

Around the World for 85 Years

A Memoir by Joseph C. Wheeler

Concord, Massachusetts:
2013

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Preface

Special Collections at the Concord Free Public Library has asked if I would give them my collected papers. In doing so, I decided to write a memoir on my professional career, giving only brief highlights of my pre-career life and of my family.

For those wishing to know more about the period of my life before 1951 when I went off to Washington to join the Point Four Program, a good start would be to read “Growing up on Thoreau Farm” published in the 1999 edition of *The Concord Saunterer* (pgs. 20-31). This is available at Special Collections of the Concord Free Public Library or from the Thoreau Society.

One of my daughters wondered if I should not have told more about my interaction with my five children. Fortunately she had a positive recollection of the fun we had together. The trips, Washington Museums, the National Zoo, numerous parks not to mention the good times we had together at home. I believe these experiences are for them to remember and not of interest to people eager to learn more about my various work assignments.

In addition to the memoir itself, I have provided an index of my speeches and articles as well as indexes of trip notes done by my wife Verona and letters from eminent persons. These may be found at Special Collections of the Concord Free Public Library located at 129 Main Street in Concord, Massachusetts.

Regarding Appendix Two, I am providing an index of what I refer to as trip notes written mostly by my wife, Verona. Many think she wrote better than I and caught local color and a sense of place particularly well. As can be guessed from the trip note titles, she has had a very special love of the mountains and mountain people. I came to share these enthusiasms with her. I have indexed two or three of Verona’s trip notes for the period before we knew each other because of the historical interest by chapter.

I have included some letters from eminent persons as Appendix Three. In addition to my indexed files I have donated to the library letters that I wrote to my mother and father from my overseas posts in Jordan and Pakistan. Also I have included with the collection of papers slides taken from the 1950’s through the 1990’s. These are labeled and filed chronologically by chapter.

Persons interested in more details might refer to my general files at the Library, which are organized chronologically. If nothing else, I hope this memoir will demonstrate that my work around the world has been full of pleasure.

Acknowledgements: I was helped in the preparation of this memoir by the voluntary effort of Danielle Doctor, a student at the Middlesex School in Concord. She organized and indexed the speeches and articles contained in Appendix One. Betty Ann Killian of Concord assisted in the completion and editing of the memoir. This was particularly helpful to me after I lost my sight in 2010. Of course I am particularly grateful to Leslie Perrin Wilson, Curator of the Special Collections at the Concord Free Public Library who invited me to donate my papers to the library.

(Concord, Massachusetts, January, 2013)



*Joe Wheeler on the ice at Fairhaven Bay in Concord
with his mother and older brothers,
Henry, Fred and Caleb in December 1927.*

Chapter 1

The Early Years

According to a card found in the papers of a cousin of mine, I was born in Concord, Massachusetts on Sunday, November 21, 1926 at 7:25 a.m., weighing seven and one half pounds. I was named after Joseph Coolidge, my great-great-great-great grandfather, who was the only person from Watertown killed on the 19th of April in 1775. Our home was on the same farm on which Henry David Thoreau was born one hundred and nine years earlier. I was the fourth of five boys of Caleb Henry and Ruth Robinson Wheeler, dairy farmers. “Note: In 1999 the Thoreau Society published two articles of mine in *The Concord Saunterer* (New Series Volume 7 1999): Where Thoreau Was Born and Growing Up On Thoreau Farm.”

In addition to farm chores my life growing up included 4-H Club, school, Scouts and Sunday school.

I look back on the farm life with great pleasure. In the spring my mother routed the Wheeler boys out of bed a little early for cutting the asparagus. For the cows, there was the summer haying season and in the fall silage corn harvesting. In the fall I made an annual trip behind our farm to pick cranberries. During the winter, I was often the person responsible for climbing in the silo to pitch down an evening meal for the cows. In my early years, I experienced the transition from horse to tractor. Still in my early teens I raked hay with the horse drawn rake. I recall coming home from our cornfield located where Crosby’s Market sits today with a wagonload of corn. Our two horses fortunately knew the way home to Virginia Road.

I specialized in chickens, inheriting the business from my brother Caleb when he went off to college, growing about one hundred Barred Plymouth Rocks and collecting eggs for a weekly egg route. For several years, I managed the family kitchen garden and was a frequent prizewinner at the annual Acton Fair. I used some of the money from my chicken business to pay for violin lessons.

My 4-H Club projects included poultry, gardening and, during the war, pigs. In 1939, I was awarded a medal by the Massachusetts Horticultural Society for meritorious garden work. I think I had a pretty idyllic youth!

When I was thirteen, the war started in Europe. I was just fifteen at the time of Pearl Harbor. In 1942, at the end of my freshman year in high school, my oldest brother Henry and his wife Patsy, Quakers and pacifists, gave me a twenty dollar scholarship and got me enrolled in a Quaker seminar in the Pocanos. This was a mind-opening experience for that farm boy from Concord. There I met for the first time an African-American – none other than civil rights leader Bayard Rustin, who occupied the bottom bunk below me in our sleeping quarters. Rustin was later credited as an instructor of Martin Luther King in Gandhian philosophy and tactics. But for me, more important at the time, I met a Scarsdale New York high school boy named Harris Wofford. Harris was well known in Scarsdale for his pioneering attitudes. It was said that he had actually danced with an African-American girl!

There is the story that one evening Harris Wofford was taking a bath with the radio on. He was not allowed to touch the radio when in the water and when the program changed he had no choice but to hear a talk by Clare Booth Luce who was speaking about Union Now, a movement started by Clarence Streit. Harris heard the message and got in touch with Streit, later founding Student Federal Unionists – soon after called

simply Student Federalists. Even then very persuasive, he talked me into starting a chapter of Student Federalists at Concord High School. We met on Sunday afternoons in a vacant store on the Mill Dam shopping center in Concord.

In high school I participated in the orchestra, in plays and in debating. It was a busy schedule! Among our debate subjects were: “Resolved: That the government should take over all utilities” *The Concord Journal*, January 20, 1944. Otto Friedrich and I took the negative and won against Arlington. Then we debated: “Resolved: That two years after the War, India should be given her complete independence” *The Concord Journal*, February 21, 1944. Otto Friedrich, Winston Salter and I took the affirmative at Milton Academy and lost. *The Concord Journal* March 16, 1944.

Another high school activity was track, with a specialty of the half-mile. Record times were not very fast in those days and a two minute six second run was enough to make me Class B State Champion in 1944. This was six seconds faster than my previous record. I also ran cross country. I ran especially with Otto Friedrich whose later career took him to the Saturday Evening Post and Time magazine, as well as the authorship of a number of books. He was the class genius – two years younger than the rest of us!

One Boy Scout activity was the Ski Patrol. In 1944, on the 19th of April, I was awarded the task of reading the Governor’s Proclamation at Concord’s annual celebration at the Old North Bridge. *The Concord Journal* of April 20, 1941 said that I read “in a clear voice and with excellent enunciation.” After the ceremony I ran for the train to New Hampshire for a few days of skiing at Pinkham Notch. A high school chum named Paul Freidrich (Otto’s older brother), and I climbed over the head wall to the top of Mount Washington. With a certain sense of accomplishment we knocked on the door of the weather station. The gruff person opening the door soundly rebuked us and told us to get off the mountain as fast as we could. We did, with one reasonably dangerous slide near the top, arriving safely at camp as evening was setting in. A memorable experience! (Paul’s subsequent career took him to Chicago University where he became a distinguished professor of cultural anthropology.)

One of our teachers put in the minds of several of us the idea of enrolling in college a year early- after our junior year. Otto and Paul Friedrich went to Harvard and Jimmy Walker, another good friend, who became a doctor, went to Yale. I applied to Bowdoin and was admitted, actually enrolling for the summer semester two weeks before the end of my junior year. In high school I was by no means the brightest member of my class but I did well enough. When my high school class graduated in 1945 the faculty gave me the “Flag Award” for “the best all-around young man in the graduating class who possesses the qualities of dependability, leadership, service and patriotism to an outstanding degree.” Wow! (*The Concord Journal* June 21, 1945.)

Chapter 2

Bowdoin Days & Army Air Corps

There were only about one hundred of us there at Bowdoin that first summer in 1944, half clearly physically unfit for military service and half – like me – still learning to shave. In the fall semester at Bowdoin I celebrated my eighteenth birthday, enlisted in the Army Air Corps and became a “cadet”. I was called for duty in April 1945. Basic Training was in Texas where I recall celebrating graduation from high school with a fellow Concord High School classmate named Jimmy Dee. By this time everything was in high gear in the Army Air Corps and they didn’t need us. I ended up in a Photo Lab Technician training course in Denver and then was night CQ (in charge of quarters) in a separation center there, the war having ended in May in Europe and in August in Japan.



*Private Joseph Wheeler in the
Army Air Corps. (Denver 1945)*

While I was night CQ I enrolled in a Denver University Spanish class. There was a girl taking Spanish who seemed very nice and I finally got up the courage to ask her for a date. She readily agreed but the next day told me she couldn’t go out with me. Since I felt that I was a perfectly respectable person I pressed her for a reason. Finally, she blurted out that she was Jewish. That was a useful experience – being rejected for what I thought were completely irrational grounds.

Some of the Army Air Corps cadets in Alabama mounted a campaign with contacts in Congress to pass legislation to let the cadets out early so that we could return back to college. This was completely unfair to persons who had served several years in combat and were waiting their turn to get out. But anyway, I was discharged in November of 1945, eligible for nineteen months of G.I.Bill-financed education.

In the months before returning to college I went to New York to work with Harris Wofford at Student Federalists. We planned a Concord Conference on World Government for February 9 – 11, 1946. Eighty-five Federalist delegates came from across the country representing thirty-five colleges including Carlton,

Harvard, St. John's College in Maryland, University of Minnesota, Vassar, Wellesley and Yale. Twenty-five high schools participated in the gathering as well (*One Shining Moment* by Gilbert Jonas, pages 20 and 21). As speakers we had Charles Bolte, head of the American Veterans Committee and Cord Meyer, Jr., a severely wounded veteran who had attended the San Francisco founding convention of the United Nations as an aide to Harold Stassen and later played a senior role in the Central Intelligence Agency.

The Concord Conference met at the First Parish Church. We ate at the Wright Tavern. The conference articulated a Concord Charter that began: "We must make world citizenship a political fact." (*Concord, American Town* by Townsend Scudder, pp. 299-300 and *The Concord Journal*, February 14, 1946.) Growing out of the Concord Conference, Student Federalists put on four summer seminars beginning in June of 1946. (*The Concord Journal* June 20, 1946.) I drove across the country with Harris Wofford to organize and attend these conferences, including one at Pomona College in California and one at the University of Chicago as well as one held at Exeter Academy. We stopped in Washington to visit with Congressmen and called on Supreme Court Justice Owen Roberts. (*The Concord Journal* July 25, 1946.) I recall a stop in Indiana to talk with Paul Hoffman, President of Studebaker; later he became head of the United Nations Development Program. He had a *New York Times Magazine* article coming out that very week to support the Marshall Plan. What fun!

Bowdoin, when I returned in 1946, was bursting at the seams with both new high school graduates and men back from the war. We were a pretty serious lot. I became a member of the Student Council. I was selected by the Student Council to represent Bowdoin at the 1946 National Students Association's Founding Convention in Madison, Wisconsin. At that meeting I represented the Maine/Vermont region on the "Constitution Committee" which, among other things, met continuously with only short breaks for 38 hours, finally agreeing on a comprehensive organization inclusive of both negroes and southern whites. (*Bowdoin Orient*, October 1, 1947).

It occurred to me that it would be a good idea to have more foreign students at Bowdoin. I suggested that each fraternity might offer free room and board to one foreign student with the college providing free tuition. The idea was accepted and became the "Bowdoin Plan." Initially six fraternities signed on to participate. According to the college some 60 other colleges picked up the concept in later years. (*Portland Evening Express* July 28, 1959).

Bowdoin Plan Founder and Foreign Students- Joseph C. Wheeler who originated the Bowdoin Plan when he was an undergraduate at Bowdoin College chats with three foreign students and Philip S. Wilder during a visit to the campus. Shown are, L. to R., Jagdish S. Gundara, Nairobi, Kenya; Mr. Wheeler, Deputy Chief of the Peace Corp's Division for Near East Asia Programs; Angelo G. deCeglie, Messina, Italy; Hans Isaakson, Stockholm, Sweden; and Mr. Wilder, Bowdoin's Foreign Student Advisor. (1962-Photo courtesy of Bowdoin College)



Our fraternity got a Finnish boy named Tauno Nevaleinen. He was older, having fought several years in Finland's Winter War against the Soviets. In this period we Americans were only awakening to the fact that our Soviet ally against the Axis was turning into our adversary. Finland, ironically, had also been our adversary in the war, since it was allied to Germany against the Soviet Union. Finland lost some of its territory to the Soviets in the post-war settlement. Americans had appreciated Finland pre-war as the only country that had actually paid its reparations after the First World War. Tauno Nevaleinen arrived with a good record in written English but unable to speak a word. I was his roommate. He sat down with a history of the United States. He never let a new word go by without learning its meaning and pronunciation. By the time he finished the book he knew English well and could speak it fluently – helped along by being a good bridge player. He became a Finnish diplomat, serving in China when few Western countries other than Finland recognized China. We visited him years later in Finland after his retirement.

At this time there was a Political Forum at Bowdoin where I ran for president and was elected. We were a non-partisan group that discussed current national and international issues. I also established a chapter of Student Federalists. I applied for and won an Institute of World Affairs scholarship to a six-week summer course at Twin Lakes in Salisbury, Connecticut run by Harvard's William Yandell Elliott. (*The Concord Journal* June 26, 1947.) I was also a member of the debate team and a sub-editor of the *Bowdoin Orient*.

In college I had a job waiting on tables at my fraternity. What with this job, scholarships and the G.I Bill, my college education was completely paid for.

I graduated from Bowdoin College in February 1948. I was a James Bowdoin Scholar. I graduated Cum Laude with High Honors in Government. Years later, in 1993, Bowdoin honored me with the Gordon S. Hargraves Preservation of Freedom Prize, putting me in the company of much more deserving recipients including Secretary of Defense William Cohen, Senator George Mitchell and Ambassadors Thomas Pickering and Christopher Hill. Upon graduating, I spent several months working for Student Federalists in New York. Then off to Europe!

Chapter 3

Geneva, Marriage & World Student Federalist

While in college I developed an ambition to study abroad for a year. I applied to the Graduate Institute of International Studies in Geneva and was admitted. I competed for a *Boston Globe* scholarship and was a winner. Then I applied for a Rotary Foundation Fellowship and was sponsored by the local Rotary Club of Concord.

A fellow student at Bowdoin had a father in the shipping business in New York. He got me a job with a Canadian farmer shipping live horses to Europe where populations were desperate for food, including horsemeat. Thus in June of 1948 I worked my way to Europe in a non-union job helping to feed hay and oats to 842 horses. Our ship, the Calvin Victory, weathered storms, dodged icebergs and spent a day in one spot while the boiler was repaired. When we arrived in Belgium, I was paid thirty-five dollars for my efforts.

I signed up for a summer program that included a Conference of the International Student Service at Combloux in the French Alps, a visit to the Bavarian Black Forest and a combination train and boat trip to Denmark, Sweden and Finland. En route through Finland by train from Turku to Helsinki I was impressed by our passage through an area called Porkala, “leased” for military purposes to the Soviet Union. Shutters were put up before we passed through the area so that we could not see outside. It was a bit spooky! But once in the capital city, the hospitality was wonderful. (*The Concord Journal* September 2, 1948 and August 3, 1950.)

After this trip I went on to the Hastings, England meeting of World Student Federalists from August 28th through September 4th, 1948. Somehow I was elected President and it was agreed that headquarters would be in Geneva. (*The Concord Journal* October 7, 1948 and *One Shining Moment*, by Gilbert Jonas, pages 28 and 29). The group established an office under an Executive Director named Norman Hart. He was a young left-leaning member of Britain’s Labor party who had run for Parliament in a very conservative district – and, as expected, had lost.

Attending the Hastings meeting was Jean Huleatt, who also received a *Boston Globe* scholarship. We had met in Concord before making our separate ways to Europe. She had spent several weeks improving her French and working as a camp counselor on the south coast of France. From Hastings I went on to Luxembourg for the Second Congress of the World Movement for World Federal Government. The President of this organization was Sir Lord Boyd Orr, former Director-General of the Food and Agriculture Organization of the United Nations (FAO). I had been tasked at Hastings to carry a number of recommendations for consideration by the Luxembourg meeting. Perhaps the most important of these advocated recognition of the importance of regional federations, especially a European federation. This was accepted in Luxembourg. (*The Student Federalist* for October, 1948.)

The Graduate Institute of International Studies in Geneva was attended almost entirely by American boys on the G.I. Bill and classes were taught in English. This was unfortunate because I should have been bringing my French up to speed, but didn’t. My most interesting course was with Professor Ropke of Germany – a free market type who graphically described the corruption in Turkey. This was due to government

regulations, he believed. And I am sure he was right.

It was at the Graduate Institute that I was taught about the “S Curve.” Simplistically, when things change they tend not to go onward and upward forever but rather they tend to move up or down from one equilibrium to another. We discussed this in terms of Malthus and population. During my lifetime, world population has increased from 2 billion to over 7 billion and is projected to stop growing in another generation when it reaches 10 or 12 billion. The issue is whether the new equilibrium will be reached through science and human changes in behavior or for classical Malthusian reasons. The human family is doing such a bad job of managing itself that this is still a live question.

On the personal side, in Geneva I arranged to eat at the *pension* where Jean Huleatt lived. This had a romantic outcome, culminating in our getting married in Geneva in February 1949. Jean was enrolled in the University of Geneva graduate school and took her courses in French. I had rented a very small apartment on Promenade du Pins and we lived there for several months. We traveled together to Rome for a conference of European Federalists and later to Spain. In Rome, the Federalists had a group audience with Pope Pius. When I went forward to be greeted, my Unitarian upbringing made it impossible for me to stoop down to kiss the ring, but he dealt with me diplomatically. I was awarded the usual small medal given to people who attend as part of the audience.

Spain in those days was really an underdeveloped country, having suffered from its civil war and as a neighbor to warring Europe. Because we could only get transit visas for Spain, we went to the south coast and crossed over to Morocco, making a quick trip to Fez. All this travel represented a great learning experience for two kids whose lives before this had been remarkably sheltered.

We took a trip to Germany where we went to the Cologne area. This was just before the great currency reform. People were hungry and traumatized. In my role as President of World Student Federalists I was asked by the British information office to speak to some students in Dusseldorf. I was warned not to talk about the issue of “dismantling.” In Washington a policy had been adopted to dismantle Germany’s heavy industrial machinery and ship it off to liberated countries. This was meant to make it impossible for Germany to regain its ability to make war. The policy was called the Morgenthau Plan, after the Secretary of the Treasury. I went into my speech and innocently said that with a federal union there would be no issue of dismantling. At this point the Chair stopped my speech and sent me on my way with my tail between my legs. Of course I told myself that I was not discussing dismantling but certainly learned just how sensitive the issue had been. Years later I was told that Germany was very grateful for the dismantling policy because factory owners were forced to retool with the most modern machinery and that had made German recovery faster and more efficient than the competition. After the currency reform Germany’s economy turned around rapidly and it was impressed on me how important good policy is for economic progress.

Another trip Jean and I made was to Prague, less than a year after the Soviets had imposed a communist regime on Czechoslovakia. My mother had given us the name of an older couple known to one of her Vassar classmates and we looked them up. We went to their home for dinner where we tasted rabbit for the first time. At that time meat was very scarce but the father had gone to the countryside to obtain the rabbit. In the course of the evening we learned that one of their two sons had gone “skiing in the mountains” – which meant that he had escaped to Austria. We were asked to take a suitcase of clothes to him, to be picked up in Geneva. On the way back to the hotel we saw the police stop a car for a spot check of the trunk. I never forgot our nervousness as we crossed the border with the suitcase, but fortunately we were

not asked to open our baggage. On the brighter side, we went to a Christmas service at the American church, a very old and unheated stone church where a wonderful rendition of Good King Wenceslas was sung on that cold and snowy night.

Although we travelled to many places and saw many things during our year abroad, even more important to us were the scores of meaningful conversations with others. This was a stressful time as people were picking themselves up from the war and the Cold War was revealing itself. Morale was low. Many people were tired of war but almost resigned to another one. Reading our letters home I realize how very much we packed into our year in Europe.

Chapter 4

Harvard & The Littauer School

After our year in Geneva we returned home on a packed student ship and both enrolled at Harvard, I at the Littauer School of Public Administration (now the Kennedy School) and Jean at the Harvard Graduate School of Arts and Sciences. We lived with my mother and father on the farm in Concord and studied very hard. This was my opportunity to learn some economics and political theory. After two years we both had master's degrees and had done the course work for a doctorate. Jean went on to get hers but I did not.

At Harvard one recalls the people one meets. One professor was William Yandell Elliott, whom I knew earlier at the summer course and who later became Jean's doctoral sponsor. One of Elliott's favorite students was Henry Kissinger. We usually ate lunch in the Littauer lounge with such fellow students as James Schlesinger, who became Secretary of Defense and James Fletcher who headed NASA. Professor Holcombe introduced our class to a young Congressman named John Kennedy. In retrospect I am especially pleased to have heard lectures on agricultural economics by a still-young professor named John Kenneth Galbraith.

In 1950 Jean and I wrote a series of articles for *The Concord Journal* that reflected on our experiences in Europe. I think they showed our anguish as the world moved into the Cold War and our wrestling with the issues of democratic practice in an imperfect world. (*The Concord Journal* for June 29, July 6, July 13, July 26, August 3, August 10, August 17, August 24, August 31 and September 7, 1950 -See Appendix I, SA3-SA11.)

In the summer between our two years at Harvard I got an internship at the Department of the Interior in Washington with a man whose job it was to figure out when oil supplies would be used up. He developed formulas and I did the calculations on a Freiden calculating machine. Of course our assumptions were all wrong and our predictions without merit. But one's first job is a great learning experience.

In my second year at Harvard I took the test to be a Junior Management Assistant. At that time the government had a system of quotas by state – a holdover from pre-war Depression days when jobs were scarce and the government didn't want New Englanders grabbing all the jobs in Washington. The Civil Service Administration got around this by giving a passing grade to only the number of persons the executive agencies asked for from this exam. During spring break I went to Washington looking for a job in foreign assistance. I traveled to the Department of State's Technical Cooperation Administration (The Point Four Program) and went to Personnel. The secretary in the office told me that they were not hiring. I responded that I had come all the way down from Harvard and hoped I could at least talk to somebody. She heard the word Harvard and asked me to let her talk to her boss, who promptly invited me in and hired me for a junior position.

Chapter 5

To Washington & The Point Four Program

The Technical Cooperation Administration was the manifestation of Harry Truman's so-called "Point Four" program. He articulated this as the fourth point of his foreign policy program in his January 20, 1948 Inaugural Address, in which he said that we "must embark on a bold new program for making the benefits of our scientific advances and industrial progress available for the improvement and growth of underdeveloped areas."

My first job was in the office dealing with education and technical training. This office was responsible for hiring specialists to go to Europe. One of my tasks was to carry contracts from one office to another to get clearances. It was felt the best use of my time was to wait at each office until I got a signature. People didn't like having a junior officer waiting outside their door and I usually got the signature. In this way we could go from identification of a consultant to his departure for Europe in just a few days. The head of the office was a Truman Democrat named Malcolm Morrow. He was also in the real estate business in Fairfax County. He almost ordered me to buy a house (not from him) because that would be a great investment. I borrowed a few hundred dollars and we bought a house in Falls Church, Virginia under the G.I. Bill for about \$11,000, 5% down, paying less than \$70 a month. Malcolm Morrow was right.

Morrow's Deputy was a man named David Scull who was a Quaker. Washington was a very Southern city in those days where Negroes were not allowed to ride in the front of buses and they could not eat in most restaurants. One time David took a Negro into a restaurant. This resulted in the Thompson's Restaurant Case where the Supreme Court decided on June 3, 1953 in favor of David Scull. I learned from him that individuals can, indeed, make a difference.

My second job was as Assistant Italy Desk Officer in the new Mutual Cooperation Agency, which absorbed the Technical Cooperation Administration. I worked for a Chicago-trained economist named Evelyn Ripps. By now the Marshall Plan was coming to an end but Italy was one of the poorer European countries and was still getting assistance. I learned about the southern part of the country -- the Mezzogiorno -- where people were exceptionally poor. We kept a constant watch on the balance of payments.

My next job was working for Marjorie Belcher. We were phasing out the technical assistance program for Europe. We were still sending a few consultants to Europe and we did this very efficiently.

We were directed to cut down on the number of persons on the payroll in Europe. I dutifully came up with lists of persons to be given notice and these went for approval to Stuart Van Dyke, Assistant Administrator for Europe. He called me in and talked about each person. He taught me that dealing with people required a consideration of their personal situations. It could not be simply a mechanical exercise. In this job I made my first government-financed trip -- to Paris -- where I got a feel for the way the Marshall Plan had been administered. In their wisdom, Averell Harriman and his associates decided that the program should be administered by the European countries themselves, working together. Thus the Europeans formed the Organization for European Economic Cooperation -- (OEEC). In the transition to more normal functioning of the European economies they also established a European Payments Union -- (EPU). The United States had an office in Paris to interface with the OEEC. In this way we were able to pass to Europe some two

percent of our GNP with only a relatively small office in Washington, another in Paris and only token staff in the European capitals.

It was generally agreed in Washington that the place for a young officer to be was the Bureau of the Budget, now called the Office of Management and Budget. At this time there was an exercise called the “Baby Hoover Commission” looking for efficiencies in government. I was offered a job with a staff headed by a Princeton professor with the understanding that after six months I could transfer to the Budget Bureau. On the Friday before I was supposed to take up my new position I was called by the Princeton professor and told that unfortunately a budget squeeze had caused the elimination of the position I was take up the following Monday. A few minutes later, I had a call from the professor’s deputy, a civil servant, who told me that there was a problem in my security file. Neither he nor I had any idea what the problem might be. I had a friend in the White House who agreed to investigate what was wrong. A few weeks later he called to tell me that there were two items in my security file that had raised questions. One was that I was born on Thoreau Farm and that might be a socialist community. The other was that I had been a member of the American Veteran’s Committee and the Communists had tried to take that over. I might after all have been on the Communist side. In fact, they of course did not succeed and I was not identified with the Communist faction. Fortunately my aid agency superiors had no problem with my record and agreed to keep me on.

Chapter 6

Desk Positions for India, Greece & Turkey

Moving on, I became the Assistant India Desk Officer, working for another Chicago economist named Alfred White. He handled the larger economic assistance issues and delegated to me the technical assistance program. We had a very large program in India, especially in agriculture. Many American universities were involved, sending faculty to India to work at Indian universities and research centers as well as training Indians on their campuses in the United States.

I went on a trip to India where the Mission Director asked the Agriculture Division to show me the country. Mr. Frank Parker was head of this office and he took me in hand, sending me to Hyderabad and Bangalore and to Uttar Pradesh and the Punjab. This was no ordinary aid mission. The Mission Director saw Prime Minister Nehru from time to time and was able to discuss policy issues with him. Frank Parker dealt with the Minister of Agriculture. The Ford and Rockefeller Foundations also had large offices in New Delhi. Years later an Indian official told me that India had benefitted from the huge amounts of food and commodity assistance the United States had supplied but in the long run the technical assistance program might well have been the most valuable contribution we had made to India's development.

After three years on the India desk both Al White and I moved on – he to head an office and I to work for him as Greece Desk Officer.

As an aside, I should say here that I had been a very active resident in Springfield, Virginia, heading the Springfield Civic Association. Our Springfield home was larger than the Falls Church house, accommodating a growing family. Springfield was a new suburb with lots of houses and very few facilities. My carpool was comprised of some local activists with Tom Davis a lawyer, and Arthur Hughes, who, with his wife, published the *Springfield Independent*. We decided to take on a number of projects through the Civic Association, including roadside tree planting, establishing a volunteer fire department and getting Fairfax County to start a library branch. I ran for President of the Association. During the long ride to Washington and back we planned our campaigns. It was a very successful effort. After gaining some notoriety in Fairfax County as President of the super-active Springfield Civic Association I was appointed to a Fairfax County Growth Research Committee. We considered whether or not to incorporate the County as a city. Our report was completed in October, 1957. It pointed up the issues but urged further study!

By way of background, it is important to note that Harry Byrd, when he became Governor, hired Luther Gulick, an urban planner, to review Virginia's Constitution. The result was a very forward-looking scheme that eliminated overlapping jurisdictions – the bane of New York where the homeowner might pay separate tax bills to many different overlapping government bodies. So in Virginia you lived in either a city or a county -- but never in both at once. Fairfax County had become one of Virginia's largest jurisdictions but was not incorporated as a city – and still isn't. The County is very large and many urban areas within it wanted more services than could be afforded for the whole county. Some years after our report, legislation was developed that would permit urban areas within the county to tax themselves for streetlights or other amenities. This was opposed by the Old Guard. The Fairfax County Federation of Citizens Associations favored adoption of this option and sought to get it on the ballot by obtaining the necessary number of signatures. However, the court made the improbable decision that there were not enough valid signatures and the initiative was abandoned. Since that time Fairfax County has continued its rapid growth and is

mostly urban and with urban services.

With this activity I got involved in the Fairfax County Federation of Citizens Associations, in 1960 becoming President. This was a high-powered group that represented the community interests of some 100 citizens' associations to the Fairfax County Board of Supervisors. The job of President of the Federation took a great deal of time and fortunately my bosses were supportive of this civic involvement. The job of Greece Desk Officer at this stage, when we were phasing out the program, was not very demanding. I was blessed to have a secretary, Mary Wampler, who could do most of the work. She went on to senior positions in the agency. She, in turn, was helped by the fact that the Government of Greece had a very able officer named Aristotelis Sismonides who knew every form and procedure and made sure that Greece did not lose a penny in the phase-out process.

A year later I became the Turkey Desk Officer. We had an active program in Turkey where the Mission Director was Stuart Van Dyke. It was fortunate that my year as Federation President was over because I was very busy indeed. During this year I made a memorable trip to Turkey. Stuart Van Dyke drove me through the wheat fields down to Mersin and Adana. In Adana, we stayed overnight in a hotel, which served a very special meal to our group. The main course was fried starlings. While we looked at our dinner in a displeasing way, Stuart Van Dyke promptly spoke and said, "We will eat them" thus avoiding a diplomatic problem with his friend, the manager of the hotel. I ascribed my subsequent case of giardia to that meal. Continuing the trip we drove to Antalya and Izmir, a route we were told was taken by Cleopatra in earlier days.

In the course of those first years in Washington, Harris Wofford put together a seminar led by Scott Buchanan of St. John's College in Annapolis. In those days Robert Hutchins, the young President of the University of Chicago and Mortimer Adler developed a curriculum based on the Great Books. St. John's also followed this curriculum. Teaching was by the Socratic method. Arnold Toynbee had written a multi-volume history of the rise and fall of civilizations and an abridged edition was published that was very popular. This was the subject of the seminar. I participated and in this way happily kept in touch with several of my old federalist friends.

Chapter 7

The Beginnings of the Peace Corps

In 1961 John Kennedy was elected President. Harris Wofford worked on his campaign with Sergeant Shriver, Kennedy's brother-in-law. Martin Luther King had been put in jail during this period and Harris had the idea and suggested to Shriver that it would be a politically useful gesture for Kennedy to call King's wife. This presidential election was very close and one could count up many people whose ideas or actions made the difference. Harris' idea was one of those. When Kennedy was elected, Harris became a civil rights advisor to the new President and then, when Shriver took on the task of establishing the Peace Corps, moved there. Harris invited me to apply for the Peace Corps staff and I was hired, resigning from my USAID job.

My position at the Peace Corps involved the Near East and South Asia. Because of my India Desk experience, I was asked to go to India for a brief period to work with the A.I.D. mission in the development of an initial program. The Peace Corps did not usually work very closely with A.I.D. missions, wishing to develop a reputation for being separate from A.I.D.. India was an exception and the Mission appointed Roger Ernst to represent the Peace Corps to the Indian government. The first task was to prepare a trip to India by Shriver. Ernst set up a visit to Chandigarh, the capital of the Punjab where we had a magnificent feast with the Chief Minister.



Traveling with Sargent Shriver and Harris Wofford in India in 1961. This was Shriver's first visit to India for the Peace Corps.

After Shriver and Harris Wofford, who accompanied him, left, Roger Ernst and I went back to the Punjab to work with the Development Secretary on a set of workstations for the first group of volunteers. We worked out assignments mostly at Village Level Worker Training Centers, where the volunteers would work with farmers on such things as upgrading poultry production. After agreeing on the assignments with the Punjab's Development Secretary we were told that the last step would be to present the program to the Chief Minister for final approval. We were given an appointment at a rest house in the southern part of the State where we found the Chief Minister sitting on a charpoy. He heard us out and with great force told us that we were on the wrong track. He told us that he as a young man had gone to the United States where he had had a job on the Ford Motor Company production line. What he learned from this experience

was that young Americans were great mechanics. The Punjab needed some of these Americans to impart these skills to Punjabis, who had a natural inclination for these things. We left our meeting mightily discouraged. However, the Development Secretary knew what to do. We found placements at a vocational school to supplement the program we had worked out and then he got the Chief Minister's approval. What fun!

In my second year at the Peace Corps I was asked to go back to India for a few months as Acting Peace Corps Representative until Dr. Charles Houston could arrive. Houston was a mountain climber. Shriver felt mountain climbers had personalities and experiences in self-reliance, which would make for good leaders for the Peace Corps. He included "outward bound" types of experience in the preparation of new groups, setting up a training camp in Puerto Rico. He even sent staff members like me to take part in the course. I think he was basically right about his mountain climber theory.

The Peace Corps office was in a house in New Delhi, set up by Roger Ernst and continued by Timmy Napolitano, whom I replaced. My transportation was a motorbike and I enjoyed putzing up to the American Embassy for "Country Team" meetings on my bike, underlining the separate image of the Peace Corps as a bit "hair shirt." The Ambassador was John Kenneth Galbraith who was very supportive of the Peace Corps.

I had three main tasks. First, I needed to visit the volunteers in the Punjab. Second, I prepared for the arrival of the second group of volunteers going to Uttar Pradesh. Lastly I needed to develop a program for Mysore State. For this last task I took a volunteer from the Punjab with me and we made a wonderful trip by plane, train, bus and even elephant (*See Appendix 1-SA14*). The trip would have made a good *New Yorker* article.

During my India assignment one incident was memorable. I received a cable from Washington letting me know that a group of volunteers would be transiting India on their way to Nepal. It was suggested that I might want to say hello to them between planes. However, I went further and checked out the flights. This was the rainy monsoon season. Nepal Airline's last plane had just crashed. Indian Airlines rebooked the hundred volunteers on one of their flights but decided the weather was unsuitable for flying. So I had a hundred volunteers suddenly needing accommodations for at least several days. I put them into the Maiden's Hotel in Old Delhi. The group was led by Willie Unsoeld, another mountain climber. (Later, he and Holbein became the first climbers to go up one side of Everest and down the other.) The volunteers were provided a "training experience" in which they got to learn about a new culture in the streets of Old Delhi.

Years after I left the Peace Corps, I was pleased that my daughter Deborah served in the Peace Corps as a volunteer teacher in Western Kenya. Also, Verona's daughter Marilee served as a volunteer in Tozeur, Tunisia and later as a Peace Corps staff member in Washington and Ghana.

During my Peace Corps time, in May 1962, I attended a special event in the woods at Dumbarton Oaks in Washington. If one gains special status by being in the presence of great men, as the Indians believe, then I gained some when, at the behest of my Thoreauvian mother, I attended a ceremony marking the 100th anniversary of Henry David Thoreau's death. It was hosted by Secretary of the Interior, Stuart Udall, and the Wilderness Society and attended by Chief Justice Earl Warren, Justice William O. Douglas and Robert Frost. (*Washington Post*, May 12, 1962)-(See also SA320,2012.)

The Wilderness Society was represented by Howard Zahniser who had served as President of the Thoreau Society from 1956-1957. He worked with Secretary Udall for a decade to formulate and pass the Wilderness Act later signed by President Johnson.



Remembering Thoreau 100 years after his death in Dumbarton Oaks Park. Left to Right: Howard Zahniser, Executive Director of the Wilderness Society; Stewart L. Udall, Secretary of the Department of the Interior; Robert Frost, poet; William O. Douglas, Supreme Court Justice; and Earl Warren, Chief Justice of the Supreme Court. (May 1962)(Photo by Joseph C. Wheeler).

Chapter 8

A.I.D. Office of Greece, Turkey, Iran, Cyprus & Central Treaty Organization Affairs

After two years in the Peace Corps I was called by Carter Ide and offered the position at The Agency for International Development (U.S.A.I.D.) as the Director of the Office of Greece, Turkey, Iran, Cyprus and Central Treaty Organization Affairs – surely the longest job title in the agency. The Central Treaty Organization or CENTO was originally the Bagdad Pact but Iraq dropped out after their monarch was assassinated. Turkey, Iran and Pakistan were members.

Taking the countries up one at a time, Greece was a nominal responsibility since the program was almost finished. Turkey continued to be a significant program. The Mission Director in Turkey at this time was Jim Grant, who later headed UNICEF. Jim Grant decided that Turkey should double its wheat production. In earlier years the United States financed facilities in Mersin for the export of wheat, Turkey being one of the largest wheat exporters. Unfortunately, Turkey's fast-growing population came to consume Turkey's entire crop about the time the Mersin facilities were completed, leaving us with a "white elephant."

Jim Grant worked closely with Mission staff and experts in the Turkish government to come up with a fairly complex program for increasing wheat production involving several ministries. He then went to the Prime Minister to make a deal. His condition was that the Prime Minister would take a personal interest in the program and appoint a single coordinator who would report to the Prime Minister regularly. The Prime Minister agreed and appointed a bright young engineer named Turgut Ozal. The program worked and Ozal years later became Prime Minister. During the Ozal Prime Ministry I attended a UNDP seminar in Antalya which he also attended. I was able to tell this story to the assembled group. The Prime Minister enjoyed it. This program was an early prototype for the Green Revolution. A word about Jim Grant: Jim was a person of enormous energy. Among other things he later established a Washington organization called Overseas Development Council (ODC), which ran academic and political leadership seminars. As head of UNICEF he organized a World Summit on education in Thailand. He also developed a UNICEF campaign for "Gobi-FFF" as a way to provide a simple formula for reducing maternal and child deaths. The letters stood for "Growth charts, Oral rehydration, Breastfeeding, Inoculations-Family planning, Food production and Female education." He traveled widely to persuade Heads of Government to support this formula. Jim Grant's and my paths crossed frequently during our careers and I consider him a hero in the development movement. I say this although many staff members resented him for his perhaps overblown work ethic which compromised their family life.

Another important program was the very large Keban Dam, the first of a series of dams Turkey has built on the Euphrates River. The Keban project was too big for one donor and needed financing from European countries. Since there would be international bidding, we Americans insisted that European construction firms would only be eligible to bid if their governments provided concessional funding. I was the negotiator for the United States and worked closely with a Turkish official in Washington named Kemal Siber. He and I lunched frequently to plan the process. The World Bank chaired several meetings in Europe. The Europeans were reluctant but we finally agreed on the rules of engagement.

Another effort initiated with Turkey during this period was the agency's first family planning project done by providing transport for the Ministry of Health. Bill Gaud was Assistant Administrator for the Near East

at this time. Since then, the United States has made enormous contributions worldwide in family planning. But I felt a bit of a pioneer to be there at its inception.

Iran at this time was under the Shah and the United States supported him. It was also a time when oil production was going up. An economist on the Iran Desk, Penny Towsley, made a convincing case that Iran did not need continuing economic assistance from the United States. By this time Bill Gaud had been promoted to Deputy Administrator and the Near East was run by Bill Macomber, former Ambassador to Jordan. Macomber at first did not want to hear my recommendation but finally signed off on the decision paper.

Cyprus had a small program. I had visited Cyprus before it achieved independence when I was on the Greece Desk. I still feel the tragedy of the Cypriot civil conflict with the separation of the ethnic Turkish and Greek populations.

The Central Treaty Organization was established when John Foster Dulles was Secretary of State. He sent an emissary to Turkey, Iran and Pakistan – non-communist countries on the southern border of the Soviet Union. The emissary was authorized to agree in principle to projects that would improve ties among these countries. One project was for a microwave communications system. We arranged for Secretary of State Dean Rusk to participate in the dedication of the completed project and, to the contractor's great embarrassment, it did not work that day. Another project was for a railroad from Lake Van in Turkey to Iran. We did all the appropriate analysis and determined that the project could not be approved by A.I.D. because it was clearly uneconomic. Since the State Department felt the project should go ahead anyway, we insisted that it should be authorized in the State Department. Years later it turned out that the railway was carrying many more passengers and freight loads than we had estimated and clearly was economic. Still another project in Pakistan for a cardiology hospital was there years later when I came to Pakistan. It was known as an auditors' delight – with unused equipment lying around. On balance, un-vetted projects should not be committed for political reasons.

After two years as Office Director, I was offered the job of Mission Director in Jordan. It was a surprise to many, including me, that I was offered this job because Bill Macomber had given me a very hard time. Furthermore, he had a very special place in his heart for Jordan, having been the Ambassador there. But it was not for me to reason why and I accepted the offer with enthusiasm.



The Wheeler Family at the swearing in ceremony for Joe Wheeler as USAID Mission Director to Jordan. Left to Right: William Macomber (USAID's Assistant Administrator for the Near East), Tony Nabor, Deborah Wheeler, Daniel Wheeler, Caleb Wheeler, Joe Wheeler, Jean Wheeler, Ambassador Robert Barnes, Juliet Wheeler, and Rachel Wheeler. (1965-USAID photo)

Chapter 9

Jordan

Jordan, it was said, was created by Winston Churchill sitting in a Jerusalem hotel after the First World War. The British had mentored Jordan until 1955 when, due to their own economic troubles, they asked the United States to become Jordan's principal backer. It was said that Jordan had no resources and could never be viable.

After the establishment of Israel in 1948, Jordan assumed responsibility for the West Bank – a responsibility it gave up after the Six Day War in 1967. When I arrived in 1965 the West Bank was operated as part of Jordan, under King Hussein.

*Ambassador Barnes introducing
Joe Wheeler to King Hussein in 1965.*

*Left to Right: Joe Wheeler (USAID Director),
Wesley Adams (Deputy Chief of Mission),
Ambassador Barnes and King Hussein Of
Jordan*



Our program in Jordan was to provide a monthly subsidy as well as to provide projects and technical assistance that would gradually make the country more self-sufficient. I delivered the subsidy in the form of a check to the finance minister and each month I got a cup of tea. It was always a friendly visit, choreographed to allow me to raise policy issues.

On March 2, 1966 I was asked to speak to the Jerusalem Rotary Club. I told them of the totality of our aid and compared it with Jordan's GNP. Rereading this speech, I am impressed at how very dependent Jordan was on the United States for support. Viability, was well in to the future. ("United States Assistance and The Jordan Economy" speech given on March 2, 1966). Persons interested in the history of our assistance to Jordan might wish to review this speech.

In the early years of our program we had made unusually large investments in education. We worked on school buildings, teacher training, curriculum development, textbook publishing and anything else that was needed. We managed the assistance with great sensitivity, avoiding conflicts on cultural issues. The Palestinian portion of the population seemed to have a cultural disposition favoring education. Thus Jordan, with a majority of its population Palestinian, had become one of the best-educated countries in the region and has reaped the rewards for this in recent years when it has taken over much of the financial business from Lebanon and sent large numbers of trained people to the Gulf. I have never understood why the United States has not supported significant education programs in most other countries.

One of our major efforts in Jordan was in the Jordan Valley where we supported the East Ghor Canal project. The Valley is below sea level and thus has a unique climate for agriculture. In my time in Jordan we worked on irrigation and farmer education. Irrigation included the building of what we called the

largest dam in the world – built below sea level. This was actually a modest structure but in Jordan every bit of water counts. We also did an experimental project in irrigation to replace field-flooding methods with irrigation pipes for a sprinkler system. However, across the Jordan River, in the northern portion of the valley, the farmers could see the Israelis using drip irrigation and they soon abandoned the sprinkler systems we provided.

One does not spend much time in Jordan without realizing that a major issue is the need for fresh water both for urban use and for irrigation. During my assignment the Jordanians came up with a project to build a dam on the Yarmuk River. The Yarmuk runs between Syria and Jordan and provided some water to the Israelis just south of the Lake Tiberius (Sea of Galilee). Therefore both Syria and Israel needed to be on board. We acted as intermediaries with the Israelis and they supported the project since it would give them a more controlled flow of water during dry seasons. The Jordanians thought that Syria was also in agreement. The plans were developed for the Maqaran Dam, Congress appropriated funds for a United States contribution and I recall going to a great party given by the King under a tent at the dam site to celebrate the beginning of construction. But at the last minute Syria objected and the dam was never built. In the process of these negotiations I found myself reviewing the record of water negotiations going back to the Johnston Plan of the 1950s. As a postscript several years later as Assistant Administrator for the Near East I testified on January 28, 1980 before the House Foreign Affairs Subcommittee on the quiet diplomacy of this issue between Jordan and Israel (*The Jewish Week*, Washington, D.C., February 28-March 5, 1980).

There was one small incident related to farmer education that got me into a little hot water. We had provided a school bus to transport farmers to a training center. One day the Prime Minister ordered the bus transferred to the radio station. This action would not stand up to audit and I told the government that this was unacceptable, since we had a very clear agreement on the use of the bus. My counterparts were unwilling to mention this to the Prime Minister, deeming the issue too trivial. I stood my ground and told staff that we would quietly stop signing agreements. After a couple of months our counterparts asked why we were not signing agreements that had been fully negotiated. I asked staff to mention that perhaps the Mission Director could not sign agreements if the government did not take them seriously. Our counterparts were astounded. Did I not know that it was the Prime Minister who had transferred the bus? Pressures built up and finally came to the attention of Ambassador Findley Burns who on the one hand saw my point and on the other hand thought perhaps I was being a bit too rigid. He then mentioned the problem to the Prime Minister and asked if, as a personal favor, he would send the bus back to the Valley. I suspect they had a good laugh – and the bus was returned to the Valley.

In the context of my winning this argument, the Prime Minister asked if we could help rebuild the runway at the Jerusalem Airport. It was important for the tourism industry to slightly enlarge the runway and to flatten it out, so that larger planes could come from Europe. He told us that the job had to be done between Easter and Christmas so as not to lose business on the holidays. We had a young Capital Development Officer named Tony Swarzwald. He taught me all I needed to know about project scheduling. This was the then-popular PERT system. He came up with a plan that would require a very strict schedule by all concerned – including by the government, which would have to delegate decision-making on contractor selection. My superiors in Washington approved the project and when the Six Day War halted the project I was told it was actually several days ahead of schedule. I learned from this that success requires strict schedules be adhered to.

There was another large project involving potash from the Dead Sea. Such a large project required very thorough analysis. When the feasibility study was complete, I noted that soundings from a mid-19th Century U.S. Navy study were used. By coincidence, my great uncle, Lt. John B. Dale, was deputy-commander of this expedition. I had from my parents a copy of the book published to describe the expedition. My great uncle, who died of typhoid toward the end of the expedition and was buried in Beirut, had done the drawings for the book. (*Bitter Waters: America's Forgotten Naval Mission to the Dead Sea*, by David Haward Bain).

Another area, which the United States tends not to support, is tourism. I suspect that tourism sounds rather soft to our representatives in Congress and their constituents. But Jordan's best chance for economic development seemed to us to be to capture more of the tourist business. Jordan at that time still had the West Bank, including part of Jerusalem and Qumran next to the Dead Sea where the Dead Sea scrolls were written and hidden in caves. Jordan also had a great Roman theater in Amman, the ruins at Jerash, the Nabatean city at Petra, and Aqaba. We brought in a site development team from the National Parks Service. They laid out plans for site museums, systems for taking tourists through the sites without destroying them, etc. and at the time of the Six Day War, several of these were ready for implementation by the government. I was amazed at how rapidly the Israeli government implemented the Qumran plan. For them the War, among other things, was a form of liberation and it seemed that every Israeli family wanted to go to Qumran for a picnic. Before the War I had the opportunity to fly by helicopter with Secretary of the Interior Stuart Udall from Amman to Qumran. I suspect this was the first time the Secretary had flown below sea level. The Dead Sea is more than 1,200 feet below sea level.



Secretary of the Interior, Stuart Udall, arriving in Jordan for a visit with the National Park Service Planning Team. (1967)

In 1966, The Wheeler family made a vacation trip to the Fertile Crescent. Driving north from Amman, we travelled to the road along the Syrian border to Iraq, to Babylon, Bagdad and Basra. We visited Kuwait, Iran and Turkey. We then travelled back through Syria and home to Amman. We enjoyed the ruins of Babylon. We saw the modern museum in Bagdad. We ate fish on the shores of the Euphrates. We took in the marsh area south of Basra where the Iraqis grow dates. We noted that Kuwait was an island of prosperity but terribly hot. In Iran we stopped in Ahwaz, drove through a sandstorm and east through beautiful tribal valleys and onto Shiraz and Persepolis. We learned that in *The Adventures of Hajji Baba of Isfahan* that Isfahan means “half the world”. The tile work and architecture of the mosques was extraordinary. We travelled north to Homs and Tehran over the mountains and down to the Caspian Sea and then around to the Soviet border ending up in Tabriz. We crossed the Turkish border in sight of Mount Ararat and then made our way south to Lake Ban. We then visited the Armenian Church on a southern island. We went south to Gaziantep, then Syria and landed back home. Asked about his greatest memory of the trip son Daniel said, “it was the baklava in Gaziantep!” The trip was a great educational experience for the whole family.

The Six Day War came toward the end of my assignment. American dependents had been evacuated just before hostilities broke out and most personnel were sent out just as soon as the airport opened. I was left with only four or five American employees and all of the Jordanian staff. With the capture of the West Bank by Israel, some two hundred thousand people crossed the Jordan River. Our disaster staff in Washington ordered all the Ted Williams tents available in Sears Roebuck stores and flew them to Jordan. This was only temporary shelter but much needed until better shelter could be arranged. At this time I had the opportunity to accompany Senator Gore (Al Gore’s father) on a visit to refugee camps.

While my job in Jordan was focused on economic development, the Six Day War changed the situation in many ways. The war started on June 5, 1967 and ended June 10. On June 12, I wrote the following letter:

Dear Friends,

I am alone. There are no children playing Beatle music. No wife at her desk. No cocktail parties. No entertaining. The shock is wearing off. The questions remain.

Where to start? What is happening? Where will it all end? I write from a limited perspective. I have not seen a European or American newspaper or magazine since June 3. I suspect your perspective is limited too. Perhaps I can add to it.

Toward the end of May the situation looked foreboding. Ambassador Findley Burns made the decision that families of employees of the American Mission would be given the opportunity to leave. Over night this was turned into the strongest kind of encouragement. Many of our Jordanian friends told us we were over-reacting. We were not sure but that they were right. Yet the two parties – the Arabs and the Israelis – were on a collision course and nobody had any ready solutions. King Hussein made a dramatic trip to Cairo, thus crystallizing the feelings of his population. He made the statement that he feared attack any day since it would take another week for the Arabs to be ready. He was right. On the morning of June 5 Israeli planes attacked Egypt and caught the air force on the ground and almost in an instant won the war. Jordan, in accordance with her agreements, went to war at the same time. Jordan’s air force was in action for several hours before it got the attention of the Israeli Mysteres. By this time I was home

for lunch, having started out the morning with an all-employee staff meeting with the theme of “business as usual in spite of the tensions.” I had returned to the office and, at 9:00 o’clock, got a call – a Jordanian employee had heard on the radio that the war had started. Upon arriving home I discovered that a battery of machine gunners was on our roof. An air raid alert sounded. In a few minutes planes were heard overhead. Shooting on the roof – machine guns against Mysteres. The tinkle of casings falling over the kitchen door stoop. Up to the second floor to watch. Smoke at the airport. Sorties flying in to finish off the runway. All over the city reports of anti-aircraft guns. One plane smoking on the right wing. Several more sorties but none so dramatic. The Jordanians it turned out had fought well – but soon it was all over –there were no more airports. Our news came from the Arab radios – planes downed seemed to exceed the number Israel had. The reports had the Arab forces well into Israel. There were smiles on the faces of the staff. Yes, Palestinians and Arabs thought they were driving the Jews into the sea as they said they were going to do. At night there was complete darkness in the city. We went on triple daylight savings time, since the sun comes up at 4:30. The second day, June 6, there were several alarms but only one plane came over, evidently to take a look. The fighting was now on the ground. The music was martial and the radio voice was excited. The King spoke frequently to the troops. But the third day – we were confined to our homes – the atmosphere changed. Doubts crept in. The Egyptians were moving to their second defenses. The Jordanians were fighting in Jenin – near the village of Nejem and Mohammed (the cook and assistant) where their families live. The machine gunners stayed on the roof. Soldiers in trenches occupied the field across the street. The fourth day morale sunk. In the evening there was a rumor that parachutes’ were landing. Everyone was poised. At dusk, at that moment when you can look into the sky and imagine things, all of a sudden in our part of the city the machine guns started to go off. One got the feeling that the men behind the guns didn’t much care whether the target was a real one. They were ready to explode and the chance to shoot gave them a release. By this time the stories were coming back. The Israeli airpower was overwhelming. The estimates of casualties were also overwhelming. Jordan has a 50,000 man army with a few more tens of thousands of reserves. And the thought was that perhaps 80% of them were “lost.” And what happened to a wife and five children – not mine but my cook’s – near Nablus everyone was stunned. The radio said that the Americans and the British had helped. And everyone believed this untruth because how else could the Israelis best 100 million Arabs? Most still believe this. And herein lies the reason that as soon as the airport was fixed we sent out most of the professional staff. And they are still out and most will stay out for some more days and maybe weeks.

Of course the truth about the war will never be perfectly known. But at this point most of the loved ones have been found to be safe. The village near Nablus was not even touched. The casualty figures in the armed forces go down daily. Soon they were down to 10,000 – then 5,000 – then 1,500. Now I hear that they may have been less than 1,000. Yet in Jerusalem there was bitter fighting. But for the most part the armies did not come into combat. The war was won in the air and once this happened, fighting became impossible.

And now we feel the human side. We do not know how many have left their homes on the West Bank of Jordan to come to East Jordan. They are still coming, wading across the river or scampering over the remains of the bridges. They looked up their relatives and some in Amman are feeding twenty or thirty of their people from Hebron, from the border villages where they

must have been chased out, and from the heavily populated refugee camps, particularly those near Jericho. The influx has been so great that there is considerable confusion in the government. We really don't know what is needed. The first area of critical need was supplying tents. I asked for 5,000 tents and the first of these arrived in Beirut tonight and are on their way overland to Jordan. But we are now using a figure of 150,000 evacuees. 5,000 tents may not be enough. Help is coming in from all over. Often trucks arrive from neighboring countries with unspecified goods that were not even requested. But they are an expression of a desire to help. We think the Government realizes that they must stop handling this problem by committee and still now call in the professionals such as UNWRA – at least we hope so.

Now the center of attention has moved back to the United States and to the United Nations. Will they find a solution? At first glance one would think that the opportunity is there to make a settlement – to create a system of relationships which, if allowed to operate over a period of time, would eventually heal the wounds and bring economic and social gains to all concerned. I am not hopeful. Israel has won a war. She has apparently developed a theory that the Arab child must be spanked to obey. But how long will that theory hold? I suspect that the Israeli temper does not really have room in it to accommodate much insight into the Arab. One could develop a theory that the Israeli has taken on many of the attributes of the ones who last generation persecuted them. The Palestinian has many of the attributes of the last generation of Jews. Many did not fight the good fight and seem ready to find an accommodation. But the Arabs are still Arabs and are not ready to accommodate with what they bitterly oppose. Since the issue is the existence of Israel, there seems to be very little common ground. And how can any one of us sit here and say that one side is right and the other wrong? Really, each side is right in terms of its own goals. Clearly we must look for a solution, but from this perspective, where people are already talking about “next time”, where the implications of that seem to be acceptable. It is hard to see people being reasonable in the way we would ordinarily expect them to be. How many years was it that it took for Saladin to beat the Crusaders? How many centuries before independence from the Turks – and the British – and the French? People here like the short-term benefits of modern life well enough – but they seem very willing to risk these for an emotional fulfillment. And this is an emotional environment where people can be your friend one day and not speak to you the next. Where people can love you and hate you at the same time. Where the you they hate is the larger thing you stand for – the country that supported the establishment of a Zionist state. The tempers are cooling now and we are beginning to pick up our old relationships. We are beginning to bring back a few staff members. I suspect it will be quite a few weeks before we return families. I doubt that I will see mine before returning to the States in the fall.

All this leaves one wondering about the meaning of it all. I felt we had an excellent A.I.D. mission here, working on the right projects, helping a country become economically independent. Has it been a wasted effort? Should we continue it? Has the A.I.D. showcase become a rat hole? I think it is too early to answer these questions. But it is discouraging that we are even led to the point of having to ask them. In the course of the next couple of months – maybe more – a new relationship will be carved out among the countries of this area and between the United States and Jordan. The future of the aid program will emerge from these larger factors. Then we will be able to tell how useful an effort it has in retrospect been. But I satisfy myself for the present with Bill Gaud's phrase – because it is right.

Meanwhile Jean and the children are missing the experience here but having an exciting one elsewhere in Southern Europe and who knows where else. I hope they will write us all often as a good way to document their experience. I looked forward to sharing their adventures. Surely no experiences in the past two years could have been more educational than theirs. A living course in world history, contemporary politics, art, geography and camping

Best wishes....

Then, on July 7, I wrote another letter, which said, in part:

Yesterday I went to Jerash with Senator Gore and saw the refugee camp, which I think I have described before. It was only three days since I had seen the camp and it had completely changed because so many refugees had come to it. It now has about 11,000 people and about 3,000 to 4,000 do not yet have any shelter. About 20 truckloads of tents arrived yesterday so there are plenty of tents in the country. The trouble is that the tent pegs are too short so we have to make longer ones here. They are coming off the production line now so I expect that in a few days everything will be under control. The tents are hotter than those provided by other countries because they are mostly blue....

After visiting that camp we went to the Allenby Bridge, which...is the one to Jericho. This time there were not any more refugees coming across it. Instead there were about 30 Israeli soldiers working on building a temporary footbridge so that people can cross more easily. The other day they announced that they would let people come back to the West Bank so the hope is that people will use the footbridge to go home rather than to crossover to this side where they will have to live in hot tents.

We visited one more camp in the Valley at South Shouni where they made a real mess of putting up our tents. They do not have any bathroom facilities so people are doing what the cave men did and there is some worry that the result may be that people will get sick the way the cave men did. The whole situation is very sad and very unsatisfactory. Of course, the administration is not too good yet, and, instead of doing something about the problems, people sit around and complain. Let this be a lesson to you. Try to help people by giving them work rather than by having them simply receive a dole....

Jean and our five children were evacuated to Athens. It was my experience that the Washington decision to bring dependents back to post usually comes long after it is warranted. So Jean decided to take the children on a trip to Italy and then through Eastern Europe and the Soviet Union, getting home to the United States in time for school. The experience they had on this trip would take another book – but since I was back in Amman – I will not try to describe it here.

Jordan had a reputation among A.I.D. officers as a very good posting and I certainly agreed with this. It was sad to leave. I was offered a chance to attend the then-prestigious Senior Seminar but had to turn it down because it involved an agreement to serve overseas as U.S.A.I.D. directed. This didn't fit for my scholar-wife. However, I was then offered a job in Washington and I accepted that with enthusiasm. I met my family back in the United States as the school year was beginning.

Chapter 10

Back to Washington as Deputy Assistant Administrator for the Near East & South Asia

Returning to the United States in the fall of 1967, I was appointed as Deputy Assistant Administrator for the Near East and South Asia under Maurice J. Williams. Maury Williams came to his position from Karachi where he had been Mission Director for Pakistan. He served there during the 1965 war between India and Pakistan. The Pakistan government took the position that our security agreements with Pakistan meant that we should have supported them in this war. To make the point they stopped dealing with the American Embassy. On the other hand, the government was willing to deal with the A.I.D. Mission and Maury found himself the icebreaker as the two governments returned to a normal relationship.

During the two years as Deputy Assistant Administrator I was asked toward the end of 1968 to go to Nepal for several weeks to head a team in a study of Nepal's economy. Nepal fascinated me. Our diplomatic relations with Nepal were first handled by our Ambassador to India, Chester Bowles. To present his credentials he had to get to Kathmandu on horseback. By 1968 there was a road in and we had a fully operating Embassy and A.I.D. mission. In the course of our study the team saw the country from east to west, flying in a short takeoff and landing aircraft. The weather was beautiful and the mountains gorgeous. And they paid us to do this study amazing!

I had two brilliant economists on the team: Charles A. Cooper, who had been advising our huge effort in Vietnam and David Mathiasen from our India mission who earlier had come to A.I.D. from the Office of Management and Budget to work on the Turkey Desk when I was Office Director. Then we had William G. Ide, who had just been appointed as Director of the A.I.D. Mission in Nepal. The overall thrust of our report was that the United States should design its aid effort to encourage an integrated budgetary process in Nepal's government. We suggested that a good economist in the Mission could help staff a more policy-oriented dialog with the government.

Continuing my civic involvement in Fairfax County, I was asked to chair an informal interracial group formed in the McLean area of Fairfax County. The African-American members of the group were mostly old timers in the area while the white members were often new comers. Our most distinguished member was Eleanor Dulles who had retired from her work in the State Department. She was sister of John Foster Dulles. Of course, the most important event during this time was the assassination of Martin Luther King in 1968. I recall the tensions of the time, with a significant part of Washington trashed and burned. Out in McLean we held a memorial service at the African-American church.

Later, in 1968, I appeared before the Fairfax County Board of Supervisors to advocate for a fair housing ordinance. I was accompanied by Bernard Boston, a prize-winning White House news photographer. We represented Neighbors for a Better Community, I as President and he, as Vice-President. Bernie was black and his family had lived in Fairfax County for generations. Coming, as we did, with a number of appalling acts of discrimination, which Bernie had collected, we won the argument!

In 1969 I accepted appointment as Chair of the new Fairfax County Fair Housing Board. I served only from January through July because of my new assignment overseas. I like the Resolution of the Board of Supervisors after my resignation which said in part: "WHEREAS, during this period the Board, under his

leadership, established its policies and procedures for the implementation of the Fair Housing Ordinance, emphasizing the positive aspects of voluntary compliance and conciliation; and, WHEREAS in so doing, Mr. Wheeler has contributed significantly to the causes of social and economic justice in Fairfax County and furthered the objectives of the Board of Supervisors to make the County a better place to live for all people, regardless of race, religion, ancestry or national origin; BE IT RESOLVED that this Board does commend Mr. Wheeler for his unselfish service to the People of Fairfax County as Chairman of the Fair Housing Board from January to July 1969.”

After two years as his Deputy, Maury Williams asked me to become A.I.D.’s Mission Director in Pakistan. By this time Jean and I had two children, Juliet and Rachel, about to enter Harvard. We made the decision to go to Pakistan via Los Angeles, driving as a family across the country, sending Juliet and Rachel back to Cambridge with the rest of us flying from Los Angeles to Pakistan. However, disaster struck in Arizona where we experienced an automobile crash that killed Jean and our youngest child Daniel. I returned to Washington with the four remaining children. After a memorial service in Virginia, I left Juliet and Rachel in Cambridge and flew out to Islamabad, Pakistan with Deborah and Caleb.

Here a word about Jean. Jean was a brilliant girl from Natick, Massachusetts who went to Radcliffe and then, as described above, to Geneva, where we married. After her graduate work at Harvard she was determined to write her thesis for her doctorate. This she did while having and managing five children who, on a memorable occasion, all were there when she received her degree. Jean was a scholar concentrating on the national dialog leading to the adoption of our Constitution. She felt that most scholars brought a thesis to the literature of the period and then found supporting material in the literature. Instead, she mounted a project to review the literature of the time – such as the States Debates and all the writings of Washington, Adams, etc. She then developed an index of all the ideas expressed by these Founders. It was an extraordinarily ambitious project that was unfinished as we set out for Pakistan, where she hoped to hire people to continue the project. I have often wondered if the finished product might have played a role on the continuing debate about the intentions of the Founders. But it was not to be.

Chapter 11

Pakistan: East Pakistan Becomes Bangladesh

In 1969, Pakistan was only 22 years old. The negotiated settlement for decolonialization in India was to establish a separate country called Pakistan, predominantly Muslim, consisting of two “wings”. The east wing, now Bangladesh, is basically a delta fed by the Brahmaputra and Ganges Rivers. The annual flood by the Himalayan snowmelt covers about half of the land in East Pakistan with water. Dacca (I will use this spelling for my memoirs as it achieved independence in 1972 and spelling was changed to Dhaka), in the middle of the country, was said to be only 19 feet above sea level.

Here I should introduce Verona. After my inauspicious departure from Washington, I had the great good fortune to meet Verona Farness Kane in Pakistan and, at the end of 1970; we began our long and happy married life together. Verona had arrived in Pakistan in 1947 taking with her missionary husband one of the last trains that came from India. This was a very tense time when untold thousands of people on both sides were killed. Verona and her husband had settled in Peshawar. Two decades later when Verona’s first husband returned to the United States, Verona decided to stay in Pakistan. Under contract with USAID she had for a number of years managed staff houses in Rawalpindi and Peshawar – important facilities especially, because the Embassy and aid mission had been located in Karachi. The government decided to move the capitol to an area just north of Rawalpindi to a new city called Islamabad. Embassy and USAID personnel had to fly up to see the government officials. Later Verona was asked to manage USAID housing through a “one-stop” service that was widely known for its efficiency. She brought to our marriage two children born in Pakistan, Marilee and Margaret. She had an unusual understanding of Pakistan and spoke Urdu. Her warm personality, her knowledge of USAID, her taste and proficiency in home management and her commitment to the goals of the USAID Mission all contributed to a great partnership. Verona had come to know a range of significant Pakistani military and civilian officials. At this writing, our partnership has gone on for more than forty years.

From my briefings in Washington I decided that there were two priorities for new emphasis in our program: population nationwide and increasing rice production in East Pakistan.

In USAID Washington at this time Dr. Ray Ravenholt headed the population office. Ravenholt was known as an unabashed and enthusiastic promoter and forceful leader. He advocated something we came to call “contraceptive inundation.” The theory was that if contraceptives were available, people would use them. So the tactic was to get contraceptives fully available in each health center and teashop. We discussed this with the Government of Pakistan and they agreed to the experiment. They developed the storage facilities and we made major orders to fill the pipeline with pills and condoms. For some time our statistics showed lines always going up and we were encouraged to think that the experiment was working. However, we began to notice that the rate of the increase in “off take” was slowing down. Then we realized that the government’s commitment was increasingly uncertain. In the end, Prime Minister Bhutto instructed the family planning program to provide jeeps and drivers to his campaign for reelection and then we knew that the game was over. The failure was in West Pakistan, East Pakistan having broken away to become Bangladesh.

Looking back at this episode, it is worth recalling that the reason Bangladesh broke off was that the East Wing had about 53 percent of the country’s population. When Mujib’s party won all but two of the races for

Parliament in East Pakistan, this gave him a majority in the country as a whole, warranting his becoming Prime Minister – something intolerable to the military Presidency and the then powerful Zulfikar Ali Bhutto.

After Bangladesh became independent, it was even clearer that population was a problem there. Even at that time Bangladesh had about 80 million people in an area the size of Wisconsin – or twice the density of the Netherlands.

In the four decades since Bangladesh became independent the government there has taken this issue seriously and the number of children per family has come down from nearly seven to less than three-even estimated to be as low as 2.3 (*The Economist*, November 3, 2012). However, total population has increased to about 160 million. I call the decrease in fertility there the “Bangladesh Miracle.” The way it got started makes an interesting story.

Before my time in Pakistan donors developed an International Cholera Research laboratory in East Pakistan. USAID made annual contributions to this effort. The program established a research center in the Matlab bazaar district. On an early visit to East Pakistan I was taken out to a hospital in the district by boat. I was told that any person with cholera arriving in the district would be whisked by fast motorboat to the hospital and would live because of their rehydration program. Within the District a person from the program would visit every village every day or two to identify cases. Because of the intensity of the system, it occurred to the population community that this would be a good district for another kind of experiment. In each village a woman would be recruited to provide population assistance. This was a person from the village and her primary task was to keep in touch with fellow women about fertility matters and to be a source of contraceptives. She was also a facilitator of relations with nearby clinics. This community-based system worked and eventually was applied nation-wide. The great lesson was that if people know about family planning and have the means of protection, even if very poor and illiterate, they will want less children and want to avoid having children when too young or having them in insufficient intervals. A key difference from the program in West Pakistan was the involvement of the entire community.

At the global level we can now say that world population will stop increasing or come down if each woman has only the number of children she desires and has them when she wants them. There is no need for compulsory systems such as China imposed with its one child family policy.

Meanwhile, the West Wing, that we now know as Pakistan, has never run an effective family planning program. As a result its population is now approaching 200 million. In another generation or two the number of people in Pakistan could pass the number in the United States. Pakistan’s inattention to the population issue, coupled with an unwillingness to mount serious programs in secular primary education and programs for basic health services is one of the great development failures. Pakistan therefore has very high levels of child and maternal deaths. Today the importance of this failure to Pakistan and the world is manifest.

Another word on cholera: In my first visit to India, in 1957, I met a missionary doctor who still prescribed “cholera belts” to avoid cholera. She, and many of her colleagues, thought the ubiquitous ceiling fans playing on the stomach encouraged cholera. So the rehydration approach of the Matlab Bazaar experience represented a proving ground for modern treatment. From that came the much less expensive systems of

“oral rehydration.” It had been conventional wisdom that babies with diarrhea should be taken off liquids – just the opposite of the right treatment. Oral rehydration with an appropriate mixture of salts was taken up by UNICEF and other assistance programs and has saved millions of lives.

The annual floods in East Pakistan meant that rice varieties had had to evolve to grow as fast as the water rose in the field – long stems with heads just above water. This made it very difficult to do the Green Revolution technology using short-straw varieties and fertilizer. However, we could see real progress in increasing production during the dry season when water could be controlled and fertilizer would go to the roots of the plant rather than being washed downstream. Also, a wheat crop developed in parts of the country.

The experts told us that for the dry season there was a need for tube wells for irrigation. The World Bank developed a program for deep tube wells and we in USAID initiated a program based on a “Comilla” model of tube wells that could be made in country and installed and maintained by villagers. These were promoted by the Rural Academy led by a charismatic Aktar Hameed Khan. Khan had spent some time at Michigan State University where he was known to its President John Hannah, who was USAID’s Administrator when I went to Pakistan in 1969.

During my first two years in Pakistan I made it a point to get to East Pakistan frequently. Against a goal of a monthly visit, I achieved an actual record of a visit every five weeks. Earlier Mission Directors were said to have visited the East Wing only two or three times a year.

On November 12th, 1970 a devastating cyclone inundated the southern portion of the country, killing hundreds of thousands of people-estimated between five hundred thousand and a million. USAID called forward disaster relief – provided in the form of food and U.S. military helicopters for dropping food packages. This was a magnificent effort provided very quickly. Unfortunately, the Pakistan Government was very slow in its own reaction. President Yahya Khan had a scheduled trip to China that he considered more important than visiting his own country’s disaster area. The perception of central government neglect reinforced the popularity of Sheikh Mujibur Rahman’s opposition party and contributed to his overwhelming election victory in December 1970 – that in turn led to the creation of Bangladesh. As we know in the United States, ineffective response to crises can have political implications – consider the case of Katrina. With the political impasse following the cyclone and the election, the central government sent troops to the East to squash the growing rebellion.

Before the struggle moved from insurrection to full-scale war with India, Maurice Williams and I traveled to the Comilla District on the eastern side of East Pakistan. I recall the two of us flat on the ground at the Ford Foundation rest house as shooting broke out. We never knew whether the fire was from the insurgents, the Pakistan Government troops, or even from India. What we did know was that we should be returning quickly to Dacca.

In this frustrating situation where it was unclear where the truth lay, Ambassador Farland on April 1, 1971, called me into his office and asked if I would go to Dacca and report my findings. This was a few days after the government implemented an attempted clamp down on the East Pakistan insurgency. He indicated that there would be a special flight in a few hours and that I should pack and get to the airport. I recall on this last trip to Dacca I was one of the few passengers who was not a young “civilian” man in khaki pants and a white shirt – obviously members of the armed forces. We flew by way of Sri Lanka because India had

eliminated over flights from West Pakistan to East Pakistan. From Dacca on April 5th, I wrote the following letter to Verona:

My darling Verona,

It is now a little more than 30 hours since I spoke to you on the phone from Karachi. I caught a small bite to eat in the hotel and went to the Consulate for last discussions with visiting boss and acquired some 411 pounds of pouches to carry to Dacca and went to the airport. The lounge where we waited had only a handful of Dacca passengers which led one to suspect that other passengers were boarding from another place. We ten included the wife of the Iranian Consul, a representative of the Rumanian Trade Commission, officials of the French and Japanese Embassies and other unidentified. Late but sure we were called to our unscheduled flight – apparently the first foreign diplomats to be allowed in since the President's speech and military actions. We were first class but the configuration was tourist. The service was less than tourist but polite. Behind our section were filled rows of seats occupied by civilian dressed men not long from the villages with those wide and uncertain eyes of persons who are off to a new experience. And the experience will be, after changing to military clothing in the hangers here in Dacca, to shoot fellow countrymen and to be shot.

We arrived in Dacca about a half an hour after midnight. The airport was bustling. The usual arrival area was filled with women and children waiting to board the next plane. There were no facilities for we ten but we finally watched the baggage unloaded and helpful military officials loaded it on a cart and with difficulty we got it up the ramp and began through the corridors to the waiting room. On the floor of the waiting room were several hundred women and children waiting for their number to come up. Children were sleeping on the concrete floor. Soldiers with guns stood around the edges. It was clear that Urdu would be the only language for the trips to Karachi just as Urdu was the only language needed on the trip over. And the dependents leaving ranged from those of the simple to those of the Generals. The atmosphere was one of a people settling in for a long and hard fight rather than one of a few days. Outside the airport, the curfew was on. We had too much baggage for one trip. Arch Blood and Col. Nolan had met us and they went off to the house with the baggage while we waited for their return- they have curfew passes. We finally got off from the airport about one-thirty, dropped the Japanese and Frenchmen off at the hotel and went to the Bloods for the night.

The tension of the staff you can eat. They feel strongly that their government and Embassy simply do not appropriately reflect the facts of East Pakistan. They have daily heard about people they have entertained in their homes being slaughtered. Many more have been harbored in their homes and in several cases taken down to the river to catch a boat across the river into Awami League territory. They have witnessed what they evaluate to be a plan of ethnic obliteration executed. This is both in terms of systematic destruction of Hindu areas in the old city and in terms of such things as forced or pressured change of number plates from Bengali to Urdu and even selection of classical Bengali scholars for elimination. It galls them that the Russians have spoken out on the moral issue and the Americans have said nothing.

Eric Griffel drove me around the city and I saw the University Hall gutted, the

Hindu villages razed, the shops only 10 to 20 percent opened, traffic very slight, military riding through town with guns ready.

The thing which has been brought home to me is that we are finished here for a long time to come. Good dreams are smashed.

I love you and want to share the pathos. I will write more tomorrow.

In the increasing insurgency a food crisis emerged. We could get food for the poor to the Port of Chittagong but couldn't move it up country. In Washington, Maurice Williams was appointed by President Nixon to deal with the issue. The result was a United Nations led effort in which "mini-bulkers" or flat boats were brought in to move wheat up-country. This was done with the tacit support of the Pakistan government and the insurgents. We prevented a famine. This was a classic case of a politically sensitive situation where the United States could only provide needed help through a partnership with the United Nations. The coordinator for the UN was Paul Marc Henri of France whom we considered a hero.

On the U.S. political side there was an interesting process that emerged as the insurgency grew. Perhaps ten percent of the East Pakistan population was non-Muslim. While they had not necessarily any ties to India's State of Bihar, they were called Biharis. They and many others began an exodus to India. The U.S. had consulates in Dacca and Calcutta sending reports directly to Washington. When reports came in from Dacca indicating a mounting exodus of Biharis and other reports from the Consulate in Calcutta telling of increasing numbers of arriving refugees, our Ambassador in Islamabad, Joe Farland would go to President Yahya Khan and express concerns. Typically Yahya would ask how old the information was. Even if reports were only a week old, Yahya would say that our information was out of date and the situation had changed for the better. This was reported to Washington. The American Ambassador in India supported the reports from the Consulates in Calcutta and Dacca.

The Indian government was dealing with growing numbers of refugees – some reports talked of as many as ten million -- and felt it could not simply stand by as Pakistan's government repressed the people of East Pakistan.

USAID was involved due to the fact that under our agreement with Pakistan our personnel were able to travel where ever we had projects while Consulate personnel had to get permission from the government to travel. Thus much of the information our consulate reported came from USAID personnel. We had an unusually capable and perceptive person, Eric Griffel, running our office in Dacca and he had a great group of younger officers. Also, I sent over from Islamabad additional staff, including our legal officer, Elliott Weiss. Our staff travelled extensively and reported in detail. As a result the Consul-General, Archer Blood and more than two dozen staff members sent a message to Washington on April 6th, 1970 through the "dissent channel" objecting to U.S. policy. Blood later received an American Foreign Service Association Award for "constructive dissent" and had his promising career severely curtailed. Washington had tilted to Pakistan.

The crisis was resolved when India on December 3rd, 1971 invaded both East and West Wings. When the war ended on December 16th, 1971 our staff in East Pakistan became the USAID Mission to Bangladesh and I ran a Mission for the still very important, even if smaller, Pakistan.

As an aside, one of our staff members in East Pakistan, Lawrence Ervin, was a former Peace Corps Volunteer who had worked with villagers in the southern part of East Pakistan to build reinforced concrete

schools that doubled as cyclone shelters. During the 1970 cyclone, thousands of people had reached these schools and were saved. Verona and I made a trip to East Pakistan and went to that area with Lawrence. It was exhilarating to see the enthusiasm with which the villagers greeted Lawrence Ervin.

As another aside, during the mounting hostilities in East Pakistan there were a number of West Pakistanis stuck in Kaptai, near Chittagong. Terry Myers, another young USAID employee, risked his life to escort the group to safety. He received a special citation for his heroism.

During the hostilities most USAID personnel assigned to Islamabad were evacuated to Afghanistan. I asked David Mathiasen, USAID's talented economist and Program Officer, to organize the group and come up with an aid strategy for the new Pakistan. But before discussing the new Pakistan, a few anecdotes. In Pakistan's Civil Service there were a number of Bengalis. One of these was Mohammed Sattar who for a number of years wrote the "PL 480" paper. This was an annual document we expected from the government as a basis for our food aid. To some extent it was a negotiated document to reflect policy measures we felt important as a framework for providing generous amounts of grain. As the insurrection heated up in East Pakistan, Sattar, a Bengali became increasingly agitated and finally decided to go back to East Pakistan to work with Mujib as an economic advisor. Unfortunately he was caught attempting to cross the border and was put in jail. He was married to a talented British woman and had two small children. While in jail he wrote children's stories based on the Koran. He was finally released and shortly thereafter showed up at our house with a suitcase he wanted us to send to him after he got back to the East. He then proceeded to successfully cross the border into India and found his way back home in the East. He held prominent positions in the new Bangladesh government, headed an NGO in Malaysia and died at too young an age.

Another person associated with the East Pakistan side, though not actually a Bengali was Yousef Ahmad, married to a German woman with whom Verona had worked in a school for developmentally disadvantaged children. Yousef was the highest level "East Pakistani" in the Foreign Office. After the war with India he was gradually isolated in the Foreign Office. Come Christmas he and his family were in a house almost without furniture and with an uncertain future. At this point we decided to invite them for Christmas dinner – going over to his house in our private car and spiriting them home. A few weeks later our son, Caleb, came home from school and announced that the Ahmad's had "split"-meaning had escaped from Pakistan. He assumed this because Mrs. Ahmad had come to the school and taken their children out. Later we heard that they had done what many had done before – been smuggled through the tribal area into Afghanistan. The tribal Pathans will smuggle anything for a price! That night, at a dinner where Verona was seated with President Bhutto, he said something like "Well, we let Yousef Ahmad go today." It was quite obvious that he was fully briefed on our relations with the family – which, from our point of view was all right, since we had made no attempt to hide anything. When we saw the Ahmads some years later they returned a book – *The Year of the Jackal* – they had borrowed from us, explaining that when hiding on the way to Afghanistan they had read the book out loud to each other. Later I worked with Yousef Ahmad in Nairobi at the United Nations Environment Program. During this time Mrs. Ahmad was tragically killed while standing in her doorway when an explosive went off under mysterious circumstances completely unrelated to the Ahmads.

Chapter 12

The New Pakistan

Soon after the war with India and Pakistan's loss of the East Wing, Zulfikar Ali Bhutto assumed the leadership role in Pakistan. He brought to his cabinet a younger group with much energy. For us the most important post was that of Finance Minister. Mr. Mubashir Hasan, whom I considered an idealistic and well meaning person, was also of socialist leanings. He introduced a number of measures that predictably hurt the economy. Fortunately, in a few cases, the government backed off some of the most damaging measures. But, overall, the policy mix was unfortunate, to say the least.

One of the most disastrous decisions was building a steel mill in Karachi where all of the inputs had to be transported from abroad. The project took up so much of the budget that the social programs were bound to suffer.

At independence in 1947 the West Wing of Pakistan had about 35 million people. By the time of the 1971 breakup the West Wing had about 65 million people (excluding perhaps 2.5 million residing in Azad Kashmir and the Northern Areas) and was growing at 3% a year. At the time of this writing in 2012, Pakistan's population is approaching 200 million and growing at a pace of some 4 million a year. Based on these approximations, I decided it would be a good idea to put a "popometer" at the entrance to our offices in order to highlight the population issue.



Joe Wheeler with the "popometer" in the lobby of USAID's offices in Islamabad. (1977)

Every day we recorded the increase of 5,700 people to the total population figure on the popometer or 2.1 million a year. A rate of 3% a year doesn't sound like much but it means a doubling of population every 23 years. This means two doublings, at that rate, would bring the 2010 population to some 250 million. In fact it seems to be closer to 200 million, suggesting that the rate of increase is down from the 3% rate. If the rate is now about 2% a year, this means an annual increase of 4 million.

Here I will insert my personal thoughts about population growth. It is generally accepted that if, after “successful” development, the whole world would consume the way Americans consume today, the human family would quickly lose the race against global warming. Global population is now, in 2012, about 7.0 billion and seems to be heading for about 10 billion in the next forty or fifty years, when we can hope it will stop growing. The larger the maximum population, the lower the average consumption levels we will be able to have and still have a sustainable climate. So, numbers matter. The goal is what I call “full life equilibrium.” One recalls the Malthusian theory that when population numbers exceed food availabilities, then equilibrium is achieved by starvation and disease. This is the 50-50 approach to equilibrium where we have 50 births per thousand and 50 deaths per thousand, with seven births per family and the life expectancy is, say, thirty years. Instead we seek a 10-10 equilibrium where we would have 10 births per thousand, implying two children per family, and 10 deaths per thousand with life expectancy at 70 or 80 years -- less children living a full life. Global population maxing out at 10 billion and then possibly going down gradually.

At the 1994 Cairo conference on population and development it was argued that the emphasis on numbers of people in the world had led to inappropriate actions by some countries, including especially China with its enforced one child per household policy in urban areas. Instead the goals should be in terms of health measures such as the reduction of child and maternal mortality rates and enrollment in school. Fortunately, research tells us that if the world’s families have only the number of children they want and have them when they want them, the result would be an average of a two-child family. So the operational goal should be to help families gain the knowledge and means to have only the number of children the family wants. We are making progress on this but not fast enough. It also means, of course, a shift toward efficient systems for providing health and education. Alas! Pakistan has done none of this and this neglect shows up in its vital statistics. Demographers now detect a lowering of births-per-family from about seven to something closer to five. But Pakistan’s demographic transition toward “full life equilibrium” is only beginning.

Back to Pakistan, with a fast-growing population – with or without successful programs in health, education and family planning -- Pakistan was challenged to feed its population and USAID wanted to help in this.

USAID worked with the Pakistan Government to implement a strategy for rapid growth in agricultural production. Pakistan, with the largest integrated irrigation system in the world, should not be importing large quantities of food from the United States.

There were a number of big issues facing Pakistan: water management, soil nutrients and seed. If the government and the farmers managed these well, food production would increase at a rapid pace.

After independence in 1947, India and Pakistan struggled over the division of river waters from the five huge rivers feeding West Pakistan’s irrigated areas. Basically Pakistan is a great desert through which five rivers flow. With a system of canals built largely by the British, West Pakistan had the largest integrated irrigation system in the world. In spite of the riparian rights of Pakistan, India wanted water originating in India’s Sutlej, Beas and Ravi rivers to be used within India. The World Bank negotiated an agreement that permitted India to have its way, giving the waters of the western rivers -- the Indus, Jhelum and Chanab rivers -- to Pakistan, building very large dams in Pakistan to replace the lost water. Huge canals were built to bring water in eight “link” canals from one river to the next, thus replacing the water previously coming from the rivers originating in India. After some years, overwatering brought ground water levels to the

surface, resulting in evaporation causing a salt residue putting millions of acres out of production. President Ayub asked for help and a team led by Harvard's Roger Revelle, an extraordinary American scientist, came up with the SCARP program – the Salinity Control and Reclamation Program. This program called for a system of tube wells to pump groundwater and lower the water table. Then the salts were flushed back to the lowered water table as the land was irrigated with a mixture of the pumped ground water and fresh river water. The project involved the installation of an electric grid to power the tube well pumps, utilizing much of the electricity from the dams that had been built. (The Revelle Report was officially called the White House Panel Report on Salinity and Waterlogging in Pakistan.)

The SCARP program was well underway when I arrived in Pakistan. The USAID innovation in my day was to suggest that Pakistani contractors should be given more of the business rather than insisting that only large international firms should drill the wells and build the electricity distribution lines. So, with approval from headquarters, we divided the next stage of SCARP contracts up so that they would be small enough for Pakistani contractors to manage. In effect we were helping these contractors to climb another step in their capacity building.

The next issue was at the farm level. Research permitted us to assign a destination for all of the water coming into the irrigated areas from the major rivers. We estimated that about 140 million-acre feet of water arrived in Pakistan from the rivers. About 50 million-acre feet left Pakistan and flowed into the Arabian Sea. 30 million-acre feet were lost to evaporation and canal seepage but this was partly recovered by the tube wells. Surprisingly, some 50 million acre feet were lost in the tertiary canals and water courses leading up to the farmers' fields. This left about 50 million-acre feet for irrigation. So the strategy was to somehow reduce the losses in the tertiary canals and watercourses and to increase the efficiency of water use on the farmers' fields.

Since it was a flood irrigation system, farmers needed to be convinced about the science, watercourses needed to be maintained better and fields needed to be leveled. (If one side of the field was higher, more water was needed to cover the whole field. This both wasted water and lowered per acre production.) Since we were dealing with farmers, the provincial departments of agriculture had jurisdiction rather than the irrigation departments we were used to dealing with.

To bring the farmers on board we found that we needed to do the research over and over – this time in close coordination with the farmers. Then we needed to develop a system of leveling the fields using Pakistan made equipment and small tractors rather than bringing in bulldozers. Also, where water flowed, especially where the water came into the fields, we needed inexpensive outlets from the dirt irrigation courses into the field. For this task we developed an on-farm-water-management project for farmer education, the development and manufacture of simple leveling equipment and the so-called Pakka Nacca (small concrete channels into the field). Colorado State University provided technical assistance for many years.

A short story here. USAID had an agricultural engineer named Neil Dimmick who worked with a very small equipment manufacturer in Mian Chanoo in the Punjab to develop what we coined "precision land levelers". Verona and I visited him and Verona translated from the Urdu. Some weeks later the Consulate in Lahore asked me for suggestions for a guest list for a development-related reception. I suggested Mr. Gazni of Mian Chanoo, among others. After the invitations went out, Verona got a call from Mr. Gazni in which he asked if the reception would be at 7 a.m. or 7 p.m. She confirmed it would be in the evening at

7 p.m. We felt that attending that reception was a great event in the life of Mr. Gazni and we were happy to see him there. Gazni is one of those unsung Heroes who make the advancement of agriculture in Pakistan possible. Unfortunately, I doubt that USAID has an agricultural engineer anywhere in the world today. We don't deal with the common folk anymore. We leave that to the non-governmental organizations. Here I am including my Verona's trip note of 1972 covering travel from Islamabad and Lahore to Lyallpur and Karachi. Among other things, this covers our visit to Mian Chanoo.

Dear Family,

I have been sitting here facing the typewriter for about half an hour wondering how to tell you about our drive from Lahore to Karachi last week. What I really wish is that you could all stop by for lunch and Joe could tell some stories and I could tell some and you could at least partly relive with us the whole experience. A proper account by letter would take pages and if you are as interested in rice, cotton, and wheat as most of the ladies I have tried to talk to at various lunches and dinners since our return---you would be bored. I managed to keep up with Joe's impossible schedule through every field, research station, farm and factory, up early, to bed late, meals in DAC bungalows and on farms. I missed a cement factory but otherwise saw it all. We both came home exhausted but happy about the trip and with a new understanding of some of the difficulties of development in Pakistan. Here are just a few highlights:

We arrived in Lyallpur to visit the Agricultural Dept. of the University, to attend or hold a Seminar on Nutrition and to see the Genetics Research Station and a corn oil factory. We had food with us to entertain 25 people at two dinners and a luncheon. (That did take some planning!!) We took Wazir along too and with the help of a Staff House bearer we managed. We also saw our first round of wheat varieties, rice and cotton and all the problems of water, (usually lack of enough) small plots, big landlords, etc. etc. This whole bit was to be repeated many, many times as we moved on down the country. Chairman Bhutto has just announced a new land reform but from what we saw not many people will be affected and the much repeated "Maximum 150 acres" isn't really accurate. Each person can own land and the amount is set by the productivity of the land as it was in 1930 sometime- also if you have a tube well and if you have a tractor you are entitled to more as many large landowners told us, "It is a very sensible reform". Maybe it is, but...the promises to the poor have been so great and they have believed every word of it.

Enroute to a farmers for a "simple cup of tea" and a demonstration of land leveling we passed a village that is special to the Sikhs. They come in large numbers each year to visit the village. (Something in India and Pakistan has worked out for them.) The village is called "Suchi Soda" (True Purchases or food items) Nanak Guru lived in this village and was sent to buy food from the market. He met some poor beggars and gave his money to them instead. His father was angry with him but of course he had done the right thing and so the village was named. The "simple cup of tea" was a feast out under the Shamiana in the middle of the field. It is amazing to hear the talk of what land leveling could mean in an irrigated country where the water supply is so short. It had been done scientifically and with equipment. This is where AID could help them if they recognize the need. Some of our agricultural technicians feel it would help save the equivalent of several dams of water. We had lunch at the farm of a cotton grower. He is a member of the people's party and was dressed in Kameez and shalwars of the grey militia- not much else identified him with the masses. He did say that the concern Chairman Bhutto has for the poor has made the masses feel they are recognized as individuals and as such they have some rights. He encourages anyone that can't get help from officialdom to come to him and

he goes to see that they are heard. This is good. Our lunch was fantastic—everything from Quail to barbequed beef and chicken- hot nan and chappatties- right from the oven to us. The technicians who work out with the farmers and really get to see how impossible things are and who are still enthusiastic and take the heat and the dust and flies and mosquitoes and hot, hot curry and warm drinking water day after day after day really have my admiration. One such AID man took us to a mechanic in a small village. He had spent hours with the mechanic and his sons and had helped them produce a land leveler which is almost like something produced by Massey-Ferguson. We were garlanded and fed tea again and lots of cakes- the flies were really something but one fellow had a dirty rag that he swished over the top of the table to keep some of them moving. Our next stop was Khanewal and we were staying with a British cotton grower who was on his father's farm. It was fun. They were very British but very nice. He is writing a book on wild life. The house was full of books and collections of wild flowers and leaves. They were dressed in white and playing badminton when we arrived. The garden was large and beautiful. We had fresh asparagus, artichokes and good fruit from their orchards. It was relaxing and enjoyable. Bahawalpur came next. It was one of the old princely States and is quite close to the border. They had lots of trouble during partition. To me, a northerner, it seemed like India and the people seemed more Indian than Pakistani. In the bazaar a bunch of runny-nosed, small boys gathered behind us and ran along shouting, "the monkeys have arrived, come and watch the monkeys!" It was Friday so we didn't find much of the famous, fine pottery. We spent the night with General and Mrs. Marden. He came to India in 1913 and has spent the last thirty years as the Administrator of the Mir's Estate. They entertained us with fairy-tallish stories of the hunts, the visits of the Viceroys, the Annual trip to the Delhi Durbar where all the elite gathered clanking with medals, dripping with jewels and attended balls and dinners that were fantastic! The palace has chandeliers that weigh 13 tons! We could have met "His Highness" but guess what????, "My Highness" had an appointment at another place so we couldn't stay but had to get going early to make it! General Marden told us about being shot in Mesopotamia, being prisoner in Burma and eating rats, his beautiful fleet of 1100 camels and his bodyguard. Mrs. Marden took me out to the garden. She is crippled from two automobile accidents and walks with a cane. A servant walked at her side. I noticed he was carrying a single peanut. We got out garden chairs and on a table a parrot sat swacking. She turned to the servant, he handed her the peanut and she gave it to the old bird! Servants were silently padding around all the time- opening curtains over doors for you or anticipating anything you might want. It was creepy. After dinner she took me out on the verandah where she supervised the feeding of forty of "my little lambs". (There were forty or more stray cats.) She told me about the difficulties of some and showed me batches of kittens hidden here and there. She also works for the Red Cross and has built and managed three hospitals. She has some special award from the Government for her efforts. She is also interested in family planning but it was unnerving to hear her tone and language as she talked about "castrating" these people!! They were really characters! He is 85 and cycles to the palace each morning!!

I am going to skip much of the next bit- but I must tell you about the camels and the Nomads. They have always fascinated me more than anything else in the whole country and to spend a whole day passing them on the move was very exciting. The women have about thirty yards in their skirts so you can imagine how they swish along through the dust behind the camels. They have such high coloring and look so independent and sassy. We saw old people on camels and the very young- camels with young ones trailing behind them- camels with chickens and ducks

tied on the saddles. Brilliant saddles all worked with mirrors that gave color to the miles and miles of desert. You know the lovely colors of Scindi cloth- it was used by everyone. When we saw a Baluchi caravan they were all wearing the kurtas with the deep pocket. Just like the ones you all own. I don't think I would ever get tired of seeing them. We arrived late in Mohenjodaro but saw the museum and most of the sites. The city is in remarkably good condition and was interesting. As you know it is dated about 2,500 B.C. All I am trying to say is, I don't think things have changed much in Sind.

The big thing around Hyderabad agriculturally is rice. We were met by a Ford Foundation man who took us to the farm and research station. (Gordon McClean-Debo). He is a big, jolly fellow and another of the ones I admire for being able to work in such unattractive places. We ate in the rest house with the Ag extension Pakistanis and had not such good food but it was interesting to taste my first rice chapatti. Next morning found us driving along the canal. It was cool and quiet- no traffic except an occasional bicycle. The parrots screeched and we saw many birds I hadn't seen in the North. We stopped at a village along the canal bank and went in to see them parboiling rice. The Sind desert is so dry the rice loses its moisture content and breaks during the milling. "Broken" don't sell for nearly as much as whole rice. They somehow discovered that partially boiling the rice and then drying it would keep much of the moisture that would otherwise be lost. They had several hundred earthenware pots full of water and a mound of rice- they sprinkled a kind of sawdust around and fired it with little men balancing on the edges of the pots walking around feeding the fire and of course much of it fell into the rice pots. Next they would dry it briefly on large metal pans over a fire and then spread it out in the sun to dry. Camels were bringing in the rice and standing around scornfully eyeing the world and munching straw. Their saddles again were full of bright mirror work. The Sind desert is known for its numerous saints. They have several really famous ones and their tombs have become places of worship for pilgrims as well as the local residents. Gordon was telling us about one that we would pass and of course my husband said, "Let's see it." The village was grim- very dirty and so full of flies I was consciously keeping my mouth shut! Not easy. The Tomb was of Shahbaz Kalundur—large and colorful with flags and mirror work. We left our shoes and went in. It was full of men and women and lots of Sadhus or Holy Men with long matted hair, beads, beggar bowls and incense. It was so Hindu to me and hardly identifiable with Islam. However, it was and is Muslim. To top it all, some Pakistani movie crew was shooting a film in the middle of the place. They were reading the Koran all around the tomb (reminded me of Amritsar) and there was a whole area for the poor and maimed and blind to live and be fed. We moved on to a cement factory with a very nice rest house. That night we had dinner with two journalists from Hyderabad newspapers. Pakistanis are so depressed and hopeless about the future that it is hard to not just give up and join them.

Karachi was our last stop, we got in late and Joe tore off to present some books to the Law school and join them for tea. We met a fine old Pakistani for dinner that night and had a most enjoyable evening. He was Dr. Aktar Hamid Khan the Director of the most unbelievably successful cooperative in Comilla, East Pakistan. The West recognizes him as a really great man—we aren't too sure if he is as appreciated in his home country. He believes the great key to development through cooperatives is to have the governing in the local body. We enjoyed questioning him on all the things that occurred to us during our trip. I say we – you all know it is really Joe that can see and question and find out the really crucial problems and hopes for change. How he can keep up the pace and carry on all these conversations is beyond me but I do enjoy being part of it and

if nothing else, a good listener.

Islamabad and home looked good. We came home to find the cook in the hands of the police over a land fight and we had a dinner party scheduled for the next night for 26 people. Preparations were frantic but the dinner was one of the most successful ones we have had. It was a good-bye for Elliott and Wendy Weiss. We saw them off this morning. We will miss them much—they are fun and interesting. Wednesday this week we leave for a week in India. I look forward to it very much and hope Joe gets some time to rest and relax a bit.

Love,
Verona

Next there was the soil nutrient strategy. Pakistan could produce nitrogen because it had natural gas. The Government wanted us to finance a government owned plant to supplement existing factories but we felt the private sector would be more efficient. After much discussion we agreed to finance a plant for the Fauji Foundation, which was run independently of the government by the autonomous military pension scheme.

Then there was the question of fertilizer prices. The government had nationalized the distribution of fertilizer in order to equalize the price, regardless of the location. While this may have been a laudable strategy in its purpose, in fact bribes were paid and the fertilizer was going to the larger farmers closer to the fertilizer plants. It took some time but eventually the government agreed to denationalize the distribution. We then had to tackle the issue of the price ratio between the guaranteed government purchase price for wheat and the market price for fertilizer.

At USAID we had a brilliant economist in charge of agriculture named Richard Newberg. He had the unusual ability to communicate with senior government officials in simple and convincing terms. He developed a chart indicating the likely level of wheat production at various wheat purchase price levels. I took him over to see the equally brilliant, Shakespeare- quoting Secretary, Aftab Ahmad Khan, who was my counterpart. We went through the analysis on the back of an envelope. I indicated that if the government set the price at a level that would really increase production, I was authorized to promise \$100 million worth of fertilizer imports to guarantee fully adequate supplies. From this, the Secretary was able to take the issue up the line, eventually to Mr. Bhutto. One night my wife was again sitting near Mr. Bhutto, at a time when I was off to Washington on consultation, and he turned to her and said that her husband would be happy to learn that that day he had signed off on our deal, in spite of the political problems that might result. A year later both the Pakistan government and we in USAID were pleased that there had been a really big wheat crop. The policy soon doubled the production level and production in Pakistan has been increasing ever since.

All of this would not have been possible without the new varieties of seed. The Green Revolution was enabled by the development of so-called short-straw varieties where the application of fertilizer resulted in more, but shorter, stems producing several times more grain than the traditional varieties.

Actually, years earlier the very first Pakistani to get training in the United States under our program was a wheat plant specialist who became head of Punjab's agricultural research center. He adapted the seeds from the international center in Mexico for various microclimates in Pakistan. Every year Norman Borlaug, who later received the Nobel Peace Prize for his work in Mexico on corn and wheat varieties,

would come to Pakistan to check in on the research in the Punjab. Verona and I got him over for “tea” and I recall his telling a group of our staff that the Green Revolution was buying time for the world to get the population program working. I cannot but agree. Our food production efforts in Pakistan represent one of the greatest achievements of USAID in Pakistan – of course made possible by the willingness of the government of Pakistan to take a pragmatic course and by the efforts of millions of Pakistan’s farmers.

I could go on for many pages about USAID’s program in Pakistan – but won’t. I believe I had a good reputation in Washington on my management of the program.

When I first went out to Pakistan the Administrator, Dr. John Hannah, put his arm around me and said: “Next time I see you I want you to tell me why you need such a large staff out there.” (We had an American staff of over 150.) With this encouragement, I developed a program for staff reductions to be carried out over several years. I felt this gradual approach was the responsible way. But I noticed later that in other countries USAID gave special honor to managers who used a quicker and more disruptive approach.

In Pakistan I was pleased to be able to recruit some unusually able officers – often quite young. My motto was to hire only persons who were smarter than I was. With a strong staff we were able to talk convincingly with the government on larger policy issues. Part of our dialogue was through a periodic publication called *Pakistan Economic Development Data*. This was a series of one-page messages with a chart and a short narrative. It was expressed in terms of “Pakistan is faced with...” or “Pakistan is considering...” rather than “USAID believes Pakistan should...” By using this approach, many Pakistanis began to cite our statistics and agree with the messages. When the Finance Minister went to Washington and pulled out our publication to make a point, I knew that we had a good thing going. For me, one of the biggest challenges was to get my own staff to think in sector-wide policy terms rather than seeing only the micro issue they happened to be coping with. So the publication became a vehicle for dialogue not only with the Pakistan government but also with the staff of the USAID Mission and with the folks in Washington.

In Pakistan under earlier programs we provided commodity assistance where the commodities were sold for rupees, which were deposited in a Counterpart Fund account. Under our agreements, Pakistan was supposed to provide us with office space and it had been agreed that we would build an office that Pakistan would own, using mostly counterpart rupees. By the time the building was finished it was already too large for our decreasing numbers. In this situation, the Embassy asked if they could join us in the building until their new Embassy building was completed. (Having moved up from Karachi to the new capital area they were in temporary quarters in nearby Rawalpindi.) After the Embassy moved out of the USAID building, the United Nations Resident Representative and I discussed the possibility of the United Nations moving in. It was an unpopular decision among USAID staff, especially when I decided that USAID should move into the less prestigious back of the building and the United Nations into the front – with the UN flag flying out front. Unpopular or not, the move helped in coordination between USAID and the UN. Perhaps more important, it helped coordination among the various UN agencies that had been scattered in many houses. Several years later, after I left Pakistan, a mob decided to take after the United States. It marched right past our building – suggesting that a little modesty is good for security. However, the mob went on to burn the Embassy.

I made another innovative use of Pakistani rupees in this period. An increasing portion of women in America wanted to work and they came to Pakistan with their working spouses at considerable sacrifice. I knew I could never hire these spouses (almost all women) through the Washington personnel system. So

as an alternative I agreed that we could hire spouses for jobs at the AID Mission paying them with rupees, the same amount as an ex- patriot wife teaching at the International School in Islamabad. One of these employees worked in the Capitol Development Office and later joined the Foreign Service and became Ambassador to Kenya. Another joined the Foreign Service and became Ambassador to Tunisia. One employee was the wife of Chuck Yeager (known for his earlier career as a test pilot breaking the sound barrier), a military attaché at the time of the 1971 war with India.

In 1973 there was a terrible flood in the Punjab and Sind – a hundred year flood -- covering some ten million acres of land where some 10 million Pakistanis live – another need for relief. In the course of our response, I flew down to the Sind with the Deputy Chief of the American Mission, Sydney Sober, to meet with the Pakistan Ministers of Finance and Education. There was a dicey half hour towards dusk as the pilot's searched for the unlighted landing strip and we wondered whether or not we would find it. We did! We met with two Ministers at a rest house and found that they had been personally involved in trying to prevent a breach of a dike. We could only appreciate their commitment.

I had noticed that in previous disasters there was really bad coordination both between the government and the donors and among the donors. We had persuaded the government to establish its own disaster office with the help of the United Nations. This happened. When the 1973 flood occurred I suggested to the United Nations Resident Representative – one of the UN's best, Kurt Janssen of Finland -- that we set up a coordination center so that we could report daily on changing needs and on what help countries were supplying bilaterally. (I had memories of one European country sending overcoats to East Pakistan.) In the event, the disaster information center was in the UN's name but actually run by USAID staff and was very successful. This was another example of the benefits to be derived from working closely with the UN and under its umbrella. The Pakistan Government would not have been happy to have the flag of only one country on the information exchange process.

US Military dropping food packages after 1973 flood. (photo by Joe Wheeler).



I took particular pride in the quick response of the United States disaster relief program. I recall riding in one helicopter over the flooded area where we dropped food packages to marooned villagers. Verona highlighted the mission with a photo in our annual Christmas card as described:

The monsoon swept up from the Bay of Bengal over the southern slopes of the Himalayas with unusual fury in 1973, pouring out extraordinary amounts of rain particularly in the upper

reaches of the middle rivers of the great Punjab Indus River system. A “100 year” flood resulted, covering more than 10 million acres where some 10 million Pakistanis lived. The Government of Pakistan responded energetically and effectively to this new catastrophe. The United States, with dramatic speed, supplied six helicopters as part of our response. Seen in the picture is the silhouetted figure of a crew member looking down on the flooded areas near Nawabshah in the Sind, where he can see the shadow of his own chopper as he drops locally donated food packages to marooned villagers in the huge riverine plain. The helicopter crews and the scores of others who made American assistance effective as well as the thousands of Pakistanis who made the principal effort all came away walking a bit taller. The World is round.

While USAID was a hard working place, over eight years we were able to get in some recreational time. Verona had a special interest in the mountains, having befriended the head of the Pakistan Mountain Society, “Buster” Goodwin. She was introduced to a famous Norwegian philosopher and mountain climber, Arne Naess, who invited her to climb to his expedition’s base camp on his 1964 Norwegian expedition to 25,000-foot high Tirich Mir in Chitral. While I never did any climbing, I enthusiastically went with Verona on a number of trips to the populated mountain valleys in the Northern Areas of Pakistan (See Appendix 2: Trip note T03).

We made one trip to the Kafir Valleys and another to Hunza, Gilgit and over to Yassin. (See Appendix 2; Trip note T13). On another trip we went to Baltistan or what some refer to as “Apricot Tibet” (See Appendix 2: Trip note T12). Mountain people have varied languages and customs but always seemed to us to be particularly friendly. And the mountains in Pakistan are beautiful!

We also made two memorable trips to the regions bordering on Pakistan’s tribal area. On one of these -- a private trip -- we had decided to take an indirect route to Peshawar. After crossing the bridge over the Indus at Dera Ismail Khan we noticed a sign to Peshawar, which was at the beginning a well-surfaced road. This was new to my more experienced wife but we decided to take it anyway. It would be a much shorter route. After some miles the roadbed turned to gravel and we came to a place at the top of a hill where the road went down through a pasture to a riverbed. We asked some children if indeed this was a road to Peshawar. Yes, they said, for jeeps. In a massively wrong judgment I decided to give it a try in our 12 passenger Ford. In places we had to back up to get around corners and finally reached the riverbed at the bottom -- then realizing that we could not possibly retrace our route. So we continued down the track on the dry riverbed, dodging large stones and unable to stop without risk of being bogged down in the sand. Finally we reached a place where another riverbed joined the one we were on and the track turned left up the new riverbed. After a few miles I suggested that the logic of the situation would have our track turn right up the escarpment. I was right. We tried to get our car up the steep escarpment of the ravine but could never get beyond about two-thirds of the distance. I then tried putting small stones behind us, backing down on them and then going forward a few feet. We had been doing this for some time when a small camel caravan appeared at the top. The camel drivers came to help us -- and with stones flying and darkness approaching, they got us to the top. I asked how I could possibly thank them and they answered in Pushto that Verona translated: “Thank your God -- and be on your way.” In a situation where we had felt considerable anxiety, they made us everlastingly grateful for the generosity of these wonderful Pathans. I was humbled to realize how bad my judgment could be in taking a new route against the better judgment of my wife. From this point the roads improved and we got to Peshawar without further incident.

The second incident occurred on a long business trip from Karachi to the North West Frontier Province. I got out the Pakistan map and found a good road north on the west side of the Indus from Dera Gazi Khan to Dera Ismail Khan. My skeptical wife told me that to her knowledge there was no such road. With my confidence in maps overcoming her skepticism we took the road, which started out all right until we came to another dry riverbed, which we had to cross. Since we saw trucks crossing it, we proceeded and got stuck in the sand. With much help, we got across the riverbed and proceeded. Unfortunately the road – in this part still under construction -- got worse and worse and our vehicle stopped running. I came to realize that the Pakistani map was aspirational rather than a reflection of the factual situation. We then got help from a government official in a Russian jeep to get back to the last town. We left our driver to get the car repaired and then took a bus headed for Dera Ismail Khan. Night came. The bus stopped at a desert tea stall for refreshment. After that it had to stop frequently to replenish the water in its leaking radiator. A tire blew out with a loud shot-like noise, causing us to wonder if we were being held up. But finally we got to Dera Ismail Khan toward midnight and took a bicycle rickshaw from the bus station to the rest house where my wife talked our way in.

The next day I had a date to speak to a meeting in Bannu celebrating World Population Day. Bannu is a town just outside the tribal area. Tribal leaders had convened on a lawn, sitting on charpoys (string beds), each with his bandoleer and rifle. Each leader introduced himself as a leader of so many fighting men. In this situation I spoke of too many sheep in a field. (For a colorful description of this trip through the eyes of my wife, Verona, see trip notes “Karachi to Bannu by road.”(See Appendix 2; Trip note T14).

In November 1976 we joined a group tour to China. This was one of the earlier tours to China and took us to Beijing, Hangchow, and Shanghai then back to Beijing. At this time China had recently lost Chairman Mao and was decrying the excesses of the “Gang of Four.” Verona wrote a great trip report (See Appendix 2: Trip note 20) and I wrote a letter in January 1977, copied below, to Washington reflecting on the relevance of our China experience to our efforts in Pakistan.

Dear Mike,

When David Levintow was here he passed on your suggestion that I share any wisdom I might have gained out of the trip to China. The eight day visit took us to Peking and the Great Wall, Hangchow and Shanghai. Besides ancient monuments, we visited handicraft and silk factories, urban housing facilities, two communes including a tea commune, and an ordinary agricultural commune, a middle school and a recreation center. Obviously nobody could advertise eight days in a country as providing an all encompassing view, but at the same time we were mightily impressed with what we saw.

In thinking about it I realize that we Americans like China because we identify to a surprising extent with its sociology. Thus we overcome our distaste for the political system in our very favorable reaction to the basic values which the system has, with considerable success, universalized in the Chinese society.

Both Americans and Chinese value the work ethic. (The Chinese work extraordinarily hard.) We have both achieved attitudes which idealize a concept of equality. We have both made major strides in the area of participation and rights for women. (And this has greatly enlarged the work force.) We have both provided universal coverage for primary school education. We have both decided it is appropriate to have a small family norm. We both strive for honesty. (The Chinese honesty is proverbial). With all of these kinds of things in common it is quite understandable that

Americans traveling there find a great deal to like about China.

The question, of course, is how to modernize Pakistani kinds of societies which are characterized by class and income stratification, old ideas about the role of women, only rudimentary health and education systems, pervasive corruption and major problems in organizing people behind common goals.

For five years now I have watched Prime Minister Bhutto struggle with this question. In other communications I have noted that the Prime Minister of Pakistan like the President of the United States, inherits a sociology. He, like our President, must work to change this sociology by attacking it on the politically acceptable margin. We have seen the Prime Minister try to get out in front on the women's issue and have to retreat in face of conservative opposition. We have seen him try to press the population issue and decide to keep his head down in anticipation of political reactions. We have seen him approach the land reform question with a caution clearly reflecting his objective assessment of the realities of his political base.

The problem for the Prime Minister in Pakistan- and of course Pakistan is only an example of many LDCs- is the frustration with the very slow pace of progress which seems to be possible within the political framework where government control is limited. On the other hand, the all pervading state control aspect of the Chinese experience had inherent in it major elements of instability growing out of the fact that changes in direction involve enormous stress. The "gang of four" campaign is an example of this. Who knows if China can hold it all together.

One important difference between China and Pakistan, of course, is the Chinese system of local decision making- the commune. Again, systems of local decision making are attractive to Americans who operate schools, rural roads and many other functions through local government. The commune is a very thoroughgoing institution, organizing both the kind of local government functions normal to us, and the economic functions of a rural society. This is more natural to China, where so much of the economy is rural based, than it would be to the United States.

Of course, our counterpart "recommended solution" for Pakistan is the reinstitution of local government (promised for "after the elections"), rural credit institutions, rural electrification cooperatives, and various other forms of local decision making and local resource mobilization. Through the commune, China is largely financing its rural development effort from profits of agriculture and is achieving a very complete use of any surplus labor. It is very impressive to see how they use everybody to the maximum, gear mechanization to full employment of labor, provide life income, organize heavy peer pressure on such issues as family size, and provide universal health and education services. The self-sufficiency of a commune, with a wide range of small industries, is also impressive. There seems to be a pragmatism operating in China which probably saves them from the "Let's ask Moscow" syndrome which has slowed down the USSR so much.

So what does this all mean for those of us interested in economic development? As a minimum, I think the Chinese experience seen by Americans focuses sharply on the sociological values which are important to the development process. It is worthwhile getting these values out on the table in order to make it clear what norms countries like Pakistan need to seek as an integral aspect of a workable development strategy. Furthermore, coming from the Western tradition as we do, where political systems and individual human rights are appropriately of great concern to us, we need to think harder about how Prime Ministers of countries like Pakistan might act in order to achieve the developmental sociological transformation China has achieved without having to go through the bloody, freedom restricting political revolution which engulfed China; indeed,

without adopting the increasingly closed models of government which nowadays characterize most of the LDCs.

As we focus more directly on the “poor majority” in our programming we become much more conscious of the sociological hangups which inhibit progress. But frankly, I don’t think we have developed a very useful set of prescriptions for rapidly effecting changes in values within the democratic format. Yet time is important, as we know in our demographic analyses. The American experiment had the special advantage of a very early adoption of democratic habits at a time when our population was only a few millions on a continent of almost infinite potential. Time was less important. My problem is in trying to translate our own successful experience into terms which are relevant to Pakistan in 1977.

To what extent can an accelerated sociological transformation be achieved by an LDC by adding a larger flow or a different kind of foreign assistance to the other tools available to it? I’m not sure. But intuition tells me we are on the right track in pressing hard for the “poor majority” focus and in developing projects which impact on the villages. If LDCs would concentrate more attention on the “basic needs” and if we would put our money behind this approach, perhaps we could make it possible to achieve Chinese-American sociology without a Chinese style revolution in a tolerable time-frame.

As you can see, my eight days in China have not brought me clarity of vision or prescriptive answers to problems of economic development in the subcontinent. However, one cannot go to China without enlarging one’s perspective and without being excited to think harder about what we are up to.

Very best wishes.

Sincerely,

Joseph C. Wheeler, Director

In 1977 we finally left Pakistan and returned to Washington. Jimmy Carter had approved my appointment as Assistant Administrator of USAID for the Near East. It has been said that my tenure in Pakistan was the longest in the history of USAID for a Mission Director at one post. It was a great assignment!

Chapter 13

USAID'S Assistant Administrator for the Near East

The Near East in USAID in 1977 meant the countries from Afghanistan west to Morocco. Most of the money went to Egypt and Israel. The Assistant Administrator approved most projects and testified before House and Senate committees. He was the direct supervisor of the Mission Directors in each country. In the days of Jimmy Carter the policy mix was generally to my liking with an emphasis on “basic human needs.” Among the themes were a concern for “women in development”, “basic health services” and the environment. There was, of course, a traditional concern for the efficiency of the projects. USAID in Washington was organized with staffs representing each of the special concerns. For the most part projects were formulated in the field missions and prepared for the approval by the Capital Development Offices of the regional bureaus. The goal was to get special policy concerns reflected in project preparation and documentation without beating the horses to death. This meant training staff to reflect our special concerns throughout the project development process. Ultimately it meant persuading developing country governments as to the importance of each of the relevant concerns.

Since I was responsible for every project, I made it a point to try to personally hold a meeting on each project paper. All of our concerns were represented in the project approval meeting. If, for example, “women in development” had not been reflected in the project formulation, someone from the “women in development” central office would bring this up and I might send the paper back for more work. My recollection is that environmental concerns tended to be an after thought rather than being built into the process from the beginning. If an environmental impact statement was an after-thought, the project might be significantly delayed and the preparation of the impact statement might be more expensive. Gradually we trained people to think of the environmental impact statement at the beginning of the project preparation process. The Near East Bureau developed a reputation for its project approval process. Years later a former employee remarked that I had run a development education process in our review meetings.

Testifying before Congress was a tough process. I had to be able to answer questions on each project as well as on broader policy matters. Staff worked hard to train me up. Testimony was prepared and cleared all around. Some members of Congress were notorious for being tough on the witness. Yet I appreciated that this system of checks and balances is fundamental to our democratic process.

At one point our program office suggested that we might step back and look at the longer-range development issues of the region with the House Foreign Relations Sub Committee for the Near East, headed by the very strong Chairman, Lee Hamilton. I agreed and staff level agreement with the committee was reached. I doubt that anybody in Congress remembers that day, but I do. We were able to look at such issues as urbanization, growing levels of workers' remittances and water shortages. We felt that we needed to train ourselves and Members of Congress to look at these issues that are often missed in country-by-country discussions built on our project portfolios.

Assistant Administrators visit the countries in their areas and I was no exception. In the Near East Israel is special. Both the amounts of funding and the nature of the program are politically driven. Gradually our economic aid became a cash transfer and the government of Israel was keen on getting funds without any delay since money draws interest so that every day of delay represented forgone income. On my visit to Israel I met the Finance Minister and had the opportunity to pass along a few thoughts about their economic policies. It was very clear to both sides that this was pro forma. Israel does not need the wisdom

of American bureaucrats to run their government. Instead, Israel appointed a “minder” to show me the country, including the Holocaust Museum, the symphony orchestra, the Knesset, research institutions and the art museum.

Egypt was a different story. There we ran a huge development program made up of projects. The government wondered why we couldn't do for them what we did for Israel. But their economic management was of a different order. While I have no doubt that our program has done very important things for Egypt, I have been concerned about their policies. For example, Egypt wanted us to support an aluminum project. But the only reason such a project seemed feasible to them was that natural gas would be supplied by the government at a price well below international levels. Similarly, Egypt has subsidized the price of bread. As a result chicken farmers could make money buying bread at the bakery and feeding it to their flocks. Egypt pays its own farmers less to grow wheat than it pays American farmers. These distortions made the economy much less efficient than it needed to be. When we in USAID wanted to make an issue of these distortions, the political side overruled us, siding with the government, which said that correction of the price distortions would lead to political disaster. While I agreed that the timing and methodology of economic reform needed to be carefully designed, I also felt that not facing up to these issues left Egypt a much poorer country than it needed to be. Poverty leads in the long run to volatility.

Syria was a problem for us. It had been decided at the political level that the United States should provide project assistance. But Syria was skeptical of our procedures and project preparation, contractor selection, etc. were very slow. As a result we developed a major “pipeline” of undisbursed money, making it hard to justify more appropriations for Syria.

Here I digress to discuss an important coordination process. For the most important countries The World Bank chaired meetings for donor countries along with their recipient country. These meetings were usually held in Paris. For example, a series of consortium meetings on Egypt- The Desk Officer, the Office Director, the Mission Director and sometimes the Assistant Administrator depending upon the importance of the country and the particular meeting would represent the United States. The meetings were choreographed with an informal meeting of the donors the night before. A statement at the meeting by the country in question, a statement by The World Bank and statements by Heads of Delegations from around the table would take place at these meetings.

This system became important in establishing deadlines both for the recipient countries and donor countries. At the end of the meeting, The World Bank Vice President of the Region summed up the results to be used as a basis for a press release. As Assistant Administrator and earlier as Office Director, Desk Officer and Mission Director I attended many of these meetings. The only exception to The World Bank sponsorship of these meetings was Greece and Turkey, which were run by the O.E.C.D.

From time to time the Administrator would make a trip to the region and I would accompany him. Douglas Bennet was Administrator at the time and there were a few memorable moments. We visited Egypt where I recall sitting on the lawn for a cup of tea with President Sadat -also meeting Vice-President Mubarak.



Douglas Bennet calls on President Sadat in 1980. (L.to R. Doug Bennet-USAID Administrator; Anwar Sadat-President of Egypt, Ambassador to Egypt-Roy Atherton, Joe Wheeler-USAID'S Assistant Administrator for the Near East, and Don Brown- USAID Mission Director. (Government of Egypt photo)

We then went over to the Suez Canal where we went on a boat ride with the Canal manager. On this occasion I was wearing a gabardine suit – the kind that turn very dark if wet. As we were having a drink before lunch I needed to use the bathroom. On this high technology boat one flushed the toilet by pushing a button. Unfortunately I pushed the wrong button and got the shower. There was an embarrassing moment when I returned to the group.

On this same trip we went to Yemen. Yemen at that time made its money from remittances from Yemini working in Saudi Arabia. We travelled down to the port through a generally desolate countryside and on the way backstopped at one of the very few roadside restaurants where one sits on a raised platform and orders the food. The menu of the day was fried chicken and hot bread. I assumed that the chicken would have been raised locally and was surprised to discover it came from Alabama. Globalization was at hand. The chicken was very good and the bread even better. Another memorable meal in Yemen was in a mountaintop village called Marweit. The local leader had us to lunch, which consisted of a myriad of very tasty dishes laid out on the floor. Then we retired to another room for chewing the Gatt. Doug Bennet was careful not to have a chew while I partook. The Gatt industry is special to Yemen where men will chew this mild narcotic for hours. It is harvested from bushes in the morning to be chewed the same day.

We finally went to Israel where we were given a tour of Jerusalem by Mayor Teddy Kollak. The whole trip was so exciting that Doug Bennet asked me to become his Deputy. I was sworn in on April 17, 1980.

Joe Wheeler, USAID's Assistant Administrator for the Near East, with President Carter. President Jimmy Carter hosted a reception at the White House for senior level officials. (White House photo)





The Swearing in Ceremony as Deputy Administrator of the Agency for International Development on April 17, 1980. Left to Right: Joseph Wheeler, Verona Wheeler, Edna Boorady and Douglas Bennet (USAID photo).

Chapter 14

USAID's Deputy Administrator

In general, being deputy to anybody is not as much fun as having line responsibility. Yet Doug Bennet was a delight to work for. I recall the struggles resulting from a decision to create a position between the Administrator of USAID and the Secretary of State and the President. This resulted in endless and useless conflict.

One especially interesting task was to go to Africa in search of a policy to increase agricultural production. I went to Tanzania, Kenya, Somalia and the Sudan. My summary memorandum still looks pretty good to me thirty years later (See Appendix 1: SA93). I made another trip to Senegal and Mozambique. In the later country it was my task to have an initial and off the record conversation with the President whose policies had gradually moved from pro communist to being more democratic.

During my tenure as Deputy, a conference was held in Paris on "The Least Developed Countries". The State Department and USAID both felt that they should head the U.S. delegation to this conference. A bureaucratic bidding war broke out to see which agency could provide a delegate at the highest level. As a result, I was asked to head the delegation with the understanding that the State Department's Eleanor Constable would be my Deputy. Unfortunately, USAID, representing development wanted to do more for the Least Developed Countries while the State Department, through their political lens, wanted to preserve funding for countries of greater political importance to the United States. Thus Eleanor and I seemed to be speaking from different briefs and the whole experience was one of the most painful of my career. When my candidacy for the position of Chairman of the OECD's Development Assistance Committee was being cleared, A British official remarked that my performance at that conference left something to be desired. Interestingly enough, Eleanor, who was the wife of the Deputy Chief of Mission, was one of the person's I had hired locally for the A.I.D. Mission in Pakistan. She later became Ambassador to Kenya.

In 1981, Jimmy Carter lost the election to Ronald Reagan. A transition process was established immediately after the election and Doug Bennet asked me to head the agency's transition process – to counterpart with Mr. Edwin Fulner, who was appointed by the President-Elect. It was my job to orchestrate the briefing papers for the new administration. At this point the Government of Egypt decided to hold a conference of donors to be held in Aswan beginning on January 20. Since there would not be a new Administrator in place on Inauguration Day and since protocol dictated that Doug Bennet had to leave his position effective at noon that same day, it was decided that I should represent the United States. On January 20 in Aswan I spoke in the morning, delivering a personal message from President Carter. At seven in the evening, or at exactly noon in Washington, I asked for the floor and delivered a personal message from President Reagan – thus becoming the first official anywhere in the world to speak on behalf of the new President. The meeting was frequently interrupted by the Egyptian Chairman who reported the latest news on the release of the American hostages in Iran. On the second day there was an audience with President Sadat. To the amusement of the other delegates – and, I suppose, to my own amusement as well --Sadat looked at me and thought he saw the representative of the International Monetary Fund and proceeded to give me mild hell.

Peter McPherson was nominated to be USAID Administrator. He called me in to a meeting at the White House, where he was Acting Counsel to the President and "thanked me for my service." I presumed that in a few days I would be entering into retirement, or offered a less important position. However, several

days later Peter suggested that he would welcome my staying on as his Deputy in light of the decision the Administration had made to appoint political persons to the Assistant Administrator positions. I believe he felt it would be helpful to have a civil servant stay on for a while to provide him some continuity.

To my pleasant surprise, I found Peter McPherson welcomed my advice. Peter had served in the Peace Corps in Peru and had written a paper on agriculture in development that had caught the eye of the Transition Team. We forged an excellent relationship. He made a point of bringing into his office the experts on any subject on which he needed to make a decision. From the point of view of the permanent staff he almost always made the “right” decision.

During the first weeks of the new Administration persons who had had political appointments with the Carter Administration at lower levels had to leave as replacements came. It was decided that I would be the right person to call them in, one by one, and give them the news as to when would be their last day. I had relaxed meetings with many old friends during this time.

As might be expected there were a few issues where the new Administration had strong views. One of these was the position of the United States at a UN conference taking up the issue of breastfeeding versus use of baby formula. The instruction to our delegation in Geneva was drafted with language supporting breastfeeding but was sent to the White House for clearance since the issue was important to the manufacturers of baby food. Ed Meese overruled us. The issue led to two non-political officers speaking out in dissent. I had to call them in, since protocol insists upon the resignation of persons who dissent in public from a position taken.

As Deputy Administrator I was involved in a multitude of activities. One time, as Acting Administrator, I represented the Agency at a meeting with President Reagan and had a chance to see his jellybeans on the cabinet table. The purpose of the meeting was to declare the Administration’s determination to shut down the government if Congress did not provide a “Continuing Resolution.”

But most of my work was in representing the Administrator’s office on the routine business of the agency. I testified before Congress. I reviewed large projects that required the Administrator’s signature. As Peter McPherson said on my departure, I provided him with a stream of advice in a spirit of friendship. While inevitably he did not always accept my advice, I very much appreciated that he was a true believer in the mission of the agency and was willing to listen to any employee’s views before making a decision.

One assignment during this period was of special interest. Over the years Israel had talked us into providing our assistance in cash. They argued that they could be trusted to run their economy without supervision from the aid bureaucracy. It was hard to disagree with this and we shifted to a cash transfer system as mentioned above. Of course word of this system got to the Egyptians who wondered why they could not have their aid the same way. But on our side we did not believe that the funds would be well used without our close supervision, so we argued for a project-by-project assistance procedure. In high level talks in February 1982, the Egyptians insisted on the point and we agreed to send out a high level person to look at the question. That was I. I went to Egypt May 25-31, 1982. When I returned I sent a “trip report” to the White House that, as I look at it a quarter of a century later, stated the issues very clearly. It follows:

At the time of President Mubarak’s visit to Washington in February 1982, we agreed to look at ways of providing our aid more flexibly in support of policy changes expected to be made by the Egyptians. My consultations with top economic decision makers, including President Mubarak

and the Prime Minister, were part of what we hope will be regular six monthly conversations to focus on basic policy issues. These are in addition to regular on-going discussions in Cairo by the Ambassador and our exceptionally strong AID mission. Our ability to engage the Egyptians in meaningful discussions of tough policy issues was greatly helped by President Reagan's willingness in February to stress the importance of progress on the economic front in his conversations with President Mubarak, which were already heavily burdened with difficult political issues. His support will continue to be needed.

In Agriculture the Egyptians are apparently ready to begin to move controlled prices in the direction of world market prices. Cotton, wheat and rice bring the Egyptian farmers less than half world prices. Some crops will be decontrolled and others will be supported at higher prices along with the step-by-step decrease in the subsidies on fertilizer. We see eventual production responses of as much as 50% and will press for more rapid action by the Egyptians. We can help Egypt make these changes through more flexible methods of aid administration.

I stressed the need for price reform on services, particularly electricity. Egypt sells power at about 20% of real value, thus encouraging completely uneconomic investments of energy-using and capital intensive types. AID and the World Bank have told the Egyptians we cannot continue to obligate money in this sector until credible price reforms are initiated. Recently the rates for some users were raised and we now expect increases in sales to aluminum and ammonia plants – two of the largest users. If we can also get agreement that these sales will be followed by adjustments on a regular basis, we may wish in a measured way to respond by financing some additional electrical facilities. The Egyptians also told me of plans to increase charges for other facilities such as water.

On the industrial front I found President Mubarak actively pushing for more production and apparently open to price changes and deregulation if done in a politically possible step-by-step way. We need to press for better management of the dominating public sector industries and seek clearer articulation of support for and equal treatment for the private sector. There is a long way to go in this area but prospects for movement are improved by Mubarak's pragmatic and open discussion of the issues with the public.

I found Mubarak sensitive to possible increases in aid to Israel reported in Egypt to have been put forward in Congress. While increases to either Israel or Egypt are not supportable on economic grounds, any politically determined increases for Israel will put heavy pressure on us to match them in Egypt. As we get to the point where we see Egypt getting along with less aid, it will be important that we adopt a parallel course for Israel.

Peter McPherson plans to follow up these discussions at the September World Bank meetings and later in more extensive talks either here or in Egypt (See the report of this meeting posted in the *Egyptian Gazette* dated May 31, 1982).

After a year working with Peter McPherson, the White House Personnel Office took note that Peter's Deputy was a career man. I had no basis for complaint. While other career people have served in the Deputy position, this had not always been the case.

Peter McPherson managed my departure with enormous grace. He organized a proper farewell event on the Seventh Floor of the State Department and I was able to make what might be called a farewell address

(See Appendix 1: SA115). It was a memorable event with many kind words. Peter also arranged for a thank you letter from President Reagan – who probably never knew that I was the first person to speak on his behalf on the day he became President.

In 1982, I was given “The Administrator’s Career Service Award”. Earlier that year on January 28th, President Reagan had approved my promotion to the new position of Career Minister in the Foreign Service. This became the highest rank in USAID’s Foreign Service. In 1979, I had received USAID’s “Distinguished Honor Award”.

Peter McPherson asked me to stay on for a short time as a consultant. Princeton Lyman, who had served as a USAID officer for many years, had crossed over to the State Department and was serving as Deputy Assistant Secretary for Africa under Chester Crocker. He noted that inter-agency coordination had worked quite well in the case of a few large countries but not at all well for countries in Africa with a lower profile. He asked Peter McPherson to let me work with him. As a consultant, paid by USAID, but working with Princeton Lyman, we were able to facilitate a coordination process for a number of African countries. We established the “Working Group on African Economic Crises.” I worked on this for about six months and later chuckled upon hearing that, after I left, the informal name for the process was “The Wheeler Group.” I learned from this process that if the State Department calls a meeting, every agency would want to be represented.

At this point Verona and I joined a tour group for a trip to the Soviet Union. From Moscow we took the Trans-Siberian Railroad to Khabarovsk with a stop in Irkutsk and Lake Baikal and a side trip to Mongolia, where we flew to the desert and stayed in a yurt (See Appendix 2: Trip note T21). In Irkutsk we stayed at a hotel where the phones did not work between the rooms but by some miracle I received a call from Peter McPherson in Washington, asking whether or not I would be interested in serving as Mission Director to Egypt. I said no, because of my view that Egypt was not willing to take development seriously. But it was a good thought. Later, Peter had another idea. He asked if he could put my name to the United Nations Environment Program for the position of Deputy Executive Director. This led to my appointment in 1983.

Before taking up my new position in Nairobi, I was asked to do one more sad assignment for USAID. On April 18, 1983 a terrorist bombing killed 63 persons at the American Embassy in Beirut. Two of the dead had worked for me in Pakistan, Tom Blacka who had been Controller and Bill McIntyre who headed our Population Office. The bodies came to Andrews Air Force Base to be received by President Reagan and the families. In the case of the McIntyres, because Bill’s wife Mary Lee was still hospitalized in Beirut, I was asked to be with their children at the ceremony.

Chapter 15

Deputy Executive Director of the United Nations Environment Program

The United Nations Environment Program is a very small organization with its headquarters in Nairobi. Nairobi is one of four UN headquarter cities, along with New York, Geneva and Vienna. After the Stockholm UN environment meeting in 1972, UNEP was established with Maurice Strong as the Executive Director. After a few years he resigned and was replaced by an Egyptian named Mustafa Tolba, a scientist. Since the United States provided much of the money to support UNEP it was expected that there should be an American as his Deputy. The only problem with this scenario was that Tolba was not a delegator and really didn't want a Deputy. Thus, I found my tenure at UNEP frustrating. Yet I must say that UNEP accomplished a great deal. Thinking about it, I believe the secret of its success was that member governments realized that only by working together could they solve a number of problems important to them. In those days the United States played a leadership role on the environment, as did a number of other governments. Much of the groundwork leading to later conventions and treaties was done through the UNEP process.

One example of UNEP in its catalytic role was research done in the United Kingdom with information exchanged by a very talented staff in Nairobi. Step by step working through the UN process the world arrived at a climate change treaty, which was signed in 1992 at the UN Conference on Environment and Development. Gradually the picture of global warming emerged from this process.

Another was the Regional Seas program run from a small office in Geneva. The Regional Seas program for the Mediterranean was the largest example. Virtually all of the countries around the Mediterranean Sea had an interest in cleaning it up and came to realize that this could only be done by acting together. These countries formed an organization that hired a person to manage information flow and to be secretary of their frequent meetings. They agreed on reporting and on measures each should take to cut down on pollution. They met periodically. The UNEP Geneva office provided services to eleven Regional Seas programs involving a total of 110 countries.

Tolba worked hard and was typically on the road so I was often in Nairobi holding down the fort. As a special assignment, he asked me to run a small program of projects. He felt that doing small projects at the country level helped him in achieving consensus on larger issues. He liked to be able to offer a small project when he visited the poorer member countries. The problem with this was that projects were poorly prepared. The ultimate problem for me was when Tolba would not back me up in insisting on an environmental impact analysis.

As hard as Tolba worked, he could not represent our organization at every international meeting where we should be present. So I was sent off to many meetings all over the world. For example, I talked about Desertification to the Independent Commission on International Humanitarian Affairs in Hammamet, Tunisia on May 5, 1984 (This was a commission chaired by Prince Hassan of Jordan. One member was the famous Simone Veil, former Health Minister of France. Later she headed the European Parliament. She was famous in France for being a Jew who had a branded number on her forearm from a Nazi concentration camp). I spoke to the Fourth General Conference of UNIDO in Vienna on August 3, 1984. On August 7, 1984 I made the UNEP statement to the International Population Conference in Mexico City. I talked to the Second Governing Council Meeting of the South Asia Cooperative Environment Program in Bangladesh on April 17, 1985. I travelled to Buenos Aires to speak to the Fifth Meeting of the Convention

on International Trade of Endangered Species on April 22, 1985. On April 29, 1985 I spoke to the 8th Session of the Commission on Human Settlements in Jamaica. In Bonn, on October 21, 1985, I spoke to the First Conference of the Parties to the Convention on Migratory Species of Wild Animals. In Mumbai, I delivered the Keynote address to the Second World Conference on Engineering and Environment on

November 7, 1985 (Rajiv Gandhi spoke after me and threw away his prepared statement to respond to mine in a very positive vein emphasizing his program to clean up the Ghangis.)

Rajiv Gandhi, the Prime Minister of India, greeting Joseph Wheeler, UNEP Deputy Executive Director at the 2nd World Congress on Engineering and Environment in Bombay, 1985.



Finally, I spoke to the 40th anniversary meeting of the Food and Agriculture Organization (FAO) in Rome on November 18, 1985. (Copies of most of these speeches located in Appendix 1).

In Niarobi, there were a number of events of special interest. Early in 1985 there was the World Conference to Review and Appraise the Achievements of the UN Decade for Women, hosted by the government of Kenya. Our daughter Marilee Kane came to this conference from her women's forestry project in Somalia and talked to an NGO group associated with the conference. UNEP invited the delegates to a reception at the UN Headquarters and sponsored a program relating the environment and women's issues. Then on August 18, 1985, UNEP was pleased to welcome Pope John Paul II who made an excellent talk to the member agencies of the United Nations.

In 1984 Verona and I took our vacation in India where we trekked with a group in Kashmir and Ladakh. This was our most strenuous trekking expedition taking us to over fifteen thousand feet in Ladakh, introducing us to a Tibetan-like culture.(See Appendix 2: T24, "Ladakh and Kashmir").



Our trekking group reaches nearly 16,000 feet in Ladakh in 1984. Joe and Verona are in the back row: second and third from the right.

I had not been in Nairobi very long when Peter McPherson asked if I would be interested in becoming the Chairman of the OECD's Development Assistance Committee in Paris. In those days the Chairman was nominated and paid for by the United States. The election grew out of a process of consultation among the members, with an annual election. Realizing that Mr. Tolba and I were not a good fit, I readily agreed, and we moved to Paris at the end of 1985.

Before moving, Peter McPherson asked me to review issues related to a drought in Darfur in the Sudan. This became of special interest in light of later developments in that country. With USAID's Mission Director, Bob Brown, I flew to Darfur and visited a refugee camp. People came to this camp as a result of a multi-year drought, which caused them to run out of food. My report to Washington contributed to the decision to provide assistance to the Sudan (See Appendix 1; SA142).

Chapter 16

Chairman of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD)

The Chairmanship of the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) is unique in the world. As I have said earlier, the OECD was born out of the Marshall Plan's Organization for European Economic Cooperation (OEEC) that had been created to manage the Marshall Plan. When the Marshall Plan had been successfully completed and with the Europeans bent on retaining the post-war cooperation with each other as well as with the United States, Australia, Canada, and New Zealand it was decided to create the OECD.

The OECD is a place where the members exchange information, ideas and perspectives. It consists of intergovernmental committees that meet from time to time and at various levels. Each committee is backed by a unit of the Secretariat, located in Paris. The most important is the Economic Committee but there are many other standing and special committees. Each committee meets once a year at the ministerial level and may meet several more times at the more technical levels. Each year there is a senior ministerial meeting where the American Secretaries of State and Treasury commonly attend.

The DAC was established in 1960 at the initiative of the United States. The United States had implemented development assistance programs in an ever-increasing number of poorer countries many of which were former colonies. The United States wanted the fast recovering European countries and Japan to begin to make a similar effort to assist developing countries. Not every member of the OECD chose to be a member of the DAC. There were negotiations on goals with consensus reached that the aim should be to devote 0.7% of GNP to "Official Development Assistance" (ODA). Experience in later years was that the United States devoted an ever-smaller percentage of GNP and in general the Europeans have done better than we have on a percentage basis. Indeed the Nordics and the Netherlands have approached 1% of GNP. While the American percentage of GNP has been very low, our economy has been so large that we have provided the most money. We have also exercised leadership on many policy issues. Through the years the number of members of the DAC has increased. Both the IMF and the World Bank participate – with the United Nations Development Program attending in recent years.

Of course there were technical definitions of what counted as ODA and each country mounted a process for collecting information and reporting it. The DAC Secretariat each year reports the results in a publication called *Development Co-Operation: Efforts and Policies of the Members of the Development Assistance Committee*, which is issued under the authority of the Chairman. The Chairman writes an introductory essay and the Secretariat prepares the rest. The DAC Chairman is "seconded" to the OECD – meaning that, though paid and housed by the Chairman's government, he does not take instructions from his government.

As with other OECD committees, the DAC does "peer reviews." Each country program is reviewed every two or three years. The Secretariat visits the reviewed country and writes an objective report. Then representatives from two DAC member countries visit the country being examined and develop the questions to be discussed in the review meeting. After the meeting the Secretariat issues a report on the meeting.

The general policies of the DAC are reached by consensus by meetings at various levels with the culmination of the process each year being the meeting at the ministerial level – in the case of the United States at the USAID Administrator level. There are also special committees on particularly vexing issues or in new policy areas such as the environment, women-in-development and poverty alleviation.

The DAC Chairman, unlike with other OECD committees, is a full time position. He (or she – though there has never been a woman in the position) chairs a meeting on the average of every two or three weeks. The practice of having an American Chairman changed a few years ago. In the days when it was always an American, the Chairman was housed in an Embassy-owned house at Villa Said, off of Avenue Foch.

The OECD Headquarters was located in the Chateau de la Muette. The history of the Chateau goes back more than a millennium but the present version was built in the 1920's by Baron Henri de Rothschild. After the Rothschild's move to Switzerland to escape the Nazis French, German and American forces occupied the Chateau successively. My office in the Chateau was at the top of a beautiful stairway and around the corner from that of the OECD Secretary General. The DAC met in a beautiful conference room with cherubs looking on us from the ceiling and set up with simultaneous French and English interpretation facilities. We operated in the two languages.

Each year on the occasion of DAC's High Level Meeting it was customary for the DAC Chairman and his wife to host a dinner the night before. This permitted informal exchange among these very senior officials.

In the years just before my arrival in Paris there was the oil crisis. With Arab countries taking in more money than they could spend they decided to establish assistance programs. The most notable example was the Kuwait Fund, housed in a beautiful building not unlike the Ford Foundation's New York headquarters, a multi-story building with a courtyard in the middle containing trees and shrubs. We developed an annual meeting between DAC countries and Arab funds that I co-chaired with Abdul Lateef al Hamid, President of the Kuwait Fund.. This took me on a number of trips to Kuwait.

Co-Chairs of a joint DAC-Arab Meeting held in Kuwait: in the center is Abdul Lateef al Hamid, President of the Kuwait Fund and on the right is Joe Wheeler, DAC Chairman.



Among the special committees of the DAC were one on environment and development and one on women in development. These were two areas where national aid programs were beginning to reflect changes in their own societies. In addition, I persuaded the DAC to hold one meeting on population and development. Culminating my tenure as Chairman the High Level Meeting in 1989 adopted an important resolution called "Development Co-operation in the 1990's: policy statement by DAC aid ministers and heads of aid

agencies.” My essays in the 1989 report on the efforts and policies of the members of the DAC represent a summary of my concerns as I left the Chairmanship (See Appendix 1; SA205).

Then there were the “Tidewater” Meetings. Back when Mr. McNamara was President of the World Bank and Bill Gaud was Administrator of USAID, they decided it would be a good thing for the persons running the larger aid programs to get together. I should note that the Annual Meetings of the IMF and the World Bank are attended by Ministers of Finance, so there were no meetings where the aid administrators could have an informal discussion. The first meeting was convened at the Tidewater Inn in Maryland and ever after the annual meetings were called “Tidewater” Meetings. After the first year, it was decided that the DAC Chairman would convene the meeting, co-chairing with the host. In my time we had five “Tidewater” Meetings.

The first of these was held November 1986 in Islamabad, co-hosted by Mahbubul Haq, Pakistan’s Minister of Planning and Development. (I tried to have a couple of particularly able people from the developing countries attending the meetings because they made the discussion more immediate and more interesting.) President Zia hosted a dinner. En route to a reception we were in a motorcycle-led siren-screaming line of cars which travelled too fast until my car was involved in an accident. The Mercedes was totaled but I was unhurt. I felt lucky that my career did not end at that moment!

The second “Tidewater” meeting on my watch was held in 1987 at Leeds Castle in England, hosted by Christopher Patten, Minister for Overseas Development, (later the last British Governor of Hong Kong) with a dinner attended by Princess Anne.

Participants at the 1987 Tidewater Meeting at Leeds Castle, UK. Joe Wheeler is fourth from the right.



Bengt Save-Soderbergh, Sweden’s Under Secretary of State for Development Cooperation hosted the third “Tidewater” Meeting in Jukkasjarvi, Sweden. In my mind this meeting was notable for those who attended, including Manmohan Singh, then Secretary-General of the South Commission but since Prime Minister of India. Then there was Wasd Attasari, then head of Finland’s aid organization but afterwards President of Finland and then a very successful negotiator on behalf of the United Nations. In addition there were the President of the World Bank- Barber Conable, the Managing Director if the IMF- Michel Camdessus, William Draper- Head of The United Nations Development Program and the Executive Director of UNICEF-James P. Grant. Many of them, I suspect, will remember the meeting for a raft ride down one of Sweden’s most-rushing rivers. We were told jokingly that on the previous raft ride members of the Swedish Parliament were drowned.



At the 1989 Tidewater Meeting in Jukkasjarvi, Sweden, the host organized an exciting outdoor rafting activity on the local river.

Left to Right: Jim Grant (Head of UNICEF), Bill Draper (Head of the United Nations Development Program), Joe Wheeler and his wife, Verona Wheeler.

In two other years we organized “Tidewater” Meetings in The Netherlands and in Japan. The Japanese meeting was held in Gotemba, Japan. This was at a conference center located close to Mt. Fujiama. Unfortunately, it rained the whole time and we never saw the mountain! But we had good discussions, especially on the role of the private sector development.

In my last year as Chairman, I attended a Children’s Summit in New York. UNICEF took the lead in mounting this conference. Out of it came a draft treaty on The Child. Indefatigable to the end, a few years later, Jim Grant was calling President Clinton from his deathbed, persuading him to sign the treaty in spite of the poor chances of its approval by the Senate.

Traditionally, each member of the DAC hosted the DAC Chairman and his spouse for an “official call”. This generally meant that we were put up in the best hotel and offered an official dinner. I would call on several high level persons in the government and on parliamentarians. Each of these calls was a special pleasure. Perhaps the best was to Switzerland where, after a day’s schedule we were taken on a hiking trip into the mountains lunching opposite the north face of the Aiger.

After five years in Paris, I was invited by Maurice Strong to join the group in Geneva preparing for the Earth Summit to be held in Rio de Janeiro. We packed up and moved to Geneva in January of 1991.

Chapter 17

The Earth Summit

The United Nations Conference on Environment and Development (UNCED), also known as the Earth Summit was held in Rio in June 1992 with 118 heads of state or governments attending. The preparatory process involved a Secretariat in Geneva headed by Maurice Strong and four intergovernmental preparatory meetings. It was decided to produce a Declaration and something called “Agenda 21.” For the preparatory meetings subject matter was discussed first in three Working Groups of the Preparatory Committee: Working Group I for questions related to the atmosphere, the protection and management of land resources, conservation of biological diversity, forestry and environmentally sound biotechnology; Working Group II for questions of oceans, seas and coastal areas, freshwater resources, environmentally sound management of toxic chemicals and all kinds of wastes, health and education; Working Group III was charged with legal issues and the formulation of an Earth Charter. The negotiated texts from the Working Groups were referred to a Plenary, chaired by Tommy Koh of Singapore.

I was the number three person in the Secretariat and was charged with overall “Program Integration.” This meant that I prepared a standard format to be used for each of the chapters of “Agenda 21”. Each member of the small Secretariat was assigned one or two chapters. Mr. Nay Htun supervised staff dealing with the Working Group I chapters of “Agenda 21” and I supervised the staff dealing with the Working Group II chapters. In addition to the above subjects there were also the “crosscutting issues” including poverty alleviation, human settlements, food security, population, and the role of women, economic policy, institutions and finance. We worked mostly for Nitin Desai, Maurice Strong’s Deputy. I had personal responsibility for the chapter on finance.

For each chapter there was a process of consultation with non-governmental organizations and with the specialized agencies of the United Nations. Each country was expected to prepare its own national level action program. The United States had a significant staff working full time on the Conference since, in the course of the long preparatory process, there was the need to develop American positions on a myriad of subjects, and each position appropriately cleared with interested government agencies, often subject to consultation with the hundreds of interested private groups. The global effort was enormous.

In addition to the Declaration and “Agenda 21” there were two global agreements presented to the members at Rio: one on climate and the other on biodiversity. Maurice Strong developed a pledge: “I pledge to make the Earth a secure and hospitable home for present and future generations.”

For the finance chapter of “Agenda 21” Maurice Strong got the Japanese government to host a meeting of “Eminent Persons” to consider innovative ways of raising money for implementation of the programs agreed to at Rio. Participants included former senior officials from important member countries and agencies including for example Jimmy Carter, Raymond Barre and Lee Kuan Yew. This was a challenge because, in fact, there are not many new ways to raise money – especially ones that would be approved by member governments. However they came up with the Tokyo Declaration on Financing Global Environment and Development on April 17, 1992.

As is customary at United Nation’s meetings, documents were presented by the Secretariat to the first preparatory meeting as drafts. After a round of negotiation the un-agreed wording was presented in “brackets” and the goal was to reduce the amount of bracketed language to a minimum going into the final

conference. Then, during the conference in Rio, negotiations took place at increasingly high levels with final agreements reached by “consensus” toward dawn following the final day of the conference.

With so many delegations it was necessary to limit the time each head of state or government could speak to the conference plenary session. The limit was five minutes. We waited in anticipation to hear Fidel Castro’s speech since he had a reputation for speaking at great length. But he spoke exactly five minutes and spoke very well. The one person who could not be restrained was Margaret Thatcher, who felt called upon to not only make her statement but also to comment on points made by other speakers.

In Rio there was a very large representation of Non Governmental Organizations (NGOs). The Secretariat had an office for dealing with them. Verona volunteered her services and was assigned to answer the telephone and respond to questions. This turned out to be hard work. My primary assignment was to provide Secretariat services to the special group negotiating the chapter on finance.

Stepping back from this conference I ask myself whether or not such conferences are worth the effort. This brings me back to my early interest in World Government. In our youth, when everything seemed much simpler than it really was, we imagined a “parliament of man.” We each knew about our state legislatures and our national legislature and thought of a global federal process. While this proved unrealistic, there remains the question as how the globe makes decisions without a real legislative body. The answer is that many decisions are made by consensus through the United Nations system. Some of these decisions are crucial to the operation of the global system – the rules agreed upon for handling mail and the rules governing civil aviation being obvious examples. When we think of it there are thousands upon thousands of agreements that have been reached this way. There are always many more needed.

One area of interest to me was the agreement on the ozone layer. Through the United Nations system the family of nations agreed on measures needed to avoid the damage caused by chlorofluorocarbons in the atmosphere. A treaty was agreed upon and it was implemented. Now we are seeking consensus related to greenhouse gases. This is more difficult and we are a generation behind in recognizing the problem, but at this writing we seem to be moving toward consensus. Before consensus can be reached the world needs to be educated on the science and the needed actions. International conferences have played a critical role.

The global community is constantly engaged in learning from science and then applying new rules. A good example is DDT where the issue was put on the global agenda by a lone scientist, Rachel Carson. Step by step the world learned about the issue and took necessary measures. When I was young, toothpaste came in lead tubes. Over time we have been getting rid of lead in paint and other products. When this issue was still young in most countries, I recall that at the Istanbul Habitat Conference the American delegation put the issue on the table – not because it was critical to the United States, since we were already taking the appropriate actions. Rather, it was our contribution to the rest of the world – an opportunity to spread the word. Diplomats from other countries listened attentively to the young staff from the Environmental Protection Agency as they laid out the science. Here was the United States playing a constructive role in bringing an issue to the attention of the developing countries. While I am sure that many countries have a long way to go to implement needed strategies on lead, there is no doubt that many countries learned about the issue because of this United Nations conference.

One of the most important issues has been the attitude in culture toward women. In the United States it took centuries for women to be allowed to vote. The United Nations held its fourth conference on the role of women in Beijing in 1995. In the 2008 election process in the United States Hillary Clinton harked

back to her speech there – a speech that had a great influence globally. Women’s issues relate especially to education and health, including reproductive health. Through the United Nations conference process global sociology has moved forward.

For this process to work in the best way, the United States needs to play its leadership role. It has been disappointing to me when we have dragged our feet. I recall that the United States took the lead in the creation of the League of Nations – and then the Senate turned down our membership. We took the lead in developing the Law of the Seas Treaty – with Republican Elliott Richardson heading our delegation – and then the United States pulled back and refused to sign on. The same happened on the Kyoto Protocol. At Rio, President Bush did not sign the biodiversity treaty due to opposition back home. So, we need to educate ourselves first as a prelude to playing a leadership role. Interestingly President Bush did sign the Climate Treaty at Rio.

After the Rio Earth Summit, Verona and I went back to Geneva to pack our bags and move to Concord for our retirement. We arrived there in November 1992.

Chapter 18 Consulting

After retirement in 1992 I was frequently asked to be a consultant to foundations, governments and international agencies. The most intensive of these was with the Rockefeller Foundation where Steven Sinding headed a unit on population. Steve had worked for me on population policy in the Pakistan AID Mission. Rockefeller had a number of projects and under their procedure regular evaluations were needed. Steve and his deputy, Sara Seims, developed the concept of developing countries sharing with each other their successful experiences in population programming. After consultations at the Rockefeller Conference Center in Bellagio, Italy I was asked to do a first draft of an intergovernmental agreement that would establish a small international organization to be run by member countries. Rockefeller offered initial financing. This took me to Zimbabwe, Tunisia, Bangladesh, Thailand, Egypt and Indonesia.

Participants from a forum on Population and Development held at the Rockefeller's Center in Bellagio, Italy. Joe Wheeler pictured third row, third from the left (October 1993).



The organization has had significant difficulties. A number of annual meetings have been held and some of the purposes of the organization have been achieved. I also understand that a subgroup has been established for Africa.

Also, for Rockefeller, I was half of a two-person team to evaluate population advocacy organizations in developed countries. That trip took me to Ottawa, Melbourne, Wellington, Brussels, Geneva, Vienna, Paris, Hanover, Stockholm, Helsinki, Copenhagen, Oslo, London and Washington, D.C.

I was asked by the United Nations development program to go to South Africa. The donor community and the South Africans had developed an unhappy relationship. After the end of apartheid the donors wanted to be supportive however the South African Government was very self sufficient and resisted the usual kinds of donor conditioning; for example donors wanted the South African Government to change their system of budgeting. I was asked to review the situation and make suggestions. In my report I basically said that both sides needed a sense of humor. The donors needed to put into perspective the small role they played in South African development. The South African Government needed to persuade the donors to adapt to South Africa's own governmental traditions.

At the initiative of Jim Grant, I was asked by the USAID program to go to Somalia to provide advice to Admiral Jonathon Howe, Special Representative of the United Nations Secretary General, who was heading a multilateral group trying to cope with the near anarchical situation there. I worked closely with the United Nations Development Program Director whose name was Hugh Cholmondeley. As an aside I recalled that there was a Cholmondeley who admired Henry David Thoreau and had provided him a complete set of books on Eastern philosophy. When Verona and I lived in Nairobi, we learned of a Lord Delamere who was of the Cholmondeley family. (Hugh Cholmondeley was Jamaican with a very black skin and a very English and handsome face and was amused to realize his relationship to Henry David Thoreau and Lord Delamere). I was in Somalia before the famous Marine “invasion” but the situation was already deteriorating. My report was quite reasonable but became quickly irrelevant to the circumstances.

The United Nations Fund for Population Activities (UNFPA) asked for a survey of donor attitudes toward UNFPA. This project took me to Washington, D.C., Ottawa, Berlin, Stockholm, Copenhagen, Oslo, London, Brussels, Paris and Rome. We also consulted with foundations that supported UNFPA.

I also served as an advisor to the United Nations Organization dealing with housing and urban development issues-Habitat. There was a conference in 1994 in Istanbul preceded by preparatory meetings in Paris and New York.

After a few years of consulting, I realized that I was away from home too much. I decided to concentrate my time on civic activities in Concord.

Chapter 19

Concord Civic Activities and Board Memberships

After retirement in 1992, I took an interest in Concord's Town Meeting and other activities. About this time, Jimmy Breen died. He owned the house in which Henry David Thoreau was born. His widow decided to sell the 20-acre farm. Neighbors and others were concerned that the house would be lost and the land simply divided up for house lots.

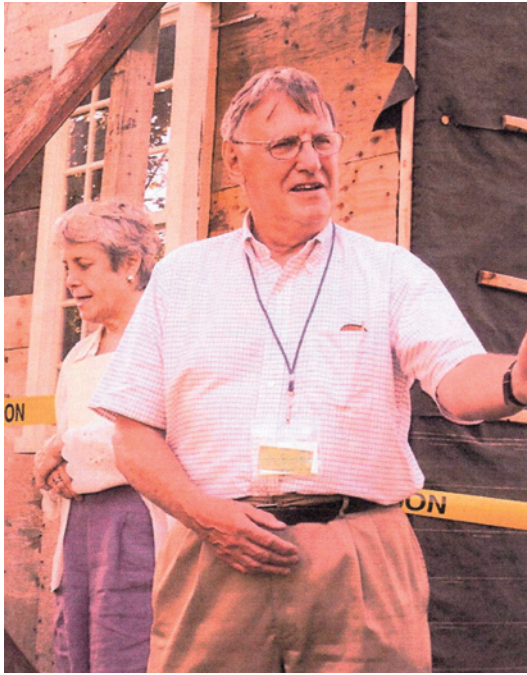
I had an interest in the house since I was born at its original location on Thoreau Farm. Also my mother had been among those founding the Thoreau Society in 1941. A third point was that Virginia Road was Wheeler territory. In the 1650's, Sergeant Thomas Wheeler received much of Virginia Road in the First and Second Divisions. Thomas was an ancestor. Then in the 1880's, Henry C. Wheeler inherited Thoreau Farm and he was a descendant of Obadiaha Wheeler. My mother and father obtained the property in 1916 and established a dairy farm.

Sally Schnitzer, a member of the Board of Selectman, formed a contact group to consider the future of the Breen property. With the approval of the Board of Selectman the contact group proceeded to raise the \$960,000 needed to purchase the property. Town Meeting was told that the Selectman hoped a non-profit group would raise the funds needed to preserve the birth house. Helen Bowdoin and others who had been active in the Thoreau Country Conservation Alliance invited me to take the lead in forming an organization to raise the funds and manage the birth house. I became president of a new organization called the Thoreau Farm Trust which met for several years in the Wheeler kitchen.

It happened that a Thoreau Society member named Seefurth had wanted to establish a place in Concord where high school students could come to learn about Thoreau. Unfortunately, the Board of Zoning Appeals turned down the location at the property he selected. His funds were given in trust to Education Collaborative for Greater Boston (EDCO). EDCO made a significant contribution to the town for the purchase of the property. In addition, they were willing to use the trust fund to finance an education center associated with the house. However, The Board of Selectman felt that EDCO's proposal to locate several staff members at the center would be a too intensive use of the property and we lost the million dollars that would have been available.

After that set back, we told the town that we would not be able to move ahead without a clear understanding of the Board of Selectman's position. The town then decided to advertise the property seeking proposals. The trust put forward a proposal by which we would buy the house and two acres from the town for one dollar and raise the funds to preserve and operate the house. The town accepted our proposal. The "sale" was contingent on our raising most of the funds.

Over several years, we raised nearly \$1,000,000 and received the title to the property. The fundraising was masterminded by our Executive Director, Nancy Grohol and Lucille Stott, who had become the second President of the Trust. The historic architect was Larry Sorli. We completed the project in 2010. Looking back on this activity I have special appreciation for John Mack who was a fellow board member of both the Thoreau Society and the Thoreau Farm Trust. We met often and talked nearly every day exchanging ideas on the raising of funds. He played a catalytic role and contributed significant funding on his own account.



*Joe Wheeler, President of the Thoreau Farm Trust addressing a group at the Henry David Thoreau Birth House.
(2009) (photo courtesy of Dale Schwie)*

In my Concord years, I have served as a member of the Board of Directors of the Thoreau Society. I was a member of the finance committee for most of those years. This complemented my role as first President of the Thoreau Farm Trust. One of my goals was to provide an appropriate International Headquarters in Concord for the Thoreau Society. With its move in 2010 into Thoreau's birth house, this goal was realized.

The Thoreau Society from its inception in 1941 when my mother was an original member, and played the role of local coordinator has held an annual gathering. These gatherings provide an opportunity for academic and general public members of the society to come together to discuss Thoreau's writings and their implications for today's world. These have expanded in recent years to a four-day event involving a myriad of indoor and outdoor activities. People come from many parts of the United States as well as several foreign countries. In recognition of my long association with the Thoreau Society and the Thoreau birth house, the society awarded me a plaque: "The Thoreau Society Distinguished Achievement Award" dated July 14, 2007.

A second post retirement activity was on the Concord Historical Commission where I served seven years including several years as Chairperson. The Historical Commission had been established in 1973 on the initiative of Phoebe Ham (with the support of my mother in her last year). The Board of Selectman had opposed its creation and funds for activities were strictly limited. The commission with a great deal of volunteer help had developed an inventory of historical resources. This happened before my tenure but I made a contribution by reorganizing the house files to make them more accessible.

Toward the end of my tenure, we became aware of a new Massachusetts Law establishing a Community Preservation Fund. The concept was to match funds communities raised on their own through a surcharge on the property tax. Through this mechanism projects meeting the law's criteria would benefit from a state contribution. For Concord to gain the benefits of this law it was necessary to get a positive vote at Town Meeting and at a regular election. The Historical Commission asked the Board of Selectman to put this on the warrant for Town Meeting. Unfortunately only the Chairman of the Board of Selectman was supportive.

With only a few days before the deadline for the warrant I decided to initiate the necessary citizen petition. My signature seeking process coincided with a major snowstorm but I succeeded in getting the necessary number of signatures. We developed a citizens committee and with John Altouse prepared a sophisticated power point presentation. However, in our first try, we did not get a majority vote at Town Meeting.

We proceeded to have the item put before the voters at the fall election and got a positive response. This was followed by a second Town Meeting presentation where we also got a majority vote. I became the Historical Commission's member on the Community Preservation Committee serving in its first year. Over the past several years Concord has utilized the funds for a number of historic projects as well as for community housing, recreation facilities and land preservation. Among the historic projects was substantial funding for preserving the Barrett House and the Thoreau birth house so that these projects have moved forward as public private partnerships.

I was involved in something called the Wheeler Forum, which celebrated the life of William Wheeler. He was a member of the first class of the Massachusetts Agricultural College. At the age of twenty-one, he was the engineer supervisor for Concord's first water system. He became President of the Hokaido Agricultural College in Japan at the age of twenty-six. In this connection, I became interested in 19th century agriculture in Concord (*See Appendix One: SA316*).

I decided to do a memoir on my mother, Ruth Robinson Wheeler. She had become Concord's lead historian in the forty years before she died in 1973. Writing this memoir required reading The Concord Journal and collecting all of the articles on historic subjects that she published. Most of these were written when she was news editor of The Concord Journal from 1953-1963. The Concord Free Public Library published the memoir with very substantial editorial help from Leslie Wilson, Curator for Special Collections.

In addition to my Concord activities, I was a member of the Board of the International Fertilizer Development Center located in Muscle Shoals, Alabama. This is a global center for research on soil fertility. I was a member of the Board of Population Action International (PAI) in Washington, D.C. I was also a member of the Board of Pathfinder International of Watertown, Massachusetts. During this period Phlander Claxton, who helped write Marshall Plan legislation in the State Department, tried to raise the funds needed for a Truman Award. This was stillborn though a very good idea. Also, Bob Berg, who helped write basic human needs legislation, asked if I would participate on the Board of the School of Community Economic Development at Southern New Hampshire University.

In 1908, George Tolman had developed a genealogy called *The Wheeler Families of Old Concord, Mass.* This was edited and updated by my mother in a 1970 edition published by the Concord Antiquarian Society (The Concord Museum). This project was transferred to the Concord Free Public Library. Working with Leslie Wilson, the Curator of the Special Collections, I updated it again and made an electronic copy which the Concord Free Public Library has on their Special Collections website. There were six "early settler" Wheelers who came to Concord from Cranfield in Bedfordshire, England. Peter Buckley, Concord's first Minister also came from this area. I am descended from two of these Wheelers: George Wheeler and Sergeant Thomas Wheeler. George's wife Katherine had eight children and Sergeant Thomas' two wives had thirteen children. It is no wonder that Concord became heavily populated with Wheeler's. They were mostly farmers particularly on Sudbury Road and Nine Acre Corner-the so-called South Quarter. We don't know very much about the lives of the early Wheelers but they seem to have been mostly good citizens who paid their taxes and participated in Concord's civic life. Only a few were educated beyond

high school until my generation. One family stands out. Edwin Wheeler, a nine-acre corner farmer and his wife Mary Rice produced six sons and two daughters including William Wheeler mentioned above and Harvey Wheeler, the harness maker after whom a public school was named. (*William Wheeler: A Young American Professor in Meiji Japan*, by Tetsuro Takasaki, 2009). With another brother Elbridge, Harvey and William built water systems around the country. According to Emerson Hospital, Harvey Wheeler made a donation for a new wing which bears his name. If nothing else, Tolman's genealogy tells us that the Wheeler Family was more numerous than any other in Concord's early history.

Chapter 20

The Family

Looking back at this memoir on my professional life I should not forget that I have been blessed with a great family. My own children remember life in Springfield, Virginia, our farmhouse in McLean, Virginia, our time in Jordan and our departure for Pakistan in 1969.

When I married Verona in Pakistan in 1970, she had her two children and I had my four children in attendance. Indeed they all came along for the “honeymoon” in the valley of Swat, Pakistan. At that point Verona’s Margi Kane was in California soon to go onto Mills College and the Berkley School of Religion. Her older sister, Marilee Kane, was studying Urdu and Persian at the University of Minnesota. They had been schooled in Pakistan at the Muree Christian School and their very different experiences added a great deal to our family life. Marilee had her own professional career in economic and social development serving most recently in Pakistan on the earthquake reconstruction program. Her project provided a model for good practices with its heavy emphasis on community participation from planning through implementation. Tragically, in 2010, she developed cancer and died in 2011. My Juliet Wheeler and Rachel Wheeler attended Harvard during my Pakistan years. Juliet went on to get her Master’s Degree at Simmons and has been a social worker ever since. Rachel went on to Harvard Medical School and has been a family doctor. They both live in Concord and have been a joy to both Verona and me in our retirement years. Deborah Wheeler was the only family member I persuaded to attend Bowdoin. After further education and a tour in the Peace Corps in Kenya, she married Jerry Burk. She has a career in working with special needs children in the Fairfax County Virginia school system. Our only son, Caleb Wheeler settled in St. Louis and is a builder.

We, except for Marilee, had a memorable trip in 1971 when we travelled from Munich to Islamabad by road going through countries, which we could not pass through today. Verona and I welcomed most of our children to our homes in Arlington, Virginia, Nairobi and Paris as well as here in Concord. But those are stories for the children to tell. Verona has followed Norwegian tradition and has almost always mounted a Christmas Eve party to bring everyone together.

Rachel who married a fellow medical student and doctor John Myers has two children. Beth Myers has graduated from NYU and Northeastern Law School. She is embarking on her legal career. Emily Myers also graduated from NYU and she has worked on HIV aids and family planning in New York and Guatemala. She was enrolled in the Kennedy School at Harvard and graduated in Spring 2011. At this writing, after working on health policy in Mexico she is now engaged on health policy training with two Kennedy School professors. Deborah and Jerry Burk have a daughter, Ginny who graduated from William and Mary and is studying towards a professional degree in Florida. Caleb and his wife Maureen have two boys, Caleb III and Jordan. Caleb III graduated from University of Missouri in Columbia where he specialized in Physics and Math. He is interested in Astro-physics. He is continuing his studies in Arizona. His brother Jordan also specialized in Physics and Math at the University of Missouri where he graduated in the spring of 2012 and is engaged in graduate work in Boulder, Colorado. Caleb’s wife, Maureen, has a daughter Tiffany who has two children and lives in Missouri.

Chapter 21

Final Thoughts

My mother had a slogan printed on her bookplate and on her gravestone: Das Gesetz nur Kann uns Freiheit geben. (“Freedom comes only through law”). I agree with her on this. It is consistent with our ideal of World Federation, which so far has been implemented through the consensus process of the many United Nations organizations and through the treaty process. In an Interdependent world there must be rules for people and corporations to refer to.

My own favorite slogan comes from Immanuel Kant and his Categorical Imperative: “So act that your actions can be universalized”. This contains the assumption that all seven billion of us are important—we are brothers and sisters in a single family. It becomes particularly apt as we contend with issues related to the global environment.

The challenge for the 21st century will be for the heavy consumers of the environment to find a way of limiting global damage and enabling the developing country populations to share limited resources.

I believe Henry David Thoreau’s writings are very relevant to the Categorical Imperative. It will certainly take significant changes in attitude and successful searches for scientific solutions to save the human species from destroying the biosphere on which we depend. So three cheers for the many organizations, which care about these issues including those such as Pathfinder International and the Natural Resources Defense Council to which Verona and I have lent support.

In my lifetime mankind has changed considerably. We have moved most of the way through the demographic transition from an average family of 5 children to less than a 2.5 child family. We have started the process of preserving biodiversity on land and sea. Our attitudes toward the poor among us have improved. Step by step we become more tolerant of diversity. In many countries the role of women has changed remarkably. So, we can say that this has become a time of most constructive change toward the “Golden Mean” we seek. Yet it is still too early to predict that the global family will change enough and sufficiently quickly enough to actually preserve the remarkable biosphere niche, which has enabled human beings to exist. The niche needs to be carefully defined. There must be a plethora of balancing acts. For example, we need to so act that consumption reaches equilibrium with what is possible. We need to fish while preserving the fishing grounds. We need to till while preserving the soils. We need to use the atmosphere while preserving healthy breathing. This and thousands of other balances will require further adjustments in individual behavior. The processes for achieving individual and global measures to preserve the niche are only beginning to be understood.

Appendix 1

Speeches and Articles by Joseph C. Wheeler as of 8/11/10

- SA0 1943 “Transcendalist Essays”
- SA1 May 5, 1947 “Wheeler Tells of Student Role in World Government” – Bowdoin Orient
- SA1b 1947- “Control of the Atom” –Bowdoin
- SA1c 1947- “Bowdoin Plan” - Bowdoin
- SA1d 1947- “World Government- Idealist’s Dream or Realist’s Necessity”
- SA2a 1948- “A Challenge for our Generation”
- SA2b January 27, 1948 “Town of Concord, Massachusetts: A Study of Expenditures 1845-1945”- college paper

- SA3 July 6, 1950 “The Escape to Freedom” – Article written with Jean Wheeler (*Concord Journal*)
- SA4 July 13, 1950 “Our Face Abroad” – Article written with Jean Wheeler (*Concord Journal*)
- SA5 July 20, 1950 “The Ideological Factor” – Article written with Jean Wheeler (*Concord Journal*)
- SA6 August 3, 1950 “Where East is West” – Article written with Jean Wheeler (*Concord Journal*)
- SA7 August 10, 1950 “A Democratic Rebuttal” – Article written with Jean Wheeler (*Concord Journal*)
- SA8 August 17, 1950 “The Spanish Dilemma” -- Article written with Jean Wheeler (*Concord Journal*)
- SA9 August 24, 1950 “The Potential Weapon” – Article written with Jean Wheeler (*Concord Journal*)
- SA10 August 31, 1950 “Freedom and Food” – Article written with Jean Wheeler (*Concord Journal*)
- SA11 September 7, 1950 “The Citizen Politician” – Article written with Jean Wheeler (*Concord Journal*)
- SA12 February 15, 1956 “Now is the Time for Action” – Platform for election as President of the Springfield (Virginia) Civic Association – *The Springfield Independent*
- SA12a 27 March 1961 Fourth Meeting of the Development Assistance Group, London
- SA12b 1957- Report on Incorporation of Fairfax County –Citizens Committee
- SA12c 1962 “The Peace Corps as an Educational Instrument” - draft
- SA13 March 19, 1962 Transcript of a seminar on the Peace Corps in Harvard’s Government 284 (William Y. Elliott)
- SA13a 14 May 1962 – Budget Presentation, Fairfax County Federation of Citizen’s Association
- SA14 September, 1962 “A rundown on the trip to Northern Mysore”- Peace Corps
- SA14a 17 November 1962 – Supplemental Attachments
- SA15 January 22, 1963- “Regional Training Program for NESA and FE” with Warren W. Wiggins
- SA15a March 23, 1963 ‘The Peace Corps Approach’ – Address before the Quad-Regional Seminar, St. Ambrose College, Davenport, Iowa
- SA16 March 25, 1963 Transcript of a seminar on the Peace Corps in Harvard’s Government 284 (William Y. Elliott)
- SA17 March 29, 1963 “Peace Corps Training – a New Look” – drafted with Timmy Napolitano

- SA17a 1963 “Non-adjustment as a Training Vehicle”- article published in *Education and Training in the Developing Countries*, Edited by William Y. Elliott, Praeger
- SA18 September 17, 1965 “Excerpt from Acceptance Speech” at “swearing in” as Mission Director to Jordan – covering Lt. Dale’s participation in the 1849 Naval Expedition to the River Jordan and the Dead Sea
- SA19 March 2, 1966 “United States Assistance and the Jordan Economy” to the Jerusalem Rotary Club, Jerusalem, Jordan
- SA20 March 19, 1966 “Welcome Address to the Sixth Near East/South Asia Regional Irrigation Practices Seminar” Amman, Jordan
- SA22 September 3, 1966 Draft “Memorandum for the Members of the Inter-parliamentary Union Group.”
- SA23 September 16, 1966 “Welcoming Remarks to Returned Participants” Hotel Ambassador, Jerusalem
- SA24 November 26, 1966”Briefing Paper”, Amman, Jordan
- SA25 January 17, 1967 “The Jerusalem Airport Loan Agreement” Amman, Jordan
- SA26 May 2, 1967 “The World’s Emerging Food Crisis and the Need for an Action Program in Jordan” Amman, Jordan (text in Memoir)
- SA27 June 23, 1967 “Personal letter written to friends after the Six Day war”
- SA28 May 2, 1968 “Statement of Joseph Wheeler, President and Bernard Boston, Vice-President of Neighbors for a Better Community before the Board of Supervisors of Fairfax County” – advocating a fair housing ordinance
- SA28a 10 December 1968 “Report of USAID Consulting Team on Nepal’s Development Strategy
- SA28b Undated – about 1968 “The Morality of U.S. Foreign Policy” Assumption College, Worcester, Massachusetts
- SA29 May 3, 1969 “”The Meaning of Title IX” -- transcript of comments at the closing session of USAID’s Baguio Executive Seminar - Philippines
- SA29a 30 August 1969 – Funeral Statement on Jean Huleatt Wheeler
- SA30 December, 1969 “Field Trips to the Two Wings”
- SA31 March 1970 “The AID Program in 1970” – article in *Inter-wing*
- SA32 June 27, 1973 “Overseas Mission” A radio interview about Pakistan
- SA33 September 19, 1973 “US Aid and Pakistan’s Economic Development” Article in *Dawn*, Karachi
- SA34 April 21, 1973 “Address to the International Seminar on Rural Development” – Pakistan
- SA34a December 1973 “Christmas card describing the 100 year flood”
- SA35 March 28, 1974 “U.S. AID Director Visits Raheemyarkhan” Urdu article in *Jang*
- SA36 March 31, 1974 “Pakistani Cultivators are More Hard Working” Urdu article on interview at Tando Jan
- SA37 May 9, 1974 “A New Formulation of the Economic Development Goal” at the American Center in Lahore, Pakistan. (This describes the goal as “Full Life Equilibrium” and contains the “Green Horse Analogy”)
- SA38 July 4, 1974 “American economic Assistance programming for people” – article in *Dawn*, Karachi
- SA39 1975 “Reminiscences of Youth: A Comment on the American Bi-Centennial Celebration from Islamabad, Pakistan” – to the National Honor Society of the Islamabad International School.

- SA40 1975 “Progress through Cooperation” – an article in *Panorama*, Vol. XXVI, NO. 7
- SA40a Feb. 1, 1975 “Pak US Economic Relations” – An article in *Pakistan Economist*
- SA41 July 4, 1975 Article on “US Part in Fostering Growth” in *Dawn* supplement, Karachi
- SA42 December 1975 “A Program for People: USAID’s Program in Pakistan”
- SA 43 1976 “Pakistan” – a briefing paper
- SA44 March 1, 1976 “The World Food Crisis: Population, Food and Environment Issues as they Affect Pakistan” – for the International Symposium on Genetic Control of Diversity in Plants, Lahore, Pakistan
- SA45 March 1, 1976 “The World Food Crisis: Population, Food and Environment Issues as they affect Pakistan” - Addressed to the International Symposium on Genetic Control of Diversity in Plants -- Lahore, Pakistan (Published in “Genetic Diversity in Plants” edited by Amir Muhammad and associates. Plenum Press: New York and London, Lahore, Pakistan.)
- SA46 March 1, 1976 “Development in the Villages – A Basis for a new Dialogue between LDCs and Donor Groups”
- SA47 After March 1, 1976 “A Village Inventory as a Tool in our Development Dialogue”
- SA48 June 18, 1976 “Lessons from the American Founding Fathers – The Need for their Spirit in Approaching the Problems of Economic Development.”
- SA49 July, 1976 Article on “Co-operation in Development” in Pakistan
- SA50 July 4, 1976 “U.S.Assistance for Pakistan’s People-Related Strategy” – article In *Dawn*, Karachi
- SA51 August 1976 “A Program for People: USAID’s Program in Pakistan
- SA52 September 15, 1976 “Popometer”
- SA53 Nov. 22, 1976 “Address to the Pakistan-PIEGO Conference” in Lahore, Pakistan
- SA54 January 17, 1977 “Letter on Trip to China” (see also trip notes on China)
- SA55 April 1977 “Twenty Suggestions for Managing Pakistan’s Growth”
- SA55a February 1, 1977 “A Village Inventory as a Tool in our Development Dialogue”
- SA56 September 25, 1977 “The New Basic Needs Development Strategy: its Impact on Food and Population” Annual Meeting, American Society of Agricultural Consultants, St. Louis, Missouri
- SA57 November 27, 1977 “Remarks of Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, to the Yemen International Development Conference
- SA58 April 5, 1977 “A 1977 Perspective on Population Planning” – Prepared for the Annual Review Meeting of the Government of Pakistan’s Population Planning Division
- SA59 February 8, 1978 “Statement of Joseph C. Wheeler, Assistant Administrator for the Near East, Agency for International Development, before the Sub-Committee on Europe and the Middle East of the House International Relations Committee – on Jordan and Yemen
- SA60 28 February 1978 “Statement of Joseph C. Wheeler, Assistant Administrator for the Near East, Agency for International Development, before the Sub-Committee on Europe and the Middle East of the House International Relations Committee – on Israel
- SA61 March 6, 1978 “Statement by Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development before the Sub-Committee on Europe and the Middle East of the House International Relations Committee” – on Egypt
- SA62 April 6, 1978 “Statement of Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development, before the Sub-Committee on Europe and the Middle East of the House International Relations Committee” – on Cyprus

- SA63 April 13, 1978 “Address of Joseph C. Wheeler, Assistant Administrator, Bureau for Near East, Agency for International Development, before the Egypt-U.S. Business Council, Joint Executive Committee Meeting” Washington D.C.
- SA64 April 25, 1978 Statement of Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development, before the Senate Foreign Relations Committee
- SA65 June 14, 1978 “Statement by Joseph C. Wheeler of the United States Delegation to the Consultative Group for the Arab Republic of Egypt” Paris
- SA66 September 22, 1978 ”Remarks prepared for the conference on ‘Strategies of Local Development in the Near East’”
- SA67 December 13, 1978 Comments prepared for the Administrator’s Development Conference Retreat, Belmont, Maryland
- SA68 February 1, 1979 (Hearing on Economic Support Funds for Europe and the Middle East)
- SA68a February 13, 1979 (Hearing on Israel)
- SA68b February 14, 1979 (Hearing on Egypt)
- SA69 February 26, 1979 Hearings before the Sub-Committee on Europe and the Middle East of the Committee on Foreign Affairs, House of Representatives
- SA70 February 27, 1979 “Statement of Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development before the Sub-Committee on Asia of the House Foreign Affairs Committee” – on Afghanistan
- SA71 February, 1979 “ Statement of Joseph C. Wheeler, Assistant Administrator for the Bureau for the Near East, Agency for International Development, before the Sub-Committee on the Middle East of the House Foreign Affairs Committee” – on Jordan, Syria, Lebanon and Yemen
- SA72 April 25, 1979 “Statement of Joseph C. Wheeler, Assistant Administrator of the Agency for International Development, Bureau for the Near East, before the Senate Foreign Relations Committee” – on an Egypt supplement
- SA73 March 30, 1979 “Statement by the Honorable Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development” to the Economic Development Sub-Commission of the Fourth United State/Tunisia Commission Meeting, Tunis, Tunisia
- SA74 May 1, 1979 “Statement of Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development before the House Appropriations Committee”
- SA75 May 1, 1979 Hearings before a sub-committee of the Committee on Appropriations, House of Representatives, Part 4, Page 987
- SA76 May 15, 1979 “Statement of Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development, before the Sub-Committee on Europe and the Middle East of the House Foreign Affairs Committee” – on Afghanistan
- SA77 July 23, 1979 “Egypt Updates, American Management Associations” New York
- SA78 October 30, 1979 “Seminar: Business Opportunities in and with Israel” – Cleveland, Ohio
- SA79 November 9, 1979 Remarks to “Conference on Egyptian-American Contribution to Egyptian Development” – Association of Egyptian-American Scholars, Georgetown University Center for Strategic and International Studies, Washington D.C.
- SA80 January 15, 1980 Letter to the Honorable Thomas P. O’Neill, Speaker of the House of Representatives, transmitting reports on Israel and Egypt

- SA81 January 28 , 1980 “Foreign Assistance Legislation for Fiscal Year 1981” Hearings before the Sub-Committee on Europe and the Middle East of the Committee on Foreign Affairs, House of Representatives” – on region-wide trends
- SA82 January 31, 1980 “Statement of Joseph C. Wheeler, Acting Administrator, Agency for International Development before the Sub-Committee on Europe and the Middle East of the House Foreign Affairs Committee - on Israel
- SA83 February 7, 1980 “Statement of Joseph C. Wheeler, Assistant Administrator, Bureau for the Near East, Agency for International Development before the Sub-Committee for Europe and the Middle East of the House Foreign Affairs Committee” – on Egypt
- SA84 February 12, 1980 “Statement of Joseph C. Wheeler, Acting Administrator, Agency for International Development, before the Sub-Committee on Europe and the Middle East of the House Foreign Affairs Committee – re Jordan, Syria, Lebanon and Yemen
- SA84a February, 1980 “JCW Address to Foreign Policy Semester Students at The American University”
- SA85 March 13, 1980 “Witness Statement of Joseph C. Wheeler, Deputy Administrator-Designate, before the Sub-Committee on Foreign Operations of the Committee on Appropriations of the U.S. Senate“ – on agriculture, rural development and nutrition and on population
- SA86 March 18, 1980 “Witness Statement of Joseph C. Wheeler, Deputy Administrator-Designate, of the Agency for International Development before the Sub-Committee on Foreign Operations of the Committee on Appropriations of the U.S. Senate – on health
- SA87 March 20, 1980 “Statement of Joseph C. Wheeler, Deputy Administrator- Designate, of the Agency for International Development. Before the Senate Foreign Relations Committee”
- SA88 April 22, 1980 “Joseph C. Wheeler Oral Statement before the House Appropriations Committee”
- SA88a April, 1980 “U.S. Official Warns: 93 Million People a Year by 2000”- Popline Vol.2, No. 4.
- SA88b May 8, 1980 “Memorandum to Administer Bennet on Energy Price Increases and Food Production”
- SA89 May 27, 1980 “Remarks of Joseph C. Wheeler, Deputy Administrator, U.S. Agency for International Development, before Meeting of Joint Egypt – U.S. Business Council” Chicago, Illinois
- SA90 May 29, 1980 “Remarks by Joseph C. Wheeler at Business Opportunities for U.S. Companies from World Aid Projects Conference”
- SA91 May 31, 1980 “Remarks of Joseph C. Wheeler at the Ashville School Commencement Exercise, Ashville, North Carolina”
- SA92 June 25, 1980 “Remarks by the Honorable Joseph C. Wheeler, Acting Administrator, Agency for International Development and Head of the United States Delegation to the Third Meeting of the Caribbean Group for Cooperation in Economic Development” World Bank, Washington D.C.
- SA93 August, 1980 “Draft Trip Report” following a trip to Sudan, Kenya, Somalia and Tanzania
- SA94 August 19, 1980 “Strategy Related to Food Policy in East Africa” – memorandum to Douglas J. Bennet, Administrator, USAID
- SA95 September 18, 1980 “Remarks of Joseph C. Wheeler, Deputy Administrator, Agency for International Development, at Meeting of the Advisory Committee on Voluntary Foreign Aid” Los Angeles
- SA96 September 29, 1980 “Remarks of Joseph C. Wheeler, Acting A.I.D. Administrator, at the

- opening session of the 1980 Evaluation Panels”
- SA97 October 2, 1980 “Remarks of Joseph C. Wheeler, Acting Administrator, A.I.D. [at the] Signing of the LAAD Agreement.” (Latin American Agri-Business Development Corporation)
- SA98 October 6, 1980 “Remarks of Joseph C. Wheeler, Deputy Administrator, U.S. Agency for International Development before Meeting of Joint U.S. – Sudan Business Council” Washington D.C.
- SA99 November 27, 1980 “Statement by Joseph C. Wheeler, Deputy Administrator, United States Agency for International Development” at the SADCC II, Maputo, Mozambique
- SA100 November 30, 1980 “Overseas Food Production Must be Top Aid Priority” – OP ED in *The Wichita Eagle Beacon*
- SA101 December 3, 1980 “Joseph C. Wheeler Remarks to the Meeting of the Joint Egypt – U.S. Business Council” Miami, Florida
- SA102 January 20, 1981 “Statement by Joseph C. Wheeler of the United States Delegation on Recent Economic Development and Changes in Economic Management” at the Egypt Donor Meeting at Aswan, Egypt
- SA103 January 21, 1981 “Statement by Mr. Joseph C. Wheeler of the United States Delegation on Foreign Aid Disbursements and Requirements” at the Egypt Donor Meeting in Aswan, Egypt.
- SA104 February 26 and March 16, 1981 Foreign Assistance Legislation for Fiscal Year 1982 (Part 3) Hearings before the Subcommittee on Europe and the Middle East of the Committee on Foreign Affairs, House of Representatives – on Israel and Egypt
- SA105 April 21, 1981 “Oral Statement of Joseph C. Wheeler, Deputy Administrator, Agency for International Development, before the Senate Foreign Relations Committee Hearing on IFAD”
- SA106 September 28, 1981 “Remarks of Joseph C. Wheeler at Convening Session of Foreign Service Evaluation Panels”
- SA107 October 20, 1981 “Remarks of Joseph C. Wheeler, Deputy Administrator, Agency for International Development, to the International Development Conference at Alabama A & M University”
- SA108 November 12, 1981 “Remarks of Joseph C. Wheeler, Deputy Administrator, Agency for International Development, at Arthur D. Little Management Education Institute, Cambridge, Massachusetts
- SA109 November 18, 1981 “Introductory Statement on the Policy Dialogue” to DAC’s High Level Meeting in Paris, France
- SA109b 1982 - Remarks of Joseph C. Wheeler as USAID Deputy Administrator on Economic Development
- SA110 March 16, 1982 “Prepared Statement of Joseph C. Wheeler, Deputy Administrator, Agency for International Development, before the House Foreign Affairs Committee” – on refugee assistance
- SA111 April 14, 1982 “Testimony of Joseph C. Wheeler, Deputy Administrator, Agency for International Development, before the Senate Foreign Relations Committee”
- SA112 April 15, 1982 “Statement... before the Senate Foreign Relations Committee”
- SA113 June, 1982 Memorandum to the Staff Secretary of the National Security Council covering a “Trip Report to Cairo May 25-31, 1982 by Joseph C. Wheeler, Deputy Administrator

- SA114 June 3, 1982 “United States Statement delivered by Joseph C. Wheeler, Deputy Administrator, Agency for International Development, before the 29th Session of the UNDP Governing Council”
- SA115 June 29, 1982 “Remarks of Joseph C. Wheeler at the Ceremony held in his Honor in the Benjamin Franklin Room of the Department of State”
- SA116 Summer, 1982 “The Visible Agency for International Development” – memorandum for USAID Administrator Peter McPherson in response to a May 1982 article in the *Foreign Service Journal*
- SA117 August 17, 1982 “Statement...before the House Foreign Affairs Committee on the subject ‘Objectives of U.S. Foreign Assistance: Does Foreign Assistance Benefit the Poor?’”
- SA118 End August, 1982 “Responses of Joseph C. Wheeler to questions from the House Foreign Affairs Committee related to testimony given August 17, 1982 on the subject ‘Objectives of U.S. Foreign Assistance: Does Development Assistance Benefit the Poor?’”
- SA118a-d September- November 1982 “Memorandum for Peter MacPherson
- SA119 October 25, 1982 “Africa’s Economic Prospects” – interview in *Topic*, U.S. Information Agency
- SA120 December 14, 1982 “U.S.AID Official: ‘We are helping Egypt to end industrial growth’” – A Question and Answer interview in an EIR Special Report
- SA121 January 1983 “African Initiative” – several papers prepared for Peter McPherson
- SA122 January 6, 1983 “Lessons from Africa” – A memorandum to Peter McPherson, USAID Administrator, containing “wrap-up” recommendations after a six-month consultancy.
- SA123 January 26, 1983: “Talking Points for the Secretary’s Staff Meeting, Thursday, January 27” – Memorandum for Peter McPherson, USAID Administrator on Africa policy.
- SA124 April 18, 1983 “Remarks to the International Institute for Environment and Development” Washington D.C.
- SA125 October 3, 1983 “Statement at the opening of the International Symposium on Integrated Global Ocean Monitoring “ at Tallinn, USSR
- SA126 May 3, 1984 “Statement by Joseph C. Wheeler, Deputy Executive Director, United Nations Environment Programme on Behalf of Mostafa Tolba, Executive Director, to the Independent Commission on International Humanitarian Affairs” Hammamet, Tunisia
- SA127 June 4, 1984 “Address by Joseph C. Wheeler, Japanese Embassy” on World Environment Day – Nairobi
- SA128 June 5, 1984 “National Security and Natural Resources – The Connections in the 80.s – UNEP’s World View” to the International Diplomatic Community in Washington D.C. (written by Joannie Nicholson)
- SA129 July 27, 1984 “UNEP Stresses National Planning to Combat Desertification”
- SA130 August 3, 1984 “Address...to the Fourth General Conference of UNIDO” Vienna, Austria
- SA131 August 7, 1984 UNEP’s statement to the International Population Conference, Mexico City, Mexico
- SA132 October 15, 1984 “Statement to...the ILO/UNEP Regional Meeting of Employers’ Organizations on Environment and Development in English-Speaking Africa” Nairobi, Kenya
- SA133 April 1985 Article in Danish magazine *Udvikling*
- SA134 April 17, 1985 “Address to the Second Governing Council Meeting of the South Asia Co-operative Environment Programme, Dhaka, Bangladesh

- SA135 April 22, 1985 “Statement...to the Fifth Meeting of the Conference of the CITES Partners (Convention on International Trade in Endangered Species) Buenos Aires, Argentina
- SA136 April 24, 1985 “Statement...to the Third Intergovernmental Meeting of the Action Plan for the Caribbean Environment Programme” -- Cancun, Mexico
- SA137 April 29, 1985 “”Statement...to the 8th Session of the Commission on Human Settlements” “Steps toward Balanced Planning” – Kingston, Jamaica
- SA138 July 19, 1985 Chairman’s comments to a ‘Women and Environment’ meeting at UNEP, Nairobi – with *Lorax* film
- SA139 October 21, 1985 “Statement...to the First Conference of the Parties to the Convention of Migratory Species of Wild Animals” Bonn, Germany
- SA140 November 7, 1985 Keynote address at the Second World Congress on Engineering and Environment, New Delhi, India
- SA141 November 18, 1985 “Victims of Success” – Statement to the FAO Conference at its 40th Anniversary, Rome, Italy
- SA142 November 27, 1985 “Strategy for Sudan Emergency Feeding Program” – Report to USAID Administrator Peter McPherson on Sudan Consultancy
- SA143 March 10, 1986 Address to the International Conference on Dry-land Degradation, Canberra, Australia
- SA144 June 10, 1986 Address to the 33rd Session of the Administrative Council of UNDP in Geneva
- SA145 June 25, 1986 Chairman’s Overview Statement to the DAC’s Joint Review
- SA146 September, 1986 Note for the Salzburg Roundtable on “Adjustment and Growth with Human Development”
- SA147 September 29, 1986 “Statement by the Chairman of the OECD Development Assistance Committee” to the World Bank/IMF Development Committee
- SA148 October 15, 1986 “Vil Tettee Hull I U-Hjelpen in *Norges Handels og Sjøfartstidende*
- SA149 November, 1986 “Sub-Saharan Africa Thirty Years Hence” Article in the *OECD Observer*
- SA150 December 18, 1986 “Cross-cutting Policy Issues in Sectors” - a memorandum to Helmut Fuhrer, DAC Secretariat.
- SA151 December, 1986 “Development Co-operation: 1986 Review”, Report by Joseph C. Wheeler, Chairman of the Development Assistance Committee, published by the Organization for Economic Co-operation and Development, Paris
- SA152 December 1986 Article in *Front Lines*
- SA153 December, 1986 “An American Success” (draft article)
- SA154 January 12, 1987 “Suggestions for improving DAC Procedures” A memorandum to the DAC Permanent Delegates
- SA155 January-February 1987 “The aid process has made a very substantial impact” – Article in OECD’s *The Courier* – No. 101
- SA156 February, 1987 “*L’Afrique subsaharienne d’ici a trente ans*” article in *Futuribles* no. 107
- SA157 February 23, 1987 “Outlook Improves for Developing Countries, According to DAC Chairman’s Annual Report” *IMF Survey*
- SA158 March 6, 1987 “The Future of Development Assistance and the Role of Non-Governmental Organizations” for the International Council of Voluntary Agencies’ 25th Anniversary Roundtable held in Geneva, Switzerland
- SA159 March 17, 1987 “Statement to...the Canadian Parliamentary Committee on Aid” in Ottawa

- Canada
- SA160 March 19, 1987 “Statement to...the International Development Conference” Washington D.C.
- SA161 April 14, 1987 “Draft High Level Meeting on Common Objectives” – attachment to a letter to Jean-Guy Saint-Martin of the Canadian International Development Agency
- SA162 April 30, 1987 “Statement...to the Only One Earth Conference on Sustainable Development hosted by the International Institute for Environment and Development at Regents Park, London, England
- SA163 May 20, 1987 “A note on Tidewater”
- SA164 June 4, 1987 “Address...to the Thirty-Fourth Session of the UNDP Governing Council”, New York
- SA165 June 9, 1987 “Address ...to the Tripartite Technical Committee on Technical Co-operation of the International Labor Conference.” Geneva, Switzerland
- SA166 June 15, 1987 “Statement on Sub-Saharan Africa and the International Community” - Abuja, Nigeria
- SA167 June 19, 1987 “Financial Resources for Developing Countries: 1986 and Recent Trends” – Press release
- SA167a 24 June 1987 – DAC Chairman’s Statement in Item 4 of the Joint Review Agenda
- SA168 July 13, 1987 “DAC Chairman Wheeler Discusses Aid Flows, Cites 1986 Increases: - *IMF Survey*
- SA169 September 6-9, 1987 “Human Resources Programming” – to UNDP’s Roundtable on Managing Human Development in Budapest, Hungary
- SA170 September 24, 1987 “Remarks ...to the Business International Conference on Tracking and Tapping Aid to Africa” - London, England
- SA171 October 8, 1987 - Introductory remarks for a discussion on “The Need for Structural Adjustment in Developing Countries” at the Council for International Development Co-operation, Copenhagen, Denmark
- SA172 November 4, 1987 “Statement...to the Seminar on Strengthening Environmental Co-operation with Developing Countries” to OECD Environment Seminar in Paris, France
- SA173 November 24, 1987 “Strengthening Environmental Co-operation with Developing Countries” Chairman’s Conclusions on an OECD Seminar in Paris, France
- SA174 December, 1987 “1987 Report: Development Cooperation” – Report of Joseph C. Wheeler, Chairman, Development Assistance Committee , Published by the Organization for Economic Co-operation and Development, Paris
- SA175 December, 1987 “The DAC Chairman, Joseph C. Wheeler, Comments on his 1987 *Report on Efforts and Policies of the Members of the Development Assistance Committee.*” An article for the *OECD Observer*
- SA175a 10 February 1988 – Remarks to the Overseas Development Council
- SA175b 12 February 1988 – Random Notes from Washington
- SA175c February 22, 1988 “Most Developing Economies are Growing Although Slowly”-IMF Survey
- SA176 Undated “Organising to Reduce Poverty”-Chairman’s Report
- SA176a 25 January 1988 – Meeting on Education in Sub-Saharan Africa (World Bank Donors)
- SA176b February 1988 “Guiding the Helping Hand” – Article in *OECD Observer*
- SA176c 25 March 1988 “The Aid Relationship: A New Sound from Donor’s” The Society for International Development’s 19th World Conference-New Delhi, India

- SA176d 10 May 1988 “Remarks to Ad HOC Meeting Experts..”
- SA176e 13 June 1988 – 35th Session of UNDP Governing Council, Geneva
- SA176f 24 June 1988 – Organization for Economic Cooperation and Development-Committee on Foreign Affairs- U.S. House of Representatives
- SA177 1988 “Voluntary Aid for Development: The Role of Non-Governmental Organizations” Foreword by Joseph C. Wheeler, published by the Organisation for Economic Co-operation and Development, Paris
- SA178 September, 1988 “DAC Intensifies its Work on Environment”
- SA179 September 12, 1988 “Statement...to the United Nations General Assembly Committee of the Whole Reviewing the U.N. Program of Action for African Economic Recovery and Development”
- SA180 September 29, 1988 “Address...to the International Symposium on ‘The Crises of the Global System: The World Ten Years after the Brandt Report’” Vienna, Austria
- SA181 October 25, 1988 “Address...to the ‘Development Policy Forum: Structural Adjustment Changes in the *World Economy and Development Co-operation*’” at the Sasakawa Peace Foundation, Tokyo – published in *Structural Changes in the World Economy and Development Cooperation*, edited by Saburo Okita, Sasakawa Peace Foundation, Tokyo, Japan
- SA182 November 4, 1988 “Address...to the Symposium on ‘Structural Change in the World Economy – Facts, Challenges and Chances’” Vienna, Austria
- SA183 December, 1988 “1988 Report: Development Co-operation” Report of Joseph C. Wheeler, Chairman, Development Assistance Committee. Published by the Organisation for Economic Co-operation and Development, Paris
- SA184 December 6, 1988 “DAC High Level Meeting: Chairman’s Notes for his Oral Summary”
- SA185 December 6, 1988 Memorandum to the DAC Representatives “Chairman’s Remarks at the HLM Luncheon”
- SA186 1988 “Opportunities for United States Leadership in a New Development Partnership” – Published in *Cooperation for International Development: The United States and the Third World in the 1990s*, Edited by Robert J. Berg and David F. Gordon, Lynne Rienner Publishers, Boulder & London, 1989
- SA187 January 15, 1989 “Address...to the International Symposium on ‘The Crisis of the Global System: The World Ten Years after the Brandt Report’” Vienna, Austria (given on 29 Sept 1988)
- SA188 March, 1989 “Statement to ‘Round Table on Children’” UNICEF Paris
- SA189 March 1, 1989 “Central Issues and Necessary Approaches to Aid in the 1990s” published by STUDIA (Studiengruppe fur international Analysen), Laxenburg, Austria
- SA190 April 3, 1989 “Remarks...to Senior Staff of the U.S. Agency for International Development”
- SA191 April 3, 1989 Address...to World Resources Institute Luncheon, Washington D.C. “Greening our Development Philosophy”
- SA192 April 8, 1989 “Address...to Joint Meeting with Ministers of Planning and UNDP Resident Representatives of the Africa Region” “Alleviation of Critical Poverty and Improvement of Economic Management in Sub-Saharan Africa – A Challenge to UNDP” Addis Ababa, Ethiopia
- SA193 May 4, 1989 “Paper prepared for the 9th Meeting of the UN Inter-Agency Task Force on Africa “Technical Assistance from the Point of View of the Donors.” Paris

- SA194 May 22, 1989 Memorandum to the DAC Representatives transmitting a copy of the April 3 Remarks
- SA195 June 12, 1989 "Speech...to the UNDP Governing Council, New York
- SA196 June 16, 1989 "Remarks...at the High Level Colloquium on Science and Technology for the Future: A Fresh Look at International Co-operation in Science and Technology" UNESCO, Paris
- SA197 September, 1989 "The Critical Role for Official Development Assistance in the 1990s" in *Finance and Development*, IMF and World Bank
- SA198 - no item
- SA199 October 6, 1989 "Commemorative Speech...to the International Symposium on the Role of Japan's ODA – Development Cooperation in Perspective"
- SA200 October 11, 1989 "Remarks ...to the Conference on Development Policies and Issues in the Nineties" The Hague, Netherlands
- SA201 October 24-28, 1989 "DAC Principles for Technical Cooperation" -- at the International Round Table on "The Future of Technical Cooperation" – Development Policy Forum, German Foundation for International Development (DSE), Berlin. (Published in a pamphlet by DSE April 25. 1990)
- SA202 November 8, 1989 "Statement...to the International Forum on Population in the Twenty-First Century" – Royal Tropical Institute, Amsterdam, The Netherlands
- SA203 November 10, 1989 "Remarks...to the Lille International Meeting on 'Cities: The Mainspring of Economic Development in Developing Countries' – The Urban Sector in the Context of Development Co-operation in the 1990s" Lille, France
- SA204 November 29, 1989 "Remarks...to the Overseas Development Institute, London – Development Co-operation in the 1990s"
- SA205 December 1989 "1989 Report: Development Co-operation in the 1990s" – Report of Joseph C. Wheeler, Chairman of the Development Assistance Committee, published by the Organisation for Economic Co-operation and Development, Paris
- SA206 December, 1989 "YDC Interview: Joseph Wheeler" – article published in *The Least Developed Campaign Newsletter* No. 17-18
- SA207 December 14, 1989 "Remarks...to the Overseas Development Council, Washington D.C."
- SA208 1989 "DAC Intensifies its Work on Environment"
- SA209 January, 1990 Article in *Onze Wereld*
- SA210 January 22, 1990 "Remarks...to Carnegie Council on Ethics and International Affairs' New York
- SA211 January 23-26, 1990 A report on the "Roundtable on 'Regional Co-operation Worldwide'" Jamaica
- SA212 February, 1990 Article on "Growth and Responsibility" in *Look Japan*
- SA213 February 22, 1990 "Statement...to the International Environmental Technology Advisory Board [of the] United States Environment Protection Agency" Washington D.C.
- SA214 March 1, 1990 "Statement...to the Western European and Others Group of the World Food Council" Paris
- SA215 March, 1990 "Development Official Broadens Board's Perspective" -- an article in *IFDC Report*, Vol. 15 No 2, June 1990
- SA216 March 20, 1990 "Family Planning in Bangladesh" – a memorandum to DAC Members covering a recent visit to Bangladesh.

- SA217 March 23, 1990 “Afghanistan” – A memorandum to DAC members covering a recent visit to Quetta and a refugee camp there
- SA218 March 23, 1990 “Education for All” A memorandum to DAC Members covering attendance at the “World Conference on Education for All” in Jomtien, Thailand
- SA219 April 4, 1990 “Remarks ... for the Carter Center of Emory University’s ‘Project Africa: Conference on Strategies for Food Security’” – Discussion with President Jimmy Carter at the Regional Offices of the World Bank, Paris
- SA220 April, 1990 Memorandum to the DAC Representatives on “African Agriculture”
- SA221 April 29-May 5, 1990 “Lecture...at the Salzburg Seminar on ‘Changing Attitudes on Development Co-operation for the 1990.’” – Salzburg, Austria
- SA222 May 8, 1990 “Statement...for the Development Committee” Washington D.C.
- SA223 May 16, 1990 “Remarks... to the CIDIE Meeting” Brussels, Belgium – on environment
- SA224 June 5, 1990 “Remarks...to the UNDP Governing Council” New York
- SA224a 2 July 1990 – Maastricht Conference, Netherlands
- SA225 July 10, 1990 “Luncheon Address ‘Development Co-operation in the 1990s – Australia’s Role’ to the Australia International Development Assistance Bureau, Canberra, Australia
- SA226 July 14-15, 1990 “Notes on Tidewater Meeting, Gotemba, Japan”
- SA227 September 7, 1990 “Changing Attitudes for Development Co-operation in the 1990s” – for the UNDP Roundtable on Global Development Challenges in Antalya, Turkey
- SA228 October 8, 1990 Letter to Bob Blake of the Committee on Agricultural Sustainability for Developing Countries commenting on a draft paper.
- SA229 October 11, 1990 Memorandum to DAC Representatives related to the High Level Meeting
- SA230 October 11, 1990 Letter to AID Administrator Ronald Roskins regarding IFDC and fertilizer strategy for Africa
- SA231 October 16, 1990 Memorandum to DAC Representatives on the World Summit for Children
- SA232 October 25, 1990 “The Enabling Environment for Private Sector Development” -- Remarks to the Symposium on Private Sector and Development of the Netherlands Development Finance Company and the Dutch Employers Federation – The Hague, The Netherlands
- SA233 October 28-31, 1990 “Refugees and Development” – a report on a meeting of *Stiftung für Deutsche internationale Entwicklung* -- Berlin
- SA234 November 8, 1990 Memorandum to DAC Representatives on “Iodine Deficiency”
- SA235 November 16, 1990 Memorandum to DAC Representatives on “Refugees and Development”
- SA236 December, 1990 “1990 Report: Development Co-operation” Report of Joseph C. Wheeler, Chairman of the Development Assistance Committee, Published by the Organization for Economic Co-operation and Development, Paris
- SA237 December 5, 1990 “Remarks...to the Overseas Development Institute” London
- SA238 December 1990-January 1991 “The Interwoven Strands of Development” -- article in *OECD Observer*
- SA239 January, 1991 “Development in the Twenty-First Century” – an article for *Development*
- SA239a January, 1991 “Changing Attitudes for Development Cooperation in the 1990’s”-United Nations
- SA240 January 7, 1991 “A Century of Rapid Transitions” - A talk to the Carnegie Council on Ethics and International Affairs, New York
- SA240a 7 January 1991 “Crisis at Mid-Passage in a Century of Transition”-Remarks to the

- Carnegie Council
- SA241 January 24, 1991 “Unsustainability – A Security Issue” to the International Development Conference, Washington D.C.
- SA242 February, 1991 “Development Dialogue: Joseph Wheeler” in *Front Lines*
- SA243 March 6, 1991 “Statement to Parliamentarians in the All Party Group on Overseas Development” House of Commons, London
- SA244 March 6, 1991 “Remarks...to the 12th Joint Consultation between United Kingdom NGOs and UN Agencies” – Church House Conference Centre, Westminster, London
- SA245 March 11, 1991 “Statement...to the Workshop on the Management of Field Coordination for Senior UN Representatives” International Center for Advanced Technical and Vocational Training of the International Labor Organization, Turin, Italy
- SA246 April 29, 1991 Statement...to the Thirteenth Session of the Commission on Human Settlements,” Harare, Zimbabwe
- SA247 June 10, 1991 Statement...to the International Conference on Global Warming and Sustainable Development: An Agenda for the 1990s” Bangkok, Thailand
- SA248 June 13, 1991 “Address...to the 16th Conference of Mayors of the World’s Largest Cities” Milan, Italy
- SA248a 26 June 1991 – Keynote Address ICIMOD Donors’ Meeting, Switzerland
- SA248b 1 July 1991 – Address to Stockholm Congress of the International Hotel Association
- SA248c 18-20 October 1991 – Statement to Development Forum – Maastricht
- SA248d 2-5 November 1991 – Thirteenth Regional Conference of European UNAs, Cyprus
- SA248e 21 November 1991 – Article for “*Development*”
- SA249 November 16, 1991 “Partnerships”-- a talk to a Sigma Xi Forum on Global Change and the Human Prospect: Issues in Population, Science, Technology and Equity – Washington D.C.
- SA250 1992 “People, Poverty and the Earth Summit”, published in *People and the Planet*, Vol. 1 Number 1 / 2
- SA251 1992 “Population and Environment: Thinking of the Next Generation” -- *Development*, 1992/2 – Journal of the Society for International Development
- SA252 January 31, 1992 “Statement... to the Meeting of European Parliamentarians on a European Agenda for Action on World Population” sponsored by the United Kingdom’s All-Party Parliamentary Group on Population and Development. – London
- SA253 24 January 1992 “Financial Resources in the UNCED Process” – Article for *Kankyo*
- SA254 January 31, 1991 “Progress Report on Financial Resources” – paper prepared for the Second session of the Preparatory Committee for UNCED (United Nations Conference on Environment and Development or Rio Earth Summit)
- SA255 February 4, 1992 “Statement ... to the International Experts Conference on Strengthening Environmental Urban Management – New Strategies and Approaches” – sponsored by the German Federal Ministry for Environment, Nature Protection and Nuclear Safety – Berlin
- SA256 January 23, 1992 “Financial Resources and Mechanisms” -- An UNCED Preparatory Committee, Fourth Session paper -- New York
- SA257 March 21, 1992 Sermon at the Cathedral Church of St. John the Divine: “Earth Summit: Critical Moment for Our Common Future” New York
- SA258 April 15-17, 1992 “Background Paper for the Eminent Persons Meeting on Financing Global Environment and Development” Tokyo

- SA259 May-June 1992 Article in *The Courier* "The Practical Implications of the Earth Summit
- SA260 June 13, 1992 Memorandum for Maurice Strong on "Finance"
- SA261 June 30, 1992 Memorandum for Maurice Strong on "International Coordination
Structures for Implementing Agenda 21, Chapter 33, Financing Resources and Mechanisms."
- SA262 July 3-5, 1992 Aspen Institute meeting on "What are the implications of the Earth
Summit for the Mediterranean Process?"
- SA263 July 22, 1992 "Keynote Speech...to the Conference on 'Japan and the Follow up to the
Earth Summit'" – Tokyo, Japan
- SA264 July 28, 1992 Memorandum to Maurice Strong on "Status of UNCED Finance Negotiations"
- SA265 September 3-6, 1992 "Statement...to the UNDP Development Study Programme
Roundtable on Global Change" Bucharest, Rumania
- SA266 September 11-12, 1992 "Statement...to the Society for International Conference on
'Development with Equity and Ecological Security: Strategies and Institutions for the
Twenty-First Century.'" Rome, Italy
- SA267 October 6, 1992 draft memorandum: "Improving the aid process to support accelerated
sustainable and human centered development" – for UNDP
- SA268 November 2-5, 1992 Statement to the Thirteenth Regional Conference of European UN
Associations – Nicosia, Cyprus
- SA269 November 20, 1992 "Support for Population Funding: A Report on consultations in
selected countries in Europe" done for Nafis Sadik, Executive Director of UNFPA
- SA270 1993 Discussion Paper for the Earth Council – "Implementing the Earth Council
Consensus"
- SA271 March 20, 1993 "Sustainable Development and Bilateral Assistance" – a paper growing
out of a consultation with the Canadian International Development Agency in February,
1993
- SA272 March 22, 1993 A Memorandum to Ann Van Dusen, Bureau for Research and
Development, USAID
- SA273 May 1, 1993 "The Challenges for Sustainable Agriculture after Rio" – paper prepared for
the Inter-American Institute for Cooperation on Agriculture, San Jose, Costa Rica
- SA274 May 24, 1993 Memorandum to Jonathan T. Howe SRSG, UNOSOM, Somalia
- SA275 June 1, 1993 Trip Report to Somalia addressed to Richard Cobb, USAID'S Deputy
Assistant Administrator for Africa
- SA276 June 5, 1993 "Thinking of our Great-Grandchildren: Facing the Population, Food
Production and Energy Issues" -- Bowdoin College Convocation, Brunswick, Maine
- SA277 June 30, 1993 Letter to James Gustave Speth, Administrator-Elect, UNDP
- SA278 1993 Undated "The OECD in the International Process"
- SA279 March 20, 1993 ""Sustainable Development and Bilateral Assistance" Report of a
consultation with CIDA – Ottawa, Canada
- SA280 July 29, 1993 "Report of the Special Committee on Habitat II, July 19-30 to the
Management Committee of UNCHS" (Habitat)
- SA281 September 8, 1993 "Linking Demography and Development Policies: Lessons from
Agenda 21" – Paper prepared for the United Nations University Global Seminar '93 on
Harmonizing Population and Development. – Fujiyoshida, Japan
- SA282 November 22, 1993 Chairman's Concluding Remarks of a Joint meeting of the OECD
Environment Policy Committee and the Development Assistance Committee

- SA283 February 22, 1994 "Environment and Development after UNCED" to FACID/UNITAR Training Program on International Organizations – Geneva
- SA284 September 28, 1994 Keynote Address to the OECD Workshop on Development Assistance and Technology: Cooperation for Cleaner Industrial Production in Developing Countries -- Hannover, Germany
- SA285 December 15, 1994 "International Assistance for Family Planning after Cairo"
- SA286 June 26, 1995 "Summary Notes on the 12-18 June, 1995 Consultation in Pretoria and Capetown of Joseph C. Wheeler"
- SA287 August 23, 1996 "Report...to Wally N'Dow. Secretary-General, Habitat II"
- SA288 September, 1996 "Letters from Lydia Hosmer, 1831-1832"
- SA289 December 6, 1996 "Comments on the utility and feasibility of an environmental charter or protocol for the Sahelian Region in conjunction with Cooperation 21" for the Club du Sahel
- SA290 January 31, 1997 Evaluation Report on the UNFPA and Rockefeller Grants to IPPF which were on-granted to FPAs in Finland, Denmark, Austria and Switzerland. (With Siri Melchoir Tekkier)
- SA291 February 24, 1997 "The Earth Summit Five Years Later: Gaps in Agenda 21"
- SA291a January 1998 "Thoreau and the Wheeler Family"
- SA292 January, 1998 "Caleb Henry Wheeler (1842-1900) and the Civil War"
- SA292a February 1998 - "The Future of DAC"- a Note to Alan Wood
- SA293a 10 March 1998 – A Note on International Assistance for Family Planning
- SA294 Fall, 1998 "The Planetary Sustainability Conundrum" -- article published in *The Bowdoin Forum* – Brunswick, Maine
- SA295 1998 United States Foreign Assistance, Foreign Affairs Oral History Collection "An Interview with Joseph C. Wheeler"
- SA296 September 3, 1998 "Passing the Baton" to the Concord Rotary Club
- SA296a 1999 – "Thoreau in Virginie – Preserving his Birthplace"
- SA296b September 1999 – Consulting Services Grant Proposal – Thoreau Farm Trust Inc.
- SA297 1999 "Growing Up on Thoreau Farm" article published in *The Concord Saunterer* of the Thoreau Society
- SA298 1999 "Where Thoreau was Born" article published in *The Concord Saunterer* of the Thoreau Society
- SA299 June 1999 "Evaluation of Population Education Grant Activity" (with Siri Melchoir Tellier and Susan Stockwell) For Rockefeller. Packard and Wallace Foundations and UNFPA\
- SA299a 2000 – Caleb Kendall Wheeler
- SA300 January 11, 2000 "Vision 400" – a draft paper, never used, proposing a community conversation about Concord in the year 2035 – its 400th anniversary
- SA300a 15 July 2000 "Status of the Thoreau Farm Birth House"
- SA300b March 2000 "Ruth Wheeler" – Concord Museum Newsletter –Draft
- SA300c February 15, 2000 "Rockefeller Foundation Evaluation Report on Population Advocacy Grantees"
- SA301 Aug 23, 2001 "Place an Accent on all Things Congcud" *Concord Journal*
- SA302 Oct. 25, 2001 "A Historic House Without a Home" with Sara W. Wilbur, *Concord Journal*
- SA303 March 7, 2002 "A paper prepared for Concord's Comprehensive Long-Range Plan Committee, Concord Historical Commission
- SA303a January 17, 2003 "A background Paper on the Thoreau Birth House" presented at the Thoreau Society's Board Meeting

- SA304 May 25, 2003 “Remarks of JCW at the 200th Anniversary Emerson Tea Party”
- SA305 March 7, 2005 “Cousin Henry” – tracing Thoreau’s ancestry to Lewis Jones of Watertown
- SA305a February 26, 2006 Interview with Joseph C. Wheeler on the Peace Corps
- SA306 February 20, 2004 “Assessment of Multilateral Funding for Population and Reproductive Health” with Marleen Barth - UNFPA
- SA307 2004/2005 “Saving Walden” *The Concord Saunterer*, New Series, Volume 12/13
- SA307a 2006 – “What’s Not in a Name” with Lucille Stott
- SA308 February, 2007 “Pakistan’s Green Revolution” – speech to the Pakistan Planning Commission in Islamabad, Pakistan, subsequently printed in *DAC News*, OECD, Paris
- SA308a 2007 Town Report, The Thoreau Farm Trust
- SA308b 2007 – “Afghanistan Poppies” Draft
- SA309 September 25, 2007 “Statement...to the Concord-Carlisle Regional School Committee on the ‘Draft Report of its Task Force on Adult and Community Education’”
- SA310 October 4, 2007 “Farming in Concord in the Second half of the 19th Century” – a talk prepared for the Forum honoring William Wheeler
- SA310a 24 April 2007 – “Item G: The Thoreau Farm Trust”-Article 33 Community Preservation Act
- SA310b December 8, 2007 Letter to cousin Nan
- SA311 2004-2007 Community Preservation Act-Related Papers to the Article
- SA311d 2009 - “Memorandum to Senator John Kerry”-letter not sent
- SA311f 2008 – Briefing on Thoreau and Barns - unpublished
- SA311g 2008-An Oral History-“Farming Roots in Concord to International Service”
- SA312 2008 Town Report, Thoreau Farm Trust
- SA312a 2008 - “Ruth Robinson Wheeler: A Concord Life” & Press Release
- SA313 1 September 2008 – Reflection group Exercise – DAC Chairman
- SA314 2008 – A Question and Answer Paper on Population for the Pathfinder Steering Group
- SA315 2010 – “200th Anniversary of Cold Friday: January 19, 1810” –unpublished
- SA316 2010 - “Concord Agriculture” – Draft
- SA317 2010 – Thoreau Farm Trust Q & A – unpublished
- SA318 “Wheeler Homes of Concord MA” – unpublished
- SA319 2009 Japanese Honor Concord Boy-Draft Article
- SA320 2012- “Remembering Thoreau in 1962 at Dumbarton Oaks”

Appendix 2

Verona Wheeler's Trip Notes and Letters

Before and after our 1970 marriage in Pakistan Verona habitually wrote “trip notes”. Following is an index of Verona’s trip notes and letters, including four trips she had taken before I arrived in Pakistan. These are available at Special Collections at the Concord Free Public Library.

T01 September 6-28, 1965, “Verona’s experience during the War between India and Pakistan” trip notes
*Note: I am including this trip note from Verona although it covers a time before I arrived in Pakistan and before we were married. Verona was managing several Staff Houses in Peshawar and Rawalpindi. At the time, the American Embassy was located in Karachi. In order for embassy USAID officials to engage the government, which by this time was moving from Karachi to Rawalpindi-Islamabad. They needed places to stay and to entertain guests. Verona was widely acclaimed for the management of these facilities.

T02 1967 “Peshawar to Chitral travelling with Pat Marshall” trip notes

T03 1968 “Hunza, Gilgit and Chitral” trip notes and letters

T04 1968 “Chitral town to Terish Mir” trip notes

T05 1970 “Kafiristan” trip notes

T06 1970 “Swat” trip notes

T07 1970 “Afghanistan” trip notes

T08 1971 “Quetta” trip notes

T09 1971 “India-Pakistan War”

T10 1972 “Islamabad to Karachi via Lahore and Lyallpur including visit to Mohenjodaro” trip notes

T11 1972 “Munich to Islamabad by Road” trip notes

T12 1973 “100 Year Flood in Punjab and Sind” Christmas card

T13 1974 “Baltistan” trip notes

T14 1974 “Road Trip-Swat, Gilgit, Naltar, Hunza, Yassin” trip notes

T15 1975 “Karachi, Sind, Bahawalpur, Dera Ismial Khan, Bannu” trip notes *Note: I made many field trips into the heart of Pakistan. Perhaps the most memorable was a trip from Karachi, through the Sind

and lower Punjab and up the West Bank of the Indus. We ended up in Bannu where I was scheduled to speak to tribesman at World Population Day. I had a map of Pakistan, which showed the new road to the West Bank, but this road turned out to still be under construction making our trip a great adventure! Verona brings this trip to life in this trip note.

T16 “Dan Parker and U.S. Congressmen” letter

T17 1975 Christmas card with Gur-Making narrative

T18 1976 “Nepal-Kathmandu, Pokhara, Annapurna” trip notes

T19 1976 “Chitral and Kafir Valley with the Wolfes” letter

T20 1976 “Khyber Pass by Train” trip notes

T21 1976 “China-Peking, Hangchow and Shanghai” trip notes

T22 1982 “U.S.S.R. and Trans-Siberian R.R.; Mongolia” trip notes

T23 1984 “Delhi, Srinigar, Ladakh” trip notes and letter

T24 1984 “Koobi Fora, Kenya” trip notes

T25 1984 “Ladakh and Kashmir” trip notes

T26 Misc. Trip Notes

Appendix 3

Letters to Joseph Wheeler from Eminent Persons

- L01- Written exchange with Sargeant Shriver, Director of the Peace Corps, (March 15, 1963)
- L02- Letter from Bill Moyers, Deputy Director of the Peace Corps, (April 17, 1963)
- L03- Photo from Robert Barnes, U.S. Ambassador to Jordan, (1965)
- L04- Photo from Jimmy Carter, (1979)
- L05- Photo from Doug Bennet, Administrator of USAID and Anwar Sadat, President of Egypt, (1980)
- L06- Letter from Edwin Feulner, President Reagan's Transition Head from USAID, (January 19, 1981)
- L07- Letter from Max Rabb, U.S. Ambassador to Italy, (May 25, 1982)
- L08- Letter from President Ronald Reagan, (June 1, 1982)
- L09- Letter from Alexander Haig, Secretary of State, (June 29, 1982)
- L10- Letter and photo from Doug Bennet, President of the Roosevelt Center for American Policy Studies, (September 20, 1982)
- L11- Letter from Gerald Thomas, U.S. Ambassador to Kenya, (September 13, 1984)
- L12- Photo with Rajiv Gandhi, Prime Minister of India, (1984)
- L13- Letter from Jolene Unsoeld, Member of Congress, (November 1985)
- L14- Letter from Barber Conable, President of the World Bank, (November 12, 1990)
- L15- Letter from Rubens Ricupero, Brazilian Ambassador to the U.S., (July 20, 1992)

Appendix 4:

An index of Joseph C. Wheeler's slides from 1957 – xxxx. These are available at the Special Collections of the Concord Free Public Library.

Box 1- This box contains slides:

- Ch. 6 India, 1957 & 1962
- Ch. 6 Turkey 1960
- Ch. 7 Puerto Rico 1962-63
- Ch. 8 Iran 1963
- Ch. 8 Greece & Cypress 1965
- Ch. 8 Turkey 1966
- Ch. 8 Lebanon & Kuwait 1966
- Ch. 9 Jordan 1965-67
- Ch. 10 Nepal 1968
- Ch. 11 Bangladesh (East Pakistan) 1969-71

Box 2- This box contains slides:

- Ch. 11 Bangladesh, Matlab Bazaar 1969-71
- Ch. 12 Gilgit & Naltar (Verona's slides)
- Ch. 12 Pakistan & Chitral 1970's
- Ch. 12 Swat 1972
- Ch. 12 Sind 1972
- Ch. 12 Multan-Hyderabad 1972
- Ch. 12 Kafiristan 1972
- Ch. 12 Gilgit 1974
- Ch. 12 Camels of Pakistan
- Ch. 12 Muree Workshop
- Ch. 12 Baltistan 1974

Box 3: This box contains slides:

- Ch. 12 China 1976
- Ch. 12 Nepal 1976
- Ch. 12 Azad Kashmir
- Ch. 12 Pakistan- Historic and Religious Sites
- Ch. 12 Pakistan- Gurmaking, Hawking & Landikatal Train
- Ch. 12 Peshawar, Pakistan
- Ch. 12 Places of Pakistan
- Ch. 12 Tarbela Dam
- Ch. 12 Pakistan- Costumes & Folk Festivals
- Ch. 12 Pakistan- Flowers
- Ch. 12 Pakistan- Historic & Religious Sites
- Ch. 12 Pakistan- Professions
- Ch. 12 People of Pakistan
- Ch. 12 Pakistan Villages
- Ch.12 Jahnigar's Mosque

Ch. 12 A.I.D. Projects in Pakistan
Ch. 12 Places of Pakistan

Box 4: This box contains slides:

Ch. 12 Pakistan-Kaegon Valley, Murree
Ch. 13 Jordan 1977
Ch. 13 Yemen 1977
Ch. 13 Jordan & Egypt with AID Administrator Doug Bennet
Ch. 13 Yemen 1979
Ch. 13 Portugal & Spain 1979
Ch. 13 Morocco 1979
Ch. 13 Tunisia 1979
Ch. 13 Somalia 1979
Ch. 13 Israel 1979-80
Ch. 13 Egypt 1981
Ch. 14 Soviet Union 1982

Box 5: This box contains slides:

Ch. 14 Soviet Union 1982
Ch.15 Kenya 1984
Ch. 15 Kenya 1986
Ch. 15 Kashmir and Ladakh 1984
Ch. 15 Jamaica 1985
Ch. 15 Bangladesh 1985
Ch. 15 Pakistan 1986
Ch. 16 Switzerland 1986
Ch. 16 Somalia 1986