



Ford Foundation records, Douglas Ensminger Oral History

This finding aid was produced using ArchivesSpace on December 03, 2016.

English

Describing Archives: A Content Standard

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

archive@rockarch.org

URL: <http://www.rockarch.org>

Table of Contents

Summary Information	3
Biographical / Historical	3
Scope and Contents	10
Arrangement	10
Administrative Information	10
Controlled Access Headings	11
Collection Inventory	11
Topics Related to Non-Project Areas	11
Topics Related to Specific Projects	14
Programs in Pakistan and Nepal	15

Summary Information

Repository:	Rockefeller Archive Center
Creator:	Ford Foundation
Creator - aut:	Ensminger, Douglas (Douglas Ensminger), 1910-1989
Title:	Ford Foundation records, Douglas Ensminger Oral History
ID:	FA744
Date [inclusive]:	1971-1973
Physical Description:	1 Cubic Feet
Language of the Material:	English

Preferred Citation

Information regarding the Rockefeller Archive Center's preferred elements and forms of citation can be found at <http://www.rockarch.org/research/citations.php>

[^ Return to Table of Contents](#)

Biographical / Historical

Douglas Ensminger served as Representative of the Ford Foundation in India from 1952-1970, and formally retired from the Foundation on December 16, 1970 to accept an appointment as professor of rural sociology at University of Missouri. At the time of his retirement, according to Ensminger, he was asked by the Trustees to record his reminiscences of his work and the Foundation's programs in India. He dictated his reminiscences about his time in India while in Columbia, working with two assistants paid for by the Foundation. He worked on the project between 1971 and 1973, which coincided with the Foundation's own oral history project. Although Ensminger did not formally participate in the oral history project, he did consult with Charles Morrissey and Ron Grele, the oral history project staff, and he did execute an agreement with the Foundation regarding rights to his material.

[^ Return to Table of Contents](#)

Biographical / Historical

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.

[^ Return to Table of Contents](#)

Biographical / Historical

Segment 2. Period Sketch - The Expansion Era 1950-1965

The Ford Foundation's expansion era (1950-1965) began when the Gaither Study Committee Report placed "peace" as the area of top priority for the Foundation and set the Ford Foundation on a global course. Board Chair Henry Ford II writing in the 1951 Annual Report of the Foundation, identified "the danger of war" as the "the prime threat to human welfare today." Under the leadership of the three Ford Foundation presidents in this period-- Paul Hoffman, H. Rowan Gaither and Henry Heald--and several key trustees, notably the two seriatim chairs, John J. McCloy and Julius A. Stratton, the Foundation programs were largely informed by the post-World War II desire to avoid nuclear war and promote greater understanding among the world's peoples, strengthening of the United Nations, and enhancing both private and public American participation in world affairs. The strong board presence of university presidents and former leaders of postwar reconstruction efforts in Europe also helped to inform Ford's

approach to building the field of peace and international security in the United States and encouraged extensive overseas activities.

For example, the first three presidents of the expanded Foundation ranged from government and business leadership experience to academic and nonprofit: Paul Hoffman (at Ford, 1950-1953) ran the Marshall Plan in Europe; H. Rowan Gaither Staffer (1948-1953), President (1953-1956) and Trustee (1956-1958) had MIT and Rand experience; Henry Heald, former president, Illinois Institute of Technology and New York University, President (1956-1966). The trustees also ran the leadership gamut from government and nonprofits to academic: Trustee John J. McCloy (from 1953; chair, 1959-1965) was assistant Secretary of War during World War II and chairman of the Council on Foreign Relations; and Trustee Julius A. Stratton (Trustee from 1955; chair, 1966-1970) was president of MIT.

When Ford became an international foundation in 1950, it had a small staff and operated through separate funds. The expansive period in the 1950s and 1960s resulted in a large number of field offices, which increased Ford's global footprint. Support focused on a mix of US university-based programs for research and training; think-tanks for policy-oriented meetings and policy research; and action projects specifically in less developed countries. The Foundation's focus on peace, freedom, and democracy played out against the Cold War backdrop for scientific and military competition between the United States, the Soviet Union and China.

Under President Hoffman, the Foundation's work was organized by the areas identified in the Gaither Committee Report: Area One, the Establishment of Peace; Area Two, The Strengthening of Democracy; Area Three, The Strengthening of the Economy; Area Four, Education in a Democratic Society; and Area Five, Individual Behavior and Human Relations.

Program differentiation began in the Gaither era. When he began in 1953, he introduced the following programs, with international work under nearly all of them: International Programs, Public Affairs Programs, Program in Economic Development and Administration (mainly U.S. based), Education Program, The TV-Radio Workshop, and Behavioral Sciences Program. In 1954, the Foundation gave prominence to the international work explicitly through changing the program names and separating international affairs and overseas development. The 1954 program names were: The Advancement of Education, Education for Democracy, Increasing Knowledge of Foreign Areas, Economic Development and Administration, the Behavioral Sciences, and Overseas Development. In 1955, Increasing Knowledge of Foreign Areas became Increasing International Understanding. In 1956, the last year of the Gaither presidency, the program roster read: Education in the United States, The Behavioral Sciences, Public Affairs, Hospital Aid (only in the U.S.), Economic Development and Administration, International Understanding, and Overseas Development. Names changed but the program focus often remained the same.

President Heald maintained the areas of international interest of Hoffman and Gaither. The International Affairs program housed the programs based in the United States, Europe and Japan, with a few activities linking American and developing countries institutions. The Overseas Training and Research Program took over the efforts to increase American understanding of international issues. From 1957-1959, an International Legal Studies program, run from New York, helped build law programs in developing countries. Starting in 1959, the Overseas Development program comprised all the regional and country offices. In fiscal year 1964, Heald convinced the trustees to add a new focus on population, with grants both in the United States and overseas.

[^ Return to Table of Contents](#)

Biographical / Historical

Segment 2. Period Summary - The Expansion Era 1950-1965

With the ever-increasing budget and trustee willingness to invade capital, presidents Hoffman, Gaither and Heald oversaw vast growth in the Foundation's international activities in the United States, other developed countries and developing countries. Activities crossed disciplines, institutions, and national boundaries, although few crossed intra-foundation boundaries. Under the three presidents, Foundation staff in various domestic and international offices from New York interacted with the regional and country offices headed by representatives. Usually in this period, however, these offices in fact worked more closely with local governments than with New York staff, reinforcing the commitment to locally led social and economic development in less-developed countries.

The shared values of this early period reflected as much the continuing competition between the Communist and capitalist worlds as the concerns about maintaining peace. The Cold War provided the contextual continuity for grantmaking on the core themes of increasing American understanding of the rest of the world, building and strengthening connections not only with European and Asian democracies but also with Eastern European countries, the Soviet Union, China, and Cuba.

[^ Return to Table of Contents](#)

Biographical / Historical

Segment 3. Period Sketch - Transition and Restructuring 1966-1988

In the 1960s, the Ford Foundation Trustees began to rethink the role of the Foundation in the context of the era's dramatic political and cultural changes. For instance, the passage of the 1964 Civil Rights Act created a domestic policy context in which the Foundation could more deeply engage with issues of rights and social justice. Events overseas starting in the late 1960s would extend the rights agenda to international affairs and development operations at the Foundation -- all advanced by the leadership of McGeorge Bundy (president, 1966-1979).

McGeorge Bundy was appointed president in 1966, following a significant career in national security and academic administration. During World War II, he worked with the Army's intelligence division, and in the early post-war years was a political analyst at the Council on Foreign Relations. Even without a postgraduate degree, at the age of thirty-four he became dean of the Faculty of Arts and Science at Harvard University. In 1961, President Kennedy appointed Bundy to be Special Assistant to the President for National Security - a position he held for five years under both Kennedy and Johnson.

Those significant years saw the Bay of Pigs invasion, the Cuban Missile Crisis, and the beginnings of the Vietnam War.

When Bundy arrived at the Foundation, he initiated a restructuring that modeled government departments rather than the academic ones President Henry Heald had established in the 1950s. At the same time, he had to contend with serious financial constraints due to Ford's overspending in the prior periods and to economic downturns in the global economy. The Board of Trustees mandated an annual spending of over \$100 million.

These economic constraints meant that Foundation programs had to be more selective across the range of its programs. Nonetheless, international activities remained prominent with the new president and trustees. President Bundy and key trustees such as Eugene Black (1960-1968, former head of the World Bank) and Robert S. McNamara (1968-1986, former U.S. Secretary of Defense and then head of the World Bank, 1968-1981) reflected a commitment to the international activities. Bundy also added to the board in 1972 the first trustee from a developing country, the Indonesian activist and scholar, Dr. Soedjakmoto, the former Ambassador to the United States from his country and then Special Adviser on Social and Cultural Affairs to the Chairman of Indonesia's National Development Planning Agency.

To create economies of scale, Bundy unified US-based international and overseas activities under one division: the International Division (using the name for the first time). That division comprised Resources for Development (area studies, languages, and exchanges), Population, International Relations, Planning and Evaluation, and the country programs. David Bell, an economist and the first administrator of the US Agency for International Development (1962-1966), was named vice president and served in that capacity until the end of Bundy presidency.

In 1966, Bundy terminated the long-standing internationally oriented but domestically based International Training and Research Program. Several large domestic programs -- including support of centers of international studies - were phased out in the 1970s. Instead, Ford launched under its international affairs efforts a focused but robust program in security and arms control. Over Bundy's tenure, the overseas offices were reduced from twenty in 1966 to twelve in 1979, when he retired.

The Foundation increasingly turned its attention to different set of international issues including human rights and working in repressive societies, such as South Africa. The military coups in Latin America during the late 1960s and early 1970s led the Foundation to initiate in 1976 a human rights program housed in Vice President Bell's office.

In 1979, Franklin Thomas was named president of the Ford Foundation (1979-1996). In contrast to Bundy's international and defense policy background, Franklin Thomas brought to the Ford Foundation his experience in law, housing, and community development. Prior to joining the Foundation, Thomas, a lawyer, was a Foundation trustee. He chaired the Rockefeller Foundation-funded Study Commission on U.S. Policy towards South Africa and led the Ford-funded Bedford-Stuyvesant Restoration Corporation in New York from its beginning in 1966 until he left in 1979. Earlier, he had been deputy police commissioner of NYC.

In the first decade of Thomas' tenure, the international work was still framed using the post-war East-West dichotomy. Several trustees brought to the board active engagement in international issues: Donald F. McHenry (trustee over the period 1981-1993) had served as ambassador to the U.N. and was active in the anti-apartheid movement; and General Olusegun Obasanjo (trustee over the period 1987-1999) had

been Nigerian head of state from 1976-1979, and was then president of the African leadership Forum. Along with McNamara and Soedjakmoto, Rodrigo Botero, an internationally renowned economist from Colombia and former Colombian Minister of Finance and Credit from 1974 to 1976, remained on the board over the period 1978-1989.

During the early years of the Thomas presidency, the scope and strategies of the Foundation's activities were also influenced by economic and global pressures, leading to reduced assets and further financial stringencies. Thomas' board-mandated reductions resulted, for example, the firing of twenty senior staff at the same time. To achieve more effective and efficient programs, Thomas had a vision of Ford as one foundation, linking the domestic and overseas activities under new program themes: Urban Poverty, Rural Poverty and Resources, Human Rights and Social Justice, Governance and Public Policy, Education and Culture, and International Affairs.

The restructured Foundation comprised two programmatic divisions led by vice presidents: U.S. and International Affairs Programs (USIAP) headed by Susan Berresford; and Developing Countries Program (DCP), headed by William Carmichael. Berresford had been at the Foundation since 1970, coming from the U.S. Manpower Career Development Agency. She served in the National Affairs area, first as program assistant and then program officer (1972-1980), becoming head of women's programs in 1980. The main international efforts under USIAP were housed in Rural Poverty and Resources, Human Rights and Governance, and International Affairs. The other programs - Urban Poverty, Education and Culture, and Program-Related Investments - also addressed a scattering of international issues related to their main themes.

Carmichael had joined the Foundation in 1968 as Representative in Brazil. In July 1971, he was named Head of the Office of Latin America and the Caribbean, and in September of 1977, he became Head of the Middle East and Africa Office. The DCP program was responsible for all the Field Offices: Andean and the Southern Cone, Brazil, Mexico and Central America, Bangladesh, India, Southeast Asia, West Africa, Eastern and Southern Africa, and Middle East and North Africa.

When the Foundation initiated a Human Rights and Governance program (HR&G) in 1981, it was the first instance of a Ford program explicitly entitled "human rights," despite the fact that human rights grantmaking that had started officially in 1976. International Affairs remained separate from HR&G. In 1987, however, the Board conceptually linked three programs, creating a Trustee committee called Human Rights, Governance, and International Affairs, which existed until 1992. Operationally, however, the programs relating to these fields did not often work together.

International governance remained a commitment under Thomas. The Foundation, for example, had a long-established relationship with the United Nations: from 1951 until 1988, the United Nations received ninety grants from the Foundation (it received another 198 over the period 1989-2009).

In these early years of the Thomas presidency, dramatic changes were occurring in the Soviet Union and Eastern Europe. Under President Mikhail Gorbachev's leadership since 1985, the USSR was opening up to the international community, the rule of law in society was taking prominence there, and press freedoms were spreading. The foundation developed new programs in the region, drawing on the \$60 million already spent to promote human rights and free expression and increase Western understanding of developments there.

Given the continuing economic constraints facing the Foundation and rising debt in developing countries, the Foundation shifted support under DCP to smaller scale community-based initiatives in the field offices. Thomas was also charged by the Board to increase the diversity of grantees, especially to favor populations “most affected” by the problems of concern to the Ford Foundation. The Foundation built on earlier efforts and sharpened its focus on women’s issues throughout the world, including shifting the focus of the population program to women's reproductive health and child survival.

In the 1980s, Carmichael and others, with strong support from Thomas and the board, continued the 1970s’ support of South African grantees for training large numbers of black lawyers and litigating sensitive cases in the South African legal system. Recognizing the multifaceted nature of discrimination in South Africa, the Foundation not only advanced the rule of law, but also strengthened civic organizations, women’s groups, and educational institutions. Further, it supported a number of activist organizations in the United States that were energetically advocating US governmental sanctions against South Africa and for private disinvestment. The Foundation also played a role in shaping US policy on apartheid through the role Thomas played from 1985 to 1987 chairing the US Secretary of State’s Advisory Committee on South Africa.

The Foundation's overseas staff also sought to improve the economic situation in poor, marginalized communities through targeted loan programs particularly to women head of households, beginning with the innovative work in Bangladesh of Professor Mohammed Yunus, the founder of the Grameen Bank. The results led the way to establish the field of microfinance with the aim of empowering women living in poverty conditions, such as through a microfinance network in Latin America starting 1980 and a global lending program for women starting in 1987.

Thomas encouraged staff to share results at worldwide meetings. During those meetings, Ford staff in the country offices and in New York tried to follow the mandate to work as “one foundation.” The persistent challenge toward meeting that goal, however, was that initiatives emerging from the New York-based programs, or indeed any program developed in one country, were not always adaptable, relevant or acceptable in other countries or regions. It remained a challenge to develop a unified program, despite the commitment at the highest level of foundation leadership.

[^ Return to Table of Contents](#)

Biographical / Historical

Segment 3. Period Summary - Transition and Restructuring 1966-1988

During this era, the Foundation’s earlier interest in business and the economy evolved into a commitment to improving conditions for people living on the margins of society. The Ford Foundation promoted advancements in women's rights around the globe and introduced micro-lending into grantmaking. At the same time, the economic issues that were shaping program strategies also affected the Foundation's assets. Severe cuts resulted in a significant restructuring of country programs and reduced budgets across all programs.

Even with the cuts in country offices, in the 1970s Ford grantees in developing countries received approximately 80% of the International Division budget. The remaining fifth went to Population, Development Studies, and International Affairs. Although representing a much smaller piece, the International Security and Arms Control program from 1973 was the Foundation's most concerted effort to make meaningful inroads in disarmament and nuclear issues - those challenges most directly linked to the Foundation's historic concern for peace. By 1979, the Ford Foundation was the biggest funder of arms control as a field, both in the U.S. and overseas.

[^ Return to Table of Contents](#)

Scope and Contents

Oral history.

[^ Return to Table of Contents](#)

Arrangement

Arranged in 3 series: 1. Topics related to Non-Project Areas. 2. Topics related to Specific Project Areas. 3. Programs in Pakistan and Nepal.

[^ Return to Table of Contents](#)

Administrative Information

Publication Statement

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

archive@rockarch.org

URL: <http://www.rockarch.org>

Immediate Source of Acquisition

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 Use

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.

Conditions Governing Access

Material more than ten years old is open for research. Brittle or damaged items are available at the discretion of RAC.

All restrictions on access to and use of this collection have lapsed, and exclusive rights at this time belong to the Ford Foundation.

[^ Return to Table of Contents](#)

Controlled Access Headings

- India
- Ford Foundation -- History
- Ford Foundation

Collection Inventory

Topics Related to Non-Project Areas

Title/Description	Instances
A.1 Introduction	box 1

A.2 The Ford Foundation's Relations with the Department of Economic Affairs, Ministry of Finance [Government of India], October 19, 1971	box 1
A.3 The Ford Foundation's Relations with the [Government of India] Planning Commission, October 21, 1971	box 1
A.4 Why were so many grants made to the Government of India instead of Non-government Agencies and Institutions, October 27, 1971	box 1
A.5 The delicacy of the Ford Foundation's Relationships with other Foreign Aid giving agencies working in India, November 15, 1971	box 1
A.6 The Ford Foundation' relations with the Center and State Government in India. , November 16, 1971	box 1
A.7 The Foundation's objectives and reasons for its presence in India, November 18, 1971	box 1
A.8 Relationships with Prime Minister Jawaharlal Nehru, November 29, 1971	box 1
A.9 The significance of maintaining relations with the [Government of India] Cabinet, December 10, 1971	box 1
A.10 The significance of relations with India's Presidents., December 13, 1971	box 1
A.11 Keeping in touch with all key points in India's Central Government power structure when advancing and discussing new ideas, December 14, 1971	box 1
A.12 The importance of understanding India's foreign policy to the Foundation's operations in India.	box 1
A.13 Need for understanding the Gandhian Philosophy and different interpretations expounded by Gandhian followers. , December 16, 1971	box 1
A.14 Why an understanding of India's Caste System was important to the Ford Foundation's working in India, December 27, 1971	box 1
A.15 How were the relations defined between the Ford Foundation as an American institution working in India and the American Embassy, April 18, 1972	box 1
A.16 Why were there so few foreign institutional contracts to backstop Ford Foundation supported programs in India, April 19, 1972	box 1
A.17 In what ways did the CIA [Central Intelligence Agency] issues effect the Ford Foundation's work in its relations in India, May 9, 1972	box 1
A.18 What considerations went into formulating policies for housing accommodation of Foundation's foreign staff living in India, May 10, 1972	box 1

A.19 The importance to the Foundation's recruitment in having the American International School, the Inter-denominational Church and the Holy Family Hospital., May 11, 1972	box 1
A.20 The significance of major economic, climatic, social and political crises in India to opening the doors for major changes, May 12, 1972	box 1
A.21 Importance of understanding the time and process for significant change to take place, May 23, 1972	box 1
A.22 The problems involved on India's side in assigning creative people to give leadership to new and innovative programs, May 24, 1972	box 1
A.23 The pros and cons of putting the maximum amount of Ford Foundation funds for India into grants in contrast to contributing to the maximum through high level staff in discussing ideas, examining alternatives and backing up India to give leadership to change and development as well as assist in starting new programs. (Where does the money go?) , May 30, 1972	box 1
A.24 Too much emphasis on Indian counterparts to match foreign consultants and too little concern on India's part in maximizing utilization of consultants , May 31, 1972	box 1
A.25 The pros and cons of Ford Foundation grant funds applying to both rupee and dollars costs, June 1, 1972	box 1
A.26 The problems of assisting non-government organizations, agencies and institutions and the problem of these non-government institutions becoming viable, June 5, 1972	box 1
A.27 Helping people locked in poverty, June 16, 1972	box 1
A.28 The pros and cons of the Ford Foundation making greater use of Indians as consultants in India, June 19, 1972	box 1
A.29 India's policy and practice of frequent transfer of key staff made the task of starting new programs exceedingly difficult , June 19, 1972	box 1
A.30 The performance payoff of sending Indian officials abroad for short term training is marginal and of questionable value , June 19, 1972	box 1
A.31 How did the Foundation function in its administrative services as it grew and functioned during the decade of the Fifties and Sixties , June 19, 1972	box 1
A.32 The western orientation to time and quality of performance comes in the way of the working of program advisors and consultants in India , June 22, 1972	box 1
A.33 The Ford Foundation has a fetish about evaluation of projects and programs it assists with but shows little evidence of drawing on documented evidence, June 26, 1972	box 1

A.34 The Government of India and non-government agencies and organizations' accountability for Ford Foundation grant funds, June 29, 1972	box 1
A.35 The interaction between the Ford Foundation's India Field Office and New York office, June 30, 1972	box 1
A.36 The advantages and disadvantages to the Ford Foundation's India office in using the Institute of International Education, New York to administer fellowships, travel and study awards, and contract employees, July 6, 1972	box 1
A.37 The importance of having a strategy for introducing change, October 25, 1972	box 1
A.38 Recruiting program advisors and consultants, October 25, 1972	box 1
A.39 The "Little People" of India, November 6, 1972	box 1
A.40 The Ford Foundation's Image in India, November 7, 1972	box 1
A.41 The growth of the Ford Foundation's India Headquarters Office, November 17, 1972	box 1
A.42 Recollections and Reminiscences	box 1
A.43 The Enslinger family's experience in India	box 1

[^ Return to Table of Contents](#)

Topics Related to Specific Projects

Title/Description	Instances
B.1 The Ford Foundation's early and continuous concern about population and family	box 2
B.2 The Ford Foundation's contribution in the field of India's village and small industries, November 5, 1971	box 2
B.3 The Ford Foundation's persistent concern and role in assisting India achieve a status of food enough for its people , January 5, 1972	box 2
B.4 Why did the Ford Foundation accept and respond to Dr. B.C. Roy's invitation to assist in the development of a long range plan for the Greater Calcutta Area? , February 7, 1972	box 2
B.5 Why did the Ford Foundation assist with India's handicrafts and handloom industry, February 9, 1972	box 2
B.6 The Ford Foundation's involvement in public administration, February 11, 1972	box 2
B.7 The Ford Foundation and management education in India, March 2, 1972	box 2

B.8 The historical basis of the Foundation's involvement in strengthening India's institutional competence in economics, March 29, 1972	box 2
B.9 Why did the Ford Foundation get involved in training five hundred of India's young engineers in steel making , April 24, 1972	box 2
B.10 The Ford Foundation's support to the Delhi Center for the Orientation of Foreigners taking up with assignments in India, May 18, 1972	box 2
B.11 The Ford Foundation's support and withdrawal from the Center for Applied Politics, June 19, 1972	box 2
B.12 The sensitivity of the Ford Foundation contributing to India's art and cultural programs, June 21, 1972	box 2
B.13 India's problem of Brain Drain and the Ford Foundation's efforts to counteract it, June 23, 1972	box 2
B.14 Ford Foundation's contribution to India in educational television and mass communications, June 23, 1972	box 2
B.15 The Ford Foundation involvement and contribution in the field of law and legal education in India, June 23, 1972	box 2
B.16 The Ford Foundation's Role in assisting India in its Manpower, June 26, 1972	box 2
B.17 The Ford Foundation involvement and contribution in the field of law and legal education in India , June 23, 1972	box 2
B. 18 The Ford Foundation's early interest and involvement in Home Economics of work in India , July 5, 1972	box 2
B.19 The Ford Foundation's interest and assistance in the development of the sociological sciences in India, July 10, 1972	box 2
B.20 Why did the Ford Foundation get involved in helping India make a go of nationalizing its Banks, July 11, 1972	box 2
B.21 The Ford Foundation's nineteen years of involvement with India's Community Development Program , July 11, 1972	box 2
B.22 The Leigh Stevens village electric and water project, August 21, 1972	box 2
B.23 The Ford Foundation's interest and involvement in Indian Education, August 23, 1972	box 2
B.24 Williams College and Harvard University Public Service Fellowship program, November 6, 1972	box 2

[^ Return to Table of Contents](#)

Programs in Pakistan and Nepal

Title/Description	Instances
C.1 The Ford Foundation's involvement in Pakistan, 1951-1953., September 22, 1972	box 2
C.2 The Ford Foundation's contributions to Nepal, September 22, 1972	box 2

[^ Return to Table of Contents](#)