeast Asia office in Bangkok, Thailand. The shift of administrative control from the regional offices in the Philippines and Malaysia was due to a concern that these offices would make programming decisions privileging the country in which they were located to the detriment of other countries under their regional jurisdiction. In addition, concerns about the adverse effect that a decline in the number of grants awarded and a reduction of overseas and New York staff might have on programming strategies on a global level are documented. Substantive correspondence and memoranda relating to then-current programs and new program development in Asia can also be found within the administrative files.

Another rich source of information are the budgets reports, also referred to as "program management costs." They contain general histories of regions and countries and descriptions of the Foundation's work abroad, as well as programming plans and projections. Many of the budgets include reviews of the political, social, and economic climate of the country in which the field office was located in order to inform the New York office of issues that could affect Foundation work. During the 1970s, for example, several offices were affected by changes in local governments. Martial law was instituted in the Philippines and there was an outbreak of civil unrest in Pakistan. Questions were raised regarding the

safety of staff members and the effectiveness of grants during the uncertain political climate. As a result, programs were delayed and then reduced in Pakistan.

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## Arrangement

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The collection is arranged into 4 series.

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## Administrative Information

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### Publication Statement

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### Custodial History note

The Developing Countries Program Administrative Staff collection consists of files maintained by Elisa Scatena and Richard W. Dye. Ms. Scatena, an administrative assistant for the Asia and Pacific Program based in New York, maintained files for the Asia office. As field offices closed or overseas representatives retired, the records were transferred to Ms. Scatena in New York. Mr. Dye was the Foundation Representative for the Andean Region and the Southern Cone. His files were transferred to the New York office after his retirement in 1981. The documents range in date from 1960 to 1983, with the bulk of the materials dating from the 1970s. The files were transferred to the Archives in the mid-1980s.

### Processing Information note

The original total volume of 7 cubic feet accessioned by the Foundation Archives in the mid-1980s has been reduced through processing to 3.6 cubic feet.

Duplicates, personnel information such as resumes, grant rejection letters, travel authorizations, and expense reports were not retained.

## Conditions Governing Use note

Completion of a use agreement is required prior to providing scholarly access. See RAC Head of Reference (or applicable designee) for details. Ford Foundation holds title, copyright and literary rights in the collection, in so far as it holds them. The Rockefeller Archive Center has authority to grant permission to cite and publish material from the collection for scholarly purposes. Permission to publish extensive excerpts, or material in its entirety, will be referred to the Ford Foundation.

## Immediate Source of Acquisition note

Ford Foundation archive was deposited at RAC in 2011. Ford Foundation records, correspondence, reports, program files and officers papers were transferred to, and accessioned by, RAC beginning in 2011. Accessions continue as necessary.

## Conditions Governing Access

Records more than 10 years old are open for research with select materials restricted as noted. Brittle or damaged items are available at the discretion of RAC.

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## Related Materials

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### Separated Materials note

Appendix A: Reports – Unpublished reports written by Ford Foundation staff and consultants were removed from their original folders, scanned and transferred to the Archives' collection of staff and consultant reports. See Appendix A for a list of these reports and their specific assigned number. The reports are listed in alphabetical order by author. The assigned number may be used to access reports in the online catalog.

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## Collection Inventory

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### Administrative Files, 1960-1983

## Scope and Contents

The files within this series have been arranged alphabetically by program region or country in which the field office was located. Regional and field offices documented in the collection include Dacca, Bangladesh (formerly East Pakistan); New Delhi, India; Jakarta, Indonesia; Islamabad, Pakistan; Bangkok, Thailand; and Manila, Philippines under the regional office for South and South East Asia (later Asia and the Pacific) and the Andean Region and Southern Cone, Argentina, Brazil, Chile, Colombia, and Nicaragua under the regional office for Latin America and the Caribbean. Also included are administrative files originating from the overarching International Division office at the Ford Foundation headquarters in New York. Files originating from the International Division office or for which the originating field office could not be determined were filed under the folder heading "General."

The bulk of the series consists of memoranda between staff of the various field offices and the Foundation's New York office. Reports, charts and statistics, clippings and other attachments accompanying memoranda have been retained and kept together. Subjects discussed in memoranda include program planning and review, policy, and the possible impact of local political events on the Foundation's work, particularly in Pakistan, East Pakistan and the People's Republic of Bangladesh. Some files contain copies of correspondence to foreign government officials concerning the establishment of field offices in their respective countries and major Foundation staff changes.

Title/Description	Instances	
Asia & the Pacific -- Memoranda Re: Budget and Program Planning, 1971-1973	box 1	folder 1
Asia & the Pacific -- Memoranda Re: Program Planning in Manila, Bangkok, Malaysia, Sep 26-Dec 12, 1973	box 1	folder 2
Asia & the Pacific -- Memoranda Re: Budget and Program Planning, 1974-1975	box 1	folder 3
Bangladesh Field Office -- Memoranda and Correspondence, 1971-1972	box 1	folder 4
Bangladesh Field Office -- Memoranda, 1973-1979	box 1	folder 5
Bangladesh Field Office -- Memoranda, 1980-1983	box 1	folder 6
General -- Budget and Program Planning -- Report and Recommendations on Support Budgets and Other Supporting Projects of the International Division, Jul 5, 1967	box 1	folder 7
General -- Budget and Program Planning -- Progress Reports on Retrenchment of Management Costs, 1975-1976	box 1	folder 8
General -- Health and Nutrition -- Memoranda, Sep 18-Oct 1, 1980	box 1	folder 9
General -- Office Administration -- DAP, Policy Study, Program Review, Communication Memoranda, Sep 1980-Feb 1981	box 2	folder 1
General -- Program Review Meeting for Andean Region & Southern Cone -- Discussion Outline, Program Commitments, Aug 7-Nov 6, 1980	box 2	folder 2
General -- Program Review Meetings for Bangladesh and Indonesia -- Discussion Outline, Background, 1980	box 2	folder 3
General -- Program Review Meetings for India, Asia and Southeast Asia -- Discussion Outline, Background, 1980	box 2	folder 4
India Field Office -- Memoranda to New York Office, 1964-1968		



	box 2	folder 5
India Field Office -- Memoranda to New York Office, 1969	box 2	folder 6
India Field Office -- Memoranda to New York Office, 1970	box 2	folder 7
India Field Office -- Memoranda to New York Office, 1971-1972	box 2	folder 8
India Field Office -- Memoranda to New York Office, Correspondence, 1973-1974	box 2	folder 9
India Field Office -- Memoranda and Draft Discussion Paper on Sri Lanka, 1974	box 2	folder 10
India Field Office -- Memoranda to New York Office, 1975-1976	box 2	folder 11
India Field Office -- Program Assignments, Management Review Report, Report on Family Composition on Post, 1975-1981	box 3	folder 1
India Field Office -- Memoranda Re: Budget and Financial Status Reports, 1976	box 3	folder 2
India Field Office -- Memoranda to New York Office, 1976-1977	box 3	folder 3
India Field Office -- Memoranda to New York Office, 1977-1978	box 3	folder 4
India Field Office -- Memoranda to New York Office, 1979-1983	box 3	folder 5
Indonesia Field Office -- Memoranda Re: FY 1978 Internal Policy, 1977-1978	box 3	folder 6
Indonesia Field Office -- Memoranda Re: FY 1979 Audits, Internal HR Policies, Oct 1978-Jul 1980	box 3	folder 7
Indonesia Field Office -- Memoranda Re: FY 1981 Closing of Manila and Bangkok Offices, DAPs, Oct 1980-Aug 1982	box 3	folder 8
New York Office -- Memoranda Re: Policy, Discussion Papers, Foundation Reorganization, Wives Orientation in Pakistan, 1960-1969	box 3	folder 9
New York Office -- Memoranda Re: FY 1970-1974 Internal Policy Debates, Affirmative Action, Trip Reports (1 of 2), 1969-1973	box 3	folder 10
New York Office -- Memoranda Re: FY 1970-1974 Internal Policy Debates, Affirmative Action, Trip Reports (2 of 2), 1974	box 4	folder 1
New York Office -- Memoranda Re: FY 1975-1976 Ford Foundation Layoffs, Policy, Meeting Minutes, 1975-1976	box 4	folder 2
New York Office -- Memoranda Re: FY 1976-1977 Meeting Reports, DAP, Policy, 1976-1977	box 4	folder 3
New York Office -- Memoranda Re: FY 1978 Internal Policy, Transit Strike, Human Rights in Indonesia, 1977-1978	box 4	folder 4
New York Office -- Memoranda Re: FY 1979 DAPs, Internal Policy, President McGeorge Bundy Retirement and Replacement by Franklin Thomas, 1978-1980	box 4	folder 5
New York Office -- Memoranda Re: FY 1981-1983, 1980-1983		

	box 4	folder 6
Office for Latin America & the Caribbean -- Andean Region & Southern Cone -- Dye, Richard W. Memoranda (1 of 2), 1980	box 4	folder 7
Office for Latin America & the Caribbean -- Andean Region & Southern Cone -- Dye, Richard W. Memoranda (2 of 2), 1981	box 4	folder 8
Office for Latin America & the Caribbean -- Andean Region & Southern Cone -- Fellowships/Small Program Actions -- Correspondence and Memoranda, Sep 1980-Mar 1981	box 4	folder 9
Office for Latin America & the Caribbean -- Andean Region & Southern Cone -- Memoranda Re: Budget and Office Closing, 1978-1981	box 4	folder 10
Office for Latin America & the Caribbean -- Argentina -- Request for Grant Action, Memoranda Re: Grantee Arrest, Nov 5, 1980-Mar 4, 1981	box 4	folder 11
Office for Latin America & the Caribbean -- Bolivia -- Memoranda Re: Policy on Bolivian Refugee Cases, Oct 20, 1980	box 4	folder 12
Office for Latin America & the Caribbean -- Brazil -- Gardner, James A. -- Memoranda Re: Foundation-Grantee Relationship, 1972-1978	box 4	folder 13
Office for Latin America & the Caribbean -- Chile -- Memoranda Re: Evaluations and Affirmative Action, Oct 1980-Mar 1981	box 4	folder 14
Office for Latin America & the Caribbean -- Colombia and Venezuela -- Memoranda Re: DAPs, Oct-Nov 1980	box 4	folder 15
Office for Latin America & the Caribbean -- Forward Planning -- Memoranda Re: Budget Projections and Program Reviews, 1973-1981	box 4	folder 16
Office for Latin America & the Caribbean -- Memoranda Re: Review of Agricultural Centers and Meeting on Social Science Development, Clipping, Nov 1980-Mar 1981	box 4	folder 17
Office for Latin America & the Caribbean -- Nicaragua -- Human Rights, Jan 2, 1978	box 4	folder 18
Office for Latin America & the Caribbean -- Schuman, Barry Memoranda, 1979	box 5	folder 1
Office for Southeast Asia -- Program Status and Annual Reports, 1969-1975	box 5	folder 2
Office for Southeast Asia -- Reports of Kuala Lumpur, Malaysia Office, 1963-1972	box 5	folder 3
Office for Southeast Asia -- Reports on Status of Grants and Projects, Budget Projections of Bangkok, Thailand Office, 1968-1971	box 5	folder 4
Office for Southeast Asia -- Briefing Papers and Drafts, 1972-1973	box 5	folder 5

Office for Southeast Asia -- Reports of/from Bangkok, Thailand Office, 1973-1975	box 5	folder 6
Pakistan Field Office -- Memoranda Re: Political Situation, 1964-1969	box 5	folder 7
Pakistan Field Office -- Memoranda Re: Budget, 1974-1981	box 5	folder 8
Thailand Field Office -- Memoranda, Correspondence, Administrative Documents, 1962-1969	box 6	folder 1
Thailand Field Office -- Memoranda, 1970-1972	box 6	folder 2
Thailand Field Office -- Memoranda, 1973-1975	box 6	folder 3
Thailand Field Office -- Memoranda, Attached Reports and Documents, 1976	box 6	folder 4
Thailand Field Office -- Memoranda, 1977-1981	box 6	folder 5

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## Budgets, 1967-1974

### Scope and Contents

This series consists of budget reports for Fiscal Years 1967/69 through 1974/75. The Foundation Fiscal Year ran from October 1 to September 30 and budget planning occurred the year prior. The field offices submitting budgets include Bangkok, Thailand; Jakarta, Indonesia; Manila, Philippines; New Delhi, India; Islamabad, Pakistan; and Bangladesh. Several of the budgets for 1972 contain responses to a request from Foundation President McGeorge Bundy to submit ideas for new initiatives and program directions.

The budgets contain general histories of the region or country, descriptions of Foundation work, and program plans and projections. They include information about annual goals, rationales for continued funding or additional funding, and proposals for new initiatives. The budgets also document modifications in programming based on new initiatives or extended support over time. For example, in Bangladesh, after ten years of support for program initiatives on population studies, the Foundation's focus shifted to issues of health and increasing support for women's issues.

Title/Description	Instances	
FY 1967-1969 -- Office for South and Southeast Asia Administrative Budgets, 1967-1969	box 6	folder 6
FY 1969 -- International Division, 1968	box 6	folder 7
FY 1970 -- Proposed Budget, Management Costs, Jun 1969	box 7	folder 1
FY 1970 -- Asia and the Pacific General Statement, Charts, New Delhi, Islamabad (1 of 3), 1969-1970	box 7	folder 2
FY 1970 -- Bangkok, Jakarta, Manila, East Asia, Resource Base (2 of 3), 1969-1970	box 7	folder 3
FY 1970 -- New York (3 of 3), 1969-1970	box 7	folder 4

FY 1971 -- Asia and the Pacific General Statement, New Delhi, Islamabad, Bangkok, Jakarta, Manila, East Asia, Resource Base, Management Costs (1 of 2), 1970	box 7	folder 5
FY 1971 -- Management Costs (cont.), New York, Manpower Projections for India, Indonesia, Pakistan, Philippines, and Thailand, Resource Base, East Asia (2 of 2), 1970	box 7	folder 6
FY 1972 -- Asia and the Pacific Program Budget -- Management Costs, Charts, New Delhi, Islamabad, Bangkok, Jakarta, Manila, New York, Staff List, 1971	box 7	folder 7
FY 1973 -- Asia and the Pacific General Statement, Charts, Staff List, New Delhi, Islamabad, Bangladesh, Bangkok, Manila, Jakarta, Resource Base, New York, 1972	box 8	folder 1
FY 1974 -- Bangladesh, 1973-1974	box 8	folder 2
FY 1974 -- India, 1973-1974	box 8	folder 3
FY 1974 -- Indonesia, 1973-1974	box 8	folder 4
FY 1974 -- Pakistan, 1973-1974	box 8	folder 5
FY 1974 -- Regional (Philippines, Thailand, Malaysia), 1973-1974	box 8	folder 6
FY 1974-1975, 1972-1974	box 8	folder 7

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## Consultants, 1975-1981

Separated Materials:

### Separated Materials

Cross reference forms have been placed in folders where reports have been removed from files and relocated to the Archives' collection of scanned staff and consultant reports. A list of these reports can be found in Appendix A.

### Scope and Contents

This series contains correspondence and memoranda between program staff members and consultants as well as reports on trips by consultants.

Title/Description	Instances	
Cornelius, Wayne -- Memoranda on Research Project, 1978-1979	box 8	folder 8
Fagan, Richard -- Narrative Report, Correspondence, Reports (separated), 1976-1978	box 8	folder 9
Fishlow, Albert -- Reports (separated), 1979	box 8	folder 10
Froman, Josephine -- Evaluation Report (separated), Apr 6, 1980	box 8	folder 11
Goodman, Louis -- Memoranda, Reports (separated), 1979-1981	box 8	folder 12
Havens, A. Eugene -- Memoranda, Reports (separated), 1975-1978	box 8	folder 13

Mertens, Walter -- Reports (separated), 1979

box 8

folder 14

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## Writings, 1975-1976

### Scope and Contents

This series consists of two articles written and proposed for submission by Carl J. Green, the Ford Foundation Representative in Japan. The articles are "The United States and Japan – Improving the Dialogue" (1975) and "Mr. Carter, South Korea and Japan" (1977).

Title/Description	Instances	
"The United States and Japan: Improving the Dialogue," Proposed Submission for Publication, Carl J. Green, Apr 22, 1975	box 8	folder 15
"Mr. Carter, South Korea, and Japan," Op-Ed Submission, <i>New York Times</i> , Carl J. Green, Dec 22, 1976	box 8	folder 16

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