



# **Ford Foundation records, Peace and Social Justice Program (PSJ), Governance and Civil Society, Deputy Director, Office Files of Urvashi Vaid**

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This finding aid was produced using ArchivesSpace on November 23, 2015.

Describing Archives: A Content Standard

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

[archive@rockarch.org](mailto:archive@rockarch.org)

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

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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, Peace and Social Justice Program (PSJ), Governance and Civil Society, Deputy Director, Office Files of Urvashi Vaid  |
| <b>ID:</b>                       | FA592   |
| <b>Date [inclusive]:</b>         | 1982-2005   |
| <b>Physical Description:</b>     | 3.6 Cubic Feet  |
| <b>Physical Description:</b>     | (9 Hollinger document boxes)  |
| <b>Language of the Material:</b> | English   |
| <b>Abstract:</b>                 | <p>Ford Foundation President Susan Berresford established the Peace and Social Justice program in 1996 with the mission of improving government performance and accountability, fostering a thriving independent civil society, and promoting human rights. It was comprised of two global units: Governance and Civil Society, and Human Rights. Social activist, attorney and foundation executive Urvashi Vaid joined the Ford Foundation in 2000 as a Program Officer, and in January 2001, was appointed Deputy Director of Governance and Civil Society. Ms. Vaid launched the Collaborations that Count Initiative in 1998 to support cooperation among state-level organizations working for social and economic justice. She also played a role in the State Fiscal Analysis Initiative and oversaw grants to support gay, lesbian, bisexual and transgender rights organizations. Ms. Vaid left the Ford Foundation in 2005 to head the Arcus Foundation. The Office Files of Urvashi Vaid date from 1982 to 2005 and document her work as a program officer and later oversight of the Governance and Civil Society unit. A portion of the records pertain to the Community Organizing Initiative. Other records include her subject files and records from meetings she attended. Also included in this collection are records from the Peace and Social Justice program's work in Russia and Eastern Europe, which date from before Ms. Vaid joined the Foundation. The records illuminate the Foundation's work promoting local governance and democracy in Russia and Eastern Europe following the collapse of the Soviet Union. Also illustrated is a policy discussion on whether and how to evaluate the success of the Foundation grants issued to Eastern Europe.</p> |

## Preferred Citation note

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

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## Organizational History

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When Susan Berresford became President of the Foundation in 1996, she established a new program structure consisting of three large thematic programs. Peace and Social Justice (PSJ) was one of these three programs. Its overall mission was to help improve government performance and accountability, foster a thriving independent civil society, and promote human rights. It was comprised of two global units: Governance and Civil Society, and Human Rights. In 2009, Peace and Social Justice became the Democracy, Rights and Justice Program.

The Governance and Civil Society unit continued much of the work of the former Governance and Public Policy unit. Its specific goal, according to the Ford Foundation Annual Report for 1996, was to “stimulate new approaches to designing and implementing public policies, and enhance the role of civic organizations, particularly philanthropies, in promoting democratic values.”

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## Biographical Note

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Social activist, attorney and Foundation executive Urvashi Vaid was born in India in 1958 and moved to the United States when she was eight years old. At age eleven she became politically active, and participated in marches protesting the U.S. war in Vietnam. Ms. Vaid attended Vassar College on an academic scholarship and graduated in 1979 with a bachelor's degree in English and Political Science. She then spent three months as a volunteer intern with the Women's Prison Project and worked as a legal secretary and administrative assistant for a law firm in Boston. During the early 1980s, Ms. Vaid helped found the Boston Lesbian/Gay Political Alliance and the Allston-Brighton Greenlight Safehouse Network, an anti-violence neighborhood project. Ms. Vaid attended the Northeastern University School of Law and received a J.D. degree in 1983. From 1983-1986, she worked for the American Civil Liberties Union's National Prisons Project, where she conducted class action lawsuits to improve conditions in American prisons. She then joined the staff of the National Gay and Lesbian Task Force, serving as Media Director (1986-1989), Executive Director (1989-1992), and Policy Institute Director (1997-2000).

Ms. Vaid joined the Ford Foundation in 2000 as a Program Officer and, in January 2001, was appointed Deputy Director of the Governance and Civil Society unit. A major emphasis of her work was the “Collaborations that Count” initiative, which had been launched in 1998 to support cooperation among state-level organizations working for social and economic justice. Ms. Vaid also played a role in the “State Fiscal Analysis” Initiative, and oversaw grants to support gay, lesbian, bisexual and transgender rights organizations. Ms. Vaid left the Ford Foundation in 2005 to head the Arcus Foundation.

Ms. Vaid is author of Virtual Equality: The Mainstreaming of Gay & Lesbian Liberation (Anchor, 1996), and is co-editor, with John D’Emilio and William Turner, of Creating Change: Public Policy, Sexuality and Civil Rights (St. Martin's Press, 2000).

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## Scope and Content Note

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The Office Files of Urvashi Vaid span from 1982 to 2005 and document her work as a program officer and later oversight of the Governance and Civil Society unit. A portion of the records pertain to the Community Organizing Initiative. Other records include her subject files and records from meetings she attended. Also included in this collection are records from the Peace and Social Justice program’s work in Russia and Eastern Europe which date before Ms. Vaid joined the Foundation. The records illuminate the Foundation’s work promoting local governance and democracy in Russia and Eastern Europe following the collapse of the Soviet Union. Other documents concern whether and how to evaluate the success of the Foundation grants issued to Eastern Europe.

Additionally, as a Deputy Director for Ford, Ms. Vaid travelled extensively to meetings and conferences related to her work with the Governance and Civil Society unit. She also attended Foundation meetings on policy matters. Ms. Vaid’s records for these meetings are available in this collection.

In the summer of 2000, The Ford Foundation established a Fund for Community Organizing to support a collaborative grant-making initiative. The goals of the initiative were to: strengthen the capacity of grassroots community organizations for policy advocacy; assist the development of peer networks among local organizations across issue, race and geographic lines; increase knowledge about the role of community organizing; and broaden the pool of experiences and facilitate the sharing of related information among donors. The Initiative was based on the assumption that community organizing can be a viable strategy for effecting larger social and policy change. The Fund relied on a re-granting strategy by which the Foundation would give grant funds to partner philanthropies who would then issue local grants in pursuance of the goals of the initiative.

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## Arrangement

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The records are arranged into 4 series.

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

15 Dayton Avenue  
Sleepy Hollow 10591

[archive@rockarch.org](mailto:archive@rockarch.org)

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

### 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.

### Processing Information Note

The collection originally comprised 8 cubic feet when it was accessioned by the Ford Foundation Archives in 2005. One cubic foot box of records could not be located for processing and is presumed lost. The extant collection, 7 cubic feet, was reduced to 3.6 cubic feet during processing.

Duplicates and reference files, grant proposals, and files that addressed purely financial matters were not retained.

### Processing Information

Two boxes of Ms. Vaid's office files were previously processed.

### 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.

## Conditions Governing Access note

Material more than ten years old is open for scholarly research.

Date spans of this collection range from 1982-2005. As such, some of the material is closed to scholarly access until the applicable records are more than ten years old. Material will be open for research as records reach the ten year threshold, 2016.

Select individual files are restricted, as noted. Permission to access these files must be obtained from the Ford Foundation before scholarly access is permitted.

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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.

### Related Materials

FA667 Ford Foundation records, Peace and Social Justice Program (PSJ), Governance and Civil Society, Office Files of Urvashi Vaid, 1992-2005.

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## Controlled Access Headings

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- Ford Foundation

## Physical Characteristics and Technical Requirements note

Materials requiring specialized equipment for access (film, audio, video, slides) may be restricted from scholarly research dependent on availability of the applicable equipment. Brittle or damaged items, or materials otherwise in need of preservation care, may be restricted from scholarly research at the discretion of the RAC Head of Archival Services/RAC Head of Reference.

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## Collection Inventory

### Community Organizing Initiative, 1992-2005

#### Conditions Governing Access:

#### **Conditions Governing Access**

Date spans of this series range from 1992-2005. As such, some of the material is closed to scholarly access until the applicable records are more than ten years old. Material will be open for research as records reach the ten year threshold, 2016.

#### **Scope and Contents**

This series holds records associated with the Community Organizing Initiative. Several files relate to the Community Organizing Working Group, which brought together the Foundation staff representing the Fund for Community Organizing and the Foundation's re-granting partner philanthropies. Also included are evaluations of the initiative.

| Title/Description  | Instances |          |
|--|-----------|----------|
| Applied Research Center -- Background Reports on Anti-Racist Work, 1992-1993                           | box 1     | folder 1 |
| Applied Research Center -- Background Reports on Community Organizing, 1995-1998                       | box 1     | folder 2 |
| Applied Research Center -- C.S. Mott Intermediary Support Program Evaluation, 1998                     | box 1     | folder 3 |
| Asian American Women -- Convening Agenda, Report, 2001-2003  | box 1     | folder 4 |
| Assessing Community Change Evaluation Seminar -- Participants List, Background, Nov 8, 2001            | box 1     | folder 5 |
| Chicago Community Organizing Capacity Building Initiative -- Site Visit Briefing Book, Oct 17-18, 2002 | box 1     | folder 6 |



|   |       |          |
|---|-------|----------|
| Community Organizing Fund Evaluation Seminar -- Project Description, Discussion Materials, Nov 2001-Jan 2002  | box 1 | folder 7 |
| Community Organizing Fund Evaluations -- Progress Reports, 2002-2004  | box 1 | folder 8 |
| Community Organizing Working Group -- Reserve Request Memoranda and Proposals, 2000   | box 1 | folder 9 |
| Community Organizing Working Group -- Meeting Notes, Reflection Memo, etc., 2001-2003   | box 2 | folder 1 |
| Community Organizing Working Group -- Agenda, Minutes, Funding Recommendations, etc., 2004-2005   | box 2 | folder 2 |
| <u>Conditions Governing Access:</u><br><b>Conditions Governing Access</b><br><br>Material is closed to scholarly research.<br><br>Date restricted material -- Contains records less than 10 years old - Open in 2016. |       |          |
| Constituency Building Luncheon Discussion -- Notes, Dec 6, 1996   | box 2 | folder 3 |
| Ford Foundation Fund for Community Organizing -- Phase I Report, 2002   | box 2 | folder 4 |
| Ford Foundation Fund for Community Organizing -- Phase II Report, 2003  | box 2 | folder 5 |
| Goldfarb Consultancy Report -- Memoranda, Correspondence, Draft Report, Mar 3-Jun 23, 1999  | box 2 | folder 6 |
| Initiative Statement -- Fund for Community Organizing, Jul 2000   | box 2 | folder 7 |
| Peace and Social Justice Speakers Series -- Transcript (Alexi Torres, Sara Gold, Seth Borgos, Chung-Wah Hong, Anthony Thigpen, Marcia Smith), Sep 16, 1998  | box 2 | folder 8 |
| Smith, Marcia A. -- Memoranda Re: Community Organizing Intermediaries Meeting, Community Organizing Initiative, etc., 1996-1999   | box 2 | folder 9 |

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## Meetings, 1999-2004

### Scope and Contents

This series contains files about meetings Ms. Vaid attended as part of her duties at Ford, including the Markets Task Force (2002-2003), the Race and Civil Society Conference (2002), as well as several Freedom of Expression and Democratization of Media Cross-Program Meetings (2003-2004). The files contain minutes, meeting books, correspondence and email, reports, planning documents, and general background information.

**Arrangement**

Arranged chronologically.

| <b>Title/Description</b>  | <b>Instances</b> |          |
|---|------------------|----------|
| Electronic Filing of 990s -- Meeting Minutes, Correspondence, Proposal, 1999-2002   | box 3            | folder 1 |
| Nonprofit Sector Data Infrastructure Funders Meeting, Ford Foundation -- Agenda, Background, Handouts, Jul 24, 2001   | box 3            | folder 2 |
| United Nations World Conference Against Racism, Racial Intolerance, Xenophobia and Related Intolerance -- Closing Memorandum, Oct 16, 2001                  | box 3            | folder 3 |
| Federal Role in Data Infrastructure, Atlanta, Georgia -- Agenda, Meeting Notes, Background, Nov 4, 2001   | box 3            | folder 4 |
| Markets Task Force -- Workshop Materials, Recommendations, Reports, Planning Memorandum, 2002-2003  | box 3            | folder 5 |
| Race and Civil Society Conference, Wingspread, Racine, WI -- Meeting Book, Correspondence, Background, Jan 11-12, 2002                                      | box 3            | folder 6 |
| Midwest Site Visit, St. Paul, MN -- Information Packet, May 20-22, 2002   | box 3            | folder 7 |
| Highlander Media Justice Gathering, New Market, TN -- Final Report, Meeting Reports, Aug 5-8, 2002  | box 3            | folder 8 |
| Theory of Change -- Meetings on Revised Theory of Change, Background, 2003-2004   | box 3            | folder 9 |
| NGO Rights and Responsibilities, Bandung, Indonesia -- Summary Report, Background, Jan 6-8, 2003  | box 4            | folder 1 |
| Strategic Communications -- Agenda, Background for Talk, Jul 24, 2003   | box 4            | folder 2 |
| U.S. Civil Society Grantee Convening, Lake Bluff, IL -- Meeting Book, Notes, Aug 3-5, 2003  | box 4            | folder 3 |
| Civil Society Workshop, Beijing, China -- Report, Handouts, Sep 15-19, 2003   | box 4            | folder 4 |
| Freedom of Expression and Democratization of Media Cross-Program Global Meeting, Queenstown, MD -- Update Memoranda, Agenda, Briefing Info, Nov 12-14, 2003 | box 4            | folder 5 |
| Freedom of Expression and Democratization of Media Cross-Program Meeting, Ford Foundation -- Schedule, Memorandum Re: World Summit, Background, Mar 5, 2004 | box 4            | folder 6 |
| Convening on GLBT Rights and Issues and Religious Traditions in the U.S., Ford Foundation -- Meeting Book, Notes, Apr 12-13, 2004                           | box 4            | folder 7 |
| Peace and Social Justice Worldwide Meeting, Rio de Janeiro, Brazil -- Notes, Background on Diversity, Nov 28-Dec 3, 2004                                    | box 4            | folder 8 |

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## Subject Files, Bulk, 1996-2005 1986-2005 (bulk)

### Conditions Governing Access:

#### **Conditions Governing Access**

Date spans of this series range from 1986-2005. As such, some of the material is closed to scholarly access until the applicable records are more than ten years old. Material will be open for research as records reach the ten year threshold, 2016.

### **Scope and Contents**

The files primarily concern grantees and grant programs, including the Center for Policy Alternatives (1996-2005), the Midwest States Center (1997-2004) and the Social Justice Infrastructure Funders (2002-2005). They contain correspondence with grantees, proposals, notes, and general background information. There also are copies of consultancy reports used as reference for Foundation policy discussions of grant evaluations.

### **Arrangement**

This series consists of alphabetically arranged subject files.

| <b>Title/Description</b>  | <b>Instances</b> |          |
|---|------------------|----------|
| "A Review of UN Reform-Related Projects Supported by the Ford Foundation, 1985-1996" (report by Edward C. Luck), May 25, 2001   | box 5            | folder 1 |
| Alliance for Justice Foundation -- Report on Meeting, Reference Background, 2002-2005   | box 5            | folder 2 |
| <u>Conditions Governing Access:</u><br><b>Conditions Governing Access</b>   |                  |          |
| <p>Some of the records in this file are restricted because they are less than 10 years old. The restricted items have been segregated and are inaccessible. The file is open to research, and physical removal of the segregated material is not necessary. Date Restricted Material -- Contains records less than 10 years old -- Restricted records are Open to scholarly research in 2016.</p> |                  |          |
| BoardSource -- Grantee Correspondence, Final Grant Report, 2004   | box 5            | folder 3 |
| "Capacity Building Work with Social Justice Organizations" (consultant report by Ann Philbin), 1998   | box 5            | folder 4 |
| Center for Policy Alternatives -- Correspondence Re: Grant Recommendations, Notes, Background, 1996-2001  | box 5            | folder 5 |
| Center for Policy Alternatives -- Correspondence Re: Proposal, Background, Notes, 2001-2003   | box 5            | folder 6 |

|   |       |           |
|---|-------|-----------|
| Center for Policy Alternatives -- Grant Reports, Background, 2004-2005  | box 5 | folder 7  |
| <u>Conditions Governing Access:</u><br><b>Conditions Governing Access</b><br><br>Closed to scholarly research.<br><br>Date Restricted Material -- Contains records less than 10 years old -- Restricted records are Open to scholarly research in 2016. |       |           |
| Civic Engagement and Bob Putnam Project -- Memoranda Re: Putnam's Paper, Background, Survey Results, 2004   | box 5 | folder 8  |
| Demos -- Public Sector Report, May 2004   | box 6 | folder 1  |
| Diversity -- Survey Findings, Susan Berresford Speech, Ford Foundation Affirmative Action Policy Analysis, 1986-2001  | box 6 | folder 2  |
| Evaluation Information -- Ford Foundation Archival Materials Re: Evaluation of "Collaborations that Count" Initiative, Aug-Sep 2001   | box 6 | folder 3  |
| Ford Foundation Critics -- Articles Critical of the Ford Foundation, 2002-2003  | box 6 | folder 4  |
| Gay and Lesbian Funding at Ford -- List of Grants, Memorandum Re: Gay and Lesbian Programs, 1998-2002   | box 6 | folder 5  |
| GLBT Grants and Ford -- Memoranda Re: Ford Foundation GLBT Programming, 1998-2002   | box 6 | folder 6  |
| Governance and Civil Society Program -- Worldwide Collaboration Initiative, Comparative Research, PSJ Grants, 1997  | box 6 | folder 7  |
| Highlander Research and Educational Center -- Proposal, Correspondence, Background, 2001-2002   | box 6 | folder 8  |
| "The Influence of Foundation-Funded Research on Public Policy Formation" (consultant report by Deborah Levy and Sarah Smith), 2002  | box 6 | folder 9  |
| Lindblom, Lance -- Portfolio Transition -- Discussion Memoranda, Grant Summary with Recommendations, 1997-2001  | box 6 | folder 10 |
| "Making Democracy Work" (consultant report by Miles Rapoport), Aug 2001   | box 6 | folder 11 |
| Message Development/Framing -- Background, Ford Foundation Report, 2001-2002  | box 7 | folder 1  |
| Midwest States Center -- Grant Reports, Meeting Information, Correspondence Re: Grants, Background (1 of 2), 1997-2002  | box 7 | folder 2  |
| Midwest States Center -- Grant Reports, Meeting Information, Correspondence Re: Grants, Background (2 of 2), 2003-2004  | box 7 | folder 3  |
| National Council of Nonprofit Associations -- Correspondence Re: Funders Briefings, Background, Notes, 2002-2005  | box 7 | folder 4  |

Conditions Governing Access:

**Conditions Governing Access**

Some of the records in this file are restricted because they are less than 10 years old. The restricted items have been segregated and are inaccessible. The file is open to research, and physical removal of the segregated material is not necessary.

Date Restricted Material -- Contains records less than 10 years old -- Restricted records are Open to scholarly research in 2016.

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| National Gay and Lesbian Task Force -- Grant Reports, Notes, 2002-2003 | box 7 | folder 5 |
|--|-------|----------|

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| National Organizers Alliance -- Memoranda for Grantee File, Proposal, Background on Pensions for Organizers, 1996-2005 | box 7 | folder 6 |
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Conditions Governing Access:

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| "New Voices in State Policy: Final Report" (consultant report by J. Phillip Thompson, William McAlister and Esther R. Fuchs), Mar 22, 2000 | box 7 | folder 7 |
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|---|-------|----------|
| Nonprofit Quarterly -- Correspondence and Memoranda Re: Potential Sustainability, Proposal for Ford Foundation Support, Background, 2001-2005 | box 7 | folder 8 |
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Conditions Governing Access:

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|---|-------|----------|
| Nonprofits -- Bradley Report -- Article with Comments, U.S. General Accounting Office Report, 2002-2003 | box 7 | folder 9 |
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|---|-------|-----------|
| "The Peace and Social Justice Program: Goals, Expected Outcomes, and Results" (consultant report by Judith Tendler), Aug 4, 1997  | box 7 | folder 10 |
| "The Philanthropic Response to 9/11" (consultant report by Tom Seessel), Aug 2002   | box 8 | folder 1  |
| Pushback Network -- Meeting Notes, Background, Apr 22-25, 2005  | box 8 | folder 2  |
| <u>Conditions Governing Access:</u><br><b>Conditions Governing Access</b><br><br>Closed to scholarly research.<br><br>Date Restricted Material -- Contains records less than 10 years old -- Restricted records are Open to scholarly research in 2016. |       |           |
| "Race, Ethnicity and Access to Democracy" (consultant report by Penda D. Hair), May 2001  | box 8 | folder 3  |
| Social Justice Infrastructure Funders -- Correspondence Re: Meeting, Agenda, Background for Meeting (1 of 4), 2002  | box 8 | folder 4  |
| Social Justice Infrastructure Funders -- Meeting Agenda, Notes, Background (2 of 4), 2003   | box 8 | folder 5  |
| Social Justice Infrastructure Funders -- Meeting Summaries, Florida Task Force Reports, Grant Lists, Background, Notes (3 of 4), 2004   | box 8 | folder 6  |
| Social Justice Infrastructure Funders -- Meeting Notes, Background (4 of 4), 2005   | box 8 | folder 7  |
| <u>Conditions Governing Access:</u><br><b>Conditions Governing Access</b><br><br>Closed to scholarly research.<br><br>Date Restricted Material -- Contains records less than 10 years old -- Restricted records are Open to scholarly research in 2016. |       |           |
| Spin Project/Independent Media Institute -- Correspondence Re: Ford Foundation Support, Background, 2002-2004   | box 8 | folder 8  |
| Spirit in Action -- Reports, Meeting Notes, Background, 2004-2005   | box 8 | folder 9  |
| <u>Conditions Governing Access:</u><br><b>Conditions Governing Access</b><br><br>Closed to scholarly research.  |       |           |

Date Restricted Material -- Contains records less than 10 years old -- Restricted records are Open to scholarly research in 2016.

Western States Center -- Proposal, Grant Recommendation, Correspondence Re: Electoral Politics, 1996-2005

box 8

folder 10

Conditions Governing Access:

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## Russia and East Europe, 1982-1996

### Scope and Contents

This series originated from the Ford Foundation's Governance and Civil Society unit of the Peace and Social Justice program, but pre-dates Ms. Vaid's tenure at Ford. The files primarily concern the Foundation's work in Eastern Europe and Russia following the 1991 collapse of the Soviet Union. The earlier files contain reports about the Foundation's human rights work.

| Title/Description  | Instances |          |
|--|-----------|----------|
| "Encouraging Stability, Peace and Justice in the International Order" (report by Joseph S. Nye, Sr., I.M. Destler, I.G. Patel, and Jose Zalaquett), Jun 1987 | box 9     | folder 1 |
| Evaluation -- Memoranda, Correspondence and Background on Whether and How to Evaluate Russia/East Europe Grants, 1994  | box 9     | folder 2 |
| "The Ford Foundation and International Security" (report by Catherine McArdle Kelleher and Robert O'Neill), May 1992   | box 9     | folder 3 |
| Funder Lists and Resources Re: Eastern Europe, 1995  | box 9     | folder 4 |
| "The Future of IREX and Academic Exchanges in the Old Bloc" (report by Edward L. Keenan), Nov 15, 1991   | box 9     | folder 5 |
| Local Governance -- Memoranda Re: Program Opportunities, Background, 1995  | box 9     | folder 6 |
| "The Overseas Development Council: An Evaluation" (report by Catherine Gwin and Richard Moose), Jun 1982   | box 9     | folder 7 |

|   |       |           |
|---|-------|-----------|
| Overseas Program Review and Meeting of the Board of Trustees, Warsaw, Poland -- Schedule of Events and Related Reading, Sep 26-30, 1993                                     | box 9 | folder 8  |
| Public Sector Program -- Rural Poverty Program Strategy Papers, Local Government Initiative, Grant Recommendations, Memorandum Re: Closing LDAP USIAP Operations, 1987-1994 | box 9 | folder 9  |
| "Russia and Eastern Europe: Program Priorities and Office Structure" (report), Jun 1994   | box 9 | folder 10 |
| Russia and Eastern Europe Program -- Program Description [Czech], 1996  | box 9 | folder 11 |
| Russia and Eastern Europe Program -- Program Description [English], Sep 4, 1996   | box 9 | folder 12 |
| Russia and Eastern Europe Program -- Program Description [Polish], Jun 1996   | box 9 | folder 13 |
| Russia and Eastern Europe Program -- Program Description [Russian], 1996  | box 9 | folder 14 |

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