

The Association for Diplomatic Studies and Training
Foreign Affairs Oral History Program
Foreign Service Spouse Series

ANNE DALY

Interviewed by: Sue Swanson
Initial interview date: July 27, 1990

TABLE OF CONTENTS

Mrs. Daly accompanied her husband on his United States and foreign assignments with the Department of the Navy and subsequently with the United States AID Mission (USAID).

Background

Raised in New York
Education: University of Oklahoma, George Mason University
Profession: Secondary School teacher
Married Ralph T. Daly in 1963

General Comments

Teaching career at home and abroad
Continuing education
Wives working at post
Role of the volunteer
Varying conditions of employment abroad
Current status of working wives abroad
Wives handling family and career
Tandem couples
Husband as dependent spouse
Problems of young couples
Housing problems
Family Liaison Office (FLO)
 Survey on Foreign Service spouse
Allowances of State employees versus other agencies
Senior officers' responsibility for morale of all agencies
Coordination of Ambassador and AID Mission Director
Friction over ambassadors' wives setting rules for embassy wives
Knowing foreign languages
Necessity of wives briefing before departing for post abroad
Morale problems created by multi-agency presence at post

Posts of Assignment

With the Department of the Navy

Guantanamo Bay, Cuba 1968-1970
Isolation

New York, NY 1970-1973

Panama 1973-1975

Housing
Environment
Security
Ambassador Ambler H. Moss, Jr.
Treaty
Children

Yokosuka, Japan 1975-1977

Pollution
Mt. Fuji
Fishing
Japanese language study
Environment

With United States Agency for International Development (USAID)

Karachi, Pakistan 1977-1979

Substitute school teaching
School board member
Foreign business community
Environment
Iran hostage taking
Consulate General evacuation
Mecca shooting
Rioting in cities
US Embassy (Islamabad) burned
Husband's duty travel
School closing
Evacuation to Washington via Paris
Psychiatrist Elmore Rigamer
Husband's evacuation

Washington, DC 1979-1980

Children's schooling

Washington, DC 1981-1986

Grandparents
Schooling

Manila, Philippines	1986-1989
Marcos Revolution	
Cory Aquino	
Teaching at Brent School	
Teaching staff	
Association with Embassy personnel	
Embassy/USAID perceived differences	
Peace Corps mentality	
Environment	
Agencies in Embassy	
Community Liaison Officer	
American community	
Meritorious Honor Award	
American deaths	
Sheila Platt (wife of US Ambassador)	
Family security briefings	
Earthquake	
Charity projects	
CLO operations	
Relations with Embassy	
Housing problems	
Cooperation Ambassador and Director of AID Mission	
Washington, DC	1989-

INTERVIEW

Q: This is Sue Swanson today's date is Friday, July 27, 1990. I am interviewing Anne Daly for the foreign service spouse oral history project at my home in Reston, Virginia.

Okay Anne what I would like you to talk about now is I would like you to give us a brief introduction to how you got into the life of living overseas and that would start with the military for you.

DALY: Well actually, yes with the military, with the Department of the Navy, but my husband was a civilian. We were not active duty military which again puts us on sort of a periphery. The civilian with the Navy is a second class citizen of a sort. Our first time out was to Guantanamo Bay, Cuba in 1968 after a 6-month separation. He had to go first to get on the housing list and we were told three weeks. Six months later he came back, so we were in our townhouse in New York, Westchester County, with the two kids, who at that time were five and three, four and two and a half I guess and we talked to him by ham operator. He used the military mars system, which means he calls to a ham operator

who picks it up somewhere in our area. So I would get phone calls from some man in Pennsylvania, New Jersey, Connecticut, New York and we would then spend a few minutes talking to each other and the kids. And the kids learned to say, "I love you Daddy, over." If we forgot the over, the poor man taking the call for us would have to butt in and say, "Excuse me but do you want me to put over on that?" and so our private conversations had a certain inhibition to them and then he came back and then we had our first move out. We spent two years in Guantanamo, which is a lot of isolation and we came back to New York we were reassigned back to New York. Then we were to be reassigned to Beirut in '73, but it blew up at that time.

Q: Literally.

DALY: Literally and so we were instead sent to Panama. Panama at that time with the Navy Department meant that we lived in the Panama Canal Zone, in Navy housing, and this was before the treaty, but in time for periodic riots in the city leading up to an eventual treaty. It was a very good time for our children because they were still in elementary school and at that time the Panama Canal Zone was like perfect little small town and then you could also go out into the city, which we enjoyed, for shopping and whatever and traveling. We drove to Costa Rica in time for a conference of all of the regional Secretaries of State equivalent and Henry Kissinger was in our hotel. We had just been getting out of Panama after a rather tense period for my husband looking forward to a real relaxing vacation only to reach our hotel and be stopped and had to identify ourselves and where is your key and guards all around the hotel and our room because of this conference.

Q: So it wasn't quite as relaxing as you thought.

DALY: Well once we got used to it, it was fine and then we drove back. So, Panama at that time was a very good period for us. We were transferred from there, still with the Navy, to Japan. My husband's office was located in the Navy base in Yokosuka, which is about 40 miles south of Tokyo. We found a house 10 miles from the base and across the bay so that we had a two-story, pre-World War II Japanese house standing on a bluff looking out at Sagami bay and we could open the curtains in the morning and say good morning to Mount Fuji or Fuji-san and he would then disappear, he's a he -- the mountain is a he, and he would disappear into the pollution by 10 o'clock in the morning and reappear about 5 o'clock in the evening so when my husband got home we could walk out on the bluff and say good evening to Fuji and we lived over a fishing co-op. We thought our yard was our yard until we came home in sea weed season. There are no fish in there and the fishermen's coastal catch half the year is octopus and the other half of the year it's seaweed. They would bring the seaweed in and have to dry it. The big pieces were, we thought, our lawn so we got to know the fishermen. Our son, at the time, was about 11 or 12 in there and he would come in from school, take off his American-type sneakers and put on his Japanese workman's shoes -- the tabi with the split toe and run down to the dock. If he had the tabi on they would give him a line and put him to work with the octopus or the seaweed, if he wore his sneakers they ignored him.

Q: Amazing.

DALY: Yeah, Japan was probably the most interesting but physically the most difficult place we've lived, while we took language lessons, which we had to have, I was the only western woman in our neighborhood during the week and so if we were to eat I had to know some Japanese. Because we were off the beaten track the signs were all in Japanese characters not in our type not in western lettering, so not only couldn't you speak the language you couldn't sound it out, you couldn't read it. I have never felt so dumb in my life as in Japan, but also it was a lovely time.

Q: You were only there a year?

DALY: A year and a half moving toward two when we found out that, this was during Jimmy Carter's presidency, and they were looking to cut the budget. Admiral Bobby Inman came up with a wonderful suggestion to close out my husband's unit.

Q: So then your husband was looking for a job?

DALY: Well in Japan, no. We first had to pack up and leave Japan with now two teenage children and return to stay with his mother in Connecticut while he looked for another job. That's rather traumatic for a man to be at that point about 40 and two teenagers and no job. He very quickly did get connected with the Agency for International Development and with his background -- he had been in Navy intelligence first and then he had this unit that was put out of business that was a different clandestine unit for the Navy. Seemed a logical place to go was the Inspector General's Office of AID where he is still an investigator with the IG, but it took some months before all the paper processing as we all know the swift wheels of the government. So he was literally without a job for a period of 5 months I think. We were in limbo in Connecticut not knowing where we were going to go. Once he signed the papers, signed on with AID, we were in Karachi, Pakistan 6 weeks later.

Q: Six weeks later?

DALY: Six weeks after.

Q: This was in '77?

DALY: This was in '77. We had one week in Washington. This was going to be my -- what Cuba, Panama, Japan, Pakistan -- fourth country and this was the first time I had been offered anything in the way of orientation. AID paid for me to accompany him to Washington for a week's orientation. Luckily we still had a grandmother who took care of the children and we took advantage of that week, seeing films about Pakistan and ladies telling me about AID.

Q: This was sponsored through AID not the State?

DALY: This was AID, that's correct and they never mentioned OBC. There was no CLO yet, there was an OBC. My husband found OBC in going over and getting language tapes because he speaks Spanish and he didn't want to lose his Spanish language capability so he was getting tapes to take with him to Pakistan to keep up the Spanish and he found OBC and took me over there. I have since prostrated at AID for people to do this. That was really nice and the moving time we found a big difference in terms of -- we felt much better taken care of by AID than we had with the military. The military was lower contract movers for starters and when we were overseas we were much more on our own. With AID when we got to Pakistan we had at least a very small community because we were in Karachi not Islamabad so it was a very small group down there that was not the embassy where we had the mission it was the consul general and the only AID people there were the IG, the IG auditors and the IG investigators. The AID mission was in Islamabad. We had a good school and life in Karachi centered on the school. There was nothing else or not much else.

Q: So a good family life.

DALY: It was the best family post we've ever had. I was the regular school substitute in the high school for the junior high and the senior high, except for math. I also was elected to the school board. I was the only woman on it so therefore by fiat I was the Secretary, but the other people on the board made for a very interesting time for us because they brought in the different segments of the school: we had the American business community, the oil companies and the bankers, and we had the international business community. We had the head of Air France on the board for a while and I have forgotten who the other one was and then we had one of the leaders of the Pakistani community, so it was a very international group. In that sense it made for the nicest social circle we had. It was the broadest in terms of the different people that were brought into it as a normal course of things and then I was re-elected to the board. I served two full years and was re-elected for a third time, however it didn't mean anything because we were evacuated.

Q: Why don't you tell us what happened then I mean historically we know the basics but you can certainly go over them now and how it affected you.

DALY: It was a month after the hostages had been taken in Iran. We were all concerned about that so security was very much on everyone's mind, but not particularly in terms of any personal threat in Karachi, however, Khomeini was broadcasting throughout the Arab world. His tapes were going throughout the Arab world and then it was the time of the hajj. There was a shooting inside Mecca, inside the Ka'bah the sacred sanctuary in Saudi Arabia in which westerners were killed and there were shootings and immediately it came on the radio throughout Pakistan that it was American CIA killing hajj pilgrims and immediate riots followed. I have never spoken to anyone to find out, or nobody has ever told me, we have never been privy to whatever the findings were when everything was over. The spontaneous riots occurred within 20 minutes of each other in Islamabad,

Karachi, and then the third city of -- now I can't even think of it -- but four cities in Pakistan had these spontaneous riots within 20 minutes of each other. Many of the rioters arrived on the scene by government bus.

Q: So it seemed pretty obvious that it was orchestrated.

DALY: In Karachi it did. In Islamabad it was so bad: the entire embassy being burned down, so many of the people being caught in the vault and coming within minutes of dying, and two people dying (two Americans) and two Pakistanis, the kids being threatened at the school. In Karachi we felt guilty even saying that we had had any problems, but the rioting in Karachi was bad in that they were within minutes of breaking into the consulate. The Karachi city police finally intervened. We don't know why they didn't in the other cities, but they finally did in Karachi. It was determined from Washington that we would be evacuated. This was the day before Thanksgiving.

Q: Your family was at school and at work and you were home or were you spread around when all of this occurred?

DALY: My husband's job means he travels.

Q: So he was out of the country?

DALY: Yes. He is on frequent and lengthy TDYs, which has always been an interesting topic. He was in Damascus and of course Damascus was involved in it too. The children were in school on a Wednesday and I knew something was up when I saw a Pakistani Army jeep with armed soldiers stopping in front of my house followed by my children coming out of their school bus. They were escorted from school.

Q: So you were not alerted that your children were even coming home?

DALY: No. At this point we knew nothing. There were no radios in houses at this time. There was no call from the consulate. No, we did not know. The kids arrived with Army escort and they were quite excited by the whole thing. I was due to go for Thanksgiving to the Regional Marine Officer's home. We would circle around and someone was the duty father and he was the duty father for Thanksgiving. My daughter's birthday had been just a few weeks before and we had saved this long weekend for her to have a slumber party following the Thanksgiving celebration. So I had the next morning a pot of spaghetti sauce and meatballs for her slumber party. I was making apple pie and cole slaw for Thanksgiving and I got a call at 9 o'clock in the morning from the wife of the Regional Marine Officer telling me that we were going to be evacuated sometime over that weekend and that she would continue to have the Thanksgiving dinner because it was already in process but that her husband was not there to be duty father because, of course, he had to fly up to Islamabad -- he lost a marine up there as well as an Army Warrant Officer. Then I got a call from the school, from the Superintendent, we would have to hold an emergency School Board meeting too because what were we going to do about

the school and the teachers. We had male servants over there. We had a male house servant who with the kids I set them to packing the air freight and hauling out the winter coats to air out the moth balls and pull out the suitcases to pack and the air freight and to pull one out for my husband because he wasn't there and it was November and it was cold in Washington. So we had winter cloths with us for just such a happening and had to pack a suitcase for him. He wears a size 13 shoe so they are heavy to drag. I went to the School Board meeting, which lasted 3 hours, during which time we were trying to get more information from the Con Gen as to what was happening and it was still that we were going home and they would not advise the business community they would simply say that the government people were going home.

Q: Karachi was being evacuated more on a threat from Islamabad.

DALY: Well the riots had been pretty bad and nobody knew what was going on.

Q: But no personal attacks on Americans in Islamabad or on the Con Gen.

DALY: Correct. In Islamabad yes. In Karachi no one was hurt.

Q: The private business people were upset that Con Gen was leaving, the people from the Con Gen were leaving?

DALY: The Con Gen himself stayed as did several people were told to stay, but the families and most of the employees were out.

Q: Do you think they felt definitely just abandoned by them?

DALY: They felt angry. They didn't want the Con Gen to make the decision for them, they did hope for a little more information from him to give them some insight into why this decision was being made for us so that they could then make a more informed decision instead of basing their decision on the fact simply we were leaving. Not knowing whether this was a political gesture or whether it was a gesture for security. At any rate we decided to close the school and send the teachers to Bangkok, which I was quite upset because I had to go to Washington and I would have much rather gone to Bangkok. Most of the business community sent their families to Athens. Most of the employees stayed in Karachi and the families went to Athens or Bangkok. I then went home, checked the suitcases, finished my suitcase and the air freight, and picked up the cole slaw and the apple pie and went over to the Marine Officer's home for this awful dinner. One of the other women there for dinner, her husband was with an auditor's group up in Islamabad and at that time we did not know what had happened. We found out later that they of course were the group that were taken hostage and held for several hours and were very brutally treated. Sharon, the Marine Officer's wife, got a phone call from the Con Gen's office that she would be going out on the plane on the next day. This was I guess Thursday because it was Thanksgiving. She was due to go out on Friday. Well I have Anne Daly here and her children do you know when they are going out. It is now about 6

o'clock in the evening and they said, "Oh, oh yes she's on the list to go out tonight.

Q: Oh NO!

DALY: She's to be at the commissary parking lot by 8 o'clock. So, I picked up the kids, we drove home, slammed the bags closed, picked up the coats, and got in the car. I had to drive our car to the commissary parking lot, which was about 6 miles away through neighborhoods and over the main street and we were wondering what's going to happen. We got there and got on the brand new school bus -- the bright yellow, American-style -- big yellow school bus that said Karachi American School on it and drove the miles -- I have forgotten how many miles -- to the airport in full public view with people sitting along the sides of the streets going yeah yeah, smiling. The plane we went out on brought in the aid people who had been up in Islamabad that day and brought them back, all except one who had been beaten enough that they kept him for a while. The others came on the plane with us.

Q: To stay in Karachi?

DALY: No to get out of Karachi. Pan Am brought a plane from Delhi.

Q: Oh. I see.

DALY: They took a plane out of their line flew it up to Islamabad and picked up everybody in Islamabad brought them down and picked us up in Karachi then flew us into Paris where they had an air controller's strike. So, we were in Paris for 24 hours where we could do nothing but stay at the George Pompidou hotel that was out there by the airport. Then when we finally flew out on an Air France plane, that treated us beautifully, we ended up in New York where we were overnighed in a perfectly dreadful airport motel. I had to let people know, family there know, that we were coming back and I couldn't stop in New York where we had some family and we flew on to Washington the next day. We were the first plane out and the last to arrive in Washington. Took us 3 days. They took us all to a hotel -- the Sheraton National -- over by the Navy Annex on 395 and they had everybody there. There was CLO, Janet Lloyd, and the Iran group had formed an evacuation committee, the women had formed a group and the Pakistani evacuees formed an immediate PAKEVAC group. They brought in a social worker and they brought in -- Elmore Rigamer had stayed out in, the psychiatrist, he had been out in that area that was his territory and he stayed -- but they had a psychiatric social worker at the hotel immediately.

Q: Do you think that social worker was of use.

DALY: Oh, she was wonderful. We had a lot of the students from Islamabad who were in pretty bad shape and felt really threatened. A couple had been hurt trying to jump over walls and get hyper on the whole thing. The people who had been beaten up and three of the women, two of them with their children with little children, had been urinated on by

the people that had grabbed them. They were going through all kinds of psychological displacement at being pulled out. The lady -- whose name I can't remember -- and I think she's still on the staff at State was absolutely wonderful. We were all forming our own little comfort groups and going from one to the other and wondering where our husbands were.

Q: You had not heard from Ralph at all?

DALY: No. By the time I got back his Washington boss did get in touch with me, in fact he came over to the hotel and he had sent word to have Ralph come out. My husband got back 3 days after me I think. His boss went out to the airport with me to pick him up and the man, he was single at the time, brought a supermarket brown paper bag to the airport for my husband in which he had a sweater, long sleeve shirt, some extra underwear just in case my husband didn't have any warm cloths coming out of Damascus. It was really very sweet. It was an extremely hectic time. It was wonderfully educational in retrospect having everything that was going on afterwards. I wouldn't want to go through it again necessarily. We spent 3 months in temporary quarters.

Q: Here in Washington, DC?

DALY: At the magnificent Clarendon Court.

Q: And what did it all cost?

DALY: There were some 300 families came out of Pakistan and over the next 3 weeks they brought out more from the other Middle East countries. So all of the temporary housing in the Washington area was pretty well used and all of us with no knowledge of what was going to happen -- whether we were going to go back in 2 weeks or not at all. Our children at that time had to go immediately into Washington and Lee High School and we did not want them or I did not want them in a constant state of flux for too long. Did we rent a place, did we buy a place, what? We were in this temporary situation. So we put in for whatever came open and 3 months later we were back in Panama.

Q: So you went back to Panama?

DALY: But this time with AID. So, this time we lived in the city rather than in the zone and this time the treaty was beginning to be put into effect. The Ambassador was Ambler Moss who had been one of the negotiators for the treaty and we all thought he was given the Ambassadorship because he was the only one that understood the terms of the treaty. He was working very hard on it. The kids enjoyed being back. They met friends that they had known before. Friends who are still friends. It was almost a good time, but my husband had serious surgery while we were there. He was hospitalized for over a month. Then low and behold we had budget cuts again and while he didn't lose his job again the office was closed again and after being there for less than 2 years we were reassigned back to Washington. Our children did 4 high schools in less than 3 years on 4 continents

and we came back with our son going into his senior year and our daughter into her junior year and that's not to be wished on anybody. They did fine. I mean they graduated from high school. Our son has suffered from the cut offs, the moves, the jerks, and I think the worry to have it happen to have the move happen at the same time his father was sick, he was 16 years old, was difficult. He hasn't gotten into any trouble, nothing like that, but he went to college and he still has no degree.

Q: He has trouble finishing what he starts?

DALY: Yes, yes. Charming, fit in any company, delightful company. Charming young man doing very well working a very nice job, but not finished. Our daughter, on the other hand, is bound and determined that things will fit in their place and if she wants to do something she will work through it. It's a bit interesting to watch them. They are both delightful people. There are costs.

Q: This may be true though had you not moved at all he may just never have, you never know.

DALY: Of course. That's the what if.

Q: Because you have two obviously different personalitied children.

DALY: Oh, yes. Who are best friends.

Q: Well that's nice. Well they had each other.

DALY: They did. Of course we then went to Manila without them. Timing being everything, ours has not been good. Our longest tour ever was here in Washington for slightly over four years with the two children finishing high school and going through college. The very time you'd really like overseas, with an allowance, we were here. But then we did go to Manila leaving them behind, which was the first time we've been without them and that's mixed. Kind of fun actually. As long as you have telephone connections and somebody for them to go to. That's I think another cost the State Department shares with the military. They expect you to come equipped with grandparents or brothers in the States to pick up your end.

Q: Or don't have children.

DALY: Or don't have children because home leave, which seems to be so marvelous on the surface puts you in an economic hole if you have to rent a car and rent an apartment or house it's not a vacation. Difficult to save that amount of money, but if you have a grandparent at the ready and we ran out of grandparents. That's another, it's not a cost in terms of again that's something that's going to happen no matter where you are, it's just maybe a little bit harder that you don't have the time with them.

Q: That's right and something you regret.

DALY: It's something your children don't have, the time with them. That would have been nice to have and so I always push for having your grandparents visit because I think children need grandparents. I've watched it with ours at college on weekends when we've gone down and the parents come down bringing the grandparents and their friends who are used to having grandparents around kind of ignore the grandparents. And there we find our children escorting the grandparents and sitting and talking to them because ours enjoy being around grandparents. They didn't have a whole lot of it and they seek them out, which is nice for the grandparents too because they've got a new audience. So I totally encourage staying with them and visiting with them and having them come visit overseas, which we did. My husband's mother and stepfather were able to visit us in two countries, which was great.

Q: When you got to Manila,

DALY: We arrived May 5th.

Q: Now this was about the time of the Marcos revolution?

DALY: That's right. My husband went out Monday after Easter Sunday, the day after Easter. Cory [Aquino] had come in. The February revolution was over, but nobody knew what was going to happen. I was teaching here, so he went out in April. I stayed to finish the school year and do the packing and see to the kids at school and make the arrangements for them to be covered while we left and I joined him at the end of June. My school was over and I was going anyway and things looked fairly quiet in Manila at that time. Six weeks later I was teaching out there.

Q: At Brent School.

DALY: At Brent School, which was an interesting if not a happy year. Brent School is an old institution, but it was moved to Manila. It was in its third year when I taught there and was going through administrative difficulties, which spilled over to the teachers. The students were great. There was always no problem with the students, it's the administration so that flux was fascinating.

Q: Did you find that it was good in that you were teaching with more of an international group of teachers?

DALY: Well, I've done that before. There, yes, the teachers were very few Americans, several Canadians and British, and mostly Filipino. In Karachi the teachers were almost all American with a couple of Pakistanis and a couple of Irish and I think one Canadian. In Cuba it was mixed it was a DOD [Department of Defense] so it was mainly American, but they had a few local hires. In Panama it was again mostly American, but assorted. There were always others to bring in to widen the theme. Teaching in an international

setting was something that I was used to and liked and thoroughly enjoyed, but one year there was more than enough. There was an opportunity to do a space study in the embassy, which I was given the contract for.

Q: You're talking you employ the space, not outer space.

DALY: Yes, physical space. I think you pointed me to the GSO and I think he was very happy to have a non-State Department spouse do this because not being too sure what was happening it was much nicer to have somebody from a little bit of the outside that they couldn't directly blame. Again, it gave me a wonderful opportunity to get inside an embassy in effect and meet the people as an AID spouse we don't normally do. In fact, before I went in to begin the work on this space study I had been inside the embassy building only once and that was to get my ID.

Q: This brings up an interesting point that I wanted to talk to you a little bit more about. What you perceive the differences are between State and AID. I know that you have a small post to choose from with Karachi and then of course Manila and I know Panama is probably a mixed bag.

DALY: Probably a middling size I think. It very much depends upon the people who are at any post no matter what the size. Even at a very large post, it only takes one or two people to poison the atmosphere and to set the tone. It seems to very much depend upon what the Ambassador wants or the DCM or his wife and what the AID Mission Director may want or whoever is the chief AID person. If there is an intent by any combination of those people -- the direction does seem to come from the top -- to mix, to make some attempt to get to know everybody at post, it can work very well. The separation seems to - there definitely is a separation -- there's an attitudinal difference. The function of the State Department is different than the function of AID.

Q: Dare you be more specific?

DALY: The State Department is dealing on the level of overt diplomacy, of policy issues dealing with the direct counterparts in the host government. AID personnel are hired for in many instances specific skills, technical skills, engineering, economists are hired to work with the economists in the government to make it work not to discuss its policy. The AID people tend to be more technocratically, their attitude is more in a technical line.

Q: Okay.

DALY: Their jobs usually take them out of where the embassy may be into the whole of the country to work, to supervise, to direct, to organize projects. They work much more with the peasants, the natives, the poor levels.

Q: The working class.

DALY: The working class, the poor levels of whatever country they're going into. AID doesn't go to Europe yet -- yet. Manila is considered the best post in AID, which for many State Department people consider it, well now it's a hardship post for anybody. But prior to the last couple of years AID people considered it the best post they could get where State Department people tend to look at it as a hardship post.

Q: They just do things differently.

DALY: They are coming from a different set of priorities and as a result of that the AID people get involved in dealing with their counterparts who are engineers, teachers, water survey people, they're ditch diggers in many instances and they're going out to build a dam and they bring these people home. The wives tend to get a little defensive I think in terms of when they'll hear the State Department wives talk about representational funds or getting paid for representational parties that can tend to get some AID wives a little defensive because there is no such thing as representational funds. The mission director usually has some, but not very much and yet most of them do a great deal of entertaining and entertaining of the people of the country that they're living in. They love it. There is a very big Peace Corps mentality in a lot of AID people in terms of reaching out and getting involved with the people with whom they work. So these differences sometimes don't mean a thing and a lot of times they can cause trouble and that's where it comes to how the personnel interact at the post. I think in Manila we had a very pleasant arrangement for the most part in terms of working to get the people together and maybe that was because everybody felt after a period of time, as the threat levels increased, there seemed to be less sense of us and them -- embassy and AID or any of the other agencies. We had 28 agencies.

Q: They pulled together more.

DALY: There was more of a sense that we did need to know everybody, we were responsible for each other. Our kids did go to the same school and we did begin to get more cross jobs for the spouses. I think that opened it up too. We had some State Department wives working for AID. We had AID spouses working in the embassy. We focus on AID because I'm an AID spouse and also because the AID machine is so big. I don't think the USIS people felt separate I think they are pretty much incorporated they don't have that sense of apartness. Some of the other smaller agencies do. More so than AID. AID has a lot of AID around it to help to support it.

Q: AID has been around for a long time too like USIS. Even though they fall under the umbrella of the embassy they have their own specific

DALY: Their goals are different I think.

Q: Goals, yes.

DALY: There has also been a feeling, there's an historic antipathy that is built in. In some

posts if all of the agencies come under one GSO there is no way you are going to convince the other agency people, AID or any of the other agencies, that they are being treated as well as State Department people. If you go to a post where AID is much larger than State and there are several of those in Africa there is no way you are going to convince the State people that they are being treated as well as the AID people. So these differences in the agencies because there are differences in the regulations and every time you are living close together in what is in essence a very small town relationship the differences become magnified and each thinks the other is getting something better than they have. Oh I know I did when we switched from the military to AID. We were definitely treated better. That's where the atmospherics come in, in terms of who your community tone setters are. If the complaining tone takes over, you've got a miserable post. If you have a couple of people who can be positive and laugh about things and get people to work together on committees, to get people out of the cafeteria, out of the club, away from just the bridge table -- play bridge, but not just bridge, and get them to work on some kind of positive, even if it's only volunteer, and get them some credit for their volunteer work, and get them to feel as though they're doing something that makes a difference, the whole tone of the community can change, and some recognition for what they've done.

Q: Very important.

DALY: If the Ambassador is willing to sign letters that the CLO writes and they have something for their resume it makes a great deal of difference. It means something to people to get recognition, when we have people who have worked on volunteer committees 3 or 4 years and the only recognition they've gotten is from newer people saying, "What do they know about this, who are they?" and nobody has said a showable thank you. A verbal thank you is nice, but a written one means a lot. It's been interesting.

Q: You became the CLO in Manila.

DALY: Succeeding you. For 6 months going around say, "I know Sue's not here, I know Sue's not here."

Q: When you got your own feet wet and you became the CLO and you're on your own, what did you sense was the best thing for you being married and a wife in the CLO job.

DALY: Was the consciousness of the difference.

Q: Good.

DALY: It was very much a part of -- in all the posts that we've been in, my husband's job has left us as being kind of peripheral, a little bit outside of things. His being with the IG does not make him beloved of everybody in AID and so we are not necessarily a part -- we're a regional office -- we're not part of the mission. It depends upon the mission as to how you're treated there. So, in all of these jobs I have been conscious of being an

outsider. So to come into the CLO job my goal was not only did I not want to feel like an outsider, it was to try with as much effort as possible include as many people as we could into whatever we were doing and that was our goal. To some extent it works. Nothing was perfect, in fact probably some of the people felt as though we were excluding them. Manila has over 700 people, families of an extraordinary variety.

Q: It's a small town, you're like the city Mayor.

DALY: Spread out and to make those attempts meant that there was no way you could include everybody, no way you could do everything. So, on the one hand you'd be getting people saying, "Oh, that's nice" and others saying, "Why don't you do this." Suzanne did this, why don't you do this.

Q: Because you are not Suzanne.

DALY: But that goes with all of it. I think it's the most extraordinary experience.

Q: Well you did happen to get a Meritorious Honor award. What did you get that for?

DALY: I don't know specifically.

Q: Had to be some great nominee letter.

DALY: It had a notation on it being for the general well being and survival of the 19 months and for extension. I think it was for that basically.

Q: For your big goal.

DALY: We had a lot of things happen. You had the revolution and we had the follow up, which was four coups. We had the killing of the three Air Force men up in Clark and the next year the killing of Nick Rowe of JUSMAG. That was terribly close because by this time we were -- you had set the framework to get the CLO assistant and she was in place and her husband worked directly for Nick Rowe and her husband, Kathy Keater's husband, was the one to get to Nick Rowe's side and try and save and try and keep him alive and of course he could not. He himself was under threat so we were dealing with this on a very direct level. Sheila Platt ...

Q: Was the Ambassador's wife.

DALY: Was the Ambassador's wife who is a trained family counselor and has worked on all the crisis management films and tapes was immediately involved. She had done many seminars for us before this on different topics including the crisis management so the awareness level in the community was quite high. With the, remember you had started the dependent security briefings and we continued them and she had done the crisis management with you and then we had her do it again and we also did a mid-life crisis

one.

Q: Very good.

DALY: Oh boy! Did we need that one and several others and the Ambassador continued to come to every dependent security briefing. We had started the children and teens security briefings. So the awareness was much higher. The neighborhood networks that you had started were continued.

Q: They functioned well then.

DALY: They don't function well, no. They are a marvelous idea and they serve a purpose and do continue, but they can only function as you have a continued effort by dedicated volunteers and that we were running out of. Also, because of the increased awareness, people were beginning to feel they didn't need this and they didn't need that because they knew this and they knew that. Every time people would begin to feel perhaps the slightest bit complacent something would happen in Manila that would make you realize that your security was never going to be there completely. So Sheila stuck right in and we did all kinds of critical incident debriefings for the families, for the children involved, in all of this. It kept the atmosphere calm through it all, at least we hope it did. Because I missed the earthquake, thank God! I think in terms of getting the community more together it was important because when we had the first major coup attempt -- in AID there is a number, because our professionals are out in the countryside working for extended periods of time and many of them take double and triple tours and they are also at the marrying age, they get married overseas. I think AID has a higher proportion of foreign-born wives than does the State Department, although the State Department is catching up. In Manila at that time we had about 8 Vietnamese wives in AID, who clustered together anyway because they were comfortable within their own group, however we had begun to get them reaching out and we had to work very hard to continue that because as soon as that first coup attempt hit they really pulled back because to them it was Viet Nam all over again. We had to work with them to realize they were not afraid, there was some feeling that oh they're afraid, no that wasn't it they must ... *(end of Tape 1, side A)*

Q: Anne, we were just talking about the Vietnamese wives in Manila and I wanted to repeat, I think the last sentence was that they were not really afraid although that there must have been some sentiment that they must have been afraid. Do you want to continue from there?

DALY: Okay. It wasn't fear it was their sense of precaution. They just felt that it was time to stay around the house, perhaps start going through their things, start planning on what would go, and what they would take. I think they did that and then we were able to get them to rejoin the community. One of the ways that worked very well was we had several of them giving cooking lessons, either in group sessions or private and one of them even we brought into the club to try and get some effect on the chef in terms of some dishes to introduce on the menu at the club having been trained by a real Vietnamese cook. It

worked for a while then she left the country when we needed to be retrained. We had made efforts in that regard to try and get the spread out for the community to try and get them to join in different things. We also used -- I went to AID to get some help on certain things making them a part -- Suzanne you had already gotten an AID vehicle to be used to take people out to one of the charity projects. We continued that. With the new admin officer, we had to write a letter and a memo reconfirming it and going through the whole process and then we further got them to help us with the vans because we got an AID wife to do city orientation tours for newcomers. She's coming back this summer and had to train some replacements before she left. She did two tours on alternate Fridays and had some help from other people, but basically it was this one person, Kay Olsen. She did a marvelous job. She took small groups of people, sometimes only two and never more than five from all different agencies and they were in a van together for no more than 2 ½ to 3 hours and kidding around and going around the city and learning their way around and realizing that people from different agencies could talk to one another and could even become friendly and under Kay's tutelage you had to. We got AID and the embassy to switch off on the vans on that. So that we brought AID into helping us.

Q: So there's a sense of cooperation?

DALY: Yes and that worked and as far as I know it's still working. It better be because they need all the help they can get out there. I think the CLO job out there is the most demanding work I've ever done. I'm sure it was the same for you. My husband laughed at me because I used to tell him all the time, "Oh you don't have to work overtime. The government will continue to function if you stay home," and he would occasionally look at me and laugh as I was going in on a Saturday morning to finish up some paperwork that couldn't get done during the week with people coming in. But it was worth it. It was wonderfully worth it. I think that I enjoyed the ombudsman role, what I call the ombudsman role of the job. Many of the people who worked in the embassy as part of the admin staff did not enjoy the regular Tuesday admin meetings. They felt it took time away from their more important work. I loved them because it was my way of tuning in with them, of gaining information that I had no other access to -- that being one of the difficulties perhaps of not being a State Department spouse. I did not know all of the people in there, I didn't understand all of the job functions and the interrelations between the people and what was happening, so those meetings for me were like taking a post graduate course and I thoroughly profited from them in learning how to deal with the different people, avoid confrontations, and learn to get things done by being prepared, by being able to bring a proposal to the admin officer in such a way he was able to say yes.

Q: You became a more functioning part of the admin team then.

DALY: Absolutely, absolutely and he definitely relies on the CLO to provide him with a sense of what's happening in the community with a true picture of complaints, of worries, of where people are nervous, and he also wants ideas. He wants you to come to him, not just with their complaints, he wants solutions from you, potential solutions, or possible ways to deal with it and he listens. I appreciated that. He did not want a yes person. He

wanted to know what was going on. I know again, in terms of the working relationship, there were people in the community who felt that I didn't stand up and tell him what for on some things and I felt that would have been the kiss of death to have presented him with anything in that way he could very easily say no. And since the CLO operates without a budget of its own, the good will of the Admin Officer and his entire staff is extremely necessary for the functioning of the CLO. We found that if we were prepared, if we were able to present him with our request, our needs, or whatever in a way that gave him a way to say yes we got what we wanted -- most of the time.

Q: That's very important. I think being a CLO is working hand in hand with the powers that be. You take a lot of flack off of the Admin Officer.

DALY: Indeed.

Q: They may not always acknowledge it, but they're always aware of it.

DALY: Yes.

Q: I think that's why most Admin Officers that like the CLO, that would be their number one reason.

DALY: Yes. You're an information resource and you're also a different way of looking at a problem. You're also out there with the community that they really don't have a lot of time to spend with and so you are the one that's bringing to them the sense of the community and you better be right.

Q: Under here on our topic sheet you have indicated here a couple of things under specific foreign service issues. Do you want to review that briefly and then we'll talk a little bit more about that? Let's talk a little bit about spouses in job employment overseas because you dealt with that as the CLO in Manila as you pointed out earlier.

DALY: As a spouse without a job.

Q: As a spouse without a job, absolutely. Now again, back home even trying to stay within the realms of State and AID and trying to find a job.

DALY: As one of the older spouses.

Q: She's not 90 years old.

DALY: We have been married 27 years and of those years we have spent almost 16 of them overseas in an assortment of posts. Very much, I was a teacher before we were married and I continued teaching after we were married. I was in New York at the time when you had to quit when you were six months pregnant. The second child I stayed home with the children or had to, then we went to Cuba. I worked as a sub. I have been

able to work as a substitute teacher almost every place we have gone, but could not get a regular teaching position when I was ready for it or wanted it or could have used it because the early years in the Navy the children were going to DoD schools. DoD hires its teachers usually from the States through a very prolonged Federal hiring process. If you are at the post long enough you can get hired. In Panama at the time we were there the first time the schools were Panama Canal Zone schools not Department of Defense. Had we been there longer I probably could have gotten a job. They hired their long term Zone residents. If I was going to be there for ten years I would definitely [have] been able to get a job, but as what was consider a transient military I could get a job as a substitute, which I did do.

Q: Is that at lower pay than if you had been hired in the United State under the Federal hiring program or do they pay you at the same rate as someone they hired in the United States?

DALY: In the Canal Zone there was only one pay rate. In other places, the DoD schools have only one pay rate. When I worked as a substitute in Pakistan I was on a local pay rate. When I worked full time at the Brent School in Manila I was on local hire plus. So I made \$5,000 teaching at the Brent School. I made \$5,000 when I started teaching in New York City 26 years ago. So I've not come a long way. These things cost. I'm typical of the wives at that time, I think, or in some sense as well in terms of try to grab what you can where you are and make use of it and getting caught. Now to turn up at anything you basically need to have a Master's Degree. I have 55 credits toward a Masters Degree but no degree and I won't get it. I would have to start all over again because mine hasn't assigned. I've gotten those credits in New York, Panama, Japan, back in Panama. I stayed in a BOQ for a week to get a course and it all adds up to being able to list the course but still no degree. When it comes to getting a job, we are very definitely those who have been caught. We too could have used a second salary; we still could very much because the timing hasn't been very good. So, for the younger women coming in who won't put up with that, who look upon having a job as a necessity, for those who are willing to take a job and not a career path they may continue to go overseas and with continued pushing make more job openings possible to continue with an interrupted professional or nonprofessional or semi-professional job path of some kind. It's not satisfying. It can be immediately satisfying, but that constant interruption and going nowhere with it. Having to stay on an entry level. Right now if I am competing for jobs in the private sector, I am basically in competition with my own daughter. That's not a comforting feeling.

Q: When you've worked all of your life.

DALY: When you've worked all of your life. So for the younger women who are trying to find their way through, they really are not going to put up with that too much longer. At least they are not going to do it and have a happy home. It's creating severe tensions. The jobs that -- there are openings to some good jobs now overseas. The bi-lateral agreement that FLO has pushed has been put into act in many countries serves some purpose. In most places that works best for somebody who is in some kind of an entrepreneurial field:

the artists, the musicians, the photographers, the writers, the editors, even now some of the computer specialists can do something in a lot of local markets, but the normal career path personnel type -- even the engineer, the doctor, the lawyer -- cannot be licensed in most other countries. You can't work. It's still difficult to work in professional fields in most countries that you go to because they are protecting their own people. For tandem couples it's a wonderful concept, but there's not going to be any way -- it's going to be more difficult to fit those people in. Either as both go up the career ladder and therefore are looking at posts with fewer choices or as one goes up and the other one stays at a slightly lower level. Maybe taking time out to have a child in between, losing a promotion step along the way. If they continue to draw down on certain posts, again the choices are becoming fewer. The fields that are growing may not be the ones that are going to allow this choice. It's going to mean separated families or unhappiness on the singles who feel they're being discriminated against to make room for a tandem couple. Where they have separate allowances, again you have the built in resentments that you may understand it intellectually, but emotionally it is not appreciated. The role of the volunteer, where a great deal of our image overseas has created a lot of the good feelings that remains in places, particularly in the Philippines. When you were there, when I was there, a lot of the areas where good feeling remains toward Americans is because of the American volunteer efforts. One area, this charity project that the wives club is still continued in terms of a squatters area community. Many people in the community have been part of the NPA the local communist gorilla movement and yet the general feeling in that community is one of absolute welcome to the American women who come out in a government van because we have done over a period of 15 to 20 years now such solid real good work out there, enabling those people many of them to hold jobs. It has been a very productive, a very positive project. We're running out of volunteers.

Q: They're all working.

DALY: They're all working. We're running out of CLO applicants, because they're working at other jobs. AID has a very definite push, most of it is agency policy and of course it works better in some places than in others, but it is agency policy to try and hire spouses, make jobs for spouses. Manila hires about, 4, 8 -- 12 spouses are hired in AID mission Manila. That's a high number. They are not all AID spouses, a couple of them are State Department and assorted others. A couple of those jobs are very professional level jobs. They are not secretaries. They are not pouch room or mail room. They're project officers, computer specialists, Deputy Admin Officer, the GSO Officer. They're done on a contract so the salary's pretty good but there's no benefits, there's no career level. So you still finish, you've got a resume if somebody can read it. The tandem couples, the pressure, and many of them have not faced it, at our orientation meetings and in the security briefings we really push the information to the tandem couples with children. The security level again in Manila is not much to be comforted by. We had to push them to make sure they had thought through the process, the steps, in terms of what was going to happen with the children in case of an evacuation and one or both of the spouses had to remain at post. Did they have this all worked out and many of them don't because it's something you don't want to think about so you push it off until tomorrow. A big part

with the tandem couples is to push them to deal with their family issues because they're concentrating so hard on the career to show that they can do their professional job that frequently they are neglecting the paperwork for their families. It is very very difficult, the pressure on the tandem couples that I saw out there was very intense.

Q: Just to throw you a slight curve ball, what did you think about when you had dependent spouses come out that were male?

DALY: Oh boy!

Q: And the employee was the wife.

DALY: We had five of them, maybe six.

Q: How did that work out? Did they want to be part of the community? Did they want to do volunteer work? Were they pretty much apart and on their own or did they want a job?

DALY: All of the above.

Q: All of the above, okay let's hear because if they want a job, did you feel there was more of a scramble to get them a job over

DALY: In one instance, yes. Our male spouses were as variable as our women. It was really funny, partially funny to see the differences that we had. We had in one case, which was really lovely, the retired husband with the now career wife. That's wonderful. They're enjoying that thoroughly. Do volunteer work. Come in, you need help on something, absolutely marvelous. We had the very young male spouse who wanted to go to college, had not completed college and while there are graduate-level opportunities in Manila going to the local colleges -- not undergraduate. The undergraduate road is very very difficult and so this young man was commuting to Clark Air Base. That's a minimum of an hour and forty-five minute commute one way. He was doing it in an elderly Volkswagen without air conditioning. He was not enjoying it, but meanwhile he also, they were newlyweds at this time and had decided they would do this. I don't know how it's going to work out in the long run. She is of course in the consular section working very very hard. She's very good; he's very bright, very charming. There are no jobs for him so he is trying to take some courses and in the meantime he plays basketball and he's coaching one of the FSM basketball teams. He has worked with us on projects. We have called on him to help on some of the charity things and he comes and he does and his wife has come as a volunteer with him on some Halloween party things and he has helped with some of the kids in summer camp. Not on a regular basis but yes we've gotten him involved in that way and he's happy to do it. We've had only really one bad case and that person would be unhappy here, there, or anywhere. It's exaggerated by being overseas, which he had never been before. It's exaggerated by his wife being a fairly low level salary. So they weren't paying rent. They were only able to do it because housing was

provided. He was trying very dutifully to be the house husband and very good father to his children, but he was just not a happy person and created problems because he was there all the time and he would not help with volunteer work. Finally two of the women prevailed upon him to help one time each on a project, but that was all he would do. He was a complainer and whatever his personal problems were, they were exaggerated by being there and did cause a degree of ...

Q: This is not necessarily a male related thing.

DALY: It was neither male related nor Manila related. He was the aberrant.

Q: Spouses, whether they were male or female all carried their own personal ...

DALY: Yeah, we had one young man who was a lawyer and he was very happy. He was running tennis clinics, teaching at the local law school part time, he worked on a couple of temporary projects. He very much wanted a full time job and he did eventually get one. There was some feeling, well we ought to get him a job until I mentioned why should he be given more consideration than the female spouses who are applying. There was a little pulling back from that, but because he was such a popular person. He was in the poker circle and he was in the tennis circle. The men on the employment hiring committee did kind of want to give him a job, but we all did. But I didn't want him treated differently from the female spouses who were applying and in truth he was not. There started to be some consideration on that and then they said, "no I guess not, no, no he qualified for this one fine." It did work out. That can be a growing problem. It's going to be a problem for the Department in a way that a lot of these couples coming out are saying let's try this for a tour.

Q: More as an experiment, not as a career.

DALY: Yes. We're getting many more of the younger couples coming in even without the female spouse not working coming out for a nonworking tour, but may have had other careers before. They're coming into the State Department perhaps a little bit later than they were. They know they've got options. These are people that were doing quite well in whatever they were doing before, but they always wanted to try the State Department. They passed that exam, they got through it and they're going to give it a try. Maybe it's not what they expected. The housing for some of them I know, the apartments in Manila just were not what they had in mind because to tell the apartments on the Manila compound that I'm talking about.

Q: Seafront.

DALY: Yes. Much of the housing in Manila is wonderful, but the apartments on the seafront compound are awful. Whoever designed them and engineered them should be forced to live in them to see how dreadful they are, but meanwhile young couples are going into them. They don't like them. The pressure on the job is very heavy out there and

there's no one out there who's underworked and they know they've got other alternatives. So they're saying let's give the State Department a chance. Let's see how it is. It gives us a couple of years free out of country and if we don't like it we'll leave. The more dissatisfaction in the career path and lack of employment for the spouse or the pressures of the tandem. The Department is going to be losing an awful lot of these young couples. Now they may be happy to lose them. Some of them would not fit anyway, but you don't have people coming in with the idea that they're going to do a career with the Department as they used to.

Q: So that would be the biggest difference you would see in the younger group coming in to a place like Manila.

DALY: They're ready to leave.

Q: And the older more established something like full tour types.

DALY: Yes. This is my career. This is what I do. Choices get limited as you go on a little bit, but I see in the younger people coming in that they're trying it out. If we like it we'll stay. If we don't like it, we'll get out.

Q: That's their choice I guess.

DALY: Yeah and it's nice that they've got one.

Q: We were talking up here a little bit more about the AID versus the State and I thought you made some more comments off the tape that I thought would be nice to have on the tape.

DALY: It's primarily I'll make the difference between AID and State because that's the one I know. I found again out in Manila particularly because I was dealing with the others. We had three levels of difference. Going back what was it five years ago that the FLO sponsored that survey that went out to everybody that resulted in that blue book, the findings on the foreign service spouse. It was an excellent survey, but even in the report I felt from my angle of difference that not enough attention was paid to what I consider to be the other foreign service. That most of the attention appeared to be on the traditional diplomatic representational foreign service and did not take into consideration many of the concerns of the rest of us. We're not on the diplomatic list, we're not on the diplomatic circuit, we are other agencies of other forms and that there are levels within the service and how those can be ameliorated or exacerbated depends upon the people at post because the different agencies serve different institutional purposes and therefore do have different climates and there shouldn't be a change in that, otherwise they wouldn't be functioning properly. Since each also functions under different sets of regulations, even though we're all under the standard FMPs there still are differences within the agencies and the more those are played up, the unhappier your post. If there are differences with R&R. Now, there can't be with most of the agencies, but the VA exists overseas only in

Manila. They don't know what they're doing. They signed on with the Foreign Service Association and all those things except that somebody in Washington didn't catch on and so they were denied their R&R. I think they're getting it back. The embassy is fighting it through to them that this is not proper, but meanwhile you had a group of very unhappy people. Now if you have a small group of very unhappy people they can spread that unhappiness very quickly. It can feed on the community. In the communications if AID people for instance, we can't have pools, we can't have houses with pools. That goes back to Jack Anderson report some 10, 12 years ago. In a policy way it makes very good sense. The AID people are supposed to be working with the less affluent members of community generally, you're not supposed to live that much better than they do, however, in truth that can cause absolute ridiculous circumstances where in many countries the only housing where you can put western families into say have pools and the alternative is the shack down the road.

Q: That's right.

DALY: Manila has a little bit more opportunity than that, but can still put itself into silly situations where it can't lease a house that would be cheaper than the one they do lease because the cheaper house has a pool. They can't rent it or they can't lease it. If it's handled in a humorous fashion kidding each other, going to visit a friend who's a State Department and has a big pool in the backyard and you can kid about it it's fine, but if you have somebody sitting back in that AID mission say humph, we can't have one why should they, and that spreads you have to be able to diffuse that attitude. The military people get really upset because they generally have to go out and find their own housing. They don't have a GSO of any real substance for the embassy. They have a smaller allowance, so they have to go out and feel they have to take the leavings. The houses that the State Department doesn't take, the AID leases, the houses that AID won't lease then the military can get. This creates bad feelings and there should be a way that, back here in Washington, that there should be a smoothing of those edges because if you've got unhappy families then the employees it's going to spill over into the workplace. The attempt should be to have cooperation among the agencies. They are theoretically all working for the same government although sometimes that seems to get lost in some of the disputes. The attitudes are going to remain different and there are some changes that can be made in regulations. Mostly it's making the people who are in a position to change attitudes at a post of the need to do so and frequently the State Department people are perceived as being insensitive to the attitudes and needs and existence even of some of the other agencies. Everybody gets locked into their own little world and their own way of doing things.

Q: And perhaps even a little protective of their own little world.

DALY: Yes. Oh yes.

Q: Because in the State Department they like the way their housing allowance is set up and another agency is saying our allowance is like this, they may not want to hear that.

DALY: The specific regulations cannot be changed by the individual post, but the attitudes can. We've seen it change. We've seen it go from bad to good to good to bad. It only takes a few, but it must take that awareness and it has to come from the top. We are living in a hierarchical organization and people, you can do things on a small level, but to have a post attitude of working together. It's fine to have a CLO working like crazy to do all of this and it's fine to get your volunteer doing it, but it must come from the attitude of the senior officers at post. They must be seen to want this.

Q: And support it.

DALY: And support it. By their presence, by their words, by deeds, such as letters thanking volunteers or plaques or even a recognition day for volunteer service and recognition that they are hearing what the community is saying. A concern with the school.

Q: Does AID do a charm school for their mission directors? That's what we like to call our ambassador's course. The DCMs and ambassadors in the State Department do take charm school courses where they learn what it is like to be an ambassador.

DALY: I don't know. I don't think so. I really don't know whether they go down to the DCM and ambassador's training or whether the mission directors go with them, they would if they get it because a Mission Director in Manila is usually as senior as you get, as senior as the ambassador usually and he's also, generally speaking, the third ranking member of the mission.

Q: As you mentioned when you need that kind of attitude from the top often it would be helpful to get sort of sensitization to it at the program level.

DALY: It helps to have them working together, the ambassador and the mission director. In Manila, that had been very successful. The two mission directors that were there during my time in Manila both had a very good professional and a personal relationship with the two ambassadors that were also there during that period. I also know of missions where that is not the case. If the mission director is not reasonably close or has a good relationship with the ambassador then those missions are going to be very separate. There are some mission directors that want it that way for whatever their reasons, who knows, but then you've got pretty unhappy posts or you've got people who just live in such small circles. That's fine for some people, that's what they want. Some people have to have that. They can't spread out. They have to create a small universe for themselves to live. Fine, but not for a whole group. I know of one case where an ambassador's wife had said that she thought it was silly to have an embassy wives club and an American wives club and she wanted all of the mission women to join the American women's club and the embassy women's club ceased to exist. The AID women took umbrage at that. This is post blue sheet 1973, 74; this was early 80s I think and so they took a vote and decided that none of them would join the American women's club and that they would stay with the embassy

women's club because they would not be told what to do and both clubs continued to exist. At the same time it was silly because it also deprived some of these women of the opportunity to join both. I think there is room for the two of them to exist; it's a big enough community, but to make choices of either is the wrong way to go. Our aim was to broaden everybody's opportunity to do things because people discovered things about themselves. They did things that they never thought they could do and that's wonderful. And to try and get some of the people who were saying there's nothing ... Some of the women who must work and there is no job. So to try and find something meaningful that they can do so at least they know that it's a stop gap, it's volunteer but they get credit for the volunteer service and they can try to do something that they would be embarrassed to do back home. They can take the chance and fail in a comforting community kind of thing. So many people did try and do things that they never thought they could do before. It's very hard to get them to do this and with the security issues when people are cut back and told they can't go out and they've got to pull in then to get them to do something that is positive and not turn everybody sour. The CLO's job out there is very stressful and Sheila Platt's job, as the wife of, is very stressful. She is worried about him and the work she does in the community. I don't know how she's taking it, but she's very remarkable. The foreign service experience is not an unblemished one. It's not easy. For us, however, I still feel the rewards have far outweighed the things that we've gone through and which happened kind of varied and we've had our costs very definitely. But I've also lived in Japan; I've also lived in Pakistan; I've also lived in Latin America; I've lived in the Philippines. I would not have had that opportunity and I would not give it up for anything. We do run into problems with the AID wives tend again with the men marrying the women of the area that they're in. In Latin America there is a very heavy concentration of Latin wives and they tend to look askance at the anglo wives who come and do not speak Spanish in some areas. They say well you should speak Spanish and I say well I speak a little but I have not spent my life in Latin America. On that basis I would have to know Spanish, Urdu, Japanese, Tagalog and I am not that good a linguist and very few people are. That's hard. It would be nice if we could learn one or two, but the way his job goes we've been going to so many different language areas. That's part that we have missed.

Q: AID takes foreign languages through FSI?

DALY: Yes.

Q: Are AID spouses allowed to take these languages also?

DALY: Sometimes yes, sometimes no. It depends on the budget, depends upon the opportunity.

Q: That is a very definite privilege for State Department staffers.

DALY: Oh, it's extended. They can not give that to State without giving that to AID, but opportunity all those wonderful benefits like OBC too. Presume that you are spending time in Washington. We are getting more people coming into all of the agencies from

other parts of the country at later periods of their life who are going directly overseas from wherever they've been hired in these specialty categories or AID contract hires who come through Washington, who get no preparation for going overseas, no briefing, no information. Some of them think to go to their local library or many of them maybe buy a Fodor's travel catalogue and that's all they have when they arrive. They don't know that there are people and places at whatever post they go to that they can go to for information, guidance, help. So we have more people arriving overseas that are less prepared for it than I believe they were before. This includes even the State Department people now coming in through the specialty lines, AID through the contract agencies, the military of course. The military is doing a better job than it used to in preparing its people, but it is still doing a rather poor job. They prepare their officers, but they are still very weak on preparing families. They still don't want to hear any complaints from them when they get wherever they're going. Even with the difficulties we were going through when Nick Rowe was killed and after that. We had reached out because again I had Kathy Keater working in the office and so we made a very particular effort to bring in the military spouses and Sheila Platt again really reach out to them. That has made a big change because particularly the JUSMAG people felt very much apart, they lived further away from the embassy. They could not comprehend how they were supposed to be somewhat attached to the embassy. There was resentment and it took a great deal of steady, concentrated, multi-avenued effort to attempt to bring them in and make that change, which the embassy had to have because otherwise you had this canker working there. The military didn't help that much. They've got all kinds of resources on the base, but the military that live in Manila cannot benefit from those support systems because you can't travel 3 hours a day to get them. We had young enlisted people in Manila and that's another big post if they've got the young enlisted military. It's awful. It shouldn't be. The APO post office, if you have single young airmen there, they got into trouble in the city because Manila offers young men all kinds of ways to get into trouble, but at least they could afford to live there after a fashion. We had some of those young men married, bringing those young, very young brides from the States with no preparation and no support systems and their salary could not afford to live in a decent place. They were miserable and some of these young men had joined the Air Force in the hopes of being able to take advantage of the educational benefits through the military. Clark Air Base has 4 or 5 different college programs, none of which these people could take advantage of because they couldn't make the commute. So they would be doubly hurt in terms of feeling hurt by this and were being hurt by losing the opportunity to use those advantages that were supposed to be theirs and which they couldn't use. That makes for a very unhappy part of the community. We tried to bring a couple of them in to work with the Teen Center. Pull them in for the Halloween by specifically calling them. These are serious problems that the overseas communities are going to face increasingly. People are not willing to put up with being very unhappy over a protracted period of time. If the spouses are at home unhappy the employment is going to suffer.

Q: The bottom line. What was your favorite post? To wrap this up.

DALY: Oh. That's very hard. I'd say as a family post Pakistan was, Karachi until we got

evacuated. For cultural interest probably Japan. That was an absolutely fascinating society and we perhaps by living out as we did got a little bit more of a glimpse into it than some other people did. For employment opportunities for myself for me personally it would have also been Karachi. The school board experience was absolutely marvelous and then Manila the CLO job was absolutely the most intense, exciting, exasperating, frustrating, stretching experience I've ever had. Panama was fun. Panama was just a nice extended period. Our worst post was probably Guantanamo, Cuba the first one out. Whether because it was the first or the situation there it's over.

Q: Do you think you'll be going out again?

DALY: Don't know. We never say never. My husband is approaching within a few years the retirement level, but who knows there is always the possibility. Would we go again -- yes. We might object to a post because we've never had a choice. That's again a difference. AID people do have some choice generally, regular people, but the IG doesn't. We've only got a few places to go. So, we've been to all but Cairo; oh, we haven't been to Africa. We've never had a post in Africa and we have not been to Cairo.

Q: They have a good CLO job in Cairo.

DALY: I would go to Cairo. That's not a problem, but we don't know. If asked we would go.

Q: Well good luck.

BIOGRAPHIC DATA

Spouse: Ralph T. Daly

Spouse Entered FS: 1977

Left Service: Active Duty

You Became Affiliated with Service: 1977 Left Service:--

Relationship to Foreign Service: Spouse of USAID officer, and former CLO/Manila

Posts:

2 Sets of posts, the first for spouse's employment with Department of the Navy

1968-70 Guantanamo Bay, Cuba

1970-73 New York, New York

1973-75 Panama,

with USAID

1977-79 Karachi, Pakistan

1979-80 Washington, DC

1981-86 Washington, DC
1986-89 Manila, the Philippines
1989-present Washington, DC

Spouse's Position: USAID - Inspector General's Office, Senior Investigator

Place/Date of birth: March 21, 1939

Maiden Name: Mac Rae

Parents: Deceased

Education: Bayside High School, New York; Queens College, New York - BA -History with Honors; University of Oklahoma - Overseas Program - 35 Graduate credits in Public Administration, (Courses taken in Panama (twice), Japan); George Mason University - 1 Graduate course, Human Relations

Date /Place of Marriage: April 20, 1963; Flushing, New York

Profession: Secondary school social studies teacher

Children:

Andrew John, b. February, 1964
Jean Ellen, b. November, 1965

Volunteer and Paid Positions held:

A. At Post:

Manila - Paid positions held:

CLO - April 1988/November 1989
Space Analyst, February 1988
High School History Teacher, Brent School, 1986/87
Volunteer services included:
Scholarship Committee Chairman, Embassy Womens' Club
Shoppers' Day / International Bazaar

Panama - Food Chairperson for International Bazaar

Embassy Recreation Committee - AID member
Committee Leader for CLO advocacy
Board Member Navy Wives Club - Jewelry Sales, Substitute Teacher

Karachi - American School Board Member - elected 3 times

Chaired Food Booths for Bazaar
Substitute teacher
Chaired Committee advocating CLO

B. In Washington, DC

History/English teacher - Shefer School, Alexandria, VA

Substitute teacher - Fairfax County High Schools- primarily Lake Braddock High School

Some volunteer work with AAFSW Book Room

Honors: 1989 - Department of State - Meritorious Honor Award, Phi Alpha Theta - National History, Honors Society Dean's List

End of interview