



# **Ford Foundation records, Developing Countries Program, Vice President, Office Files of William D. Carmichael**

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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, Developing Countries Program, Vice President, Office Files of William D. Carmichael
<b>ID:</b>	FA711
<b>Date [inclusive]:</b>	1968-1989
<b>Physical Description:</b>	14.4 Cubic Feet 12 standard record cartons
<b>Language of the Material:</b>	English
<b>Abstract:</b>	The Office Files of William D. Carmichael, Vice President of the Ford Foundation's Developing Country Programs (DCP) from 1981-1989, document his oversight of the program activities and administration of Foundation field offices around the world, and of New York-based program staff responsible for grants in developing countries. The collection spans 1968-1989 and consists of correspondence, memoranda, reports, grant proposals, conference materials and board of trustee meeting files. The files were transferred to and accessioned by the Ford Foundation Archives in 1990, and were fully processed in 2005.

### 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>.

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## Biographical note

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William D. Carmichael was Vice President of the Ford Foundation, Developing Country Programs, from 1981-1989. Prior to that he served the Foundation as Head of the Middle East and Africa Office (1977-1981), Head of the Office for Latin America and the Caribbean (1971-1977) and Representative in the Brazil Office (1968-1971). Key accomplishments of Carmichael's tenure as Vice President include his role in advancing the development of a Women's Program, financing for worldwide activities in community resource management, the expansion of Foundation activities throughout southern Africa.

Carmichael and his staff played a leading role within the U.S. philanthropic and scholarly communities in the formulation of policies towards the apartheid regime in South Africa. After leaving the Ford Foundation he became executive director for Soviet Union and Eastern European Programs at the Institute of International Education. Carmichael holds an AB degree in Economics from Yale University, and a Ph.D. in Economics from Princeton University. He was Dean of the Cornell University Graduate School of Business and Public Administration from 1962-1968.

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## Organizational History

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The administration of Ford Foundation international programs was dramatically restructured in 1980-1981, and a new office for Developing Country Programs was created. William D. Carmichael was appointed Vice President of this new area in March 1981. Carmichael oversaw the work of Foundation field offices, and of New York-based staff responsible for grants to developing countries until 1989.

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## Biographical / Historical

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

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

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

in developed countries; 2) to foster education and international understanding in all countries; and 3) to contribute to the social, economic, and political development of less developed countries.

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## Biographical / Historical

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### 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

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### 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

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The Office Files of William D. Carmichael document Ford Foundation overseas grants during the period 1968-1989, with an emphasis on the 1980s. The bulk of the records concern Carmichael's work as Vice President, Developing Country Programs, and consist of correspondence, memos and reports pertaining to the administration and grant activities of FF field offices around the world. The collection also documents the relationship between overseas offices of the Ford Foundation and the headquarters in New York City. There are substantial records documenting Carmichael's travel and attendance at



conferences, his participation in Board of Trustee meetings and his role in coordinating Board meetings convened overseas. Also included are budget planning records, program review documents, and subject files relating to numerous program initiatives and administrative matters of concern to Carmichael. The collection is particularly rich in material concerning the daily operations of field offices around the world, FF-funded educational programs in South Africa, and the international component of the Foundation's Women's Program.

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## Arrangement

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The Office Files of William D. Carmichael are arranged in six series:

I. Field Offices, 1972-1989 II. South Africa, 1974-1988 III. Conferences, Meetings and Trips, 1981-1988  
IV. Program Budget, 1982-1989 V. Subjects, 1968-1989 VI. Board of Trustees, 1978-1989

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## Administrative Information

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### Publication Statement

Rockefeller Archive Center

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### Conditions Governing Access

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

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

### 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.

## **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 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. Researchers interested in accessing digital media (floppy disks, CDs, DVDs, etc.) or audiovisual material (audio cassettes, VHS, etc.) in this collection must use an access surrogate. The original items may not be accessed because of preservation concerns. To request an access surrogate be made, or if you are unsure if there is an access surrogate, please contact an archivist.

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## **Related Materials**

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### **Separated Materials**

A list of unpublished reports written by FF staff and consultants were removed from the papers and transferred to the Archives' collection of staff and consultant reports. Appendix A lists the reports in alphabetical order by author. The number on the left is the assigned accession number and may be retrieved via the online catalog.

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## **Collection Inventory**

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### **Field Offices, 1972-1989**

## Scope and Contents

Correspondence, memoranda, reports, press clippings and other records that document program development, grantmaking and grantee activities. Also included are records concerning the establishment, administration and daily operations of overseas offices. Numerous memos and reports written by Program Officers include vivid accounts of the political scene, current events and social and economic conditions in their host countries. Many reports contain general histories of regions or countries, as well as overviews of Foundation activities in these areas. Also included are files (restricted to Ford Foundation staff) concerning the opening of new offices in China and Zimbabwe, and on transferring the West Africa office from Lagos, Nigeria to Dakar, Senegal. The bulk of the series dates from the 1980s, though scattered memos and reports from the 1970s are also present.

## Arrangement

The records are arranged alphabetically by the region, with further sub-division by program officer.

Title/Description	Instances	
Andes and Southern Cone - Buenos Aires, 1973-1976	box 1 (30272)	folder 1
Andes and Southern Cone - Consolidation, 1972-1973	box 1 (30272)	folder 2
Andes and Southern Cone - General, 1973-1989	box 1 (30272)	folder 3-4
Andes and Southern Cone - Hall, Gridley, 1983-1984	box 1 (30272)	folder 5
Andes and Southern Cone - Lima office consultation – Lowenthal, Abraham, 1989	box 1 (30272)	folder 6
Andes and Southern Cone - Puryear, Jeffrey M. (Representative), 1985-1987	box 1 (30272)	folder 7-8
Andes and Southern Cone - Recife, 1973-1974	box 1 (30272)	folder 9
Andes and Southern Cone - Saint, William S., 1981-1985	box 1 (30272)	folder 10
Bangladesh - Bailey, Charles (Representative), 1985-1989	box 1 (30272)	folder 11
Bangladesh - Bottrall, Anthony, 1981-1985	box 1 (30272)	folder 12
Bangladesh - General, 1982-1988	box 1 (30272)	folder 13
Bangladesh - Germain, Adrienne, 1981-1985	box 1 (30272)	folder 14
Brazil - Dassin, Joan (Representative), 1987-1989	box 1 (30272)	folder 15
Brazil - Fry, Peter, 1986-1988	box 1 (30272)	folder 16
Brazil - General, 1981-1988		

	box 1 (30272)	folder 17
Brazil - Reichmann, Rebecca, 1988	box 1 (30272)	folder 18
Brazil - Sanderson, Steven, 1987	box 1 (30272)	folder 19
Brazil - Sellers, Patricia, 1983-1984	box 1 (30272)	folder 20
Brazil - Welna, Christopher, 1988	box 1 (30272)	folder 21
China - Geithner, Peter F. (Representative), 1982-1989	box 1 (30272)	folder 22
China - General, 1979-1989	box 1 (30272)	folder 23-24
Eastern and Southern Africa - Booker, Salih, 1986-1987	box 1 (30272)	folder 25
Eastern and Southern Africa - General, 1981-1989	box 1 (30272)	folder 26-29
Eastern and Southern Africa - Harare, 1983-1989	box 1 (30272)	folder 30-32
Eastern and Southern Africa - Howard, Craig, 1982-1985	box 1 (30272)	folder 33
Eastern and Southern Africa - Hyden, Goran, 1981-1982	box 1 (30272)	folder 34
Eastern and Southern Africa - Hyden, Goran, 1983-1985	box 2 (30273)	folder 1-3
Eastern and Southern Africa - Jones, David, 1982-1985	box 2 (30273)	folder 4
Eastern and Southern Africa - Nairobi office, 1976-1987	box 2 (30273)	folder 5
Eastern and Southern Africa - Saint, William (Representative), 1985-1989	box 2 (30273)	folder 6-7
Eastern and Southern Africa - Saulniers, Suzanne, 1983-1984	box 2 (30273)	folder 8
India, Nepal and Sri Lanka - Chen, Lincoln C. (Representative), 1981-1986	box 2 (30273)	folder 9-11
India, Nepal and Sri Lanka - Conway, Gordon R. (Representative), 1989	box 2 (30273)	folder 12
India, Nepal and Sri Lanka - Elliott, Carolyn M., 1981-1982	box 2 (30273)	folder 13
India, Nepal and Sri Lanka - General, 1976-1989		

	box 2 (30273)	folder 14-15
India, Nepal and Sri Lanka - Sudarshan, R., 1984-1989	box 2 (30273)	folder 16
Latin American and Caribbean, 1978-1981	box 2 (30273)	folder 17
Mexico and Central America - Cleaves, Peter S., 1979-1981	box 2 (30273)	folder 18
Mexico and Central America - Cox, Stephen (Representative), 1987-1989	box 2 (30273)	folder 19
Mexico and Central America - General, 1984-1989	box 2 (30273)	folder 20
Mexico and Central America - Welna, Christopher, 1984-1986	box 2 (30273)	folder 21
Mexico and Central America - Winder, David, 1982-1985	box 2 (30273)	folder 22
Middle East and North Africa - Barsalou, Judy, 1982-1985	box 2 (30273)	folder 23
Middle East and North Africa - Cairo Office – Bundy visit, 1975	box 2 (30273)	folder 24
Middle East and North Africa - General, 1975-1989	box 2 (30273)	folder 25
Middle East and North Africa - Gerhart, John D., 1981-1985	box 2 (30273)	folder 26-27
Middle East and North Africa - Lesch, Ann M., 1982-1984	box 3 (30274)	folder 1
Middle East and North Africa - Nygaard, David (Representative), 1988-1989	box 3 (30274)	folder 2
Middle East and North Africa - Playfair, Emma, 1988-1989	box 3 (30274)	folder 3
Middle East and North Africa - Sudan, 1981-1988	box 3 (30274)	folder 4
Middle East and North Africa - Travers, Lee (Representative), 1985-1987	box 3 (30274)	folder 5
Southeast Asia - General, 1980-1986	box 3 (30274)	folder 6-7
Southeast Asia - Kessinger, Tom (Representative), 1982-1986	box 3 (30274)	folder 8
Southeast Asia - Korten, Frances, 1982-1988	box 3 (30274)	folder 9
Southeast Asia - Office closures, 1973, 1981		

	box 3 (30274)	folder 10
Southeast Asia - Philippines, 1983-1988	box 3 (30274)	folder 11
Southeast Asia - Vietnam, 1984	box 3 (30274)	folder 12
Southeast Asia - Winder, David (Representative), 1983-1989	box 3 (30274)	folder 13
West Africa - Dakar, 1982-1989	box 3 (30274)	folder 14-15
West Africa - Duggan, William (Representative), 1986-1989	box 3 (30274)	folder 16
West Africa - Ellsworth, Lynn, 1988	box 3 (30274)	folder 17
West Africa - General, 1978-1989	box 3 (30274)	folder 18-19
West Africa - Horovitz, Richard A. (Representative), 1979-1987	box 3 (30274)	folder 20
West Africa - Ivory Coast – Edwards visit, 1975	box 3 (30274)	folder 21
West Africa - Joseph, Richard, 1985-1988	box 3 (30274)	folder 22
West Africa - Kubisch, Ann, 1987-1989	box 3 (30274)	folder 23
West Africa - Lagos, 1981-1989	box 3 (30274)	folder 24-25
West Africa - Tragar, Lillian, 1985-1986	box 3 (30274)	folder 26

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## South Africa, 1974-1988

### Scope and Contents

Correspondence, memoranda and supporting documents concerning grantmaking and investment in South Africa by the Ford Foundation and other organizations. Includes files of Assistant Program Officer David Bonbright, and records of a committee of foundation and university executives convened by the Carnegie Corporation to promote better educational opportunities for black South Africans.

### Arrangement

Files are arranged alphabetically.

Title/Description	Instances
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Bonbright, David, 1985-1987	box 4 (30275)	folder 1
Consortium on Educational Opportunities for Black South Africans, 1985-1986	box 4 (30275)	folder 2-4
Firestone, 1985	box 4 (30275)	folder 5
Fund for Education in South Africa, 1988	box 4 (30275)	folder 6
General, 1974-1988	box 4 (30275)	folder 7-14

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## Conferences, Meetings and Trips, 1981-1988

### Scope and Contents

Correspondence, memoranda, notes, agendas, reports, program submissions and briefing materials relating to William Carmichael's travel abroad on Foundation business, and his attendance at conferences and meetings worldwide. Events documented in these files include Ford Foundation staff meetings, field office site visits and conferences sponsored by other organizations. Of particular importance are extensive files on the 1985 United Nations Nairobi Conference marking the end of the Women's Decade, the 1983 meetings of the Ford Foundation International Affairs and Human Rights and Social Justice programs in Geneva, Switzerland, and a 1982 New York meeting of Indian Prime Minister Indira Gandhi with representatives of American philanthropies.

### Arrangement

Files are arranged chronologically.

Title/Description	Instances	
Miscellaneous – United States, 1981	box 4 (30275)	folder 15
Immigration and Refugee Conference, Williamsburg, VA, 1981 November	box 4 (30275)	folder 16
Lima, Peru and Bogota, Colombia, 1981	box 4 (30275)	folder 17
Miscellaneous – Overseas, 1982	box 4 (30275)	folder 18
Miscellaneous – United States, 1982	box 4 (30275)	folder 19
Indira Gandhi visit, New York, 1982 August	box 4 (30275)	folder 20
Miscellaneous – Overseas, 1983	box 4 (30275)	folder 21
Miscellaneous – United States, 1983		

	box 4 (30275)	folder 22
African-American Institute Conference, Harare, Zimbabwe, 1983 January	box 4 (30275)	folder 23
International Affairs/Human Rights meeting, Geneva, Switzerland, 1983 January	box 4 (30275)	folder 24
Indonesia, 1983 March - April	box 4 (30275)	folder 25
International University Foundation Conference, Ditchley Park, 1983 August	box 4 (30275)	folder 26
Buenos Aires, Argentina, 1984 January	box 4 (30275)	folder 27
Central America, 1984 January	box 4 (30275)	folder 28
Mexico, 1984 January	box 5 (30277)	folder 1-2
Santiago, Chile and Lima, Peru, 1984 January	box 5 (30277)	folder 3
Employment and Income Generation meeting, Bangladesh, 1984 April	box 5 (30277)	folder 4
International Affairs meeting, Mexico, 1984 April - May	box 5 (30277)	folder 5
Settling International Disputes Conference, Ditchley Park, 1984 May	box 5 (30277)	folder 6
Egypt and Israel, 1984 June	box 5 (30277)	folder 7
Latin American and Caribbean Dinner, Washington, 1984 July	box 5 (30277)	folder 8
Southern Africa, 1984 July	box 5 (30277)	folder 9
Prospects for Peace in the Middle East Conference, New York, 1984 September	box 5 (30277)	folder 10
Dakar, Senegal, 1985 January	box 5 (30277)	folder 11
Haiti, 1985 January	box 5 (30277)	folder 12
SACHED Trust donor meeting, Geneva, Switzerland, 1985 February	box 5 (30277)	folder 13
Nicaragua, arch, 1985	box 5 (30277)	folder 14
Human Rights meeting, Peru, 1985 March		



	box 5 (30277)	folder 15
Israel and South Africa, 1985 April	box 5 (30277)	folder 16
Education and Culture meeting, Bali, 1985 May	box 5 (30277)	folder 17
Thailand, 1985 May	box 5 (30277)	folder 18
Meeting with University Presidents about South Africa, Washington, 1985 June	box 5 (30277)	folder 19
International Affairs meeting, Brazil, 1985 June - July	box 5 (30277)	folder 20
End of Women's Decade Conference, Nairobi, Kenya, 1985 July	box 5 (30277)	folder 21-23
World Bank Africa programs meeting, Washington, 1985 September	box 5 (30277)	folder 24
South Africa, 1985 November	box 5 (30277)	folder 25
Buenos Aires, Argentina, 1985 December	box 5 (30277)	folder 26
Mexico, 1986 January	box 5 (30277)	folder 27
South Africa, 1986 February	box 5 (30277)	folder 28
Child Survival/Population meeting, Katmandu, Nepal, 1986 April	box 5 (30277)	folder 29
OXFAM meeting, Boston, 1986 June	box 5 (30277)	folder 30
China, 1986 June - July	box 5 (30277)	folder 31
South Africa, 1986 July - August	box 5 (30277)	folder 32
Lagos, Nigeria, 1986 August	box 5 (30277)	folder 33
Nairobi, Kenya, 1986 August	box 5 (30277)	folder 34
Europe, 1986 September	box 5 (30277)	folder 35
Enabling Environment Conference, Nairobi, Kenya, 1986 October	box 5 (30277)	folder 36
Europe, 1986 November		

	box 5 (30277)	folder 37
Rural Poverty and Resources meeting, Nairobi, Kenya, 1986 November	box 5 (30277)	folder 38
South Africa, 1986 November - December	box 5 (30277)	folder 39
African-American Institute Conference, Botswana, 1987 January	box 5 (30277)	folder 40-41
Education Policies for Sub-Saharan Africa, Paris, France, 1987 January	box 5 (30277)	folder 42
Human Rights and Governance meeting, London, England, 1987 January	box 5 (30277)	folder 43
Haiti, 1987 February	box 5 (30277)	folder 44
Angola, 1987 March	box 5 (30277)	folder 45
Peru, 1987 May	box 5 (30277)	folder 46
Angolan Economy/African-American Institute Conferences, Tarrytown, 1987 June	box 5 (30277)	folder 47
Nicaragua, 1987 June	box 5 (30277)	folder 48
South Africa, 1987 September	box 5 (30277)	folder 49
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West Africa, 1987 November	box 5 (30277)	folder 51
World Health Organization AIDS Conference, Switzerland, 1987 November	box 5 (30277)	folder 52
Future of the Front-line States in Southern Africa, Ditchley Park, 1988 January	box 5 (30277)	folder 53
Latin America staff meeting, 1988 February	box 5 (30277)	folder 54
Non-Profit and International Organizations Forum, New York, 1988 February	box 6 (30278)	folder 1
Haiti, 1988 March	box 6 (30278)	folder 2
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Asia/Rural Poverty and Governance meeting, India, 1988 April		

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Colloquium on Development, Massachusetts, 1988 May	box 6 (30278)	folder 5
Income Generation meetings, Nairobi, Kenya, 1988 May	box 6 (30278)	folder 6
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American Grantmaking in South Africa, Washington, 1988 June	box 6 (30278)	folder 8
Haiti, 1988 June	box 6 (30278)	folder 9
Philippines, 1988 August	box 6 (30278)	folder 10
Education Initiatives for Black South Africans, Oxford, England, 1988 September	box 6 (30278)	folder 11
North-South Roundtable Meeting on South Africa, Zimbabwe, 1988 December	box 6 (30278)	folder 12

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## Program Budget, 1982-1989

### Scope and Contents

Program budget submissions and related documentation from DCP and a few other Foundation divisions. Many files include substantive reports on the political, social, and economic climates of various countries in which the Foundation had offices. The Program Review files contained in Series V are closely related to these budget materials.

### Arrangement

Files are arranged chronologically.

Title/Description	Instances	
Andes and Southern Cone, 1982-1989	box 6 (30278)	folder 13-14
Bangladesh, 1982-1989	box 6 (30278)	folder 15-16
Brazil, 1982-1987	box 6 (30278)	folder 17
Child Survival/Fair Start, 1984	box 6 (30278)	folder 18
Caribbean and Latin America, 1982-1987		

	box 6 (30278)	folder 19
China, 1984-1989	box 6 (30278)	folder 20
Developing Country Programs, 1984-1988	box 6 (30278)	folder 21-22
Eastern and Southern Africa, 1982-1989	box 6 (30278)	folder 23-24
Education and Culture, 1984-1985	box 6 (30278)	folder 25
Foundation-wide, 1986-1989	box 6 (30278)	folder 26
Governance and Public Policy, 1984-1985	box 6 (30278)	folder 27
Human Rights and Social Justice, 1984-1985	box 6 (30278)	folder 28
India, Nepal, Sri Lanka, 1982-1989	box 6 (30278)	folder 29-30
International Affairs, 1984-1985	box 6 (30278)	folder 31
Israel, 1982-1987	box 6 (30278)	folder 32
Mexico and Central America, 1982-1989	box 6 (30278)	folder 33
Middle East and North Africa, 1982-1989	box 6 (30278)	folder 34
Rural Poverty and Resources, 1984-1985	box 6 (30278)	folder 35
South Africa, 1982-1987	box 6 (30278)	folder 36
Southeast Asia, 1982-1989	box 6 (30278)	folder 37
Urban Poverty, 1984-1985	box 6 (30278)	folder 38
West Africa, 1982-1989	box 6 (30278)	folder 39

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## Subjects, 1968-1989

## Arrangement

Files are arranged alphabetically by subject.

## Scope and Contents

Series contains records concerning miscellaneous program initiatives, administrative matters, outside organizations and topics of general interest to Carmichael. Included are DCP program review files, memos and reports concerning the origins of the Women's Program and the Health, Nutrition and Population Program, and correspondence concerning the Bilateral Commission on United States-Mexican Relations (access to the latter is restricted to Ford Foundation staff).

### Conditions Governing Access:

### **Conditions Governing Access**

Select files are restricted from scholarly access as noted.

<b>Title/Description</b>	<b>Instances</b>	
Affirmative Action – Ford Foundation Policy, 1974-1978	box 7 (30279)	folder 1
AIDS Task Force, 1987-1988	box 7 (30279)	folder 2
Atlanta University, 1979-1980	box 7 (30279)	folder 3
Bilateral Commission on the Future of U.S.-Mexican Relations, 1984-1989	box 7 (30279)	folder 4-9
<u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.		
Boston University Health Policy Institute, 1980	box 7 (30279)	folder 10
Chronological correspondence file, 1975-1976	box 7 (30279)	folder 11-13
Council on Foreign Relations – Current Issue Review Group on Cuba, 1975	box 7 (30279)	folder 14
Council on Foreign Relations – Discussion Group on African Development, 1972-1976	box 7 (30279)	folder 15
Council on Foreign Relations – Discussion Group on the Soviet Union in Africa, 1978-1979	box 7 (30279)	folder 16
Education – Myers, Robert G., 1981-1984	box 7 (30279)	folder 17
Ethnic Conflict in Developing Countries, 1977-1982	box 7 (30279)	folder 18-19
External Advisory Panel on Education, 1978-1979		

	box 7 (30279)	folder 20
Financial accounting software, 1986-1989	box 7 (30279)	folder 21
Fulbright Exchange Program Conference, 1980	box 7 (30279)	folder 22
Health, Nutrition and Population, 1976-1978	box 7 (30279)	folder 23
Health, Nutrition and Population, 1979-1981	box 8 (30280)	folder 1-4
Human Rights, 1978-1979	box 8 (30280)	folder 5
Institute of Cultural Affairs, 1982-1984	box 8 (30280)	folder 6
International Division Conference, 1978-1979	box 8 (30280)	folder 7
International Division Conference – Special Papers, 1979	box 8 (30280)	folder 8
International Division Education Conference, 1979	box 8 (30280)	folder 9
International Economic Order, 1975-1979	box 8 (30280)	folder 10
International Human Rights Internship Program, 1988	box 8 (30280)	folder 11
International Security and Arms Control, 1979-1980	box 8 (30280)	folder 12
Interns, 1973-1979	box 8 (30280)	folder 13
Korten, David C., 1980-1982	box 8 (30280)	folder 14
Liberian refugees, 1980	box 8 (30280)	folder 15
Mid-decade Review, 1986-1987	box 8 (30280)	folder 16-18
National Development Models, 1978-1979	box 8 (30280)	folder 19
National Institute of Social Sciences, 1974-1977	box 8 (30280)	folder 20
Overseas Compensation, 1968-1979	box 8 (30280)	folder 21-23
Overseas Compensation, 1980-1981		

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Overseas Compensation – tax aspects, 1977-1980	box 9 (30282)	folder 2-3
Population Council, 1976-1979	box 9 (30282)	folder 4-6
Program planning functions, 1985-1987	box 9 (30282)	folder 7
Program Related Investments – Hicks, Dan, 1986-1987	box 9 (30282)	folder 8
Program Review, 1985-1989	box 9 (30282)	folder 9-15
Program Support – proposed budget, 1988-1989	box 9 (30282)	folder 16-17
Public Management in Developing Countries, 1972-1974	box 9 (30282)	folder 18-20
Research Competition in International Security and Arms Control, 1979-1981	box 9 (30282)	folder 21
Rockefeller Foundation Staff in India, 1988	box 9 (30282)	folder 22
Rural Poverty and Resources Program Staff Meeting in Cairo, 1983	box 10 (47940)	folder 1
Snow, Phillip, 1983	box 10 (47940)	folder 2
Staff luncheons, 1976-1981	box 10 (47940)	folder 3
Sutton, Francis X., 1981-1986	box 10 (47940)	folder 4
Women's Program, 1977-1985	box 10 (47940)	folder 5-11

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## Board of Trustees, 1978-1989

### Scope and Contents

Correspondence, memoranda, agendas, reports, briefing books and travel information, relating primarily to overseas meetings coordinated by William Carmichael and his staff. Included in some files are Carmichael's handwritten notes on meeting proceedings, and outlines for several of his presentations to the Board. Also a few files of correspondence with, and travel reports by, individual board members. Meeting minutes, dockets, reports and committee files previously and separately collected by the Archives are not included here. Access restricted to Ford Foundation staff.

## Arrangement

Files are arranged alphabetically.

Conditions Governing Access:

### Conditions Governing Access

All contents of Series VI are restricted from scholarly access.

Title/Description	Instances	
Dahrendorf, Ralf, 1981-1983 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 10 (47940)	folder 12
Ellis, James, 1982 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 10 (47940)	folder 13
McNamara, Robert S., 1983 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 10 (47940)	folder 14
Marshall, Dorothy, 1981-1983 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 10 (47940)	folder 15
Meetings, 1981-1987 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 10 (47940)	folder 16-34
Meetings, 1987-1988 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 11 (47941)	folder 1-5
Meetings in Africa - Briefing materials, 1982 <u>Conditions Governing Access:</u>	box 11 (47941)	folder 6-7



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Restricted from scholarly access.

Meetings in Africa - Correspondence, 1982 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 11 (47941)	folder 8-9
Meetings in Africa - Nairobi program, 1982 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 11 (47941)	folder 10
Meetings in Africa - Schedules, 1982 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 11 (47941)	folder 11-12
Meetings in Latin America - Briefing book, 1986 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 11 (47941)	folder 13
Meetings in Latin America - Correspondence, 1986 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 11 (47941)	folder 14
Meetings in Latin America - Country briefings, 1986 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 11 (47941)	folder 15-18
Meetings in Latin America - Country briefings, 1986 <u>Conditions Governing Access:</u> <b>Conditions Governing Access</b> Restricted from scholarly access.	box 12 (47942)	folder 1-2
Meetings in Latin America - Security, 1986 <u>Conditions Governing Access:</u>	box 12 (47942)	folder 3

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Meetings in Latin America - Travel briefings, 1986	box 12 (47942)	folder 4
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Meetings in Latin America - Travel schedules, 1986	box 12 (47942)	folder 5
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Rabb, Harriet S., 1981-1983

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Spencer, Edson W., 1981

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