

# Foreign Service Journal



AUGUST 1961

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The AMERICAN FOREIGN SERVICE ASSOCIATION is an unofficial and voluntary association of the members, active and retired, of the Foreign Service of the United States and the Department of State. The Association was formed in order to foster an *esprit de corps* among members of the Foreign Service and to establish a center around which might be grouped the united efforts of its members for the improvement of the Service.

Chiefs of Mission, FSO's, FSR's and FSS's are eligible for active membership. American employees of other Departments or Agencies such as USIA and ICA, who hold career status and who are on foreign service, are eligible for associate membership. Annual dues for both categories are \$10.00 which includes a subscription to the JOURNAL. Those interested in membership should write to the General Manager, AFSA, Suite 301, 1742 "G" St., N.W., Washington 6, D. C.

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The Editorial Board of the Foreign Service Journal considers all articles submitted. If accepted, the author will be paid at time of publication. Photographs accompanying articles will, if accepted, be purchased at one dollar each. Negatives and color transparencies are not acceptable. Photos should be black and white glossies, measuring approximately 7 x 9 inches, and should be mailed between extra heavy cardboard. Photos are not returned, and the Journal is not responsible for items sent in.

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ISTANBUL *by Dong Kingman*

Dong Kingman, well known for the color and charm of his highly individualistic work, painted the cover scene while on a trip to the Far East. He writes, "I was on the edge of Asia, overlooking the Bosphorus. This view is from my hotel window." This spring Mr. Kingman had a one-man showing in New York of his paintings of Hong Kong.

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 SAMUEL D. BERGER to Korea  
 MERCER COOK to the Republic of Niger  
 PHILIP M. KAISER to the Republic of Senegal and Republic of Mauritania  
 ROBINSON McILVAINE to the Republic of Dahomey  
 ROBERT M. MCKINNEY to Switzerland  
 WILLIAM P. SNOW to Paraguay  
 EDWARD T. WAILES to Czechoslovakia

## Advisory Committee

THE FOLLOWING were invited by Secretary Rusk to be members of the newly constituted Advisory Committee to the Foreign Service Institute:

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## FSO's to Defense

MEMBERS of the second group of personnel exchanges between the Departments of State and Defense include the following FSO's:

JAMES J. BLAKE	WILLIAM B. DUNHAM
WILLIAM T. BRIGGS	ELLWOOD M. RABENOLD, JR.
ROBERT L. BURNS	JAMES R. RUCHTI
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## BIRTHS

- BRIGGS. A daughter, Lucy Hill, born to Mr. and Mrs. Everett Ellis Briggs, June 18, in Berlin. Lucy is named after her grandmother, Mrs. Ellis O. Briggs, and her aunt, FSO Lucy T. Briggs.  
 CRAMER. A daughter, Susan Elizabeth, born to Mr. and Mrs. Dwight M. Cramer, May 11, in Vienna.  
 PIEROBON. A daughter, Carol Joann, born to Mr. and Mrs. Francois Pierobon, June 15, in Duluth, Minnesota. Mrs. Pierobon is the former S. Jacklyn Ericson, FSS. The Pierobons are now stationed in Rio de Janeiro where Mr. Pierobon is with the World Health Organization.  
 ROCKWELL. A daughter, Susan Carroll, born to Mr. and Mrs. Stuart W. Rockwell, April 24, in Tehran.

## DEATHS

- DUKE. Mrs. Angier Biddle Duke, wife of the Chief of Protocol, was killed in New York City, July 18, in the crash of a chartered airplane. Mr. and Mrs. Duke had just bid farewell at the New York International Airport to President Mohammed Ayub Khan of Pakistan, and Mrs. Duke was enroute to Southampton, L. I.  
 LEONHARDY. George Leonhardy, father of FSO Terrance G. Leonhardy, Consul at Nogales, died at Nogales, June 15.  
 MANTZ. Mrs. Margaret Sherwood Mantz died, July 2, in Aix-en-Provence, France. Mrs. Mantz served as translator in the Department from 1942 until her retirement last fall to Celeste, France.  
 TREDWELL. Roger Culver Tredwell, FSO-retired, died in July at Ridgefield, Conn. Mr. Tredwell entered the Foreign Service in 1909 and served in Japan, England, Germany, Holland, Italy, and Russia.  
 WARNER. FSO Charles T. Warner died on June 7, while on duty at Bordeaux. Mr. Warner entered the Service in 1944 and served at Habana, Montreal, Naples, Salzburg, and Bordeaux.

## IMPORTANT ANNOUNCEMENT

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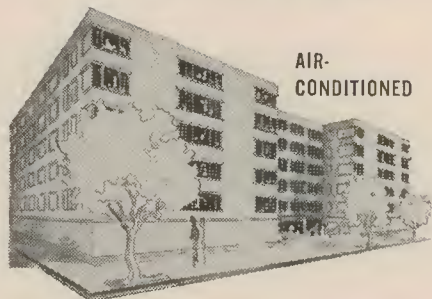
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## AFSA

ELSEWHERE in this issue you will note an announcement of a special income protection insurance program soon to be available to all actively employed members of the American Foreign Service Association.

The Board of Directors would like to comment on this program and the reason it has given this program its official endorsement. Until a few years ago, groups such as ours were unable to participate in group insurance plans designed for their own special needs. When we were disabled and had to stop work our income stopped. As a result, we were forced to use up our savings or borrow money for normal living expenses—not to mention additional medical bills that so often accompany sickness or accident.

Now we can also protect ourselves and families through a long-term group Income Protection plan.

Most of us probably do not have any plan which will assure continued income when disabled by sickness or accident. Any accumulated sick or annual leave we might have would not carry us through a long-term disability, and what is even better is the fact that this program pays benefits in addition to your sick and annual leave.

In this respect, the Board believes there is no better service which the Association can provide its eligible members than a personally tailored and moderately priced Income Protection program. If total disability strikes a member and he can find in his Association-sponsored program the financial assistance he needs during his emergency, the organization has further justified its existence for him.

With this in mind, the Officers of the Association have spent considerable time investigating and comparing a number of insurance programs. In their considered opinion, the plan offered by Mutual of Omaha is a good one. The benefits are liberal and the cost low.

A variety of plans is offered by the program so that members in all income brackets can secure protection tailored to their individual needs.

In the near future members will be receiving descriptive material about the Association's new group insurance plan. Your Association Board believes it will be to members' interest to give serious consideration to this material.

—D. McK. K.

## JFSOC

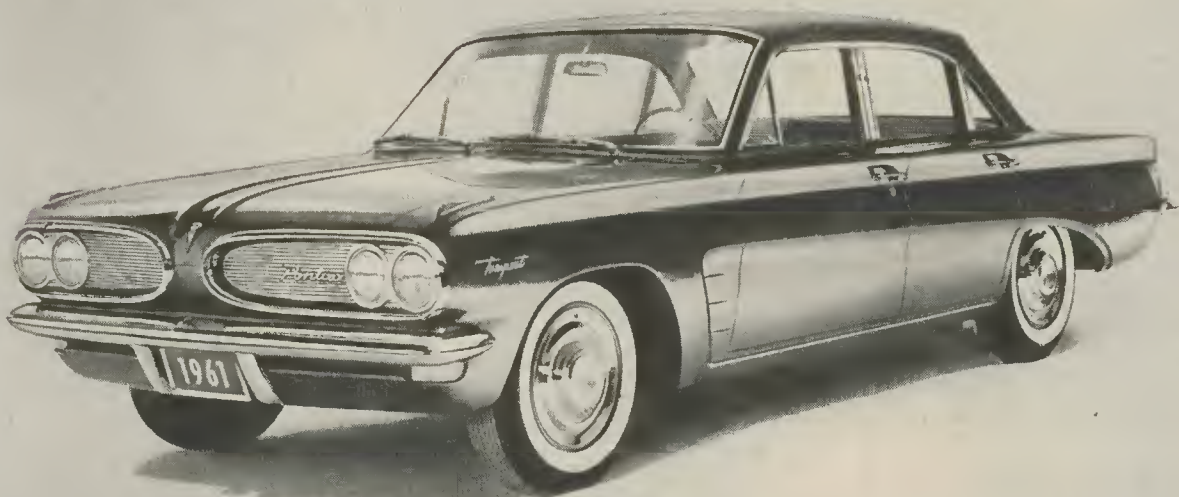
DURING a special tour of the White House, on May 10, arranged by the Junior Foreign Service Officers' Club for the International Junior Diplomats of Washington, some 125 junior diplomats met with President Kennedy. After a few informal remarks in the Rose Garden, the President shook hands and chatted with members of the group.

June 14 was the last Junior Foreign Service Officers' Club Board Meeting for the members being assigned overseas. Frank McNeil was elected the new JFSOC President and Audelia High, Treasurer, replacing Robert Blackburn and Robert Bruce respectively. It was suggested that FSO's desiring to serve on the Board of Directors should contact Frank McNeil.

—A. B.

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# The Weatherman

by PAUL H. ENGLE



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WHAT IS there at a new post—besides forty hours of work a week? What are the extras, the conversation pieces? Lebanon has its Baalbeck, Jordan its Jerusalem, Iran its Isphahan. Baghdad has its weather. And, for a time, it had a weatherman who was the self-appointed reporter, judge, and critic of the weather. Daily he did battle with the elements and his comments provided subjects for small talk.

The weatherman doubled in brass. As a Foreign Service officer he was mild, suave, sober and brief. As the Embassy BULLETIN weatherman he was caustic, loquacious and slightly zany. Once he had finished with the weather no one could take it very seriously. By harassing, belittling, ignoring, punning or soliloquizing, the frying heat became a gentle simmer, the blinding dust an evening haze and ankle-deep mud little more than a slow track at Epsom Downs.

The temperature was 122°F? A puny effort compared to 149°F in Death Valley. The rains made quagmires of dirt streets? Peanuts compared to the dam-bursting floods in Southern France. Or, occasionally, this somber comment: "Due to technical difficulties there will be no weather today."

The weatherman's diversionary tactics were remarkable. When there was nothing to complain of, or when he had exhausted his capacity to complain, he literally went to the dogs. Completely ignoring the weather, he wrote of dogs "baying at the moon," "littering pups in the flowers beneath his bedroom window on Christmas Eve," "barking with a foreign accent." Once, addressing them directly, he wrote: "All right, come out now. The Examiners are gone." And under fire from his readers, he was forced to print: "There is no truth to the report that the weatherman was bitten by a dog."

When "moon shots" were in the news he commented on a moon eclipse—"some Russian trick, no doubt." When the news was all about satellites—"one came close enough, at least theoretically, to be seen by the naked eye. But nobody actually saw it. It's a little too cool these evenings for the naked eye." When football scores were in order his favorite teams were never omitted—"Wet Rock 7—Bold Knob 6½." He touched lightly, if at all, on politics, but did comment, after a dust storm had laid inch-deep drifts on the rugs, that land reforms were fine "but redistributing the land on the doorsteps was carrying matters a little too far."

The weatherman was best in his pseudo-serious asides which sometimes ran like this: "Everybody wanted to know how we could guess the rain—9:20 on the dot. Well of course, it's not really guessing. This is a science, like diplomacy or cooking *masgouf*. All we can say, not without some pride, is that this is a part of the service we try to provide. Today it won't rain quite so early. Thank you very much."

Now, alas, Baghdad is at the mercy of the weather again; there is no one to battle with the elements. The weatherman has gone—perhaps to some far post. But Baghdad may hear of him again; it may hear that he has set up shop in the eye of a hurricane—any one of them, from Aisair to Zubaida. And by harassing, belittling and/or ignoring her fury he will worry her, no doubt, to a screaming halt.

Paul H. Engle, M.D., for twenty-three years general practitioner and college physician in Olivet, Mich., served as Department of State medical officer at Karachi for two and one-half years, and has been serving at Baghdad since September 1959.

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# The AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION

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## FOREIGN SERVICE BENEFIT PLAN MORE LIBERAL BENEFITS NOW BEING CONSIDERED

If final approval is obtained, these more liberal benefits would become effective on November 1, 1961.

THERE WOULD BE NO CHANGE IN THE PRESENT PREMIUM CHARGES.

### *DENTAL WORK*

At the present time the Foreign Service Benefit Plan will pay benefits for any hospital confinement due to illness or injury including injury to teeth or jaw, and for any medical expenses associated with dental work, so long as the medical services and hospital confinement were ordered by a physician or surgeon who is licensed to prescribe and administer all drugs and to perform all surgery. The Plan does not, however, NOW cover the expenses of dentists or dental surgeons.

According to the proposed revisions, charges of a dental surgeon (D.D.S.) for a surgical operation performed on the jaw or in the mouth would be covered in accordance with the surgical and out-of-hospital medical benefits of the Plan.

The Plan would also cover expenses of dental work necessitated by accidental injury to the jaw or natural teeth if the accident occurs while covered by the Plan and the service is rendered within six months of the accident.

Dental services for tooth extractions or other dental work or surgery that involves any tooth structure, alveolar process, abscess, peridontal disease or disease of gingival tissue would not be covered (hospital charges only for such work performed in a hospital are covered).

### *SEVERE COMPLICATIONS OF PREGNANCY*

This is now limited to the specific complications listed on Page 13 of the Brochure, but after November 1st our Underwriters would be able to consider other severe complications endangering the health of the mother but not including miscarriage or caesarean section *per se*.

### *PODIATRISTS*

Services of a podiatrist are not covered at the present time, but after November 1st certain major services rendered by such specialists would be included among the benefits.

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Address applications and inquiries to:

**THE AMERICAN FOREIGN SERVICE PROTECTIVE ASSOCIATION**  
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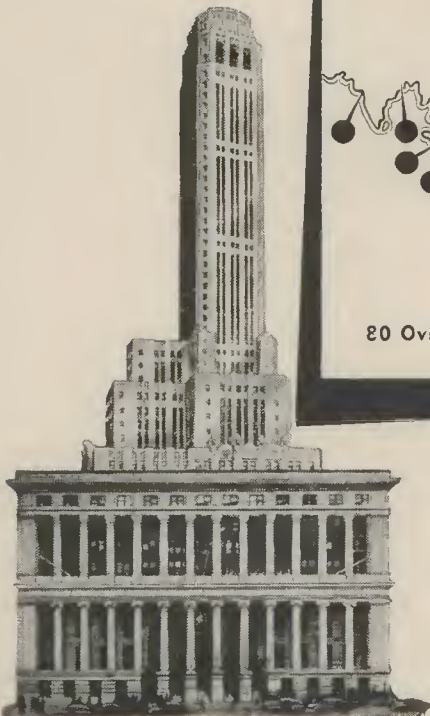
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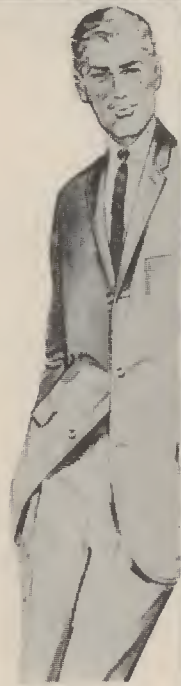
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August, 1936

by JAMES B. STEWART

## Women in the Service

THE AUGUST 1936 JOURNAL quotes from an article in the Glasgow HERALD regarding women and the British Foreign Service. A committee reported: "The Government are of the decided opinion that women would in practice find themselves hampered and restricted as compared with men if they endeavored to carry out consular duties abroad.

"To throw the Diplomatic Service open to women without any restriction appears to the Government to be, at present, at any rate, undesirable. . .

"The Government consider that they would not be justified in risking the efficiency of the Service as a whole in order to give an opportunity to the relatively small number of women who would be likely to find a career in the Diplomatic Service."

Finally, the report states: "It is, to say the least, doubtful whether women are suited to this Service owing to the conditions prevailing. It is equally doubtful whether the admission of women would contribute any special advantage to the State."

## The British Foreign Service

Sir Harold Nicolson has an enlightening article in the JOURNAL about the manner in which British Ambassadors used to recruit members of their staff: "Until then [1822] it had been the custom of Ambassadors to recruit their staff from among the more elegant of their nephews or the more ambitious of the young men about town. These gilded youths were, it is true, housed at the expense of the Ambassador, formed part of his 'household' or 'family,' fed at his table, and were occasionally granted expense allowances from the Ambassador's private purse . . . It was not until 1822 that any serious attempt was made to create a salaried service responsible, not to the person of the Ambassador, but to the State itself. It should be noted, however, that the personal connection, and indeed much of the original theory, remained until quite recently. In the first place the idea persisted that the members of an Ambassador's staff or 'family' should be of the same class as himself. In the second place it was for long (until 1919 to be exact) assumed that so great was the privilege, so vast the opportunity, accorded to a young man by being attached to an Embassy or Legation that the State was, at first, under no obligation to pay him a salary. Even in Victorian times it was quite usual for an attaché to work without pay and on a purely voluntary basis for the first sixteen years of his service."



Born to Mr. and Mrs. Robert Newbegin, II, a son Robert Newbegin, III, on June 20, 1936. Mr. Newbegin is Third Secretary at Mexico City.

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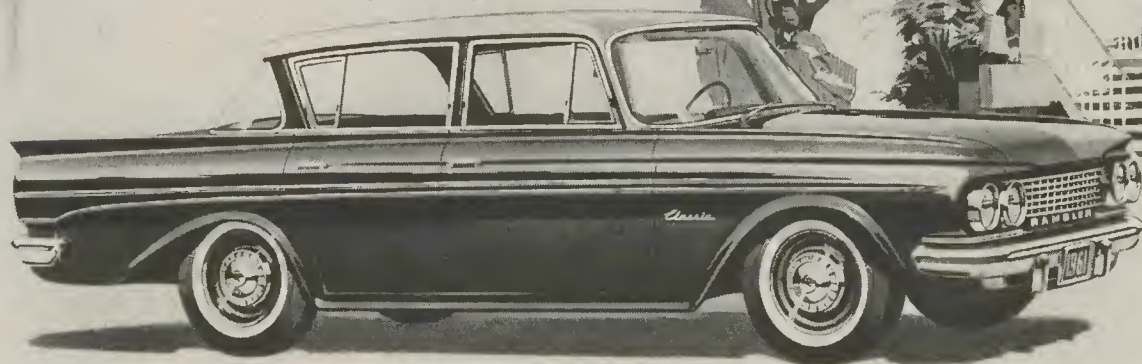
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**25 Years Ago** (Continued)

**Briefs from 1936 Journal**

► Secretary of State Cordell Hull, in an address at Brown University, said: "To raise once more to their proper height the lowered standards of international morality is a task that confronts your generation and mine . . . We cannot, through supine moral decadence, let America decline from its spiritual and material greatness."

► An important thoroughfare in Shanghai has recently been named Rockhill Avenue in honor of the late William Woodville Rockhill, American Minister to China, 1905-1909.

Consul General Monnett B. Davis wrote in the August JOURNAL: "Throughout a career of thirty years Mr. Rockhill combined a profound interest in Far-Eastern studies with the professional duties of a diplomat . . . His interest in East Asiatic bibliography was expressed in gifts of more than 6,000 volumes of rare Chinese works to the Library of Congress.

"The Secretary of State, John Hay, regarded Rockhill as one of the two best American diplomats of the time. It is stated that his hand is clearly evident in the policy of John Hay throughout the Boxer insurrection in China, and the subsequent settlements. Just prior to the international cataclysm of 1900, Hay had announced his open-door doctrine as applicable to China, employing almost the precise words of a lengthy memorandum of Rockhill under date of August 28, 1899. In July, 1900, Hay dispatched Rockhill to China as special agent of the United States to perform, in the ensuing negotiations, his most notable diplomatic service."

► George Renchard sends word that within twenty-four hours, eleven and one half inches of rain fell at Colombo, breaking a 58-year record.

Comment 1961: Almost a foot of rain! Ambassador Frances Willis en route to Colombo had better keep her weather eye open and on her umbrella:

*The rain falls on the just  
And on the unjust fella  
But more so on the just  
Because the unjust  
Has the just's umbrella.*

**And More Recently:**

Henry S. Villard is about to retire from active duty. That's news because as a career officer he has been very much around, filling many top assignments since 1928. After the Foreign Service School that year, he went to Tehran as a Vice Consul. Thirty years later, as a Career Minister, he was in Geneva as the U. S. resident representative to the UN and to other international organizations.

Harry and I were in the Department at the same time. I remember our first meeting in a corridor of Old State. Wallace Murray introduced us.

Those who have enjoyed Harry's many articles in the JOURNAL on motor car styles, aeroplanes and other topics, will be glad to know that he intends to be working on a book by fall. He is spending the summer on a ranch in Montana and we are counting on our old friend stopping off in Denver to see us before he returns East.



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## 25 Years Ago (Continued)

Thoughts of a Retired FSO: Arthur Frost on time: "After a half century, little comes back of college learning except a furtive phrase or two from that great galaxy of James, Santayana, Royce, Palmer and Münsterberg, that incomparable quintet of philosophers that adorned Harvard in the first decade of the Century." As H. G. Wells said, "Time differs from other dimensions in that you can travel along it only in one direction;" and as Elmer Davis adds, "You must travel in that direction at ever-increasing speed, whether you like it or not." As Don Marquis pointed out about being fifty, "a couple of years later you are sixty, and ten minutes after that you are eighty-five."

## Fifty Years Ago

BEFORE MR. KNOX became Secretary of State, in fact at a time when he was serving as Attorney General, he was known to have a strong conviction that on the whole the American diplomatic service above the ranks of consul is unnecessary and could be dispensed with without in any way affecting our diplomatic relations. He is one of those who believes not that our ambassadors and ministers are paid too little, but instead receive all their services are worth. He has frequently expressed his opinion, having been quoted by some with whom he talked freely as saying that in his opinion the United States could get along well enough without any ministers or ambassadors, and gave as the chief reason for that view the fact that the State Department is in instant communication by means of the cable with every civilized country.—WALL STREET JOURNAL, October 22, 1909

## AFSA

THE AMERICAN Foreign Service Association takes great pleasure in announcing a grant of \$20,000 to its scholarship fund by the Charles E. Merrill Trust to provide scholarships for the children of Foreign Service personnel. The terms of the grant are such that these funds can be used for scholarships at the secondary school, college, or graduate school level. Eight scholarships of \$500 each, bearing the name "Merrill Trust Scholarships," have already been awarded for the 1961-62 academic year.

This generous grant will strengthen materially the Association's efforts to meet the growing demands of Foreign Service children for scholarship assistance.



At the Foreign Service Women's Assoc. desk in the F.S. Lounge, Mrs. Robert W. Stookey helps Mrs. John Bowling look for a house in Washington, and Mrs. G. Lewis Jones (standing) looks on.



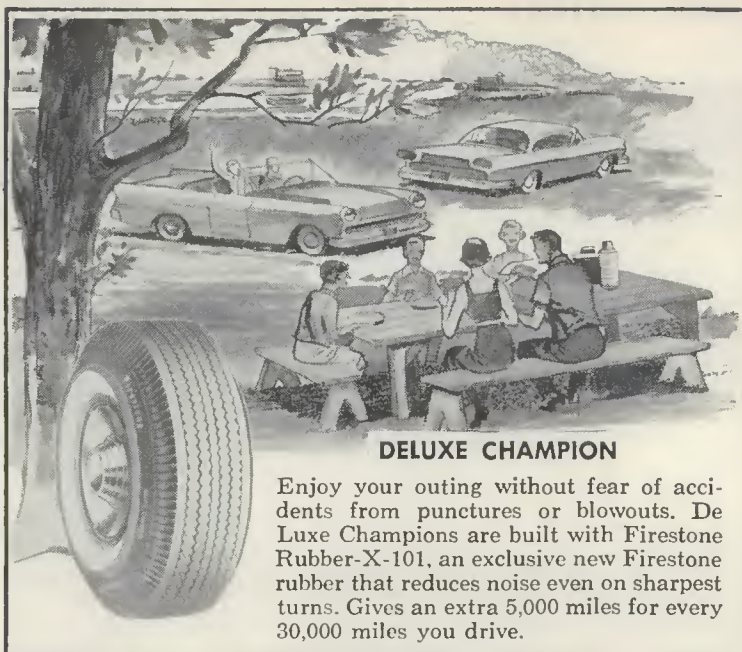
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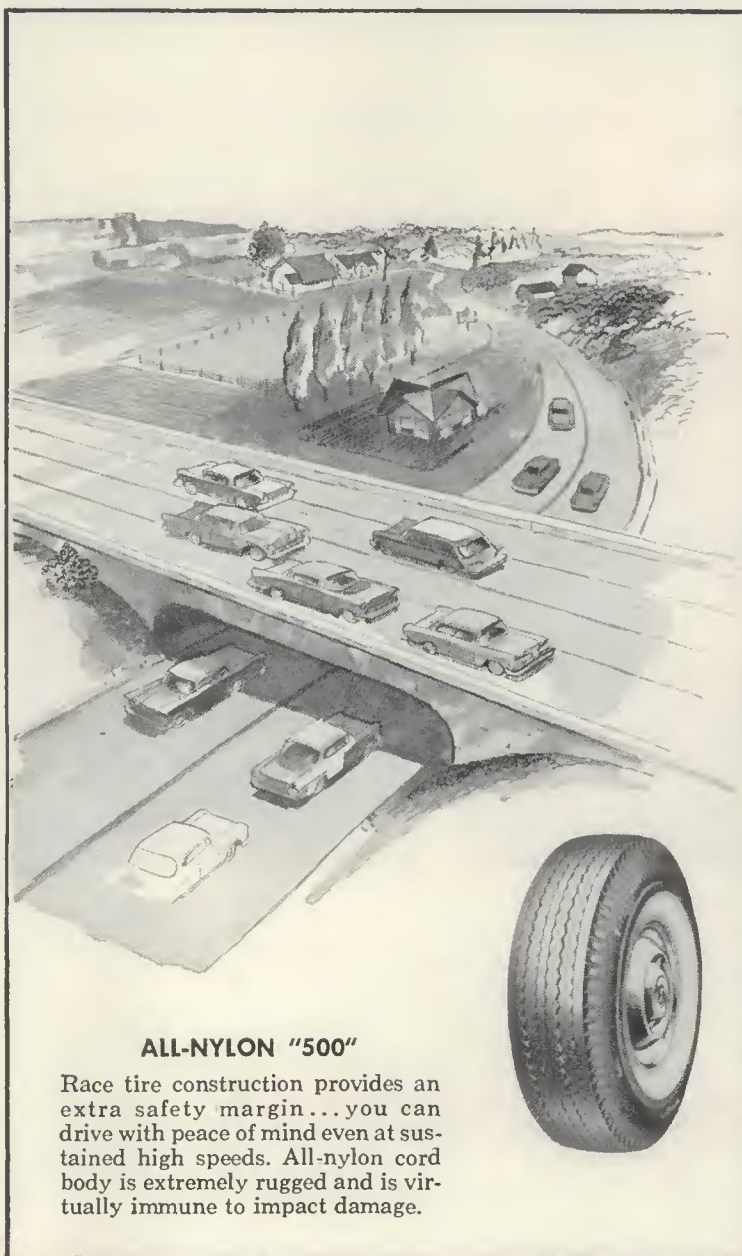


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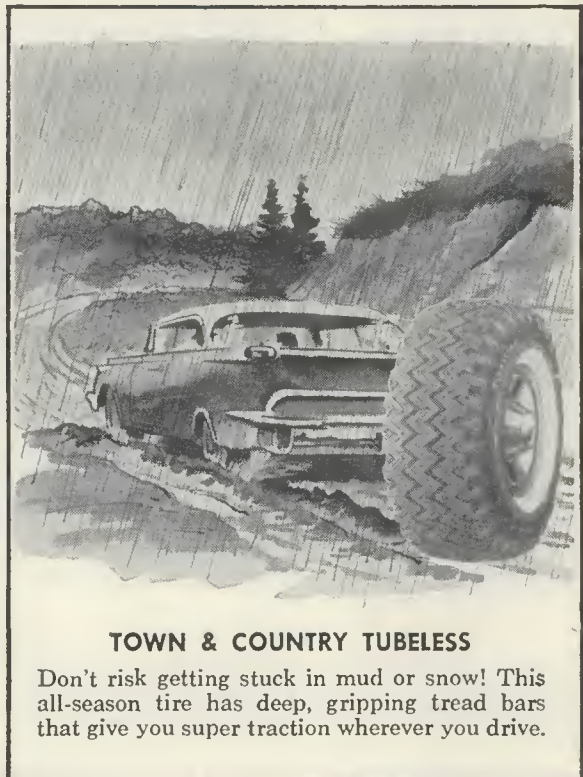
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*by Paul Child*

*"We are launching a Decade of Development on which will depend, substantially, the kind of world in which we and our children shall live."*

President John F. Kennedy

## Program for a Decade of Development

by WILLIAM J. SHEPPARD

**T**HE NEW PROGRAM of U.S. economic assistance which President Kennedy announced to Congress in his message of March 22, 1961, is significantly different in concept from the former Mutual Security Program to which JOURNAL readers have become accustomed. This article attempts to interpret and digest a mass of material which has been published on the subject. It underscores the changes in direction, purpose, and method which are represented by the new aid program.

The principal objective of the new program is to create or stimulate those forces in less developed societies which will lead to self-sustaining economic growth. This emphasis is based on the fact that, with rare exceptions, less developed countries can combine their physical and human resources with timely outside technical and capital assistance, to produce the goods and services necessary to sustain themselves at an economic and social level which will meet the fundamental aspirations of their societies.

Although this objective is stated in general terms, it is based upon a rationale which is somewhat more specific. Most economists agree that one of the important factors required to give a transitional economy the momentum to move into a self-sustaining growth cycle is an investment rate of from 15 percent to 20 percent of Gross National Product (assuming, of course, that this investment is used efficiently). Since domestic savings in nearly all underdeveloped countries are far too low to support this level of investment, one of the major functions of foreign aid is to provide capital assistance which will help raise current investment levels closer to the required rate. The increased production resulting from such investment is intended to bring about higher rates of domestic investment so that, eventually, the economy will be able to support self-sustaining growth without external assistance.

There are several other factors, in addition to capital, which are essential to economic and social progress. Ambassador Galbraith, in FOREIGN AFFAIRS, April, 1961, has listed four—education, i.e., widespread literacy and management and technical skills; a substantial measure of social justice to provide individual motivation and social cohesion; effective government; and a clear and purposeful

view of what development involves. Development assistance, to be effective, must be responsive to the full range of variables, not just to capital requirements. It must supply the missing ingredients in the development "mix" by building on country strong points, supplementing deficiencies, and eliminating or counteracting obstacles to growth.

A significant improvement which we will find in the foreign assistance program in the future is that the U.S. economic assistance program will have a tangible goal—self-sustaining economic growth for the greatest number of countries possible in the shortest possible time—with concentration, where appropriate on those countries which show most promise for growth, and that it places proper weight on the several significant elements in the development process.

President Kennedy has also said that the "fundamental task of our foreign aid program" is to demonstrate that "economic growth and political democracy can develop hand in hand." Although the development of sound and expanding economies capable of self-sustained growth is a primary objective, the development of political and social democracy is also important. This does not mean that the U.S. intends or desires other nations to develop the same political and social institutions that we have. Development programs must be responsive to "their own problems . . . their own aspirations . . . their own dangers." We do believe, however, that ever increasing opportunities should be provided for the mass of the people to participate in the process of nation building as well as in the enjoyment of the benefits which result.

The President indicates that we expect those nations receiving U.S. assistance to make a determined effort on their own initiative to progress toward a greater measure of social justice and political democracy. As the nations take such initiatives, the U.S. will be prepared to assist in fields such as education, public health, land reform, agricultural credit, community development, and self-help housing.

**A**PLICATION of the principle of concurrent economic, social, and political development will have its difficulties. Social injustice often has deep roots in cultural and social tradition. Political resistance to change in the direction of greater participation in the social and political institutions of the country may be strong. It may appear to be counterproductive for the U.S. to urge social change which upsets the status quo and could lead to short-term political instabil-

FSO William J. Sheppard is currently on detail to ICA as Regional Director for Far Eastern Operation. He was formerly the USOM Director in Thailand and served in the Department as Deputy Operations Coordinator, Deputy Director of the Executive Secretariat and Special Assistant to the Secretary.

**Editor's Note:** As we go to press, the proposed Act for International Development has not yet been acted upon. This article is therefore based on the President's proposals and not on the final Congressional enactment, which will be discussed next month.

ity. It must be remembered, however, that the maintenance of political and social stability only in terms of the status quo is not the primary objective of U.S. development assistance. The objective, rather, is to stimulate and assist the forces of change and progress which are moving in the direction of viable economies, a greater measure of social justice and political democracy which over the longer run will provide the type of society compatible with the values of the Free World and resistant to influences hostile to freedom. Although we cannot expect these goals to be achieved in the short run, we can—and should—be satisfied that the trend is in the right direction and that the rate of change is reasonable given the circumstances which exist.

To meet these fundamental objectives, the new program emphasizes several new methods. **FIRST**, there is emphasis on the necessity for long range country planning—an activity which most of us are familiar with through observation of the Indian and Pakistani efforts. In the words of the President, “the countries should have a carefully thought through program tailored to meet the needs and the resource potential of each individual country, instead of a series of unrelated projects.” The stage of economic development varies considerably, of course, from country to country. Individual country plans will take account of these differences and assign priorities for the use of the country’s own funds and external resources; they will set reasonably attainable goals and schedule the funding required and project the need for foreign assistance. Plans for social as well as economic development will be required.

**SECOND**, if the underdeveloped countries are to initiate realistic long-term development plans, the nations assisting them—which will increase in number as the U.S. mobilizes economic assistance efforts of the West—must be willing to enter into long-term commitments of aid. The Administration believes that long-term authorization, planning and financing are the key to the continuity and efficiency of the entire program. The President has recommended that the new aid agency be given an authorization to conduct the program for not less than five years in addition to borrowing authority to finance development lending over five years. This is a departure from the traditional annual authorization of the past. Experience has shown that long-range needs cannot be met evenly and economically by a series of one-year programs. The developing nations will require, over a long period of years, “aid in loans and technical assistance just as we in the northern half of the world drew successively on one another’s capital and know-how as we moved into industrialization and regular growth.”

When we succeed in relating aid to well developed country plans, the process of establishing annual “aid levels” will largely disappear. Resources will flow to the lesser-developed countries as their own efforts make external resources necessary. The United States will be able therefore to eliminate invidious comparisons among countries in which the less developed countries have been inclined to measure U.S. regard for them by the annual “aid level.”

By the provision of multiple year grant and lending authority the process of selecting and approving projects can be more reasoned and deliberate and any haste to

obligate funds at the end of a fiscal year will be eliminated. In looking over some of the more obvious errors in the aid program in the past years, there is evidence to suggest that hurried-up efforts to obligate money at the end of a fiscal year may have led on occasion to ill-considered decisions.

**THIRD**, the indispensable importance of self-help has been reemphasized and broadened in concept. The substantial part of the effort toward achieving intended development must come from within the recipient countries themselves. The United States and the other developed countries can provide only that small but vital margin of help necessary to bridge the gap between capabilities and needs. Self-help takes many forms. Countries which aspire to economic development could give a great boost to their efforts if they would only modify some of their economic and social institutions and policies—albeit these changes are often difficult politically for any government to undertake. Examples of this are revisions in foreign exchange rates, internal public finance, and internal government administration.

But President Kennedy has interpreted self-help more broadly and more subtly than just the mobilization of indigenous physical resources, important as that is. Unless the fruits of development are widely shared, and unless all citizens sense a stake and an opportunity to participate in the process of growth, development may yield bitter fruit. This is surely one of the lessons of recent history throughout the world. For this reason, the President has stressed—where such changes are important—social justice, broader distribution of the benefits of development, more equitable tax systems, widespread educational opportunities and land reform. Such self-help reforms are both a means and an end in the development process.

If we are to be successful in encouraging self-help it will require a great deal of discipline and finesse and diplomacy on the part of American personnel abroad as well as the consistent, firm and understanding backing of senior officials of the United States Government including the President, the Secretary of State, and the principal officers of the Department.

**FOURTH**, the forms and categories of aid are directly related to the needs of the developing countries, while still being compatible with the objectives of the United States. Since the Marshall Plan, U.S. economic assistance programs have contained elements of assistance traditionally recognized as ingredients required for economic growth. Through the 1950’s U.S. programs have included techniques of technical assistance, capital loans, defense support, and massive U.S. financial import programs to assist in balance of payments imbalances. While there may have been some confusion of ends and means, previous U.S. assistance programs did not perhaps take sufficient account of the needs of individual countries at their then current stage of development—both social and economic. On taking over my current assignment last year, for example, I was impressed by the fact that—despite the best efforts of my several predecessors—the country aid programs in the Far East, with one exception, were substantially the same in emphasis on the sectors of economic development although the attitudes, aspirations and resources of each of the countries differed markedly.

THE LESS DEVELOPED countries are often as different from each other as they are from us. Some countries have sufficient resources and institutions that they need only external capital in the form of loans in order to "break through" into self-sufficiency. Even in less-developed countries it is first necessary to develop a pool of trained people, create economic and social institutions, and build basic economic and social underpinnings before capital for productive purposes can be used effectively.

Therefore, a category of assistance known as "Development Lending" will be used to cover most major capital needs such as power, road, and large industrial facilities. In countries with comprehensive, rational development plans, this category of assistance will also be used for general balance of payments supplements in support of the plan.

Another form of assistance included in the new program is titled, for appropriation purposes, "Development Grants." This category of aid will be used principally for assisting other countries to finance the development of human resources and economic and social institutions in the fields of education, health, agriculture, public administration and so forth.

In place of the former "Defense Support" category, there is provision for a category entitled "Supporting Assistance." This is intended to be that clearly identified portion of the U.S. assistance program which is required to allow U.S. allies who otherwise could not do so to maintain large military forces, to assist in obtaining military base rights, to prevent economic collapse, or for other purposes which could not be justified on development grounds. Supporting assistance in each country will be reduced as rapidly as feasible, as the countries' own economic efforts expand and they are better able to support their own necessary military efforts. In Fiscal Year 1962, supporting assistance will be eliminated in some countries which previously received Defense Support; in others, Fiscal Year 1962 is expected to be the terminal year for such assistance.

It will be noted that the new categories are oriented toward the needs of underdeveloped countries more clearly than in the past.

FIFTH, the President's new concepts provide for streamlined administration. The ICA and the DLF will be abolished and a new Agency for International Development (AID) will be created. The new agency will combine under the direction of a single administrator the present Washington and field operations of the ICA and DLF, Food-for-Peace in its relations with other countries and local currency loans of the Export-Import Bank, to mention only the major elements. In the field, these operations will be under an AID Mission Chief in each country reporting directly to the American Ambassador. In Washington responsibility will be fixed in an Administrator with the rank of Under Secretary of State, reporting directly to the Secretary of State and the President, and working through Assistant Administrators for each major geographical area.

While the changes in the name of the U.S. foreign assistance agency in the past have bordered on the humorous, many defects in the administration will be corrected by a consolidation of U.S. assistance efforts in one agency. The

proliferation of U.S. agencies with separate procedures has led not unexpectedly to confusion in both the less developed countries and in the United States Government. Perhaps most significantly it encouraged unplanned and uncoordinated economic development in the lesser developed countries.

The Administration's new reorganization proposals are also designed to improve the effectiveness of U.S. foreign assistance, once it has been decided upon. The new organization will, as nearly as possible, concentrate responsibility and decision-making authority on a geographic basis rather than dispersing it internally between a functional and a geographic basis. There are some indications that this dispersion in the past has led to protracted delays in decision-making and confused lines of responsibility.

It would be too much to hope for the elimination of errors of human judgment in an enterprise as far-reaching and complicated as the U.S. assistance program. However, to the extent that the fallibility of human judgment can be modified by more effective procedures and better personnel, this element, too, may be lessened as a source of criticism of past efforts through the changes in the President's new aid concepts.

In his letter of May 26, 1961, transmitting the FY 1962 AID program to the Congress, the President said, "Economic development assistance can no longer be subordinated to, or viewed simply as a convenient tool for meeting, short-run political objectives. This is a situation we can ill-afford when long-range, self-sustaining economic growth of less developed nations is our goal. Development assistance, therefore, must—and shall—take its place as a full partner in the complex of foreign policy."

These statements signify a major change in the emphasis and tone of U.S. foreign aid. In the past, the program was often justified primarily as a means to combat the spread of international communism. Many developing nations, in their desire to appear uncommitted and neutral, looked upon our aid with skepticism and distrust.

THE MORE POSITIVE statement of foreign aid objectives voiced by President Kennedy provides an opportunity to re-examine the relationship of foreign aid to stated U.S. objectives. Numerous programs and projects have been justified in the past primarily upon the basis of claimed anti-communist results, even though subsequent experience has not justified the claim. In the future, programs will be related more specifically to the long-run development of viable economies, social justice and political democracy.

Having observed U.S. foreign assistance efforts for several years, I am convinced that the President's new concepts have great promise for correcting many of the conceptual and administrative elements of previous aid programs which have led to much criticism of U.S. foreign policy in this field.

By a combination of self-help measures on the part of the people concerned, assisted by the more fortunate advanced nations, the new aid concepts also present a greater opportunity for our society to assist in lifting the burden of poverty, disease and oppression which have plagued the vast majority of mankind throughout history.

# Battle of Vientiane

*Along with these random notes from a capital under siege, December 13 to December 18, Ambassador Brown wrote recently, "As one looks around Vientiane today, one is struck by the peaceful atmosphere and general improvement in the appearance of the city. Houses are freshly painted, streets being tidied up, and most traces of the Battle of Vientiane have been removed. Throughout the following events members of the U.S. Mission from all agencies displayed calm and cheerfulness worthy of the best traditions of the Foreign Service."*



"Two direct mortar-shell hits"

by WINTHROP G. BROWN

December 13, 1:30 p.m.

FOR SOME DAYS past there have been reports that Gen. Phoumi's forces up from the south were going to attempt to capture Vientiane. Some of his parachutists have already dropped near the city. Radio Vientiane has been announcing that forces here would resist. There have been three bloodless coups in the past week. Prime Minister Souvanna Phouma has fled the country after vainly trying to declare Vientiane an open city. The city is under the control of Kong Le and Quinim—the atmosphere has been tense.

Just as I was going to lunch, firing started in the outskirts of the city. Ever since then there has been the sound of heavy firing—mortars, howitzers, tank guns and small arms. Most of this has taken place along the river bank and other parts of the city fairly far away from the Embassy, although in the last hours bangs have been getting closer and the windows are beginning to rattle somewhat.

3:00 p.m.

We have all lunched off "C" rations and John Holt is playing a Schubert trio on his tape recorder in the next office while we listen to the shooting outside and get reports from our various officers in different parts of the city.

The fact that we can do nothing to affect the course of events relieves us of the necessity of painful decisions.



"Everyone is sitting in the hall . . ." Left foreground is George B. Roberts, Jr., inventor of "Cookie Push" (August 1960 Journal)

I understand that the airfield is the scene of considerable activity. The atmosphere the last two days has been somewhat more tense since the Soviet aircraft have been coming in, eight or ten a day, bringing all kinds of armaments.

4:45 p.m.

We just had news that a Phoumi tank with about twenty soldiers following it passed the main police headquarters on the way to the airport. Immediately thereafter, all the policemen appeared wearing white armbands. One soldier was observed a few minutes ago with both a white and a red armband [worn by the defending forces]. A great silence has now descended on this part of town. My houseboy just phoned to say that red paratroopers, armed to the teeth, have taken refuge in our kitchen. I told him to be nice to them.

We have a group of perhaps thirty people who are now planning to spend the night in the Embassy and dine on "C" rations. Firing near the Embassy has now resumed again.

9:00 p.m.

All hands accounted for except four people who went home for lunch, three of whom have not been heard from since.

Meanwhile the radio from Savannakhet, Gen. Phoumi's headquarters, announced the fall of the city at 3:30 p.m. They are laboring under considerable misapprehension.

The conference room has been made into a ladies dormitory. Sign on the door, "Les Girls."

Our Military Attaché reports that between 6:45 and 8:45 an average of fifteen to twenty mortar shells, 81 mm or larger, fell within a radius of 250 yards of the Embassy.

December 14, 8:30 a.m.

John Heintges has now returned with an exciting tale of how the tide of battle ebbed and flowed through his front yard during the afternoon and night.

When we awoke we found we were in red-controlled territory. The USOM compound previously in red-controlled territory is now surrounded by whites. And so it goes.

Everyone is sitting in the hall at the moment as there

Winthrop Brown was appointed Ambassador to Laos last year. He had practiced law before entering the Department of State in 1945 and joined the Foreign Service in 1952. He has served as Counselor in London and Minister-Counselor in New Delhi.

have been some particularly large explosions in the vicinity of the Embassy in the past few minutes.

11:45 a.m.

The white forces have finally cleared the streets and are, for the moment, in control of this particular area. Tanks and armored cars have been moving around, telephone wires and tree branches have been broken by mortar fire and at least one fire started. There is another fire up the main road in the direction of USIS but both of these now seem to have petered out. However, in the last five minutes a very heavy fire started down in the direction of the Presidence du Conseil and there are large columns of black smoke rising into the air. This, of course, is very worrissome since it is the dry season and the buildings are very dry and tindery.

12:00 noon

A tremendous explosion just went off at what seemed a very short distance away. As of half past twelve, the outcome of the battle is still exceedingly uncertain.

2:00 p.m.

The Headquarters of the Lao Army across the road went up in a sea of flame. For the last two hours ammunition stored in and around it has been exploding and we have had intermittent mortar bursts in the neighborhood. One of our colleagues called in to say that his home had been entered by two soldiers who forced them to go through every room and took away the radio and all the telephone instruments. They then told them to evacuate.

3:00 p.m.

When I came back to my office to dictate this I found a hole in the wall and a spent bullet lying just underneath the dictating machine.

5:00 p.m.

We have had a report from one of our men that up until ten minutes ago he had a howitzer in his front yard with a gun crew of ten red soldiers who have now just gone away. They were polite and friendly throughout and the only thing they asked for was water.

Just now the Operation Brotherhood Hospital got its first two casualties. One of our radio antennae is down as a result of a blast and the end of the building was somewhat knocked in. Everyone is in good spirits but rather tired.

The three days of the attack on the city were rather trying. We had about 275 Americans in town, scattered in the various offices and compounds and they were pretty well pinned down where they were. We had about forty-five in the Embassy and we all stayed there sleeping in offices or sitting in the halls on the side away from the direction in which the firing was coming. The shells were 105mm howitzers or 80 or 120mm mortars, which don't penetrate very much but which do a lot of damage when they explode, through blast and shrapnel fragments. My deputy's office had two direct mortar-shell hits with big holes in the wall by his desk, another office likewise suffered a direct hit which blew in the wall and sprayed the room with fragments, and my office had a varied assortment of bullets.

December 15, a.m.

There was a lull this morning and as we weren't getting much work done and the outcome of the battle was uncertain and we had learned that the road to a ferry about fifteen miles down river was still open, we packed the girls into cars with a few escorts and sent them off to Thailand.

1:00 p.m.

Shelling started again and a mortar set the building next door to us on fire. It burned like tinder, but after a heroic fire fight we had our building saved as far as the side catching was concerned. Then, alas, the fire got in the roof, and despite our best efforts, we couldn't stop it. Since the battle was not over and we couldn't tell how much of the building would burn, I decided to move and set up headquarters at my residence. It was a very sad moment to see the flames pouring up out of the roof. But the flag didn't come down until the regular hour of sunset and flew again at the regular hour the next day.

December 17

We are now back in business at the Embassy. Our communications people are absolute wizards. The happiest moment of this past week was the return of the seven who were taken from their apartments by red soldiers and kept behind the red lines. They reported that they owed their lives to the devotion of coolness of a Lao interpreter who happened to be with them and who explained to successive groups of quite hostile red soldiers that they had no arms and were friends of his who were trying to help Laos.

The extraordinary thing is that now that the shooting seems to be over and the Phoumi forces well in control, the city is in a panic and the population in full flight. The streams of refugees are pitiful.

There is, so far, no civil or military government in the city and a certain amount of looting is going on. No one has tried to get the radio station going, nor apparently even thought of it, except the Americans. We have the technicians and everything necessary except the permission of a Lao government person to start going.

December 18

The new government has come to town and everyone is starting to pick up the pieces. Relief is being organized. Much hard work lies ahead.



(l. to r.) Third Secretary Stanley Brooks, Army Attache Colonel Joel M. Hollis, and Ambassador Winthrop C. Brown.

# Reflections on Recent Events

by J. William Fulbright

WE MUST RECOGNIZE that the struggle with our Communist adversary has entered a critical phase. Our position has been steadily receding over the past several years. We can no longer afford errors. Henceforth, we must endow our actions with greater wisdom, judgment, and consistency than has been the case in recent years. This is a large order. We are caught up in a swirl of events. Wisdom and judgment derive from reflective thought. It is difficult to bring these qualities to bear on events that often develop with bewildering speed. The answer, of course, is policy. We must develop policies against which we can properly evaluate our initiatives and our responses to critical events. We must also develop style.

Cuba, Laos, the Soviet cosmonaut—none of these by itself is a threat to our national security or to the long-term success of our policies. But by exaggerating their significance and reacting to them injudiciously we disfigure our national style and undermine our policies.

Since the end of World War II, our overall policy has been clear to us; but its outlines have occasionally been blurred in the view of others by our diplomatic performance. Our objective has been world peace, which we have tried to maintain by cooperating with many other countries and assisting the efforts of each one to find its own destiny in an atmosphere free of coercion . . . Many of our most vexatious problems have grown out of the occasional lapses and departures from the philosophy that has inspired our policies . . . Such gestures have harmed, not helped, our position. The point is this: We are confident that our objectives are correct and unassailable; yet our bona fides will be fully accepted by others if and when our performance is fully consistent with these stated objectives. That is part of the burden of being a great power and a leader.

It may be that the time has come to reappraise some of our basic assumptions. Throughout much of this century many Americans assumed, wrongly,

that the transgressions and affronts to world order committed by aggressive forces were none of our business. With the collapse of that assumption, a good many of us have swung in the other direction and to the opposite conclusion that we can—and should—impose our design for living upon the uncertain but aspirant societies of the world. This assumption is also illogical. However admirable our design may be, it cannot be imposed.

In the struggle with communism, there is a double standard. The Communists seek to impose their design on other countries. Their tactics most often are a brew of terror, subversion, and saturation propaganda, mixed with promises, of which a number are translated into meaningful assistance. The United States seeks not to impose its hegemony upon others, but to help others remain independent and safe from foreign domination. It is suggested with some frequency that U.S. policies would be improved by an infusion of the more mischievous tactics employed by the Communists; that

with some application we could beat the Communists at their own game. This, I think, totally misses the point and the real nature of the struggle. The fact is that our greatest strength—indeed, our greatest asset in the struggle—is this double standard. Ours is a permissive system . . .

Our system guarantees certain basic rights to the individual, and it is these that have made the United States the focus of man's best hope for a way of life that is consistent with his quest for freedom and dignity. It is not our affluence, or our plumbing, or our clogged freeways that grip the imagination of others. Rather, it is the values upon which our system is built. These values imply our adherence not only to liberty and individual freedom, but also to international peace, law and order, and constructive social purpose. When we do depart from these values, we do so at our peril . . .

Some may object that, as a practical matter, the fire spread by communism can be fought effectively only with fire.

*Continued on page 34*

*From the Congressional Record of June 29, 1961*



"Which Embassy's this?"

© Punch

Senator Fulbright is Chairman of the Senate Foreign Relations Committee.

# EDITORIAL PAGE

## U. S. Envoys on the New Frontier

**N**OW THAT THE pace of diplomatic appointments has abated and most of the new mission chiefs are in harness, a word of welcome and of comment is perhaps appropriate.

Supporters of a vigorous Foreign Service can take pride that the Administration has drawn so heavily upon the services of professional officers. When the few vacancies still remaining are filled, it is expected that 71 missions will be headed by career officers and 26 by non-career appointees. This would be a 72 percent ratio—the highest proportion recorded since 1946 and a gain of several percentage points over the 1953-1960 average. Over the years the awarding of diplomatic posts has been drawn steadily away from the pull of patronage, and we are pleased that the new Administration has put into effect its pledges to carry this trend forward.

More fundamental perhaps is the caliber of the individual appointments, for excellence is not confined to the Service, and some of our greatest mission chiefs have come from outside the career. While performance lies ahead of them, the non-career ambassadors have as a whole a record of ability, dedication, and intellectual capacity. The tradition of rewarding political service with diplomatic posts is of course far from moribund, but at least campaign donations or business success do not seem to have weighed so heavily in the balance as in other years. The Administration's appointments abroad are a far cry from the days when a winning Party's heavy benefactors could look forward to a nice little diplomatic career for dessert.

During hearings before the Senate Foreign Relations Committee in 1957 Senator Fulbright pointed out that fourteen of the most attractive posts abroad were held by non-career ambassadors and observed that this situation if continued over the years could only damage morale in the Service. It is therefore particularly gratifying that of these fourteen embassies, six, including Rome and Brussels, are now held by career officers. Given the nature of man and politics, we must record our deep satisfaction with appointments such as these. Their significance is that for officers of outstanding merit the lack of independent means constitutes no bar to reaching the top.

Three of our new ambassadors were chosen from Class II officers—a most unusual elevation in our Service, but one fully in keeping with the spirit and needs of the time. Young in years but old in responsibility, they represent a trend endorsed by all who believe ability and imagination should count for more than mere seniority.

A number of ambassadors have extensive academic or professional background in the specific areas of their assignment. Some qualify as internationally recognized authorities in the politics or economics of the country to which they are accredited. From our own experience we know that local

expertise does not provide all the answers, but we think this a distinct innovation in non-career appointments and we hope it succeeds. The new ambassadors, whatever their post or qualifications, will need to exercise authority with vigor and perception if they are to meet their responsibilities in this critical period of history. It is therefore good news that the President has sent each ambassador a personal letter reaffirming and strengthening his mandate to take full charge of all phases of the mission's activities.

For our part we salute our new ambassadors and can assure them of the loyal professional support of their staffs, in keeping with a long tradition of the Service.

### Within the Family

**W**HEN OUR political chiefs become the victims of press criticism, the JOURNAL, as a spokesman for the Foreign Service, must remain discreetly aloof from issues of policy and personality which may be involved. Ours should remain a non-partisan Service insofar as the outside world and the organs of public opinion are concerned. If we acted otherwise, devotion to person or party could dilute duty to country. But this does not mean that we should accept unfair attacks on either our political chiefs or the Foreign Service itself.

We owe loyalty and our best service to Presidential appointees and especially in times of shakedown and crisis. This Administration has encouraged daring and dissent, and the least the Service can do in return is to keep constructive criticism within the family.

These lines are written against the backdrop of controversy over Chester Bowles' tenure as Under Secretary. It would be improper to pass judgment on the charges and counter-charges attributed to Mr. Bowles' detractors and his many admirers. But because the Service is involved, we believe we must comment on one aspect of the controversy.

The press has published two general indictments of the Service: that career men within the Department have "conspired" against the Under Secretary and that a cabal of some twenty retired officers, whom he reportedly encouraged to retire, meet for purposes of denigrating him publicly. The implications are that the Service, both active and retired, has been disloyal and has sought opportunities to convey criticism to the press.

We do not believe this is true. The Service has traditionally been loyal to its chiefs. We believe it is no less loyal to Mr. Bowles than it was to political predecessors of his during far more trying times for the Service. If some officers have in fact publicly criticized him, they have not conformed to the best traditions of the Service. We speak for the vast majority of the Foreign Service in taking this opportunity of assuring the Under Secretary that he will continue to have our loyalty, support, and best efforts.

# WASHINGTON LETTER

by Gwen BARROWS



Washington Waterfront (1950)

by Hereward Lester Cooke

## The Returnee looks around Washington, July 1961.

Our friend E. B. (the Exhausted Bureaucrat) has been tied up recently working on a paper in connection with the Berlin crisis and asked us to entertain his cousin, O. B., who had just come in on home leave. O. B. and his wife were among the steady stream of officers and their families who flocked through New State last month as travel funds were finally unleashed. We were eager to hear his reactions and to see this changing town through the eyes of a working tourist.

He had read the unflattering remarks about that "powerhouse—the concrete pyramid composed of hives" (in "The Memorandum," from the first Secretary of State to today's Secretary of State, published by HORIZON last month) but said NS/E wasn't as bad as he had been led to believe: The Diplomatic Entrance fronting on "C" Street and the Secretary's reception rooms and penthouse terrace were handsome. Furthermore, as an overseas taxpayer, he pointed out that having so many rooms without windows could serve a useful purpose—to make up for the lack of bomb shelter space in the basement.

We walked over with him to 1600 Pennsylvania to watch the parade welcoming Pakistan's Ayub Khan. O. B. was amazed but rather pleased with much of the imaginative new showmanship being used in entertaining our foreign guests. He found particularly intriguing the parading fire engines

with upfurred ladders decorated with flags. And the banquet night at Mt. Vernon, with French cuisine, Tiffany touches and music throughout reminded him of Catherine the Great's and the Louis Quinze and Seize skills in staging state festivities.

At the same time he lashed out at our laws which permit the sidewalk in front of the White House to be the scene several times daily of whatever partisan or lunatic-fringe group might be in town. From the Nazi Rockwell group and the John Birch Society on up. News films shown all over the world with these elements picketing with placards and banners in front of the White House make it difficult to believe that they're not powerful voices in public affairs. We murmured the police could do nothing about it, as there would have to be a law passed; a Senator recently was concerned about sightseeing guides in front of the White House looking like police officials, so it might one day come to his attention. "Not that I'm against free speech," O. B. hastened to add. "But it doesn't mean that we have to put Hyde Park corner in front of Buckingham Palace. There are plenty of parks here where the right to free speech can be demonstrated.

"Certainly didn't expect to see 'Old State' still standing," he went on. Four years ago, when he'd gone away, the Presidential Advisory Commission for Office Space had been advising that the eighty-year old war house be razed and a new White House office space building be erected on its site as part of a

\$32,000,000 building project, he said.

Later, over coffee, he gave us his impressions of New State in this fateful summer of 1961. "It's humming," he said. "Busy night and day, and week-ends, too. Used to be July meant dog days and holidays. This year it's cool; few are on holiday, task forces abound, and there's an air of concentration and crisis I've not felt or seen since the end of World War II.

"The Secretary's speech to the National Press Club was great, just great," he continued. "'Twas his own script, too; he was speaking close to the heart: 'We can move on with confidence if we are prepared to do what has to be done. The free world has enormous strength, including the inner strength of purposes which are deeply rooted in the nature of man.' And when the journalists asked the Secretary if he agreed with General White, that there was a 'fair chance' of war over Berlin: 'It would be quite wrong of me to speculate about the chances of war. . . . This is going to be a question which will be with us for quite a few weeks and quite a few months ahead. . . . This is a matter which will require a great deal of thought, intensive consultation among governments, and we must deal with it as soberly as the issues require.'"

O. B. had arrived home just in time to attend AFSA's last luncheon of the year at the Shoreham, and said it was one of the best talks that had ever been given before this group. "Witty and to the point. Hope you publish it." We reminded him of the contents, and the

fact that it was off the record. Quite right, too, he agreed. But he added, "you should report the atmosphere of the place that day. Brisk, frank, off-the-record discussion of problems which the United States faces today around the world, and which the Department of State faces in attaining primacy among the departments in the U.S. Government. Acheson's one of the world's greatest raconteurs. You've read his current book, of course. Liked his suggestion, too, that former Secretary of State Christian Herter not be allowed to remain in the hinterlands, as he had."

"Surprised at how much the face of Washington has been changing since we left," he said. "This place is more than 100,000,000 years old but in these last four years the town seems to have changed considerably. The whole new South West development, for instance, including the new site and building of that fine institution, the Arena Stage. The town's changing faster than you people who live here realize. There's more theatre going on than when I was here before—yes, I read the WASHINGTON POST overseas. Liked the talk about setting up sidewalk cafés, too. This town should be a show place. One of the American tourists' favorite haunts—so much so they supply a large part of the town's income each year, some \$365 million," he estimated.

He told me he'd been poking around the Department on the Fourth, and had chanced to see JFSOC and IJDIW's party going on. "Fine bunch of junior FSO's and young diplomats in the making," he commented, "but I hope we won't get saddled with a tradition of elaborate Fourth of July parties in the Department just when we're trying to get out from over-popularization of them overseas. Should keep these things spontaneous."

He was happy to see the Washington Monument grounds were being used to good advantage, with Shakespeare's "Twelfth Night" playing to more than 1200 people nightly. "Begining to be quite a civilized town. Except when you read of current murders and rapes. Should get a simpler phone number to call the police than Ex. 3-2060. Perhaps 999 like the British."

By this time we were back in our office cubicle, and he was poring over the photos of youngsters who had won AFSA scholarships for this fall. Fifty-six," he mused, "That's just about three times what it was in 1957 when we went out. AFSA's Committee on Education

which handles the scholarship awards must have put in a lot of time to come up with all those new scholarships." We agreed.

We couldn't help wondering how O. B. felt about the numerous new FSR's who had been put into high-ranking jobs in the Department. "Necessary, absolutely necessary," was his comment. "Not enough FSO's properly trained for today's difficult problems. Need more people with leadership potential and better training. Goes back more than anything to the natural consequence of not taking in enough FSO's-8 a decade or so ago."

"And what is your feeling about the job being done these days in the Department?" we had to ask. "Good job. Difficult situation, extremely, and we still seem to be in the shake-down phase. Ready for implementation. need action."

And at that point we, too, needed implementation, the printer's boy was howling for COPY and we had to let O. B. go out into the darkening wet streets of Washington, while we typed up his comments.

#### . . . in the Caviar

At a big diplomatic do the other day we listened while some Iron-Curtain-Country diplomats were describing their camping trip in Yellowstone Park.

The big problem, they reported, was

how to keep the too-interested bear from entering their tent, particularly if there were food about. He wants to get into bed with you, one said. He will tear the tent down, his friend agreed.

Reluctantly we tuned out and went on to the next group, mumbling to ourselves that it's considerably easier for them to keep the bear out of a Yellowstone Park tent than out of their own capitals.

#### Gangsters vs. Diplomats

From the press last month came a curious item in the AMERICAN WEEKLY about Liz Renay who had escaped to Washington from Arkansas.

Before long, however, she escaped to New York, and worked as a Conover model. She read her own verse over a college radio station, and had a TV program where she "interviewed four millionaires a week. They had forcefulness and inner strength." She admired gangsters for the same reason. "They're organizers . . . like naughty boys sometimes, but deep down, very sweet, very gentle."

During her Washington sojourn, however, she had worked in night clubs and met many foreign diplomats. They didn't impress her: "All they talked about was world affairs. They were very narrow."

#### "LIFE AND LOVE IN THE FOREIGN SERVICE"

by ROBERT W. RINDEN



"I tell you it *wasn't* the martinis. He's just exhausted from his fact-finding trip."

## One of the Roving Kind

ONCE UPON a time in Never-Never Land there was a rather promising young fellow whose future lay ahead of him. Charlie felt that he wanted to help people but he also wanted to help himself. He liked people. He liked travel. He wanted a life of adventure, profit, and service. Charlie was fortunate to become a Foreign Service officer—appointed by the President with the advice and consent of Parliament.

Before long he made some interesting discoveries. Perhaps because the entrance exams could be passed only by college graduates who had majored in political science or history—and who knew a foreign language—the vast majority of FSO's were interested only in political reporting. Although there were too many FSO's for the available funds and for the established positions, there were acute shortages of qualified personnel for Economic work and for Budget and Fiscal, General Services, and other administrative tasks. Apparently the Consular jobs could be filled because there were no passport or visa courses in college and therefore no one had any strong feelings about them one way or another. All one had to do was to learn the II FSM's (white, blue, and yellow pages) and then to keep up with the daily dozen Departmental Instructions which continually changed the rules. As for the housekeeping function, no FSO's with any administrative training were recruited and none wanted to learn. Consequently the only ones who could or would do the job were the lateral entrants from the Department and the Staff Corps. Many of the Staff Corps personnel who had not been integrated were assigned to officer positions anyway, but either the individual was called an FSR or the position title was changed just so everything would come out even. In any event, Charlie became an Administrative Officer—appointed by PER with the advice and consent of the Bureau.

Because the I FSM's (changing to FAM's) are pretty big, and because there are Foreign Service Handbooks for Position Classification, Occupational Definitions, Local Wage Surveys and Compensation Plans, SGTR's, FSTR's, SR(GCFA)'s FSHP's, FSC's, and CA's (and similar things for USIS, USOM, Agriculture, Coast Guard, the Bureau of Indian Affairs, and other supported agencies), it was decided that Charlie should spend a few weeks at FSI before going to the field. There Charlie learned that "Administration Is Not An End In Itself." He was filled with the concept of "Service." He also got the idea that he should accentuate the positive. It's easy to say "no" but don't take the easy way out; say "yes." If the

regulations don't specifically prohibit something which seems to be worthwhile, figure out a way to do it. This all made sense to Charlie so he set forth prepared to do battle in support of the Program Operation.

When he arrived at his post, Charlie found that a hitherto neglected area of the world was being recognized. He understood that in the past this region had been used as a place to put those people who had outlived their usefulness, or who had had no usefulness to outlive. However, as evidenced by his own assignment, Charlie was assured that now only top notch personnel were being sent to this vital area. At any rate, several government agencies were expanding at the Embassy and at many stations throughout the country. Charlie discovered that his small administrative staff was hopelessly backlogged. However, morale was almost as high as the workload and everyone was pitching in with a spirit of cheerful determination. Long hours of overtime were shrugged off because the job must be done, and surely the Department knew the problems and would send help. It couldn't last forever.

Charlie was right. Conditions did not stay the same. They got worse. Charlie had the resources of a small post but the work and responsibilities of a large post. He didn't complain, even though his administrative staff was the only thing that was not getting larger. He told his boss, who said that he understood. He told the Department, which said that it understood. He asked for more positions and people. He hired a few locals. He and his staff became more efficient. He added some benefits and services, and he cut down on some which were really the responsibility of the individual rather than of the government.

He cut down on some services! Not knowing any better, Charlie naively thought that personal telegrams should be sent and paid for by the individual (the telegraph office was only a block away). He thought employees should be expected to open checking accounts rather than depend on his office for all their local currency needs (the bank was less than a block away). He thought people should assume the primary responsibility for the preparation of their own travel vouchers and allowance claims, at least in draft. He thought they should be able to have their personal vehicles oiled and greased, buy their own light bulbs and insect spray, and perhaps make their own arrangements for the changing of fuses and faucet washers. He thought that if someone's pet animal soiled government furniture, a guest burned a government

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table, a servant broke a window, or someone's electricity bill exceeded the established ceiling, that person should stand the expense. For these strange views Charlie was considered to be narrow-minded and unsympathetic. When he tried to apply procedures equally to Staff and Officers alike, he was told that he was too arbitrary and inflexible. When he pointed out that his opinions not only made sense in a peculiar sort of way but that they were fully supported by the regulations, it was suggested that he was too theoretical and not sufficiently aware of practical realities.

Then came the ideas to boost morale. Let's all get together and buy a cabin cruiser, construct a vacation house, build a swimming pool, lay out a tennis court, and put up a ski lift and a toboggan slide. Let's all import French movies, Danish milk, New Zealand meat, Swiss watches, Japanese pearls, Dutch tulips, and Indian canoes. Who has lots of advice—everyone! Who's interested—almost everyone! Who's willing to make a financial contribution—not everyone. Who's willing to get things organized and do some work—no one. These were functions of the administrative office. Why didn't Charlie and his staff get started—no imagination? Charlie's idea for boosting morale was to focus the administrative effort on doing the basic job, providing the essential services as competently and completely as possible, and then to get out of the office once in a while, perhaps occasionally for a whole weekend. He felt that for a hardship post in an underdeveloped country it really wasn't so bad. In fact he rather enjoyed it, finding the people and places fascinating. His real complaint was that he had no time for rest and recreation, for his family, or for gaining more than a superficial understanding of the people and the country.

Was the Department sympathetic? In a way, yes. The Inspectors paid him a visit and gently reviewed all those things which he should do, which he knew he should have done, and yet which he knew he would be unable to do. The Department wrote glowingly of the fine Never-Never attitude and the excellent Never-Never spirit being demonstrated by those who were six months overdue for home leave and had not yet been replaced. The Department also wrote that it appreciated the needs of the post. Like the Brooklyn (or was it Los Angeles?) Dodgers, he was told to wait until the next (fiscal) year—and in the meantime how about the post report, retail price schedule, local wage survey, position classifications, automotive reports, interior and exterior photos of all government-leased properties, certificates of inventory, and the telegraphic report. When would he submit the overdue Reports of Analysis of Unliquidated Obligations, Unused Annual Leave, and Resources for All Allotments as of June 30, 1948? And, incidentally, why had the overtime figures been so high for the last six months?

The Department also teased him a little bit. If he proposed a government lease for three years he was authorized two. When he proposed another for two years, he was authorized one. The government also owned some land. Charlie spent a good deal of time, off and on, with soil tests, water tests, wind tests, and electricity tests, and with engineers, architects, and federal, county, and city officials. They produced a fine set of plans and everyone had great fun.

Then the Department took action. A number of new administrative positions were established. The organization chart looked great. After a while the Department sent a few names and occasionally, to make it look good, an esti-

mated time of arrival. Whether they were real people or not Charlie never knew. The airplanes usually came in but the expected persons were not on board. Concerned for their welfare, Charlie would telegraph the sad news to the Department only to be informed either that they had resigned or that they had been sent somewhere else six weeks before. One replacement who really did get through said he had been told in the Department that he would be expected to run his particular section by himself, even though there were two established positions. He understood that relief would be forthcoming "only if he fell on his face." This seemed to Charlie to place them both between a rock and a hard spot because they apparently had to admit their inability to do the job in order to get assistance, the need for which had already been recognized by the establishment of the new position. Either they continued the long overtime struggle (and perhaps fell on their faces anyway) or they gave up and took the consequences for their post, their careers, and their self-respect.

At about this time Charlie was cheered to read the following comments in Departmental hearings before the Never-Never Land Parliament: "It is useless to talk about overtime, because we all work overtime. The fellow who owns a candy store works overtime. We Members of Parliament work overtime. Our staffs work overtime. We do not get paid overtime. We are never impressed with these overtime figures." And the following: "You need more administrative people now? I thought you had pretty good records. Why do you need more administrative people? You have gotten along without them up to now. What about the taxpayer?"

Charlie knew that he was not the only one with problems and he knew that the Department had plenty of difficulties, too. Nevertheless, he could not help but be reminded of that old philosopher who had once said: "If you can't stand the heat, get out of the kitchen." He didn't want to get out of the house and he sometimes thought that even the kitchen wasn't so bad, but the temperature was needlessly high. Either, he thought, the Department should send out enough trained kitchen help so that all the boarders could be satisfied or it should agree to simplify the menu. *Paté de foie gras* and *crêpes suzette* are fine if there is time, but you can't expect the same few people to do the shopping, type the menus, set the tables, cook and serve the food, handle the cash register, wash the dishes, keep the books, and paint the walls. Perhaps fish and chips, or pancakes, would do just as well, especially since the rush season seems to last all year and there are more tourists coming all the time.

This made Charlie think of another quotation (even Administrative Officers have *some* culture!). It is: "A tourist is a person who travels to see things that are different and then complains when they aren't the same." Now Charlie doesn't like to find fault, except when he feels like it or when it is necessary, but it seems to him that there are an awful lot of "tourists" in the Foreign Service—who not only expect things to be the same as they were back home, but better, and at a hardship post at that! He wonders what has happened to their traditional resiliency, to their willingness to take life as it comes and to anticipate each new experience with enthusiasm and a spirit of adventure.

Is Charlie right or wrong? Is it any wonder he wants to get out of the kitchen? Should he remain in the house? Will he live happily ever after? Does anyone care?

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I disagree. The United States must remain strong and firm. But the United States, in order to prevail, must also help others toward the fulfillment of their own highest purposes. The United States cannot guarantee the borders of a neutral country against infiltration, or its villages from subversion. But the United States can become a pivotal force in enabling well-intentioned governments of independent countries to bring about the economic and social reforms that their societies are understandably enough insisting upon. Given such reforms, subversive efforts fail, and terrorists are unable to intimidate unsympathetic peasants and villagers backed up by alert government forces . . . Mao Tse-tung, who directed the most stupendous of guerrilla operations, is a high authority on the subject. In his treatise on guerrilla warfare, he wrote:

Guerrillas are like fish, and the people are the water in which the fish swim. If the temperature of the water is right, the fish multiply and flourish.

In colonial Indochina, the temperature was right; the French spent eight years trying to defeat the Vietminh guerrilla army. They invested seven billion dollars in this war, which cost the lives of 100,000 French and Vietnamese soldiers. At one stage, the French committed a force of half million men to the fighting. But France bore the heavy burden of its colonial record and its unconcern with political and social reform. Inevitably, France lost.

In Laos, the Communist Pathet Lao guerrillas have found the temperature of the water agreeable. Here, however, the situation lacked the element of inevitability. Somewhat quixotically, the United States sought to make an armed anti-Communist bastion of Laos. This was a mistake. Laos is a primitive country. Most Lao are rooted in the past. Theirs is the pace of the meandering Mekong River which nourishes their lands. Most are concerned, not with an entity known as Laos, but with their families, with the life in their villages, and with their religion. They are a disarmingly gentle people, for whom conflict is disagreeable. They keenly dislike killing each other . . .

The United States attempted to establish an anti-Communist force in the form of an elaborately outfitted 29,000 man army and a tame government.

The situation in Laos has wobbled, ever since, between tragedy and farce. Just as there was never any pro-Communist motivation, among most Lao there was no anti-Communist motivation, either. And the United States utterly failed to inspire it. The illusion that we could make a bastion of Laos cost us more than \$300 million. The cost to our prestige can not be measured.

South Vietnam is a different case. The people are anti-Communist. That would seem to raise a question. If the temperature of the water is not right, how is it that the Communist Viet Cong guerrillas in South Vietnam have managed to gain a foothold in much of the countryside? The answer appears to rest with the regime of Vietnam's President Diem.

The regime in Vietnam has been strong in a situation where strength has been essential . . . The accomplishments of this regime are overlooked by many observers and commentators, who all too frequently have accepted uncritically the most abusive gossip and propaganda circulated about President Diem and his administration. The term "qualified success" could be used to describe the American performance in Vietnam, as well as the Diem regime. Our aid programs have enabled the country to endure and to achieve modest progress. Yet the

emphasis has been too heavily weighted on the military side. If there has been any assessment by us of Vietnam's long-range economic problems—any coherent effort to measure programs against economic targets—I am not aware of it.

Ultimately, Vietnam's struggle for survival as an independent country will be determined by the economic and social progress that flow from the programs and policies of its Government. Para-military operations might influence, but would not determine the outcome. Neither would a costly, protracted, and inconclusive military struggle in Laos determine the outcome in Vietnam. For the United States, the proper course is to continue sustaining and supporting efforts of the Vietnamese Army to cope effectively with the foe in being—tough bands of hit-and-run Communist guerrillas—while devoting at least as much effort to assisting and guiding the Vietnamese people in their struggle for dignity and economic independence . . .

Were I the leader of one of these (Southeast Asia) countries, I would adopt the following policy toward the United States. I would repeat and clarify my determination to remain free of political alignment with either power bloc. I would seek economic and technical assistance from the United States, and remind the United States that if I choose to accept limited aid from the Communist bloc I am not unaware of communism's ultimate plans for my country. But I would discreetly point out that the United States cannot with guns, tanks, jeeps—or even with dollars—keep communism out of my country. The United States, I would add, can help me keep communism out of my country by imaginatively and dispassionately supporting my efforts to promote the welfare of my people. If communism should attack my country from without, I would call upon the United States and its allies for whatever military support they could make available. If communism should commence a campaign of terror and subversion inside my country, I would seek from the United States technical military assistance so that I might cope effectively with this Communist device. And I would seek still further direct economic assistance so that I could quicken the pace of progress in my country.

If I were one of the so-called neutralist leaders of a newly independent country, I—like most of this group—would have silently identified my hopes for the future with American leadership. And despairing of consistently wise American leadership, as I often would, I might impart this thought to my American colleagues. The Soviet revolution occurred more recently than the American. And its heirs are adroit in trimming their sails to the revolutionary winds of change around the world. Yet much of the world remembers what the American Revolution has accomplished. And the countless millions who do remember—whether in Vietnam, Iran, Cuba, or elsewhere—hope and insist that the spirit and intelligence that inspired America's revolution will animate America's foreign policy.

I mentioned earlier the alarming reactions of many Americans to the Cuban affairs, as well as to the worsened Laotian situation. Cuba, of course, for all intents and purposes, has been transformed into a Communist oriented, totalitarian state. It is idle to expect the present Cuban regime to reform, to collapse, or to be overthrown by its exiles. And I submit that to overthrow it by American force, or by some combination including American force, would be self-defeating and would create more problems than would be solved. We often hear that the existence of a Communist regime in Cuba is intolerable to the United States. But is that really the

Continued on page 52



Duesseldorfs Koernigsallee

## “Germany Between Two Worlds”

AS WE ENTER the 1960's it becomes clearer that the great powers, and their allies, are unwilling to have Germany reunited as long as the possibility exists that the new nation would join an opposing alliance. Reunification has been sacrificed to military and political security. Step by step the two parts of the country are being torn ever further apart, and with E.E.C. German division may have reached the point of no return. The surprise is that the West Germans have gone along with this policy. There have been many reasons for this, not the least of them being the proverbial firm hand of Dr. Adenauer. What will happen when he is gone? Mr. Freund mistrusts the Germans but finds E.E.C., the official answer, a mistaken policy, suggests disengagement as a better solution to the problem. Those who found previous disengagement proposals unacceptable are not likely to be impressed now. Those who supported them then will find this book balm in Gilead. Those who consider E.E.C. and disengagement equally unwise will have to continue waiting for their Godot to come along.

The disengagement scheme outlined

by Mr. Freund would take an estimated ten to fifteen years to effect. As a means to this end he advocates political, economic and cultural reengagement between East and West Germany as well as a reactivation of Bonn's "Eastern policy," by abandoning the Hallstein doctrine and recognizing Pankow and the East European states. This might, he feels, inspire Russian and East European support for German reunification.

Mr. Freund's is an extremely thoughtful and stimulating book, but even the reader sympathetic to its thesis is likely to be put off by a number of serious weaknesses. Instead of really coming to grips with a problem and discussing it to its conclusion, there is often a staccato reiteration of the same idea (if from different points of view) throughout the book. Too many of Mr. Freund's points are left on the level of unsupported assertion. But his basic argument remains intact: so long as our policy is not honestly and actively working toward German reunification, we are in for trouble.

*GERMANY BETWEEN TWO WORLDS*, by Gerald Freund, Harcourt, Brace and Company. \$5.75.

*A GERMAN COMMUNITY UNDER AMERICAN OCCUPATION*, by John Gimbel. Stanford University Press. \$5.50.

PROFESSOR GIMBEL's book deals with the American effort by means of military occupation to remodel the society, customs and politics of the old Hessian university town of Marburg. It documents the famous saying of Santayana that those who refuse to read history are condemned to relive it. The objectives and intentions of the military government were unquestionably noble, their zeal magnificent. But only a mere handful in the group knew German and no one had read the history of Marburg's conservative and parochial past. The Marburgers went through the motions of the New England town meeting without conviction, and after the end of the occupation the governing and administrative elites were what they had been for generations. Mr. Gimbel concludes that during the occupation the Americans made, with few exceptions, a good impression on the Marburgers, but the occupation policies did not because the Marburgers did not share the American passion for democracy. The occupation policies simply provided a magnificent means for self-justification of action—or inaction—during the Nazi regime. Directives from Headquarters, where Marburg was unknown, pre-

GERMANY—MODERN HISTORY

vented the military government team from siding with liberal and moderate elements, with the result that the leadership which did emerge disagreed with the fundamental objectives of the occupation. It all proves that rule by standard Handbook is not always good policy.

—FRANCIS T. WILLIAMSON

*GERMANY: A MODERN HISTORY*, by Marshall Dill, Jr. University of Michigan Press. \$7.50.

IN THE OPENING line of his preface Professor Dill notes, "It is a challenge to write about German history." He then proceeds to meet this challenge stoutly with 456 pages packed with facts ranging chronologically from Arminius' victory over the Romans in the Teutoberg Forest to Khrushchev's speech in Berlin following his wreckage of the 1960 Paris Summit Conference. Undocumented, and with no particular claim to scholarliness, this is readable history in the popular style. For one who knows little about Germany and wants to learn a good deal in a brief time this book can hardly be improved upon. Not the least of its value is its excellent bibliography.

—JOHN H. BURNS

*RESTORING DEMOCRACY IN GERMANY: THE BRITISH CONTRIBUTION*, by Raymond Ebsworth. Praeger. \$6.75.

THIS BOOK provides a readable account of how the British, in their zone of occupation, dealt with some of the main problems of restoring democracy in Germany in the years immediately after the war. The author writes from first-hand experience on the Control Commission. In general, he looks back upon the British efforts with measured pride. Because of British influence, the present German electoral system and the present systems of local and *Land* government have, he believes, a firmer democratic basis than was the case before Hitler. The civil service, however, proved more intractable to democratic reform; in an interesting chapter he explains why. While he takes a prevailing positive view of the current prospects for democracy in the Federal Republic, he regards the civil service still with some suspicion, and views the military build-up with a certain alarm.

—PAUL SWEET

*SCHIZOPHRENIC GERMANY*, by John Dornberg. Macmillan. \$6.50.

"SCHIZOPHRENIC GERMANY" provides a useful survey of post-World War II developments and attitudes in the German Federal Republic. Anti-Semitism, neo-Nazism and right radicalism, post-war education, attitudes toward rearmament and the military and other subjects are briefly analyzed and they pose the question of whether the German has come to grips with his past. The author records both failures and successes in this respect. He feels that a particular success is the post-war German press, which he describes as "an aggressive watchdog of democracy." The larger question of whether democracy will triumph is as yet unanswered he feels, nor is it clear how Germany will fare when its political leadership changes or if it has to face economic recession or depression. This book presents a thought-provoking examination of present-day West Germany and the attitudes of its populace in various walks of life which should be of interest to the general reader as well as the specialist.

—LEROY PERCIVAL

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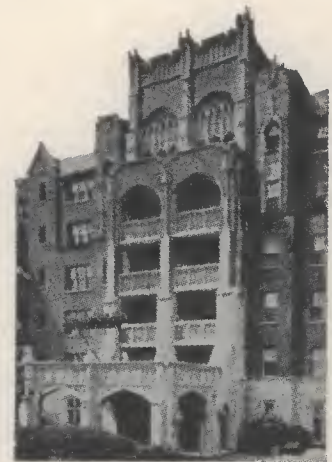
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# A "Real Saga of the Foreign Service"

by THEODORE C. ACHILLES

HERE AT LAST is the real saga of the Foreign Service. A light touch, humor, discernment, and personal human experience make delightful reading of an authoritative and encyclopedic work which might otherwise be deadly dull. Here is the history of our Service, its vicissitudes, its constant struggles against public indifference and congressional penury, its evolution under the 19th century spoils system and on a career basis since the early 1900's. Here, too, is the history of its traditions, deeply rooted in our national past and in the lives of such great men as Franklin, Jay, Jefferson, and the Adamses, and the story of its achievements in helping to build the nation and to make its influence felt in the world, constituting the warp and woof of American diplomatic history. It is a must for all members of the Foreign Service and for those who aspire to become such, as well as for students of American history and others interested in the conduct of our foreign relations.

The record of the early years is particularly intriguing in its similarities to and differences from the Service today. Originally an agency of the Continental Congress, the Department of State at birth consisted of a Secretary, two Under Secretaries, a French translator, and a clerk. At one point its headquarters were in Fraunces Tavern in New York City. Its first agents abroad were concerned with financial and military assistance, albeit on the receiving end.

Washington's precepts for his envoys hold good today: ". . . the characteristic of an American minister should be marked, on the one hand, by a firmness against improper compliances, and on the other

by sincerity, candor, truth, and prudence and by a horror of finesse and chicanery."

In the early days the Department's small staff was so overburdened with work that it had little time to send instructions to the field, and communications took an average of two months to cross the Atlantic. One Consul was dismissed because the Department had heard nothing from him for seven years (at least one despatch a year was expected). Secretary for Foreign Affairs John Jay's proposals to

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the Continental Congress in 1785 for a plan of consular representation included such an anomaly as a Consulate General in Amsterdam with a consular district embracing Russia, Sweden, Denmark, Germany, and the Netherlands. One function which may have disappeared (or has it?) was performed in 1805 by William Eaton, U. S. naval agent and former Consul at Tunis, who went to Alexandria, organized an army, and marched it 600 miles across the desert to capture Cyrenaica.

The development of the Diplomatic and Consular Services during the 19th century reflected the country's apathy toward the outside world. In 1844 Congress moved to cut the number of our 21 diplomatic posts abroad in half for the purpose of "strengthening our foreign relations, reducing their costs, and diminishing that executive patronage which is, in this respect, the most arbitrary and detrimental."

Not until 1856 was a rudimentary legislative framework drawn up for the organization of the diplomatic and consular establishments, at which time Congress fixed the salaries of chiefs of mission at rates which remained unchanged until 1946. In 1893 it first agreed to the sending of ambassadors, the title having been previously considered too exalted for a democracy.

The emergence of the United States as a world power during the early years of this century ushered in the rudiments of a career service, and World War I brought an enormous expansion of responsibilities, but when the Rogers Act took effect in 1924 we had only 122 diplomatic and 511 consular officers. The subsequent development to our present staff of upwards of 8,000 Americans is well known to most of us, but the book's objective treatment of such matters as lateral entry, Wristonization, broadening the base, and how the Service is coping with its current responsibilities makes it well worth reading.

*THE FOREIGN SERVICE OF THE UNITED STATES, ORIGINS, DEVELOPMENT, AND FUNCTIONS, by FSO's William Barnes and John Heath Morgan. Historical Office, Department of State, Government Printing Office, Washington, D.C. \$3.50.*

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# Out Of My In-Box

by TED OLSON

I LEARNED very early on, as the British put it, that an important part of my job was answering other people's mail.

Very Important People's, frequently. When somebody wants something, whether it's the GNP of Outer Utopia, or merely a sample of Ushanti wood-carving, he addresses himself not to J. Walford Diggs, Third Secretary, American Embassy, but to President John F. Kennedy, White House. Or anyway The Hon. Dean Rusk, Secretary of State. Or at the very least His Excellency, the American Ambassador.

But however addressed, eventually, some weeks and innumerable jump-slips later, the communication drops into the in-box of J. Walford Diggs or one of his multitudinous counterparts, marked "Action." The buck stops there.

Questions about the GNP are no problem. Even if the statistical procedures of Outer Utopia may still be somewhat rudimentary, the Economic Section has surely arrived by this time at an informed guess. If young Diggs is a zealot, properly steeped in his subject, he is likely to embellish the stark figures with considerable supplementary information. Many a term paper in many an American university has been authored in large part—though naturally without a credit line—by a junior FSO in some remote mission or consulate. Often the client needs do little more than recopy Mr. Diggs' reply, omitting the introductory "The Ambassador has requested me to answer your inquiry . . ." and turn it in to his professor. Mr. Diggs can only hope that it gets an A plus; he can never know for sure.

I cannot help remembering ruefully the hours of digging I used to spend in the college library. In those distant days nobody thought of referring his research problems to the Secretary of State. It probably wouldn't have worked, anyway. There weren't so many vice-consuls with time on their hands, and an exchange of letters with places like Outer Utopia, by tramp steamer and caravan, took longer than any professor was willing to wait.

The Ushanti wood-carving presents difficulties. Budget and fiscal officers do not ordinarily approve requisitions for such purchases, and if one did by any chance slip through it unquestionably would bounce back from the GAO, to everybody's embarrassment.

If Mr. Diggs is very young, very zealous, and still unmarried, he may be tempted to finance the transaction out of pocket. This is to be advised against. The request will certainly not be the last, and having established a precedent,

---

Ted Olson, looking back from the perspective of retirement after seventeen years in USIA and the regular Foreign Service, occasionally sends the JOURNAL nostalgic pieces like this.

Mr. Diggs will be impelled to fill other orders, until the local bazaars triple the price of wood-carvings, a New York import firm addresses a letter of angry expostulation to the Secretary of Commerce, and Mr. Diggs finds himself on the brink of bankruptcy.

Also he will learn that he has been violating the F. S. Regulations, which protect the easy touch by prohibiting this sort of benevolence.

Such requests, therefore, should ordinarily be turned down, with appropriately poignant expressions of regret. The temptation to include a brief lecture on the real function of an American mission should be resisted. The exercise will be good practice for the time, twenty-five years later and seven grades higher up the ladder, when Mr. Diggs will be called upon to explain to the Foreign Minister why he can't have the 50-million-dollar loan.

SOMETIMES, however, an unorthodox request can be filled without financial outlay or undue expenditure of time. When I was in Reykjavik the Embassy received a letter asking us to obtain a walrus tusk carved with the insignia of the Masonic order, to be added to the writer's private Masonic museum. I pondered briefly, concluded that since the request did not seem to involve either political, economic or consular affairs it must be cultural, and sent it on to the Public Affairs Officer.

USIS was equal to the Challenge. Well, almost equal. A few weeks later a bulky package went off to the writer, with a covering letter: 1) explaining that there are no walrus in or around Iceland; 2) hoping that a whale's tooth would be an acceptable substitute; 3) regretting that no Icelander was prepared to undertake the task of carving the Masonic emblem on the tooth, and suggesting that this be done in America. (The whale's tooth, I should add, was donated by Icelandic Masons.)

Apparently the client was satisfied. We never heard the contrary from either him or his Congressman.

Americans are not the only ones who turn to our President in their hour of need. A considerable number of the letters that come to rest in Mr. Diggs' in-box originate only a few blocks away, or at most a few miles, and have made the round trip to Washington before finding the destined action officer. It is nice to know that so many people everywhere address their hopes and their prayers to the White House. But it is not so nice to be the agent charged with blighting those hopes and blasting that faith in the omnipotence and omnibenevolence of the Great White Father.

The following letter is copied almost verbatim from the

# Service Glimpses

1. **Bermuda.** Vice President Johnson, escorted by Consul General George Renchard, at left, and His Excellency, Major General Sir Julian Gascoigne, Governor of Bermuda. The Vice President was here for a two-day rest at the conclusion of his Far-Eastern tour.

2. **Paris.** Ambassador James Gavin and Mr. Paul Donnelly, of the National Aeronautics and Space Administration, examining the Mercury capsule which carried Commander Alan B. Shepard, Jr., to outer space recently. The capsule was flown to Paris for the twenty-fourth International Aeronautical Salon.

3. **Washington.** At the AFSA luncheon of June 29 Loy W. Henderson (standing) greets Dean Acheson, the luncheon speaker, as William L. Blue looks on. Angier Biddle Duke is in the background.

4. **Seoul.** Early this year Ambassador Walter P. McCaughy (r.) and Deputy Assistant Secretary Avery F. Peterson (center) discuss economic matters with former Korean Prime Minister Chang Myun (l.) and two cabinet colleagues. USOM Director Raymond T. Moyer and Economic Counselor Albert E. Pappano share the sofa.

5. **Tangier.** Retired FSO Hooker Doolittle illustrates the comforts and commodities of retirement in North Africa, at Tangier. Mr. Doolittle is perhaps the only FSO to receive formal commendation in a speech in the U.S. Congress by a foreign Head of State. His Excellency President Habib Bourguiba of Tunisia, said of Mr. Doolittle, "The representative of the United States in Tunis demonstrated that he understood the sense of our national struggle. In 1943, at the most heady and enthralling moment of a victorious campaign, Mr. Hooker Doolittle—allow me to name him at the risk of embarrassing him—did not hesitate to give his support to the Tunisian national movement which he recognized as the authentic mouthpiece of our people's aspirations."



1



2



3



4



5



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## IN-BOX

Cultural Officer's files in a country which shall be nameless. Certain modifications and excisions have been made to protect the identity of the writer.

Honorable Mr. President of the U.S.A.

I wish to add my congratulations to the many which you are receiving on your election with honors.

Honorable Mr. President of the U.S.A.

Last Dec. I took part in the proficiency Exam. of Michigan University. I have been informed by the responsible authorities of the American Embassy that I have not successfully passed the exam.

Honorable Mr. President of the U.S.A.

I speak English fluently and pronounce English very well. I can translate very well. My pronunciation is very correct. I have been studying English for six years. I think, I have made very good use of my time. I am more surprised than anybody for my failure. I am the best linguist in Urtucaria. My father is professor and he is surprised for my failure.

Honorable Mr. President of the U.S.A.

I have a bookcase full of only American books. I have studied about George Washington, about the legislative branch which has two parts—the Senate and the House of Representatives together have the name of Congress. I have also studied a very important part of the Constitution is the Bill of Rights, which is made up of ten amendments to the Constitution. These amendments say what the rights of a private person are under the Federal government. I have also studied about the literature of the United States, about the most influential writers in the eighteenth century Joseph Addison and Richard Steele, about the greatest poet of New England Edward Taylor, about Benjamin Franklin, William Hill Brown, Longfellow, Oliver Wendell Holmes, Mark Twain, Sinclair Lewis was the first American to receive the Nobel Prize, given to him in 1930, etc. . .

Honorable Mr. President of the U.S.A.

In my house I have your picture, because I admire you. O, if I would find words to confess my ardent friendship. I am devotedly attached to you because you are very good husband and very kind. I am very fond of you. The basis and the foundations of my friendship to you, are admiration, respect and sincerity. Please, do not trifle with my friendship, I am devotedly attached to you.

Honorable Mr. President of U.S.A.

I thank you from the bottom of my heart and shall never forget the service you will render me so graciously giving me the certificate asked for. I shall be grateful to you all my life for it. Am shy of sitting the exam again because I am 35 years old and I think I am right.

Honorable Mr. President of the U.S.A.

Make a present to me during Christmas giving me the certificate.

I did not, unfortunately, copy the Cultural Officer's reply. But I am afraid he had to inform the suppliant that the decisions of the Michigan examiners are like the laws of the Medes and Persians, beyond the power even of a President to alter.

A somewhat similar entreaty, also addressed to the President, is much more laconic:



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HIS EXCELLENCY:

Missionary College grants a number of scholarships each year for higher studies in the U.S.A. to students who have good marks. As however my marks are unfortunately not satisfactory, owing to my having been careless and lazy, I have no such chance. Therefore there is no alternative for me but apply to you personally and request you to be kind enough and come to my aid at this difficult period of my life. If you could arrange to let me have a full scholarship in a good U. S. Technical University, I would be indebted to you for ever.

It is not pleasant to have to turn down petitions like that, particularly when they are phrased with such engaging frankness. But young Mr. Diggs must learn to harden his heart. He is going to have to say "no" rather oftener than "yes."

All the sweeter, therefore, will be the sense of triumph when he successfully fills an unorthodox assignment for which the regulations provide no guidance or precedents.

AMERICAN LEGATION

Dear Sirs:

I am informed that Mr. Dalai Surk has for sale three horses.

I would like to buy two of them. Bella the oldest a mare for 6000 sesterces, her brother for 5000.

Could you conveniently advise me the amount in \$s (a due bill of the Drovers National Bank of St. Louis) that would be required to pay for both horses, plus the freight to N. Y. plus any other charges. Also to pay Mr. Surk when if and as the horses are put on the steamer, to see that the horses are turned loose in a box stall with an ample supply of hay in the stall, and a harrel of fresh water, well propped up to prevent spilling and to advise me when the *Argosy* sails and when due in N. Y.

I assure you, if you have a person to attend carefully to this matter I would thank you. I am a friend of the Sec'y of State of the U. S.

The horses were embarked on schedule. (The gelding, Bella's brother, by the way, is named Bellerophon.) They had rather a rough passage and suffered somewhat from seasickness, but quickly recovered their land legs and at last report were thriving.

I hope the transaction is properly credited in Mr. Diggs' personnel file.

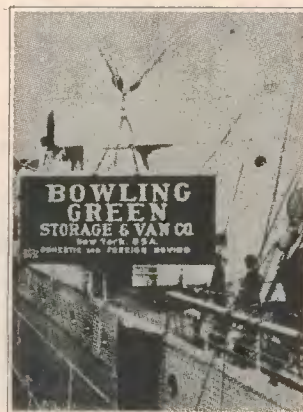


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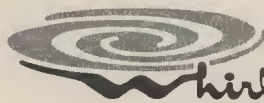
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## USA—Through Foreign Eyes

by JACK R. KERRIDGE

THE SWARTHY STUDENT from Africa who sits beside your son in the lecture hall may have a bearing on international affairs as far-reaching as a summit conference. Foreign policy may be made at the highest level, but the real friendships among peoples, the deeper understandings that can lead to peaceful relationships will come only as these face-to-face experiences between foreign visitors and ourselves become our real foreign policy. In a small way this is actually happening on the campuses of our colleges and universities. Now its effects are beginning to reach out beyond the academic world to touch the "Main Street" of towns and villages.

Throughout this nation more than 65,000 foreign visitors and students are currently engaged in study, research, teaching, and training. They come from almost every country of the world, including the Soviet Union and its satellites. Through their eyes we can see a different kind of America. Through their personal experiences we can gain a concept of the things that have affected their ideas of America. What these friendly strangers see and feel can make all of us just a bit more proud—and perhaps a little more humble in our appreciation of this land, its freedoms, and its people.

Shortly after the war Nina came to us as a foreign student. She was slightly older than the average student—serious, intelligent, and educated in the best European tradition. When we first saw her she was wan and gaunt, timid and hesitant, her hair prematurely gray and a haunted look in her eyes. She had cried that first day when we had asked her to sit down and have a cup of tea with us, and one almost felt that she was experiencing friendship for the first time. Now a year has passed. She sat facing my desk, having just returned from a seven-week work camp conducted by the American Friends Service Committee. She stood there relaxed, a healthy bronze color in her face, and a special quality of happiness shining from her eyes.

"Well, Nina," I asked. "What kind of summer did you have?"

"Wonderful, simply wonderful. You just can't imagine what it has meant to me. Your New Mexico is such a wonderful state. Everyone was so kind, so helpful."

"I'm not surprised, Nina. That is exactly why we urged you to go. We wanted you to have that experience of knowing Americans by working with them. You know, Nina, it would be exciting to have you tell the other foreign students here about your life at camp. Would you do this?"

With sparkling eyes she nodded quickly and said, "I'd love to. I'd like to tell them how we studied together, played

Mr. Kerridge has worked with foreign students both in this country and abroad and is now Foreign Student Adviser for the University of Chicago.

together, washed dishes together—it was all such fun.” Then she paused, her face sobered and she said softly, “But there are some things I couldn’t tell them—things I can tell you but not them.”

“And what are those things, Nina?”

“Well,” she replied slowly. “It’s the kind of thing that one does not easily share with strangers. After I’d been in camp just a few days I asked the Director for permission to walk up into the hills by myself. He looked at me with a sort of half smile and said that no one needed permission to go for a walk. Of course, he couldn’t know and I couldn’t easily tell him that it was the first time in years that I had the freedom to be out in the open by myself.”

“What do you mean, Nina?”

“While we were occupied by the enemy in Greece I was not allowed to cross the street after six in the evening without official permission. We just stopped visiting anyone.” She stopped for a moment, drew in her breath and blurted out, “You’ll probably laugh at me, but do you know what I did when I reached those hills in New Mexico? I was just like a child. I shouted, I yelled, I sang, I whistled—I did everything that had been forbidden all those years. Can you know what it means just to be yourself—to be free, completely free to sing, make noise, to run, jump, skip—to be a human being again. All those past ugly years suddenly seemed to fall away and it was like being a little girl again. I was free again, free to enjoy my own personality.”

**T**HIS KIND OF freedom had never occurred to me before—“Freedom to enjoy my own personality.” Sure, we have freedom of the press, of speech, of worship and of many other things. But the freedom to enjoy one’s personality—that’s a new one—We never think of it because we just take it for granted. Only through people like Nina who have suffered loss of this freedom can we partially see what America has given to all of us. For Nina, freedom had departed during those years, had been locked up, put away. In America she was finding herself again.

Edgardo was a student from one of the Far Eastern countries who had stopped in the office for assistance in completing an application for a medical internship. One of the questions asked was that he state his religious preference, and he had written “Protestant and Catholic.”

I found myself quickly blurting, “But, Dr. Canlas, you can’t answer it this way. You must state one or the other.”

He looked at me seriously and with deep sincerity replied, “But why? This is a democratic country and I like both!”

Our long wave of prosperity may have deadened us to the simple premise upon which this nation has grown strong—the dignity of labor. But this one idea can be a shock-teacher to some of the foreign students. One spring I suggested to a student from Asia that he spend the summer in a camp waiting on tables, sweeping floors, driving a truck, emptying garbage. This boy came from a wealthy, cultured family; he had never done manual labor, nor was any ever expected of him. But he was willing to learn, willing to know what we mean by the dignity of labor.

Toward the end of the summer we visited the camp. Our student had particularly asked that he be allowed to wait upon us—and was he proud! He beamed as he handed us

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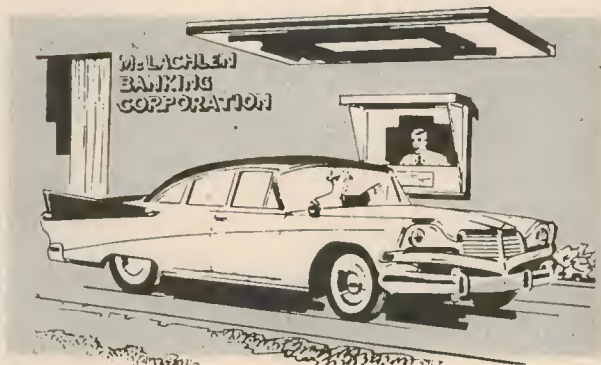
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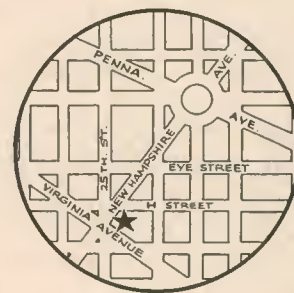
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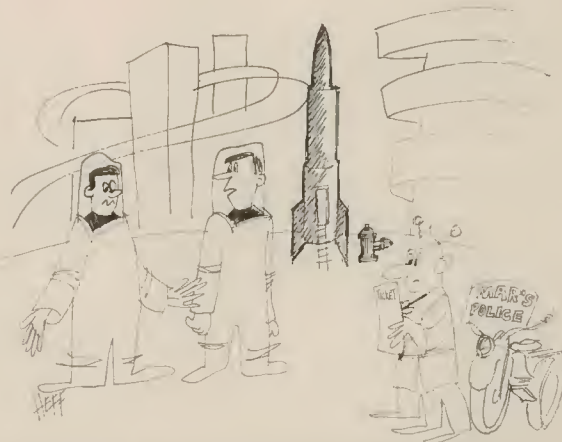
**THROUGH FOREIGN EYES**

the menu. It was written all over his face—a man may work at any job and hold his head high. While we were eating, one of the waitresses passing our table stumbled—her tray of dishes clattered all over the floor. She stood there in awkward embarrassment. Quietly and quickly our Asian student brought a brush and dustpan and proceeded to sweep up the entire mess. This from a boy who had not so long ago expected someone else to pick up his tennis balls. We looked at each other with an understanding smile, with the same unspoken thought. He had learned himself one of the special qualities of America.

**I**N A LARGE city a young student from China was set upon by three hoodlums who beat him severely, leaving him to stagger along the street until someone recognized he was badly hurt and called an ambulance. He was a sensitive boy and had come to the United States to prepare for the ministry. Two weeks in the hospital sufficed to restore the physical damage, but his emotional stability was threatened. He couldn't sleep at night. He kept waking up with screams of nightmares—memories of the attack. He came to see us for advice and help, recognizing that he had become overly-fearful and worried lest he lose his balance completely.

He couldn't have known that the solution lay miles away in a small town surrounded by farms and possessing the healthy atmosphere found in country life. This was a special town—its people had experienced the thrill of having 150 foreign students in their homes for Thanksgiving and they had a real warmth in their hearts for strangers from other lands. We placed a call to the town and spoke to the family which had originated this Thanksgiving hospitality. Hardly had we explained the problem when the voice at the other end said, simply, "When will he come?" No fanfare, no long discussion, they knew what he needed. The student spent most of the summer in this town, and the townspeople saw to it that he was given odd jobs so that he could feel a sense of independence. In this daily routine, in the serenity of this small, friendly town a Chinese student lost his fear and regained his faith in himself and others.

In a Midwest hospital an experiment took place involving the use of foreign students. A Dutch girl was speaking to a group of emotionally-disturbed patients—vividly describing her experiences when she had worked as a missionary in the Mau Mau territory in Africa. The experiment was based



"No one's going to believe this when we tell them."

by Jack R. Kerridge

upon the premise that a foreign student could bring to such a group of patients a picture of objectivity and a subject that was completely outside of the patient's own knowledge or experience, and in so doing could arouse a new interest. When the Dutch girl had finished, several questions were raised and then a hand was waving in the air. "And weren't you afraid to be in this Mau Mau country?"

She answered simply and sincerely. "Certainly I was afraid—not once but many, many times."

There were other questions, but when the meeting was over several of the patients gathered around the student with just one general question—How could she ever say publicly that she was afraid?

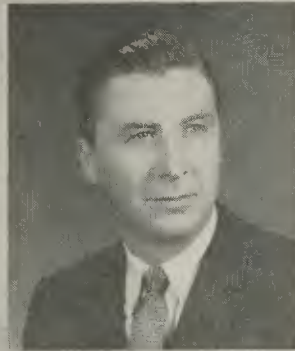
Again came a simple and sincere answer. "But all of us are afraid of something, all of us have some fears."

Much later we were told that her simple statements had been wonderful therapy. Here was a young woman who was not a doctor, not a member of the hospital staff, not a professional—simply a person who said she was afraid and yet was normal. Today the use of foreign students has become a regular practice in this hospital and has helped create new interests among the patients.

**M**ARIA CAME from one of the Iron Curtain countries, one of a small number of students admitted under a recent cultural exchange agreement. She was in her late thirties, a woman of beauty and poise, a serious student who had already established herself as a scholar. It was now my job to break the news to this student that the university hospital examinations had disclosed a potential lung problem which might require prolonged treatment. She was slightly bewildered as all this was explained, and I hastened to add that we had already been in touch with the American foundation that had sponsored her coming and that it had instantly offered to pay all necessary expenses for her care. No matter how long it might take, the foundation wanted her to have the best of care and wanted her to return home only after she had been completely cured. As the impact of all this sank in, the tears began to roll down her cheeks. Suddenly she was aware of what we mean by American generosity, by American friendship. She could hardly grasp the fact that so many people had become involved in her individual problem, that everyone was anxious to help in every way possible.

Fortunately her treatment did not take long and she returned home fully recovered. But she had glimpsed the side of America which responds so quickly to those who face problems. What impressions did she take away with her as she returned home? I honestly don't know, but it would not be difficult to guess that somewhere in her heart she has a warm memory of America and its people and that she will remember always the friendship that was offered.

These are just a few of the thousands of foreign visitors studying in this country. Each has a personality to share, each is taking from America a personal experience. What each student takes from us depends entirely on what we, as persons do to him. This is our opportunity to create the deeper kind of foreign policy—the kind that needs no treaty—the kind that is lasting because it reaches human hearts. This can be America at its best.



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## Whose Move Is It?

by JANE WILSON POOL

THAT WAS the best office in the State Department—right in front of the entrance of the Old Building on Pennsylvania Avenue. There was hardly a day I didn't get invited to lunch by some FSO on his way out. Some days I was taken even so far as the Mayflower or the Carlton, but more often to Nichols' on 17th Street which was just as much fun, as I learned as much about the Foreign Service—which was my job—over spaghetti and meat balls as I did over filet mignon. Where they took me depended upon what post they had just come from; those from Caracas, say, or Paris, steered me across the street, but anybody who'd been in the Near East or a banana republic hailed a cab and we went up town. No matter where we went, the stories were good.

I learned a lot about the Foreign Service. Sometimes they brought their wives along, and I got the family angle. Everybody had just moved somewhere or was getting ready

to move somewhere else. But no matter what they talked about they always got back to the old underlying theme—packing and shipping effects. It seems this subject is always popping up and it is rather a ticklish one these days. Anyone who doesn't take sides is a Timid Soul and I have, oh, such decided opinions.

Normal people—doctors, lawyers, Indian Chiefs—might move once or twice in a lifetime, but not people in the Foreign Service. They pick up chattels and children and lares and penates and cart them half-way round the world every two or three years. After one or two moves, from the bouncing and jouncing the corners begin to wear off, of the family as well as the furniture. I know, because one day I married one of those men who took me out to lunch, and after our first move (we went behind the Iron Curtain on our honeymoon), I felt all chipped along the edge, but the furniture wasn't damaged a bit.

Any woman who has ever collected antiques is just a fool to marry into the Foreign Service. That's me. Not that my *objets d'art* have suffered—it's that several years have been taken off my span from sheer worry about the kind of life our effects must lead, and I'm the one who's battered. I might be playing bingo on a nineteen-day ocean voyage, with a responsible baby-sitter in our cabin, but I can't keep my mind off of what might be going on in the hold of the ship.

But to go back to the beginning, when we left for our first post together. Our effects were gently packed, and with respect, as though they were en route on loan to the Tate. No move could have been more pleasant, but my head was in the clouds anyway. The cherry-wood Chapin highboy was secure in its two cases—its delicate legs braced as prescribed, and the inlaid Hepplewhite sideboard was in a crate the size of which seemed about suitable for a small Rodin.

It wasn't until we arrived at our Eastern European post that I heard the first ugly rumblings. "What? Your things on the way? But, my dear, sh-sh, you might never get them out of here, if we have to leave in a hurry, you know." I had hideous forebodings. Why I had ever taken my grandmother's silver egg warmer out of Virginia, much less out of the U.S.A., I'll never know. And to think of my Great Aunt Amanda's tea tray falling into Commie hands was more than I could bear. I transmitted my woes to my groom too, and his favorite saying he had married me for my baby grand piano didn't sound so funny any more. But he did try to please me, he phoned Hamburg and when the Vice

The author is the wife of FSO John C. Pool. Mrs. Pool is a former editor of the JOURNAL and is at present editing the NEWSLETTER of the Foreign Service Women's Association.

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Consul there told him our effects had just arrived but were still on the ship, he told him just to send them right back. Poor Mr. Fyfe. So for a long, long, long time we slept on mattresses made in three pieces, the horizontal sections of which cut neatly and deeply into our slumbers. Our Beauty-rests reposed, securely wrapped, in storage back in Washington where they had been packed.

Then we were sent to Bermuda and we had "Donoughmore." That's the fabulous Weir estate, completely furnished, which the Government doesn't own any more, so I can talk about it now. I had to be very careful then though for fear some Congressman might say we lived too well, which seemed silly as about every other guest we had was a Congressman and they all have pretty good eyes in their heads.

So my antiques wouldn't have made such a splash there anyway, but the storage people sent me down the piano, the linen trunk, the silver (including the silver ice bucket the Foreign Service Association had given us for a wedding present) and the Canton china. How they managed to send us what we wanted, I'll never know, but they did, and intact. The rest stayed in storage. So I glided around "Donoughmore" and tried to act like I had always lived like that, and ran the house with three servants, where Mrs. Weir had had ten.

Our next move, from New York to Buenos Aires, presented new problems. To hitch up the smaller shipment from Bermuda, to the larger lot in storage in Washington, and add to that, a crib and a baby carriage and incidental accoutrements bought at a discount, was about enough to tax the patience of St. Christopher, but it all worked. All, but the disposable diapers which got packed with the furniture by my mistake, and the ship's supply ran out before we reached B.A.

It took four men two days to assemble the four-poster canopy bed in our apartment there. Admitted it has twenty-two parts, but even so . . . It was when we got ready to leave Argentina, that the ghastly realization dawned on me that I'd better learn something about packing myself, if I intended our effects to survive our peregrinations. So I studied up on our Washington shipper's instruction manual, "Packing for Overseas Shipment." I acquired all but the brawn. Consequently, it was with quite a bit of authority that I ordered the man, "You take some of that excess padding off that highboy to make it fit that case which was made for it. don't knock the case to pieces. *Entiende?*" Just at that moment Evita Peron died, the men dropped everything, left me standing up to my knees in excelsior, and there was a complete national work-stoppage for three days. We had to move down the street to a hotel until I could begin ordering those men around again.

We have moved about from nations with developed as well as underdeveloped economies, but to my mind there's no development like home, for packers, that is. No matter where we were, Bermuda or Buenos Aires, in that secret drawer of the old desk reposed the savings envelope, put aside for a sunny day, marked "Unpacking—Washington Assignment."

Three impressions stand out in my mind about our next assignment: England. One, my speech before the Southampton Rotarians. Imagine that! But they asked for it; on "My Experiences in the Foreign Service." That account about how my husband has a habit of disappearing every

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time the moving truck draws up in front of the house, and it's impossible to reach him even by phone, seems to dispel the old adage about the Englishman's having no sense of humor. The second impression was the day the moving van did draw up to the door, and out jumped the movers in their tidy white aprons. "A nice day, Madom, for the packing." It was a typical English day, but the sun was shining in my heart, with all their efficiency and politeness. The third was the way they packed in tea chests—so John Bullish—which we saved and used over and over again.

Our effects arrived at our most recent post in Central America during a revolution, and in the midst of the rainy season. I was more worried about the weather since the vans were unloaded from the ships and dumped on the ground where there was no shelter whatsoever. They just sat there, out in the open, while it rained and rained, until sometime, somebody got around to loading them onto trucks to travel the miles of tortuous, muddy so-called roads leading to the Capital. We were lucky, as ours was a steel van and the rain couldn't do us any real damage, and the possibility was very remote, although I thought about it in bed at night, that it might come in handy as a fort to the local boys in a wayside skirmish.

**B**UT ANYTHING could happen, and it did. In loading the truck the rollers had been left under the unfastened van, so when the effects reached town although the truck could make the steep grade up to our house, the van couldn't. Kerplunk, one end landed in the road. The household gods were looking after my household goods that day not to let that happen until they had nearly reached home. My phone call to the Embassy must have sounded pretty urgent because Jack reached us in three minutes flat.

There was no way of moving that loaded van as there wasn't such a thing as a hoister or derrick in the place, so each article of furniture was unloaded and carried piggy-back up the hill to the house, we having set up a watch-relay every fifteen feet to prevent things from disappearing among the kibitzers who were adept sleight-of-hand artists.

We hadn't been settled very long before the Termites Swarmed. There's one thing I've always had a horror of, and it's termites. I was sitting on the front porch one day, letting down the hem of Amanda's dress, when I looked up and couldn't believe my eyes. I thought it was snowing and I wondered if I was beginning to crack up under this life in the Foreign Service. The air was white with flying things. Our neighbors across the street came out. "Termites," they shouted merrily, as though it was the most entertaining phenomenon in the world. I ran screeching for the maids, "Shut the windows, shut the doors, get the brooms." And they scuttled about in their flat slippers, sweeping and brushing and giggling as though it was all a perfectly delightful game. Not me. I was frantic. As fast as I swept out one pile of the winged creatures from the living room floor, another would heap up. They crawled in through the cracks and seemed to reproduce before my very eyes. In a few minutes, I looked outside, and the air was clear, the cloud

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had passed, but they were still crawling over the floors of my house.

I went to the phone and called the STICA insect expert. His reply left me flat. "Don't bother, Jane, that often happens here, they're following the Queen and they've got their minds on something else—and it's not your furniture!" And sure enough, several hours later there wasn't a one to be seen.

There's the time our friends the X's left town for good. There were no packers at that time, literally not a packer in the city. So they rolled up their sleeves and, with the help of their gardener and the local carpenter, went to work. Edwina was a little like me, in that she loved her home and wanted to get to the next one with some of her effects anyway. When I dropped by to watch their misery and inquired how the "packers" were getting along, Dave replied, "I'd just as soon have a couple of orangutans around," and Edwina wailed, "And they wanted my sheets and blankets to wrap the furniture with!" They lost six cases on that transfer.

So for three years I watched them all pack up to go, but I had already begun to pave our exit. Back in the back room I used for storage in our house were piles of excelsior-filled paper, two rolls of wide green wrapping paper and a box full of new cord and many collapsible cartons. These had come down from our good old Washington packers tucked into extra space in our colleagues' cases. I also had in neat rows all our barrels and specially made packing cases which I always kept. Our car port was half-filled with them too, which bothered my husband not a little. He said we always looked, and it wasn't good business, as if we were ready to go any minute. Maybe we were.

Then we had a stroke of luck. An American packer in Panama made a deal with the Administrative Office, all on the up and up: he flew in workers from a neighboring country, with supplies, and no more did we have to have mixed emotions about leaving that country. And to fill the cup, the new packer was the agent of our old friends, the Washington packers, and worked by their standards. We left that post in the midst of a revolution, just as we had come in, and in the middle of the rainy season as well!

**W**E ARE NOW on Washington assignment. We're all settled, all but the curtains, and unpacking in our new house was a joy. The foreman was the same one we had going out, and seemed genuinely glad to see the old grandfather clock again. And I'll never forget those patient men who at the end of the day went through the whole pile of trash—two hours it took them—until they finally found the lost top to the Chinese coffee pot. It's now in its place in the corner cupboard just across from Great Aunt Amanda's tray on the serving table, comfortably waiting to be inherited by her namesake. The old clock bongs the hour, the highboy gets its regular coat of wax, and the brasses get polished, (by me). And there in the secret drawer of the old desk is a savings envelope, with not much in it yet, marked. "FOR PACKING—OVERSEAS ASSIGNMENT."

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## Fulbright on Recent Events

(from p. 34)

case? I know it is embarrassing and annoying and potentially dangerous, but is it really intolerable? . . .

What would substantially alter the balance of power in the world would be precipitate action by the United States resulting in the alienation of most of Latin America, Asia and Africa.

I believe that if we intervene unilaterally in Cuba, we prejudice our cause in the hemisphere. The contrary argument by the interventionists is that if we do not intervene, we lose the hemisphere—that is, that if Cuba continues to exist as a base for Communist propaganda, subversion, and agitation, the other countries of Latin America, beginning first in Central America and the Caribbean, will be gradually subverted and overthrown . . .

My point is that the vulnerability of Latin America to communism may well be increased more by unilateral action against Cuba than by the continued existence of Castro's Cuba. One cannot honestly be dogmatic about this. The hour is very late in Latin America. Many of the free governments of that area walk a tightrope. But the situation is not completely hopeless, nor are we completely helpless.

There is much that we can do to strengthen the cause of freedom in the Western Hemisphere, if we have the wit to do it and if we get on with the job. We have neglected the job as long as we dare . . .

We can improve the breadth and depth of our contacts with free labor groups and with the intellectual non-Communist left in Latin America.

We can give technical assistance to the progressive democratic political groups of Latin America in the techniques of political organization and action . . .

The Organization of American States must take a broader and more active role in the affairs of the hemisphere . . .

The action of the Organization of American States in sending a fact-finding commission to the Dominican Republic is encouraging evidence that the organization is now accepting some of its hard responsibilities.

A peaceful revolution should be brought about in the Dominican Republic. The enormous properties of the late dictator should be turned over to the Dominican people to be operated for their benefit. And a moderate government based upon democratic principles should be encouraged.

The meeting in Uruguay this August of the Organization of American States offers an opportunity to give additional credibility and momentum to the alliance for progress. Few such opportunities may remain. On this and related occasions the United States must make clear that it is not seeking to cultivate complaint regimes, but rather independent and progressive societies. Our duty is to show that between communism and the flickering old order, the United States recognizes a third choice—permissive societies whose central purpose is to embody the peoples' will and the peoples' needs.

In Latin America, as in much of the rest of the world, the question is being posed: Can social and economic progress proceed apart from totalitarian discipline? It is our duty to provide a credible case for the affirmative side of this debate. Our economic and philosophical resources, if wisely used, should enable us to succeed.

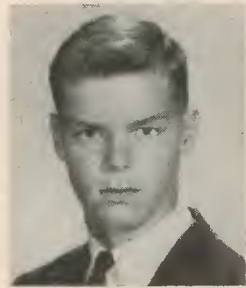
# AFSA : Scholarship Winners for 1961-1962



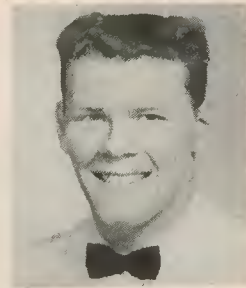
**PATRICIA R. ARMIJO**, daughter of Patrick H. Armijo, freshman at Vas-sar College, member of National, French, and Art Honor Societies. To major in languages or political science. (Foreign Service Women's Assn. Award—"Polly Lukens Memorial Scholarship").



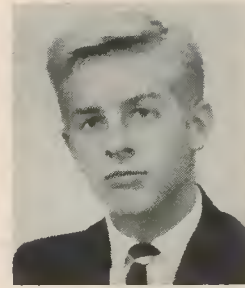
**ANN BENNETT**, daughter of Josiah W. Bennett, junior at Barlow School. Member Student Council, Vice Pres. Biology Club at Bethesda-Chevy Chase H.S., and Future Homemakers of America. ("Merrill Trust Scholarship").



**DAVIS E. BOSTER, JR.**, son of Davis E. Boster, junior at Western Reserve Academy. Interested in athletics, member of freshman football squad. Lead honors section of second-year mathematics. ("Merrill Trust Scholarship").



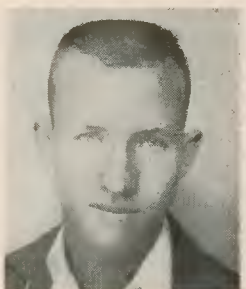
**KEVIN S. BOUCH**, son of Elizabeth C. Bouch, freshman at George Washington University. Interested in mathematics, public speaking and engineering. ("Overseas Service Scholarship").



**CHARLES C. BRIGGS III**, son of Charles C. Briggs, Jr., freshman at Univ. of Penn. Member German and Spanish Clubs, Choir, Sailing Club, Editor, literary magazine. Plans to become doctor of medicine. ("AFSA Scholarship").



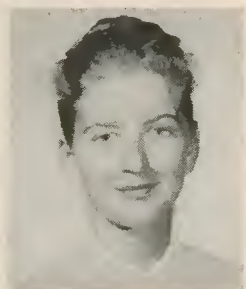
**KATHLEEN J. BRODERICK**, daughter of Maurice J. Broderick, junior at Mary Washington College, Liberal Arts Course, double major: in Spanish and pre-Foreign Service. Plans to enter Foreign Service. ("AFSA Scholarship").



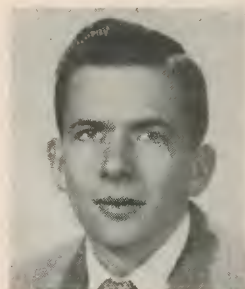
**JOSEPH J. CHAPPELL, JR.**, son of Joseph J. Chappell, sophomore at Georgia Institute of Technology, on Dean's List, engineering major, in NROTC. Awarded Gallman Scholarship in 1960. ("Willard L. Beaulac Scholarship," one of Benton awards).



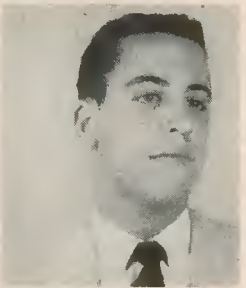
**WILLIAM A. COLEMAN**, son of Aaron R. Coleman, sophomore, University of Washington, political science; pre-law student. Interested athletics. ("AFSA Scholarship").



**MICHELE de GRACE**, daughter of William B. de Grace, freshman at Barnard. Was Class Prefect at The Convent, Penang. Received Latin and English awards. Interested in field of linguistics. ("Merrill Trust Scholarship").



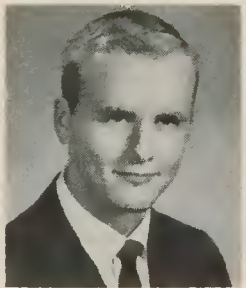
**JOHN R. DORR**, son of late Robert J. Dorr, freshman at San Jose State College. At Bethesda-Chevy Chase H.S. member Chess, Jr. Civitan Clubs. Plans to be doctor. ("Foreign Service Women's Association Scholarship").



**GERALD A. FEFFER**, son of Louis C. Feffer, sophomore at Lehigh. Foreign Career major. Letter in soccer and basketball. American Legion Award in history. Received 1960 AFSA award. ("Herbert S. Rursley Memorial Scholarship").



**ERIC G. FRIBERG**, son of Frank E. Friberg, sophomore at Harvard. Majoring in physics. Member of German Club, crew and Air Force ROTC. ("Robert Woods Bliss Scholarship," 1960-61, 1961-62).



**FORREST K. GEERKEN, JR.**, son of Forrest K. Geerken, sophomore at University of Minnesota, honor student. Plans to be an architect. Interested in sports, music and religion. ("Merrill Trust Scholarship").



**NINA CLAIRE GILOANE**, daughter of William Giloane, freshman at Swarthmore. Graduated cum laude. American School, Paris. To major in math. Interested creative writing. ("Gertrude Stewart Memorial Scholarship").



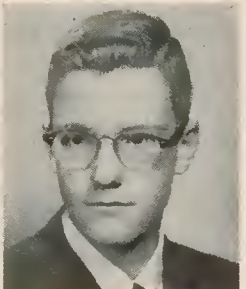
**LOIS MARGARET GEORGE**, daughter of Scott George, sophomore, Biology major, Vanderbilt University. Medical research. Delphi member (honorary scholastic society). Interests: Creative writing, photography. ("AFSA Scholarship").



**RONALD F. HALE**, son of Robert F. Hale, freshman at Swarthmore; Foreign Service career. At San Miguel School, Editor yearbook, Class President, National Honor Society. Stewart Scholarship, 1960. ("AFSA Scholarship").



**DAVID RONALD HARTZOG**, son of David H. Hartzog, freshman at UCLA. To major in social sciences for F. S. career. Honor student, member Student Council, Franklin D. Roosevelt H.S., Lima. ("AFSA Scholarship").



**DALLAS L. JONES III**, son of Dallas L. Jones, Jr., sophomore College of Wooster, on Dean's List. Interested in history, languages, archeology. "A. Dana Hodgdon award," 1960. ("Howard Fyfe Memorial Scholarship").



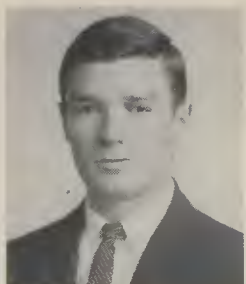
**LORETTA A. KANE**, daughter of William Kane, sophomore at Radford College, majoring in mathematics. Staff member of college newspaper, "The Grapurchat." Hobbies are reading and stamp collecting. ("AFSA Scholarship").



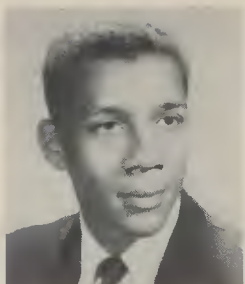
**BARBARA A. KELSTON**, daughter of late Leon Kelston, junior, Skidmore College. Program Manager, and co-editor of crossword puzzle, for *Skidmore News*. Liberal Arts course. To enter merchandising field. ("Overseas Service Scholarship").



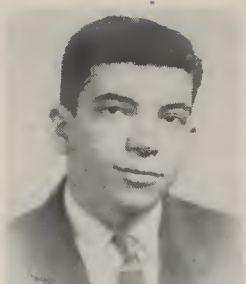
**LINDA J. LaMACCHIA**, daughter of Frank R. LaMacchia, freshman at Swarthmore. Member French and International Relations Club at Bethesda-Chevy Chase H.S. Interested in Peace Corps. (PSWA Award—"Mildred F. Boonstra Memorial Scholarship").



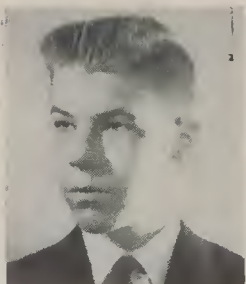
**DOUGLAS H. LATIMER**, son of Frederick P. Latimer, senior at Princeton. U.S. Army 1958-60. Athletic Chairman Quadrangle Club, member varsity 150-lb. crew. Interested in Peace Corps. Recipient AFSA 1956, Harriman 1957 awards. ("Bruce Scholarship").



**MICHAEL LEWIS**, son of William H. Lewis, freshman at Dartmouth. Photographic editor of yearbook. President of Glee Club and Co-Captain Track Team at Deerfield Academy. Interested in photography. ("AFSA Scholarship").



**MICHAEL LIPPE**, son of Irvin S. Lippe, entering Univ. of Michigan. Interested in mathematics and sciences. Was National Merit Scholarship Finalist at Bethesda-Chevy Chase H.S. ("Whitbur J. Carr Memorial Scholarship").



**GEOFFREY E. LOBENSTEIN**, son of James C. Lobenstein, freshman, Oberlin. Interested: music, photography. Is Boy Scout Patrol Leader, National Merit Scholarship Finalist. ("Robert Woods Bliss Scholarship").



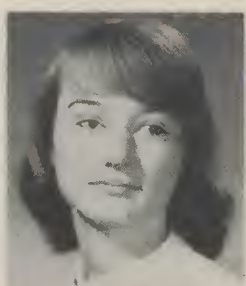
**TOMMY C. LUBOIAN-SKY**, son of Earl H. Luboiansky, sophomore, California Institute of Technology. Interested in astronomy and physics. Hobbies: French horn, rifle marksmanship, debating, Scouting. ("William Benton Scholarship").



**CAROLYN H. MacFARLANE**, daughter of William E. MacFarlane, freshman at Radford College, to major in languages. Member German-American Club, French National Honor Society, National Honor Society, at Stuttgart American H.S. ("AFSA Scholarship").



**CHARLES R. MACK**, son of Mary D. Mack, senior at Univ. of North Carolina; major, European History; minor, Classics. Interested in archeology. Recipient AFSA, 1958 and Stewart, 1959, awards. ("Gertrude Stewart Memorial Scholarship").



**MARY A. MANCHI**, daughter of Martin C. Manchi, freshman at Macy Washington College. Interested interior decorating, drama, mathematics and science. Received poetry honor award, basketball medals, championship in high jump. ("AFSA Scholarship").



**SUZANNE E. MARSTON**, daughter of Ralph G. Marston, freshman, College of William and Mary. Interested: music (piano, choral), journalism. Nominee, Quill and Scroll, International Honor Society for high school journalists. ("AFSA Scholarship").



**DAVID J. MOLINEAUX**, son of Cyril L. Molineaux, sophomore, Georgetown U. International affairs. Was draftsman, experimental farm for Rockefeller Foundation in Colombia in summer of 1960. ("AFSA Scholarship").



**KAREN N. MOXNESS**, daughter of Ronald G. Moxness, freshman at Stanford. Interested in languages and sciences. At Frankfurt American H.S. was Student Council officer, member National Honor Society. ("AFSA Scholarship").



**SHELLEY MUSSER**, daughter of Ruth S. Musser, freshman, Univ. of Arizona. Interested in writing. Editor yearbook, American Academy (Kifissia); Student Council Representative. ("William Benton Scholarship").



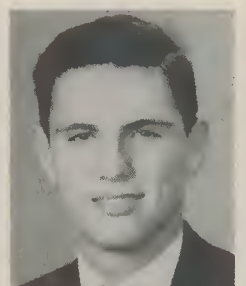
**ELIZABETH F. O'BRIEN**, daughter of Richard C. O'Brien, sophomore, George Washington U., major Foreign Affairs. Plans to obtain Master's Degree in Library Science, Career—librarian. ("AFSA Scholarships," 1960-61, 1961-62).



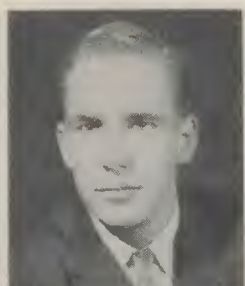
**DAVID A. POST**, son of David Post, freshman at Amherst College. Member of Debating Club and International Relations Club, Mt. Vernon H.S. Interested in sports and music. ("AFSA Scholarship").



**MARGARET JILL ROBINSON**, daughter of Thomas C. M. Robinson, senior at Sidwell Friends. At Karachi American School: President, Junior Class; editor school paper. ("Hollingsworth Scholarship").



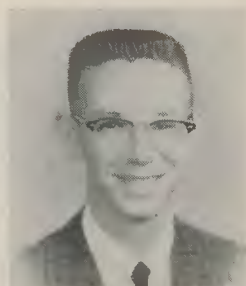
**CHRISTOPHER W. S. ROSS**, son of Claude G. Ross, sophomore, International Relations Program, Princeton. Foreign Service. Interested Whig-Clasopic Debating Society. ("John Foster Dulles Scholarship" 1960-61, 1961-62).



**MICHAEL O. SANDERSON**, son of Melville A. Sanderson, Jr., freshman, Brown University. Political Science major. To enter Foreign Service. At Kodaikanal School: Senior Class President, Editor yearbook. ("Merrill Trust Scholarship").



**PATRICIA E. SCHRAUD**, daughter of Myron H. Schraud, freshman at Stanford. California Scholarship Federation (life member), semi-finalist National Merit Scholarship, Managing Editor school paper. ("Merrill Trust Scholarship").



**THOMAS G. SINDERSON**, son of Paul G. Sinderson, pre-med, freshman at Bowdoin. At Walter Johnson Sr. H.S.: member mixed chorus, National Merit Scholarship Finalist. ("Charles B. Hosmer Scholarship").

## Scholarship Winners for 1961-1962

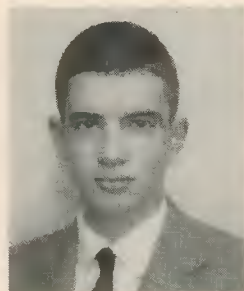
**FIFTY-SIX SCHOLARSHIPS**, including three New York Times Foundation Scholarships, were awarded to Foreign Service children for 1961-1962. This represents an increase of twenty-five percent over last year's awards. One hundred and twenty-seven applications were considered this year. The growing size and importance of the American Foreign Service Association's scholarship program is due to the continued generosity of donors of funds both large and small who have made this increase possible. Scholarship awards this year will be for \$500 except for the Harriman Scholarship, (approximately \$1,000) and the New York Times Foundation Scholarships.



**RICHARD L. SMITH**, son of Donald W. Smith, entering 9th grade, Kent School. At American School, London: Student Council Representative, Interested in science and mathematics. ("Hollingsworth Scholarship").



**MONICA L. STEVENSON**, daughter of Robert A. Stevenson, freshman at Duke University. At Woodrow Wilson H.S.: member National Honor Society; School choir; French and German Clubs. Plans Foreign Service career. ("Gertrude Stewart Memorial Scholarship").



**ERWIN S. STRAUSS**, son of Erwin Strauss, freshman at Massachusetts Institute of Technology. At American School, Paris, member Cum Laude Society and best physics student. Will enter field of electronic research. ("AFSA Scholarship").



**MIGNON SWIHART**, daughter of James W. Swihart, sophomore, Mount Holyoke College, distinguished academic record. Interested: Music (piano, choir), debating. Will enter Foreign Service. ("Wilbur J. Carr Memorial Scholarship," 1960 and 1961).



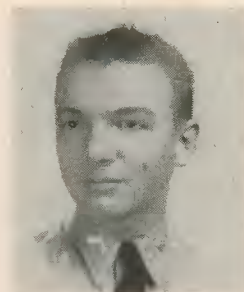
**ISABEL B. THOMASSON**, daughter of David A. Thomasson, senior, George Washington U., on Dean's List, Major, French language and literature. Interested in glee club and dramatics. Will teach. ("AFSA Scholarship," 1960, 1961).



**LYNNE TRANSTRUM**, daughter of late Orville H. Transtrum, senior, George Washington U.; major, Elementary Education. Special Projects Chairman, Booster Board, Messiah Chorus. Will teach. ("AFSA Scholarship," 1959, 1961).



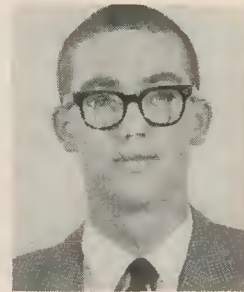
**ANNE L. WARNER**, daughter of Gerald Warner, freshman at Pembroke College. At Woodrow Wilson H.S.: member Social Studies, Math., Newscasters Clubs. Interested in dramatics, music. ("Gertrude Stewart Memorial Scholarship").



**WILLIAM J. WAYLETT, JR.**, son of William J. Waylett, freshman, Cornell. Chemical engineering career. At Albany Academy: member football, basketball squads; member National Honor. Cum Laude Societies. Foreign Service Journal award, 1960. ("AFSA Scholarship").



**DAVID S. WILSON**, stepson of Duncan N. Scott, Jr., freshman, Dartmouth. At American School, Tokyo: varsity basketball, baseball teams, President Student Council, Vice Pres. National Honor Society. ("AFSA Scholarship").

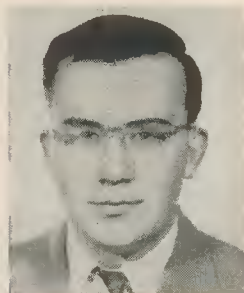


**PETER WINSHIP**, son of Stephen Winship, freshman at Harvard, history or literature major. At Phillips Academy: Student Congress Representative, Managing Editor school paper; recipient 3 prize scholarships. ("Merrill Trust Scholarship").

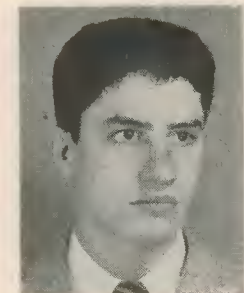


**MARY MARGARET WITT**, daughter of William H. Witt, entering National Cathedral School, junior class. At Bethesda-Chevy-Chase H.S. received award in art. Interested in art and dramatics. ("Foreign Service Journal Scholarship").

### New York Times Foundation Scholarships



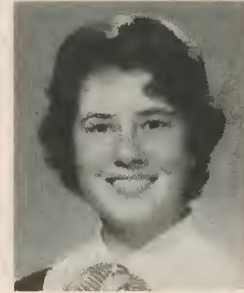
**J. OWEN ZURIHELLEN III**, son of J. Owen Zurihellen, Jr., freshman, Columbia. At American High School, Munich, member of track team. Is licensed amateur radio operator in U.S. and Germany. ("Merrill Trust Scholarship").



**JAMES W. MURFIN**, son of Thomas H. Murfin, freshman, Stanford. At Notre Dame Int. School, Rome, honors student. Activities included Varsity basketball, Business Manager newspaper, debating. ("Oliver Bishop Harriman F.S. Scholarship").



**THOMAS de ZENGOTTA**, son of Juan de Zengotta, freshman at Columbia. At St. Joseph's College, Yokohama: Editor yearbook, Class officer, Chairman of Charity Drive. ("The New York Times Foundation Scholarship").



**PATRICIA M. LaFRENIERE**, daughter of J. Alfred LaFreniere, freshman at Barnard. At Oporto British School received English General Certificate of Education, entitling entrance at Cambridge and Oxford. ("The New York Times Foundation Scholarship").



**ROBERT L. TRIVERS**, son of Howard Trivers, freshman at Harvard. At Phillips Academy: President German Club, Student Congress Representative, Varsity letter in boxing, interested in math., philosophy. ("The New York Times Foundation Scholarship").

# Letters to the Editor

*Pseudonyms may be used only if the original letter includes the writer's correct name. Anonymous letters are neither published nor read. All letters are subject to condensation. The opinions of the writers are not intended to indicate the official views of the Department of State, or of the Foreign Service as a whole.*

## "Sense of Humor"

AS A RATING officer I am appreciative of the hard work that has gone into the Department's revised "Instructions for Completing Form FS-315 Efficiency Report." At the same time it seems to me that there are a couple of points in the revised instructions that require restudy. Specifically, the inclusion of "capacity for fair self-appraisal" and "understanding of his proper role in official circumstances" under the heading "Sense of Humor"—while perhaps pertinent with regard to the uses to which Foreign Service officers have sometimes been put—appears to be at variance with the sense of the urgency and importance of our mission which the President and the Secretary have been seeking to impart to the Service.

JOHN KEPPEL

Washington

## Resident Americans

NOT LONG AGO an American businessman resident in Singapore expressed to me his pleasure and appreciation for the cooperation rendered the local American community in its various undertakings by the Consulate General staff.

In certain other countries where he had served, he remarked, this had not been the case. Some Embassy and Consulate officers in these countries had tended to take a standoffish attitude with respect to resident Americans. The attitude seemed to be that the officer's social and cultural relationships should be confined to the local citizenry. Except for passport and commercial services, let the Americans take care of themselves!

While recognizing that our primary contacts obligation points toward the population of the country, I find it hard to believe that any post would fail to understand the importance, also, of close and cordial relationships with the local Americans.

To my mind, members of the American community can be an important asset—indeed, an ally—in the exercise of American representational responsibilities abroad. In their endeavors and

activities, they frequently can reach more deeply into the life of the country, and range more widely, than a handful of official Americans. An American international school, an American international club, and American women's local charities—such as exist in Singapore and many other cities abroad—are enterprises of positive value to be encouraged and participated in.

Moreover, a local American businessman is frequently drawn into conversations with his local friends about conditions in the United States, or about American foreign policy. If he is currently well-posted, he can advance U. S. informational activities abroad in areas well beyond the reach of USIS.

And yet, among certain USIA officials in Washington I have sensed opposition to supplying the informational services of overseas posts to Americans. Such an attitude is extremely shortsighted. Putting it bluntly, the unofficial American can be an important "instrument," or "media," for advancing U.S. informational activity abroad. USIS disseminates releases to a newspaper editor, not for his personal edification, but for the use he might make of it, and the same principle might apply to the local American businessman.

As I have suggested, the unofficial American can be a positive asset to the official American abroad.

We should not forget it.

WILLIAM P. MADDOX  
Consul General

Singapore

## "Charity in the Foreign Service"

I AM SURE that Mrs. Alice Raine will receive many answers from Foreign Service wives to her article. I, too, believe that we should all do something to enhance American prestige while serving overseas with our husbands.

At Colombo our American Women's Club sponsors an annual fund-raising ball which is widely advertised and everybody knows that the American women are doing this for local charity. Most of us help in this project and even put on a floor show with American amateur talent. I also work with other

charities, as do quite a few of the Americans here. We have our pet projects as we are, after all, in touch daily with the local population and with that part of the population which one does not normally meet at a reception or cocktail party. Good deeds, of course, speak for themselves. I certainly do not think we should keep secret the fact that we are trying to help as much as we can, but unless we can think of a nice way of letting others know what and how much we are doing, it might be better not to say anything at all.

ILSE SANDERSON  
(Mrs. M. A. Sanderson, Jr.)

Colombo, Ceylon

## "Machines and Foreign Relations"

THE SPECIFIC items mentioned in Albert Stoffel's letter "Machines and Foreign Relations" stimulate the following thoughts to me: 1. Revise Department letters and correspondence to use a block style (as preached by GSA, and used in private industry and enlightened administrative systems). 2. Introduce the use of machines such as he mentioned, adding others, such as the "sight sensors" that translate from cards to tape and "read" and communicate data. For example, the Army's famous highspeed gear used for communicating with earth satellites might have an application to department cables—speeding up the velocity and therefore the volume of words possible to transmit over a given time period. 3. Employ huge typing pools using "remote" dictating devices. Under this system, I have seen insurance companies with hundreds of offices using one entire floor of the building for such pools. Whenever any officer wishes to dictate, he simply picks up a telephone and starts in. The completed work is re-delivered within minutes or on an hourly schedule. The secretaries may not like it, but the firms seem to make it work most effectively.

I certainly hope that someday someone will start to use the ideas he has presented.

JOSEPH M. HARDMAN  
Vice Consul

Florence

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## Letters to the Editor

### Peace Corps Caravan Teams?

THE CONCEPT of the Peace Corps has captured imaginations not only among Americans, especially college students, but of the peoples of undeveloped countries throughout the world. We have conceived of a dedicated corps of young men and women living more or less at the same level as the country people of underdeveloped lands and bringing to the grass roots helpful know-how in agriculture, sanitation, road building, irrigation, teaching, and public health.

Is going to this extreme practical or desirable? To find people with the very special skills needed to help solve problems of how to grow better crops, how to develop a better water supply, provide irrigation, improve flocks, prevent hookworm, dysentery and other diseases, build ponds and stock them with fish, we are going to have to take older people who have spent many years learning these things. Frequently we must take retired people, who still have much to contribute but who do not have iron constitutions and who do not speak the languages of the people they are trying to help. If those with the necessary know-how are going to be able to operate effectively they must be decently housed, fed and protected from disease. Unfortunately, all too often the housing choice in the areas where we want to bring grass-roots assistance will be between a jungle hut or an expensive and almost impossible-to-locate house in a city far away from the villages which need the help.

To meet this problem I suggest the formation of basic units which might be called Peace Corps Caravan Teams. The caravan, as it is called in Britain, a self-propelled motor vehicle with an accordion-folding roof to permit standing up and walking around inside when parked, sleeping three, and affording cooking and washing facilities and storage for food and tools, would provide not only transportation but simple sanitary housing. Returning to a supply base perhaps once a month, the caravan could be self-sufficient as to food, fuel, medicine and the tools, texts, motion-picture machines and other equipment desirable for helping and teaching at the village level.

The caravan team should consist of three people, first of all the basic technician, ideally a man with not only agricultural or animal husbandry know-how but practical knowledge of simple road, bridge and dam building, public health sanitary techniques, and the maturity and wisdom to command respect. The second member of the team would have to be someone, perhaps a young college or high school graduate, with a knowledge of the local language. The third team member should do the cooking and the necessary housekeeping for the caravan, but in addition should have a knowledge of elementary medicine or nursing, or be able to teach, or in some way complement the skills of the other members of the team.

It seems to me that the Peace Corps Caravan could be a principal instrument for bringing foreign aid to the very people we wish most to help. The Caravan could become one of the greatest grass routes ambassadors the U. S. could have. Perhaps, at long last, *The Welcome American*.

If our foreign aid is now really to work at the grass roots would not the Peace Corps Caravan be the ideal vehicle for taking it there?

KENNETH B. ATKINSON  
American Consul  
Birmingham, Eng.

### "Daring and Dissent"

MY REACTION to your most stimulating and provocative editorial "Daring and Dissent" is that it is excellent as far as it goes, but that unfortunately it doesn't go far enough.

In my humble opinion, a great deal of dissent, which arises in our overseas establishments, never gets to the Washington policy makers. It is, in many instances, censored, slanted or eliminated by the exercise of editorial and administrative authority at the post. Moreover, there would appear to be a compulsion to ape and echo the attitude and accept blindly the opinions of a superior officer by a junior in the hope of career advancement.

For having the daring to dissent, I was once described in a performance evaluation as "intellectually arrogant." Again, in another instance a report on the economic excesses of a certain dictator was forwarded by an unusually fair chief of mission, under a transmittal indicating strong disapproval. It was subsequently graded Excellent.

I have seen excellent despatches and reports mercilessly slashed with an editorial pencil and even relegated to the "round file" because they were at odds with a superior's judgment, critical of the foreign government or because they might adversely reflect upon a superior's handling of a policy matter or situation.

Should not provision be made, or at least the convenience studied, of having posts submit dissenting reports under a covering comment and evaluation by the superior? Only thus will the policy makers here in Washington have the necessary facts and interpretations (which most frequently differ) upon which to base their decisions.

Washington

J. B.

### Information

IN HER April "Washington Letter," Gwen Barrows states that the New York TIMES is facetiously referred to as the State Department's official leak. To carry on: "The late Anne O'Hare McCormick, a foreign-news analyst for the TIMES, once asked an FSO on a country desk if he could add anything to a certain article in the paper. 'Heck, no,' he said. 'Anne, where do you think we're getting our information?'"

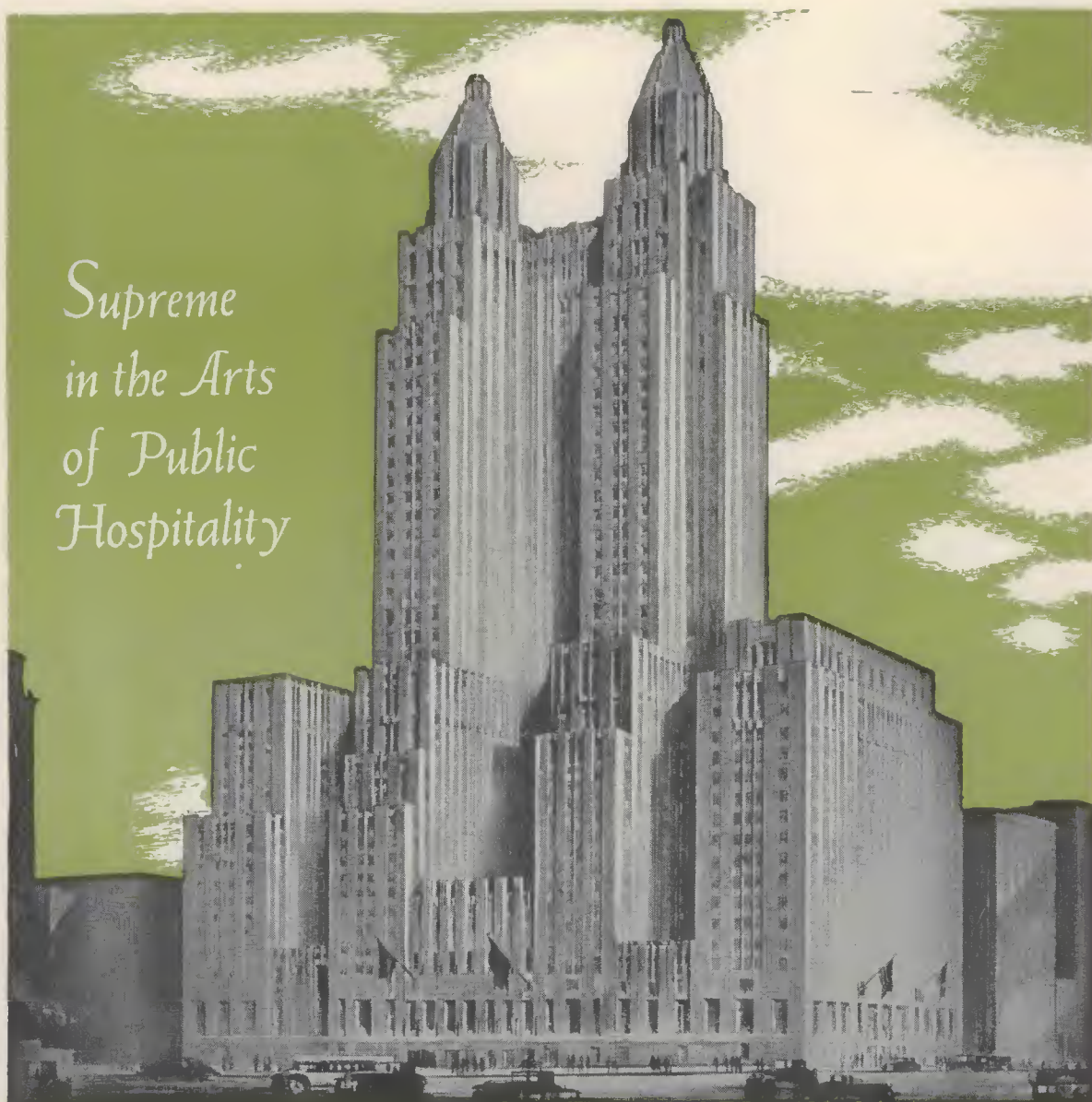
J.B.S.

Denver



"He said, 'Go away!' in excellent English."

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