



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

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Rockefeller Archive Center

15 Dayton Avenue
Sleepy Hollow 10591

archive@rockarch.org

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

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Summary Information

Repository:	Rockefeller Archive Center
Creator:	Ford Foundation
Title:	Ford Foundation records, International Division, Developing Countries Program, Administrative Staff files
ID:	FA556
Date [inclusive]:	1960-1983
Physical Description:	3.6 Cubic Feet
Physical Description:	(9 document boxes)
Language of the Material:	English
Abstract:	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

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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Biographical/Historical note

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

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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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.

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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.

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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.

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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.

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Scope and Contents note

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

The collection is arranged into 4 series.

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Administrative Information

Publication Statement

Rockefeller Archive Center

15 Dayton Avenue

Sleepy Hollow 10591

archive@rockarch.org

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

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

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

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
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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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