

LAFF

THE LAFF SOCIETY

For the men and women engaged in Life After The Ford Foundation

November 2009 / No. 60

The LAFFing Parade

Gowher Rizvi has been appointed adviser to Prime Minister Sheikh Hasina of Bangladesh with the rank and status of a full minister. Rizvi was the deputy director of the Foundation's Governance and Civil Society program from 1995 to 1998 and its representative for South Asia stationed in New Delhi from 1998 to 2003.

Since leaving the Foundation, Rizvi served as vice president for international programs at the University of Virginia and immediate past director of the Ash Institute for Democratic Governance and Innovation at Harvard's John F. Kennedy School of Government. Before joining the Foundation he was director of contemporary affairs of the Asia Society in New York and UN Coordinator for Afghanistan stationed in Geneva, Islamabad and Kabul.

Eric Schwartz, who worked briefly for the Ford Foundation on two occasions in the 1980s, has joined the U.S. State Department as director of the Bureau of Population, Refugees and Migration. From June, 1984 until September, 1984, he served as a summer intern in Human Rights & Governance. He returned to the Foundation in February, 1985, as a part-time temporary research assistant in the Developing Country programs, completing the assignment in May.

Before joining the State Department, Schwartz headed the Connect U.S. Fund, an alliance of foundations working to promote a foreign-policy agenda emphasizing international cooperation and "responsible engagement" on such issues as climate change, human rights, global development and nuclear weapons.

Since becoming executive director of the Film Society at Lincoln Center, **Mara Manus**, who worked in Ford's Program Related Investments, been dogged by controversy, according to the *New York Times* ("Shake-Up Rattles Film Society") After six years as director of the Public Theater in downtown New York, where she "earned a
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A MESSAGE FROM SHEP

“I am honored to have been selected by my colleagues to be president of the LAFF Society and to be succeeding Peter Geithner whose exemplary career at Ford and after is a model for all of us. I am particularly pleased that Barry Gaberman has agreed to stay on as vice president.

“I look forward to working with him, Nellie Toma, the advisory board, the Newsletter editors and the entire membership to ensure LAFF's continued growth and its appeal to current and future members. There are lots of



possibilities for us to explore together, including various modalities for a more interactive relationship with the Foundation, as suggested by President Luis Ubiñas.

“In the meantime, my warmest good wishes to all for a pleasant and productive late summer and autumn.”

INTRODUCING SHEP FORMAN

Shepard Forman, director emeritus and senior fellow at the Center on International Cooperation (CIC) at New York University, has been named president of the LAFF Society, effective in mid-November. He will succeed **Peter Geithner**, president for the past four years.

Prior to founding the Center in 1996, Shep directed the Ford Foundation's Human Rights and Governance and International Affairs programs. He was also responsible for developing and implement-

ing the Foundation's grant-making activities in Eastern Europe, including establishing a field office in Moscow. He began his Foundation service in 1977 as a program officer in Brazil.

Shep was selected as LAFF president by the current officers of LAFF (Peter Geithner; **Barry Gaberman**, vice president; **Nellie Toma**, secretary-treasurer, and the advisory board consisting of **Sheila Gordon, Ruth Mayleas, Janice Molinar**,
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Shep Forman

continued from page 1

Frank Sutton and **Kerwin Tesdell**. He had been recommended by a search committee chaired by **Peter de Janosi** and also consisting of **Jane Donaldson**, **Michael Lipsky**, **Nellie Toma**, and **Bradford Smith**.

The CIC at NYU conducts policy research and international consultations on the political, legal, institutional and financial preconditions for effective multilateral action. In May, for example, the Center,



HOLD THE DATE!

LAFF SOCIETY REUNION

The Ford Foundation
New York
November 20, 2009
2-6 p.m.

WANTED: CONTRIBUTIONS

This newsletter needs a continuous flow of contributions—news, recollections, comments or anything else you think will be of interest to other LAFFers. With the more capacious LAFF Blog now competing for copy, we're particularly interested in items of one to three pages and without any urgency in timing. Please send copy for the next issue to Dick Magat at rimagat@gmail.com.

The LAFF Society

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Dorothy Nixon, *Administrative Secretary*

ADVISORY BOARD

Sheila Gordon

Janice Molnar

Ruth Mayleas

Francis X. Sutton

Kerwin Tesdell

Will Hertz, *Editor*

Susan Huyser, *Graphic Designer*

jointly with the Canadian Permanent Mission to the United Nations, initiated a series of panel discussions to explore critical issues confronting the future of UN peace operations. Although now retired as director, Shep continues to undertake specific projects at CIC, including an assessment of the UN Peacebuilding Commission's activities in Burundi this past summer.

Shep received a B.A. from Brandeis University, a M.A. in history from New York University and a Ph.D. in anthropology at Columbia University. He did post-doctoral studies in economic development at the Institute of Development Studies in Sussex, England.

He has served on the faculties at Indiana University, the University of Chicago, and the University of Michigan; conducted field research in Brazil and East Timor; and authored two books on Brazil and numerous articles, including papers on humanitarian assistance and post-conflict reconstruction assistance (available on the Center's website at www.cic.nyu.edu).

He is co-editor, with Bruce Jones and

Richard Gowan of *Cooperating for Peace and Security*, Cambridge University Press (forthcoming); with Stewart Patrick, of *Good Intentions: Pledges of Aid to Countries Emerging from Conflict*, Lynne Rienner Publishers and *Multilateralism and U.S. Foreign Policy: Ambivalent Engagement*, Lynne Rienner Publishers; and with Romita Ghosh, of *Promoting Reproductive Health: Investing in Health for Development*, Lynne Rienner Publishers. He also edited, *Diagnosing America: Anthropology and Public Policy*, University of Michigan Press, which examines the application of anthropological studies to social problems in the United States.

Shep is a member of the Council on Foreign Relations and serves on the boards of the International Peace Institute, Peace Dividend Trust and Global Fairness Initiative, among other *pro bono* activities. He is writing a book about his lifelong engagement with East Timor, managing his retractable bed company in Brazil <www.camaflage-brasil.com>, and reveling in his 42 year marriage to Leona. ■

PRESIDENT'S MESSAGE

Reconnecting with Our Past, Contributing to Our Shared Future

The LAFF Society's first all-hands Reunion in six years is now scheduled for Friday, November 20, from 2 to 6 p.m. at the Ford Foundation.

This reunion, the fifth since LAFF was founded in 1991, will be the first at the Ford Foundation building and the first in which current Foundation staff members will participate.

The reunion will:

- ▶ Strengthen the personal, professional and intellectual bonds among and between past and present Foundation staff members.
- ▶ Update LAFF members on the Foundation's new strategies and lines of work.
- ▶ Provide an opportunity for alumni to contribute their insights and talents to the Foundation's current endeavors.
- ▶ Inaugurate our new president.

President Luis Ubiñas has arranged his schedule to be with us for the first hour. From 3 to 4:30 p.m. we are planning four or five concurrent breakout subjects on key

program issues with both past and present staff members serving as panelists. The reunion will conclude with a reception from 4:30 to 6 p.m.

This adjournment hour encourages smaller LAFF groups to reassemble for dinner at nearby restaurants.

A committee chaired by Janice Molnar is making the detailed arrangements for the reunion. More detailed information will follow.

Our thanks to Will Hertz for this issue of the LAFF Newsletter, which is replete with interesting news and articles. Included is the announcement of the selection of Shep Forman as the new President of LAFF, and Shep's message to the membership. I am delighted, as I know those of you who know Shep will be, that he has agreed to take over. The gavel will be passed at the reunion.

We hope as many of you as possible will join us on November 20.

Peter F. Geithner

REMEMBERING THREE FORD FOUNDATION TRUSTEE GIANTS

Ralf Dahrendorf, Robert McNamara, and Alexander Heard, three of the most outspoken Ford Foundation trustees in the Bundy-Thomas era, died recently within 40 days of one another. Here a few LAFFers reminisce on the men's Ford roles and impact. Somewhat longer versions of these memories are being added to the Blog.

RALF DAHRENDORF, trustee from 1976 to 1987, who died June 17 in Cologne, Germany

by Frank Sutton

Dahrendorf became a member of the Foundation board, replacing John Loudon, who was chairman of Royal Dutch Shell, and had been the first European on our board. For us in the International Division, having a European on the board was obviously of great interest. By the time Dahrendorf came to us he had been not only a professor of sociology at several universities; he had also been a German politician in the Free Democratic Party, a member of the German parliament, a member of the European Commission in Brussels, and not long before had been made the director of the London School of Economics.

It is ironic that we had European trustees only in the years after the Foundation's most active concern with Europe. In the early years when John J. McCloy and Shepard Stone carried on the interests they had begun when McCloy was High Commissioner in Germany, the Foundation had a lively engagement with Atlantic relations and encouraged the rise of the European Common Market. After Bundy become president, there was shift to less political concerns with Europe and more emphasis on the common problems of developed countries. By the time Dahrendorf came on the board, Europe had risen to prosperity through great boom years, and Ford trustees thought the Foundation's international grants should go to poorer places.

Thus, Dahrendorf came to us at a time when his knowledge and stature as a leading European had less scope for application than they might have had in an earlier era. Further, whereas his predecessor, John Loudon, had been a ready and vigorous supporter of the Foundation's assistance pro-

grams, Dahrendorf had some of the doubts about aid and technical assistance that grew in those years. The new nations the Foundation was helping develop were hardly models of freedom and democracy, matters to which Dahrendorf had a lifelong devotion.

He was consequently a less enthusiastic supporter of the International Division's development programs than other international board members had been. But we had a growing interest in international affairs in those years, in the economic crises of the 1970s, a revived interest in security and

arms control and other subjects familiar to a head of LSE. Also, Dahrendorf's personal history and his devotion to freedoms and democracy may have found more stimulating business in the Foundation's domestic agenda in the Bundy era.

Maybe it was because of my wondering how to deal with this newer trustee that my wife gave me one of his books, *Society and Democracy in Germany*, as a Christmas present a couple of years after he arrived. A recent return to it brought recall of his early and brave resistance to the Hitler's Nazi movement, and his concern with building and keeping democracy in Germany and elsewhere. This was the passionate writing of a man fully engaged in current social and political issues, however learned and professional his use of sociological expertise.

Dahrendorf was a voluble man both orally and in his 30 or 40 books. In our boardroom he sometimes reminded us of the loquacity of Judge Wyzanski in an earlier era. In an autobiographical talk in

Lucerne a few years ago, he said his favorite book was his history of the London School of Economics, entitled, simply, *LSE (1995)*. It is indeed a rich and engaging account of the institution he led and is both a reminder of the importance of LSE in the countries and international affairs that Ford programs were devoted to, and of how naturally its director might serve as a Ford trustee.

I last saw Dahrendorf as a Ford trustee when we shared a trip through the Nairobi game park with Robert McNamara and others at the end of a board meeting in Nairobi in 1983. Somewhat later when I was interim president of the Social Science Research Council he agreed to serve on the Plans and Policy Committee that was our principal policy organ. After rather short service he resigned, telling me he was happier on the Ford board than with this more squabbling academic committee.

As assistant secretary of the Foundation who attended all open board meetings, my most vivid memory of Ralf Dahrendorf was the day he lectured Henry Ford.

Will Hertz

by Will Hertz

As assistant secretary of the Foundation who attended all open board meetings, my most vivid memory of Ralf Dahrendorf was the day he lectured Henry Ford. As I recall the incident, Ford was holding forth on the wastefulness of spending grant funds on the poor and disadvantaged. Their housing, food and other economic problems, he argued, were beyond the funding resources of even the Ford Foundation.

Henry, Dahrendorf countered, the underlying problem facing the poor is their lack of political and social power to effectively address their economic problems. The Foundation may not have enough funds to make a dent in their food, housing and other economic needs, but it can help them strengthen their position in the political and social arena. I don't recall Ford's having an answer.

I saw another side of Dahrendorf's mind when in the late 1970s I accompanied the Board on a field trip that started in the South Bronx, involved a boat trip down the

East River to the Battery, and ended with a feast in China Town. On the boat trip, I found myself on deck with Dahrendorf staring at the passing scene. I was surprised to learn, however, that the object of his attention was not the skyscrapers but the bridges over the East River.

“New York’s skyscrapers don’t particularly interest or surprise me,” he said, “since I have already seen enough pictures of them in the movies. But as a European, I am fascinated by the bridges. European cities are all built on rivers, and their physical and psychological connections with the outside world are their bridges. But our cities are ancient, and their bridges are old and limited in size. New York City’s bridges are truly American in their significance and monumentality.”

ROBERT MCNAMARA, trustee from 1968 to 1986, who died July 6 in Washington.

by Rocky Staples

McNamara was the last, and best-known, of the trio of high-level cold warriors who left Washington in the years after the Kennedy assassination to join the Foundation as board or executive staff members in the post-Henry Heald period. Johnson had either fired McNamara or accepted his resignation in 1967. He had then appointed McNamara as President of the World Bank, where he served until 1981.

At the Bank, McNamara threw his great skills and energy into trying to understand what poverty and economic and social development overseas were really about. He was determined to change the policy focus and enlarge the operations of the Bank, which for much of its existence had acted as a relatively compliant and uncritical partner to overseas governments in industrial and infrastructure projects. He made improving the lives of poor people its top priority, greatly expanding its fund-raising and loan and grant programs in health, education, and rural development.

As a trustee of the Foundation, McNamara became a strong voice on the board, not only as concerned the International division and its agenda but across a wide range of domestic topics as well. The Foundation was a veritable mine of ideas and experience in the field of overseas development, and McNamara was an exceptionally quick and bright listener.

I knew him in assignments as head of the Asia program, which held particular interest for McNamara, and subsequently from 1976 to 1981 as representative in Delhi. I have some great photographs of McNamara and his first wife, Margaret, at an evening performance by a troupe of Rajasthani acrobats, dancers and singers that we staged on the FF lawn in New Delhi for the first overseas trustee meeting.

We were trying hard in the Asia program to identify and plan our grant programs, whether these dealt with water management, technical education, or village level development, with greater cultural sensitivity and much more local participation. One example was a series of grants throughout India to NGOs organizing poor urban and rural women for economic and social benefits.

McNamara applauded this shift towards NGOs and grass roots organization in the India program and thought them directions the Bank should also pursue. The sheer size of the Bank’s annual lending and grant targets and its on-the-ground staff limitations were paradoxically a hindrance. But over the years the Bank moved far in these directions.

by Bud Harkavy

As in all his posts in his career, McNamara forcefully exerted his influence on the Foundation’s Board. His style was to remain silent during discussions of matters of little concern to him. But when something in which he had interest was taken up, he intervened with all guns blazing, expressing his views succinctly and passionately. I don’t recall anyone venturing a contrary opinion after he finished.

McNamara was an accomplished speed reader. He would run his finger down page after page of a staff document at lightning speed, compliment its author, before raising astute questions that showed he had completely absorbed the material.

Because of my concern with world population issues, I often interacted with McNamara, given his strong interest in that area expressed upon becoming president of the World Bank in 1968. In his first address to the Bank’s board of governors, McNamara called for greatly expanded lending to promote economic development of the poor countries of the world.

In the course of this address he asserted that “...more than anything else, it is the population explosion which, by holding back the advancement of the poor, is blow-

ing apart the rich and the poor and widening the already dangerous gap between them.” As a Ford Foundation trustee, he was equally forceful in encouraging Foundation efforts to stem population growth in the developing world.

McNamara was especially helpful in facilitating a series of five influential Bellagio conferences on international population problems. During the 1970s, the conferences were held at the Rockefeller Foundation’s Villa Serbelloni in Italy. Chiefs of major international assistance agencies and high government officials responsible for foreign aid met for three consecutive days of uninterrupted discussion of population matters with specialists from universities, foundations and the Third World. Working papers were prepared by Ford, Rockefeller, and Population Council staff. In organizing these meetings we first invited Bob McNamara; with his acceptance, the heads of other major agencies were easily induced to attend in person.

When **Franklin Thomas** was elected president of the Foundation in 1979, he was asked by a *New York Times* reporter how his regime will differ from McGeorge Bundy’s. He named a number of programs that he would eliminate, including the population program, to be replaced by “expanded interest in nutrition and health-related problems.”

Thomas’s decision to terminate the main lines of the Foundation’s population work may have been encouraged by a comment made by McNamara at a meeting of the Board’s international committee. In a discussion of the Foundation’s nascent grant-making in China, a trustee asked what work should be contracted to accommodate such expansion. McNamara turned to me and said: “This may shock one of my oldest friends at the Foundation,” but because so much money is being poured into population by government and international agencies, he would reduce the Foundation’s population program in favor of expanded grant-making in China.

by Peter Bell

My longest and most intensive meeting with Bob occurred in 1972 when I was the Ford Foundation’s representative in Chile and he was coming to Santiago as president of the World Bank to address the UN Conference on Trade and Development. More important, however, was a meeting that he would have with Salvador Allende, the democratically elected Socialist president of Chile. The question on the table would be whether

Chile should be blacklisted from obtaining World Bank loans. Since Bob was also then a Foundation trustee, he had asked to have dinner with my wife Karen and me upon his arrival in Santiago.

From the moment of his arrival at our home, Bob launched a nonstop barrage of questions about the politics and economics of Chile. At the end of a long evening, I drove Bob to his hotel, and pulled up near the front entrance. More than an hour later, after many more probing questions and thoughtful exchanges, he seemed content to end the briefing. Throughout the evening, Bob made no mention of his son who had come to Chile to contribute to its “democratic transition to socialism.” Nor would time or circumstances permit their getting together. But after that evening, I wondered how much of Bob’s questioning was for advancing his Bank mission and how much was for better understanding the motivations of his estranged son.

Several months later, when I was visiting the Foundation’s headquarters in New York, I ran into Bob at the entrance to the building. He pulled me aside, and told me that he thought that our approach in Chile of taking seriously President Allende’s commitment to a peaceful, legal transition toward socialism was exactly right. He added, however, that the approach could eventually have repercussions for me personally, and wanted me to know that I could continue to count on his personal support.

Finally, in 1982, in the midst of the Falklands/Malvinas war in the South Atlantic, the civil wars in Central America and the outset of the debt crisis in Latin America, Sol Linowitz, Abe Lowenthal (also a Foundation alumnus) and I launched the Inter-American Dialogue to bring together democratically oriented Latin Americans and North Americans to engage in candid exchange from their diverse perspectives and to seek cooperative approaches to shared problems. On the U.S. side, Bob McNamara—alongside Mac Bundy, Elliot Richardson, and Cy Vance—was one of our early recruits.

Our Latin American counterparts appreciated the opportunity to engage with people of their standing, and the Latin Americans were impressed in particular when Bob signed on to their support for a regional approach to settling the civil wars in Central America and for an end to U.S. covert aid to the Nicaraguan contras.

by Will Hertz

At the New Delhi trustees meeting mentioned by Rocky, I saw another side of McNamara. As assistant secretary, I was assigned to the hotel lobby to greet the Trustees and their wives on their arrival. In Bob’s case, my job also involved introducing him to the non-uniformed but armed police guard assigned to him because of his position as World Bank president.

About 4 a.m., the last Trustee had arrived, and I went upstairs to my bedroom. By coincidence I had the room next to the McNamaras, and the police guard was seated on the corridor floor between the two doors. I

Alex assiduously studied what the youths of his time were reading, hearing and looking at. He kept up with this hot stuff better than most of us.

Frank Sutton

slipped my key in the door and found myself in McNamara’s room—facing the startled Bob and his wife in bed! Red-faced I retreated, with the police guard, still seated on the corridor floor, grinning at my blunder.

I apologized to the McNamaras the next morning, wondering aloud who else could get into their room and what other rooms I could enter. Bob laughed and said: “I have a third question. Why aren’t you in the morgue?”

ALEXANDER HEARD, trustee from 1967 to 1987, who died July 24 in Nashville, Tennessee.

By Frank Sutton

When Mac Bundy told in later years how the trustees appointed him in 1966, he liked to say that they made **Jay Stratton** chairman of the board at the same time to keep an eye on what he might do. When Stratton came to the 70-year age limit for trustees in 1971, there was on the board another university head to succeed him as chairman and keep the watch on our lively president, Alexander Heard.

Chancellor of Vanderbilt University, Heard had been on the board since 1967, not long after Bundy himself came. Like Bundy, he was a political scientist, indeed a distinguished one, having done classic studies of Southern politics with the legendary V.O. Key, and he had probed deeply on money in politics. Both were veterans in academic administration, and Heard outlasted Bundy at the Foundation.

Heard and Bundy not only shared much experience of American political life. They had common liberal sympathies and interests at a time when the New Left was emerging among the youth of this country, and indeed across the world, to test the sympathies and flexibility of older liberals. Heard had the distinction of guiding Vanderbilt safely through years that brought much worse troubles to other universities, and he was sought after by the White House for his counsel on controlling the campuses.

His sober judgments and managerial talents were evident to anyone who worked under his eye at the Foundation. It wasn’t

immediately obvious to those of us fully occupied with international matters where Alex’s sensitive understanding of the new and refractory generation of youth at home came from. Surely, Fred Friendly, his good friend and regular tennis partner, could better answer that question and one wishes Fred were still available to do so. But clearly one answer is that Alex assiduously studied what the youths of his time were reading, hearing and looking at. He kept up with this hot stuff better than most of us.

Back in the 1950s, Dwight McDonald, writing in *The New Yorker*, found the Ford Foundation a rather stiff organization speaking a language he called “foundationese.” But he also heard there a first name familiarity between staff and trustees, something that continued into our more relaxed later years.

Alex Heard’s time on the board of trustees was certainly a time of much trouble, from the hostility to the Foundation that brought on the 1969 tax act, the turbulent domestic and international changes of the late 1960s going on into the 1970s, with the painful contractions the stagflation of the 1970s forced on us. There is much more to be told about his astute steering of the Foundation through those years than can be ventured here.

But there was also a great deal of fun too, when the Heards partied and danced with us, and even went off as far as India and let the chairman’s face be painted by exuberant locals. Alex Heard was up for all of this, and we would have come through those years less happily and well without him. ■

NAIROBI MEMORIES (CONTINUED)

by Courtney Nelson

In the last issue, we began Courtney Nelson's reminiscence about his first Ford Foundation assignment—opening an office in Kenya, in 1962, under representative Frank Sutton. We left off with Courtney, who had just earned his pilot license, offering to fly David Bell and his wife Mary to the Serengeti, mother of all game parks, and on to Entebbe in Uganda. Jackie Sutton went along for the ride.

Omens were not favorable when it turned out that the Cherokee 180 I usually flew was booked that weekend and I was offered a considerably older model. I only knew how to fly two aircraft so I had to accept. Taking off was an experience. Nairobi is over 5,000 feet high. Both altitude and heat lessen the aircraft's lift, so we used the entire runway to clear the ground.

Once airborne, the flight was a delight. The East African landscape is spectacularly beautiful, and from the relatively low altitude we were flying one could glimpse herds of water buffalo and families of elephants. The Serengeti airstrip, however, is not easy to find. There are no rivers, highways or railway tracks to show you where you are. We wandered a bit seeking landmarks before coming across the strip and setting down.

The small band of researchers based in the park was hospitable, and took us game viewing in addition to explaining their work. They told the usual stories about Land Rovers breaking down in remote areas and having to walk out, stalked by hyenas. This was the first group to prove that hyenas are often the predators and lions the scavengers, rather than the other way around.

The wildebeest migration was well north of the camp so we decided to view it from the air the next day. Taking off the next morning was somewhat less memorable than the day before. We planned to fly over the migration, head for Kisumu in western Kenya, and then cut across the northern edge of Lake Victoria and into Entebbe.

We were flying fairly low, about 1000 feet above the ground, when a loud swoosh filled the cabin. Dave asked what was that and I replied I didn't know. "I'll check the

instruments and you look for a place to land." Fortunately, one of the women in the back seat noticed that the cabin door had come loose and the rush of air caused our rush of adrenaline. Dave had seen me snap the lock shut before takeoff from Nairobi and, being a quick study, undertook the task himself when we left the Serengeti. He didn't quite finish the job.

This was not a serious problem, however, so I asked Dave whether he would prefer that I slow down a bit and slam the door, or would he like to land. He opted for the latter. Fine. Now we had to find Keekurock, the strip in another game park. I had not flown to Keekurock before, and we had not set course for it, so finding the lodge and strip was no easy task. After circling around for ten or fifteen minutes, Dave spotted the strip. A number of antelope were grazing on it so we had to buzz the strip before coming around to land.

After closing the door and locking it securely, I calculated the course to Kisumu. All the circling around meant we would need fuel before we could reach Entebbe, and none was to be had at Keekurock. I announced our heading and took off, noting that we had just beaten a storm coming in from the East. After I set course, Dave noted that I was 10 degrees off the course I had calculated. By now I was not the most serene pilot in East Africa.

As we approached Kisumu, the tower instructed me to come straight in because the Vice President of Kenya, an Asian, was due in a few minutes. We landed and taxied to the gas pump, only to see a crowd of several hundred Asians marching on the plane bearing flowers and smiles. I had to explain that they had the wrong vice president.

After tea in the airport lounge, we

climbed into the plane again and headed for the strip. The storm was again catching up with us, and I didn't have an instrument rating. On the taxi-way, the engine died. I had forgotten to turn the gas line back on after refueling. Dave commented that it was a good thing we weren't airborne, which was true of course, but I rather regretted his saying so. The rest of the flight was uneventful and I bade my passengers goodbye, Frank being their guide in Uganda, and headed home to Nairobi.

Of course I encountered the storm that had been chasing us earlier. The clouds were right down to the ground, and I thought I would have to return to Entebbe. Then I noticed one spot where the clouds were lighter than the rest, and flew towards it. Sure enough, I could fly through that break to the sunshine behind the front. It wasn't difficult to find the Rift Valley and get my bearings to Nairobi, but the air was rough and bounced me around a bit.

When I turned the keys in at the counter, the attendant said I was the last to fly that plane; it was being junked the next day.

RESULTING FF POLICY: COMMERCIAL PILOTS ONLY

A couple of days later, when they returned to Nairobi, my passengers seemed pleased and surprised that I was still alive. As the result of this trip, the Foundation made a policy that no officer was to fly in an aircraft without two commercial pilots. I thought that was overdoing it a bit.

When I next saw Dave in New York, he was on the phone to his wife. He asked her to guess who had arrived and gave her the hint that the visitor had just offered to fly them around Manhattan. I later told the story of this flight to a luncheon group at Harvard when introducing him, concluding that we were thus "fortunate to have David Bell alive, and with us here today."

My four years in East Africa were the best four years of my life. Still, I was a little uneasy with the rather superficial impact we were having on East African society. We were dealing with elites, essentially helping newly empowered local leaders. Because of our non-governmental status, we were unusually well placed to supply first-rate advisors, particularly on economic policy and civil service development.

I think the economic policy advice our advisors supplied, and the systematic approach to Africanization which resulted from David Anderson's work and several

manpower planners we provided, mitigated the tendency for the East African nations to become radically ideological or to remain tied closely to the former colonial power, the UK. I have no doubt that the advisors represented the Foundation's biggest contribution to East African development in those years, and I can't think of ways in which we could have made a bigger contribution.

My uneasiness stemmed from the realization that whatever the benefit of the policy advice we supplied, the next generation of East Africans was not going to be much different from the previous one. In fact, the quality of leadership was likely to decline because the governments could not afford politically to continue the elite status of Alliance and other high schools of unusual merit. Egalitarian impulses, so well intended, led to a serious erosion of quality at the top.

HIPPOS AND ELEPHANTS ARE BOTH ECOLOGICAL PROBLEMS

My work on ecological research got me acquainted with Jim Watson, Nobel Prize winner and author of *The Double Helix*. Jim offered to spend a month in East Africa, visiting the university college in each country

to lecture faculty and students about the scientific process. The offer was quickly accepted. He was a delightful eccentric. He brought a draft of *The Double Helix* in manuscript, which Pen and I both devoured in two days. We didn't believe it would ever be published because it was so amusingly critical of just about everyone Jim associated with in his research. I think he cleaned it up a bit before publication.

Jim offered to accompany me on a late night foray on the upper Nile to crop a few hippos. Hippos have the unfortunate habit of browsing on land and defecating in the water. This leads to a substantial nutrient transfer, making the land barren all around large congregations of hippos. The idea was to crop some of the hippos in order to reduce pressure on the habitat.

Elephants had a similar problem. When their numbers became too great for the habitat to sustain, they took to ring-barking trees. The dead trees fueled lightning fires, so large areas of forest became grasslands. Jim was there, with flashlight and note pad, taking observations of the dead hippos, noting for example whether or not they were lactating. ■

JOSHI'S AWARD

Deep Joshi, program officer in the Foundation's New Delhi office from 1980 to 1986, has been awarded the Ramon Magsaysay award, often referred to as the Asian Nobel Prize, for his work in development finance and rural development in India.

Building on his Ford experience, he co-founded and led Professional Assistance for Development Action (PRADAN), which provides innovative training and rural development programs throughout India. PRADAN has pioneered the development of cooperatives of small poultry producers in tribal areas, microfinance, silk rearing, and projects to empower marginalized women socially and economically.

Joshi was one of six Magsaysay awardees, coming from Thailand, India, China, Philippines and Burma. At the presentation ceremonies in Manila, he was recognized for "his vision and leadership in bringing professionalism to the NGO movement in India."

Accompanying Joshi at the presentation ceremony was wife Sheela, who worked for the Foundation in the Delhi office for many years as the senior administrative assistant and executive assistant of the representative. ■

In Memoriam

Norman Borlaug, the father of the Green Revolution who worked closely with the Foundation in India and Pakistan, died of cancer on September 12 at his home in Dallas at the age of 95. Borlaug was one of only five people to have won the Nobel Peace Prize, the Presidential Medal of Freedom and the Congressional Gold Medal. He is estimated to have saved over 245 million lives worldwide.

As an agronomist, Borlaug developed semi-dwarf, high-yield, disease resistant wheat varieties at CIMMYT, the international research institute in Mexico established by the Rockefeller Foundation. As a result, Mexico became a net exporter of wheat by 1963. With support from the Ford and Rockefeller Foundations, he then spearheaded the introduction of these varieties into India and Pakistan in the late 1960s, nearly doubling their wheat yields and improving their food security.

In more recent years, Borlaug helped apply his methods to increasing food pro-

duction elsewhere in Asia and in Africa, and in 1986 he established the World Food Prize to recognize scientists who have improved the quality, quantity and availability of food around the globe. Since 1984, he taught and researched at Texas A&M University where he was Distinguished Professor of International Agriculture and holder of an endowed chair in agricultural biotechnology.

The story of Borlaug's work with the Ford Foundation was told in the LAFF Society newsletter three years ago by Will Hertz and Lowell Hardin.

R. Harcourt "Harry" Dodds, program officer in the Foundation's National Affairs Division in the 1970s, died in Mount Kisco, New York, in July. His long public career also included serving New York City as deputy police commissioner for legal matters and as executive assistant corporation counsel, and Kings County as executive assistant district attorney. After leaving the Foundation, he became director of corporate

responsibility for Champion International.

A graduate of Dartmouth College and Yale Law School, he served on the Dartmouth Board of Trustees, the first African-American to serve as a trustee of an Ivy League school. For many years he also served on the boards of the New York Foundation, New School for Social Research, Sound Shore Hospital Medical Center, New Rochelle Council for the Arts, and the Andrus Children's Center.

Carole Nimmo Bourne, who served as secretary and administrative assistant to Oscar (Bud) Harkavy in the Population program from 1960 to 1978, died in New York City on August 20 after a long battle with leukemia. After retirement from the Ford Foundation, she took a number of courses in history and in the history of art, her favorites at the Metropolitan Museum of Art. Her travels included Alaska, Europe, the Middle East and the Far East where her husband, the late Kenneth Bourne, had worked for the Singer Sewing Machine Company.

The LAFFing Parade

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reputation as a demanding administrator and nimble fund-raiser,” Manus has ruffled feathers “in her drive to run what has traditionally been a low-key and easygoing operation more like a business.” To reduce costs and improve efficiency, a quarter of the society’s 42 employees have been dismissed or resigned, and replaced in some cases by former associates at the Public Theater.

For 40 years the Film Society has shown adventurous cinema from all over the world. To attract a larger audience, it has budgeted a \$40 million expansion for two underground theaters, offices, lecture rooms, and a restaurant-café now under construction on the Lincoln Center campus.

Haskell Ward, who served in the Middle East and Africa office in New York in the 1970s and then as assistant representative in Lagos, is back in LAFF’s sights. Nellie Toma, LAFF’s blog editor, picked up an internet piece from UCLA’s International Institute reporting that Ward spoke there in April on U.S.-Africa relations over 50 years. Relations between the two continents have faltered, he said, because American policies were

based on European colonial policies with program priorities decided far from Africa without local input. As a result, he contended, Africans viewed the United States with deep disappointment and suspicion.

Born in the small Georgia town of Griffen, Ward went to Clark College in Atlanta, and became one of the first students to receive a master’s degree in African Studies from UCLA. He then joined the Peace Corps and was assigned to one of the first groups of volunteers posted to Ethiopia. After Ford, he worked as deputy mayor of New York and as a deputy assistant secretary of state in Washington. He also found time to write “African Development Reconsidered: New Perspectives from the Continent.”

Most recently, he has been senior vice president of the Canada’s Global Alumina Corporation, which in a joint venture with the United Nation Development Program is building a \$3 billion refinery in Guinea to turn bauxite into aluminum. He has also served as senior vice president of Seacom, a company that provides fibre-optic bandwidth to Africa and is laying an underseas cable linking India and Europe.

After 40 years of service, **Sheila Nelson** retired from the Foundation on August 31.

She began her career at the Foundation providing administrative support for the Asia & Pacific program before moving as staff assistant to Manpower in 1972, which then became Personnel Services and finally Human Resources. In that capacity, she has been called on many times to provide archival information to LAFF on our large group of Ford alumni.

Retiring LAFF president **Peter Geithner**, his wife Deborah and their son Timothy, the Secretary of the Treasury, are featured in a story in the *CapeCod Times*. Peter and Deborah, who teaches piano and occasionally gives concerts on Cape Cod, now live in Orleans, Massachusetts, in a house they built in 2005. The house is next to “The Cove House”—a summer cottage that was built by Deborah’s parents in the 1940s and served as home base for the Geithners during the years they lived abroad. The Cove House is now owned by their four children, Timothy, Sarah, Jonathan and David.

The Geithners’ other children? Sarah lives in Bangkok, and works for the World Bank. Jonathan lives in Okinawa, and works for the Center for Naval Analyses. David lives in Larchmont, New York, and is a senior vice president of Time, Inc. ■