

Foreign Service Journal

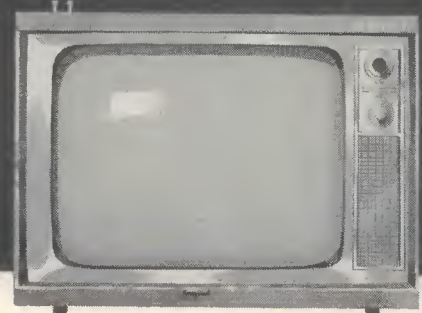
60 CENTS
MAY 1966



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FOREIGN SERVICE ASSOCIATION VIEWS HAYS BILL

In the fall of 1965, at the request of the Board of the American Foreign Service Association, the Committee on Career Principles¹ was reconstituted under the Chairmanship of Ambassador Samuel D. Berger, Deputy Assistant Secretary for Far Eastern Affairs.

Since March 2, 1966, the Committee, at the request of the President of the Association, devoted its attention to a study of the provisions of the Hays Bill (HR 6277) and, on April 8, submitted its report to the Board of the Foreign Service Association. During its numerous meetings it had reviewed the pertinent Congressional documents and had the benefit of briefings by the Director General of the Foreign Service and by members of the staff of the Deputy Under Secretary of State for Administration.

Because hearings on the Hays Bill were in progress in the Senate, the Board moved rapidly. On April 20, a special meeting was convened and the report of the Committee on Career Principles was accepted by the Board of the Foreign Service Association, with minor modifications. The vote was unanimous.

In a letter addressed to Senator Albert Gore, the President of the Association and the Chairman of the Board of Directors made the following statement on behalf of the Board:

April 20, 1966

Dear Senator Gore:

We have the honor to submit for your consideration the following comments of the Board of Directors of the American Foreign Service Association on the proposed

¹The Committee was composed of: Ambassador Robert Newbegin, FSO-retired; Joseph A. Greenwald, Deputy Assistant Secretary for International Trade Policy and Economic Defense; William O. Boswell, Chief, Senior Officer Division; Miss Carol C. Laise, Director, Office of South Asian Affairs; William C. Kontos, Director, Personnel Administration (AID); David J. Linebaugh, Consultant, Policy Planning Council; William E. Knight, Assistant Chief, Aviation Negotiations Division; David C. Cuthell, Director Office of Southwest Pacific Affairs; Jerry Doster, Director of Personnel (USIA); L. Bruce Laingen, Officer in charge Pakistan-Afghanistan Affairs; Frederic L. Chapin, Executive Secretary, AID; William Sherman, Special Assistant to the Deputy Under Secretary for Administration; Stephen H. Rogers, Office of Atlantic Political-Economic Affairs; Sol Polansky, Office of Soviet Union Affairs; and Alexander L. Rattray, Executive Secretariat of the Department of State. Peter Sarros, Staff Assistant to Ambassador Ellsworth Bunker, served as Secretary to the Committee; and Robert Donhauser of the Director General's Office represented the Board of the Foreign Service Association in the Committee's deliberations.

Foreign Service Act Amendments of 1965 (HR 6277).

In stating these views the Board has taken into consideration the interests and concerns of all the members of the Association which includes personnel from AID, USIA, the Foreign Service Reserve and Staff corps as well as Foreign Service officers.

(1) Subject to the comments which follow, the Board of the Association supports the concept of a single Foreign Service personnel system applicable to the employees of the major foreign affairs agencies of the United States Government: The Department of State, the United States Information Agency, and the Agency for International Development. A careful study of the Secretary of State's letter to Senator Fulbright of February 15 and its 34 page attachment discussing the Hays Bill makes it clear that flexibility is the principal purpose of the new legislation and the Department's chief concern. The Board favors flexibility of administration and believes that the rigidities arising from the present dual personnel system should be corrected. We must point out, however, that flexibility is a management tool; it is a means to overcome present deficiencies; it is not an end in itself.

(2) Many of the provisions of the proposed bill concern matters of detail which occasion no controversy. Such sections as 24, 26, 27, 28, 33, and 34 of HR 6277 are obviously designed to correct inadequacies or to adjust to changing conditions, and accordingly require no comment.

(3) The Board respectfully requests an expression of Congressional opinion that the position of Deputy Under Secretary for Administration be filled by a career Foreign Service officer. The administration of the Service is now so complex, and affects so profoundly the conduct of our foreign relations, that long experience in the Service is all but indispensable to the effective performance of this job. Such a rule, which would be basically similar to the practice followed in many democratic countries of the world, would help to ensure healthy continuity in the face of changes of Administration and would provide a further guarantee that the administration of the Foreign Service would remain separate from partisan politics.

(4) Those sections of the bill which have engaged the major attention of the Board are ones of broader import where policy decisions under authority granted by the bill

are left for administrative determination in the future. Particular attention has been focused on provisions which will have long-term and broad effect on the concept and nature of the Foreign Service career. The Board has examined these provisions within the context of the needs to develop a uniform personnel system for the three principal agencies involved, while ensuring the maintenance of excellence in the foreign affairs field and encouraging the best qualified candidates to continue to apply for both domestic and foreign service.

(5) The Board is informed that the intention is that the proposed Foreign Affairs Officer Corps will consist of officers whose permanent duty station is Washington but who may, in exceptional cases and as the needs of the Service dictate, be assigned overseas for a limited period of time. The Board has been further informed that there is no intention or desire that this FAO Corps be permitted to evolve into a corps of officers parallel to but separate from the FSO Corps, having access to all positions open to FSOs throughout the world, but not subject to the same obligations or governed by the same procedures for admission, assignment, promotion or selection out. Since this intention is nowhere stated in the text of the bill, the Board respectfully requests the inclusion in the reports of the Congressional Committees of a clear statement of the intent of Congress with regard to the role of the proposed FAO Corps. The development of a legislative history would obviate future controversy on this key issue.

(6) The Board welcomes the indication it has received that the promotion of FAOs will be handled separately from that of FSOs. It is now intended that FAOs will compete for promotion separately among themselves on a functional basis. In the light of differing methods of recruitment of FAOs and FSOs, the dissimilar roles of the two groups, and the absence of a provision for selection out of FAOs for excessive time in grade, the Board believes that any other arrangement would be inequitable for both groups.

(7) The earlier provisions of the bill provided for mandatory transfer of present Civil Service personnel in the Department of State, USIA, and AID to the new Foreign Service. This feature has been eliminated. The Board concurs with the Secretary of State that this change "will likely defer for some years accomplishing the very purpose which the bill is designed to achieve, namely, a single unified foreign affairs personnel system that will cover both overseas and home based employees." As a result, the Board believes that HR 6277 does not now meet its basic objective and should be amended to reincorporate a three-year, or at most a five-year, mandatory transfer provision.

(8) The Board has devoted careful attention to the proposed establishment of the so-called "Unlimited FSR" category, consisting of Foreign Service Reserve officers whose appointments would be subject to no time limitation. The Department of State itself has only a very restricted need for this category in relation to a limited number of highly trained specialists, such as physicians. The Board has been assured, however, that the "Unlimited FSR" category is essential to AID in order to make possible continuity of service and a "career ladder" for the large majority of its officers who will not integrate into the FSO Corps.

The Board understands and endorses AID's need for an "Unlimited FSR" category. It also considers that such a category might be helpful to USIA.

The Board respectfully requests, therefore, the inclusion in the reports of the Congressional Committees of a clear statement that it is the intention of Congress that the use of the "Unlimited FSR" category be limited to officers appointed by and serving with AID and USIA. The State Department's very restricted need for this category could adequately be met under other provisions of the Foreign Service Act of 1946 as amended and as proposed in the new legislation.

(9) The House Subcommittee on State Department Organization and Foreign Operations was informed in May 1965 that there were 3,350 Foreign Service Reserve officers (FSRs) in AID and 1,391 FSRs in USIA, including the 803 nominated or certified for nomination as FSOs. The Board has been informed that the provisions of Section 517 of the Foreign Service Act of 1946 make possible the lateral entry of these FSRs into the FSO Corps. AID and the Department of State are currently discussing a proposed program under which a selected group of AID Foreign Service Reserve officers would be considered for lateral entry as Foreign Service officers over a period of five years. The number to be considered in each year has not been determined, but is understood, as now envisaged, it would not exceed 100, or a total of 500 for the five-year period. The Secretary of State, in his letter to Senator Fulbright, stated that over the next few years there would be "a phased program for the examination and selection of qualified AID officers under existing authority for lateral entry appointment. Thus an increase would occur in the number of Foreign Service Officers . . ."

Recalling the personnel problems over the last ten years resulting from the Wristonization program, the Board must point out that a new large scale integration into the FSO Corps would have an important bearing on the composition, class distribution and career prospects of the present FSO Corps. The authority for such an integration already exists under Section 517 of the Foreign Service Act, as amended, although HR 6277 would make lateral entry provisions more liberal. If such a large scale integration does take place, it would clearly affect the FSO Corps.

The Board, therefore, respectfully requests the inclusion in the reports of the Congressional Committees of a clear statement of the intent of the Congress:

(a) that the creation of an "Unlimited FSR" category is not to be considered as Congressional endorsement for any subsequent large-scale integration of such officers into the FSO Corps;

(b) that integration into the FSO Corps under the Foreign Service Act of 1946 as amended be on an individual and highly selective basis;

(c) that candidates for lateral entry be accepted only if they possess qualifications equivalent to those of Foreign Service officers of the grade for which they are being considered, and have the potential for further advancement in the Service; and

(d) that the total number of such candidates be directly related to the programed, long-term, manpower needs of the Service.

Sincerely,

U. Alexis Johnson
President
John H. Stutesman
Chairman



FOREIGN SERVICE JOURNAL

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THE AMERICAN FOREIGN SERVICE ASSOCIATION is composed of active and retired personnel who are or have been serving at home or abroad under the authority of the Foreign Service Act of 1946, as amended. It groups together people who have a common responsibility for the implementation of foreign policy. It seeks to encourage the development of a career service of maximum effectiveness, and to advance the welfare of its members.

The dues for Active and Associate Members are either \$15 or \$12: For FSO's in Class V and above the rate is \$15 and is the same for FSR's. Staff officers and Civil Service personnel in corresponding grades. For Active Members in lower grades the dues are \$12. The annual dues for retired members and others who are not Active Members are \$12. Each membership includes a subscription to the FOREIGN SERVICE JOURNAL.

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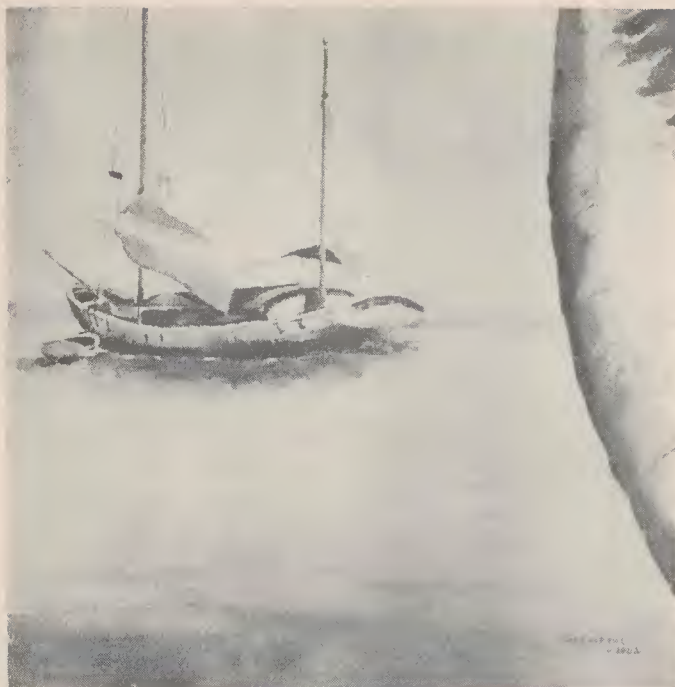
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The Foreign Service JOURNAL welcomes contributions and will pay for accepted material on publication. Photos should be black and white glossies and should be protected by cardboard. Color transparencies (4 x 5) may be submitted for possible cover use.

Please include full name and address on all material submitted and a stamped, self-addressed envelope if return is desired.

The JOURNAL also welcomes letters to the editor. Pseudonyms may be used only if the original letter includes the writer's correct name. All letters are subject to condensation.

Address material to: Foreign Service Journal, 815 - 17th Street, N.W., Suite 505, Washington, D. C., 20006.

Ambassadorial Nominations

W. TAPLEY BENNETT, *Ambassador to Portugal*

FINDLEY BURNS, JR., *Ambassador to Jordan*

Awards

WILLIAM O. HALL, Assistant Administrator for Administration, AID, winner of the National Civil Service League's Career Service Award for 1966.

JOSEPH J. SISCO, Assistant Secretary, International Organization Affairs, winner of the National Civil Service League's Career Service Award for 1966.

Marriages

JOHNSON-GODLEY. Elizabeth McCray Johnson was married to George McMurtrie Godley, Ambassador to the Republic of the Congo, on March 26, in Leopoldville.

LUSBY-STAAITS. Sharon Joy Lusby, daughter of FSO and Mrs. David S. Lusby, was married to Douglas C. Staats, on January 12, in Silver Spring, Maryland.

MCGINNIS-CORCORAN. Marie Theresa McGinnis, daughter of FSO and Mrs. Edgar L. McGinnis, was married to Dennis Robert Coreoran, on April 16, in Cambridge, Massachusetts.

PEURIFOY-STEWART. Mrs. Betty Jane Peurifoy, widow of Ambassador John E. Peurifoy, was married to Arthur C. Stewart, on April 12, in Tulsa, Oklahoma.

Births

THOMSEN. A son, Robert John, born to FSO and Mrs. Samuel B. Thomsen, on March 12, in Torrance, California. Mr. Thomsen is American Consul in Vietnam.

Deaths

HANES. Betty R. Hanes, FSO assigned to AID, died on April 1, in Washington, D. C. Miss Hanes entered the Department in 1954 and served in Paris, Nice and the Department before her assignment to AID.

MCGILLIVRAY. James H. McGillivray, Deputy Country Public Affairs Officer (for Brasilia), died on March 5, in Rio de Janeiro. Mr. McGillivray joined the Department of State as a foreign affairs analyst in 1951. He served in Sao Paulo, Recife and Trivandrum, India. In 1959 he received USIA's Meritorious Service Award for "loyalty and dedicated devotion to duty with the United States Information Service in Madras, and especially for imagination, resourcefulness, enthusiasm and courage in the performance of duties."

MILBOURNE. Harvey Lee Milbourne, FSO-retired, died on March 16, in Charles Town, West Virginia. Mr. Milbourne entered the Foreign Service in 1919 and served in China until 1930, then in Cologne, Quebec, Windsor, St. Lucia, and again in China. He retired in 1946.

MUCCIO. Teresa Anne Muccio, daughter of Ambassador and Mrs. John J. Muccio, died on April 8, in Washington. The family suggests contributions in lieu of flowers be sent to DACOR or to the American Foreign Service Association Scholarship Fund.

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Letter from AFSA President



Dear Colleagues:

The Scholarship Fund has received strong support recently. Last month Hobart Lewis, President of the Reader's Digest, sent us a generous check for \$2,500 in appreciation of assistance given staff members of the Digest by the Foreign Service. We have also had a good, if uneven, reaction to the challenge of a retired officer to the AFSA membership from State, USIA and AID, each to match his donation of \$2,500 to the scholarship fund. State response has been very generous, and the USIA members have nearly reached the target figure. At the latest count State members have contributed nearly \$12,000, USIA just over \$2,000 and AID just under \$700. The campaign is still open, and we are hoping that both USIA and AID members can raise their contributions which remain below the proportion of their membership in

the Association as well as the scholarship assistance their children have received.

We have noticed that the preponderance of those attending our eighth floor luncheons have been senior and retired officers. The Committee on Entertainment is suggesting several ways to encourage newly commissioned and junior officers to attend these monthly luncheons. Although in some cases the cost of the luncheon may be a deterrent, we believe a more important drawback is the fact that, even when they do attend, younger officers seldom get to meet the senior members. The Board is encouraging older officers to invite junior members to accompany them to the luncheons. In addition, members of each incoming class of junior officers who join the Association will be invited to attend without charge the first luncheon available to them. We would welcome any other suggestions for encouraging younger members to attend these luncheons.

Elsewhere in this issue the announcement is made of the resignation of Julian Harrington as General Manager of the Association and of the appointment of Gardner Palmer as the new General Manager. I would like to express my thanks and those of my colleagues on the Board to Julian Harrington for his loyal service during the last four and one-half years. We will miss his cheerful and effective voice in the direction of Association affairs. He carries with him best wishes from all of us. At the same time we extend a warm personal welcome to Gardner Palmer, who we are confident will prove an able successor to Julian.

W. Alexis Johnson



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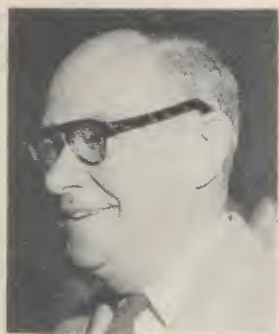


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In his capacity as General Manager of the Foreign Service Association, Julian Harrington's principal merit was, perhaps, that he never treated the Association as a corporation or as an institution, but as a group of individuals. Every member, no matter what his age or grade, was treated with instantaneous kindness and understanding. In running an office very few men are capable of maintaining an unwavering

benign good humor. It should be set down in solemn good faith, therefore, that Ambassador Harrington possesses this talent. His urbane personality made for a cohesive and happy office and this will cause those who worked for the Association and the JOURNAL in his time to remember him always. By his own choice he is going off now to leisurely days on Cape Cod and in Florida. He has well earned them. His term as General Manager followed a bright career. He served in Spain, Belgium, Eire, Mexico, the Dominican Republic, Canada, the Philippines and Hong Kong. In his last post he served as Ambassador to Panama. At an earlier stage he became, as deputy to the first Director of the Foreign Service, Selden Chapin, one of the chief architects of the Foreign Service Act of 1946.



Gardner E. Palmer, the new General Manager of the Foreign Service Association, has had an extraordinarily variegated career. He was born in Detroit, August 13, 1903, and he obtained a B.S. from the University of Michigan. In his early years he was a mortgage and investment banker and it was as an economic analyst that he entered the Department of State in 1942. Among his posts abroad were Santiago, Vienna, Phnom Penh, Saigon and Tokyo. The Far Eastern experience was crystallized in 1957 when he became Deputy Assistant Secretary of State for Far Eastern Affairs. In 1959 he was appointed counselor for economic affairs in Tokyo. Mr. Palmer is likely to find that his expertise in financial matters will be one of his chief assets in his job as General Manager of the Foreign Service Association. After his retirement from the Foreign Service, he was called back to organize the first Foreign Service Day on November 12, 1965 (reported fully in the December, 1965 issue of the JOURNAL) which brought together more than 200 retired Foreign Service officers. It was all a big success and the JOURNAL said at the time, "The program, master-minded by Gardner Palmer, was skillfully designed to make every officer feel that, even if retired, he was an active part of the present."

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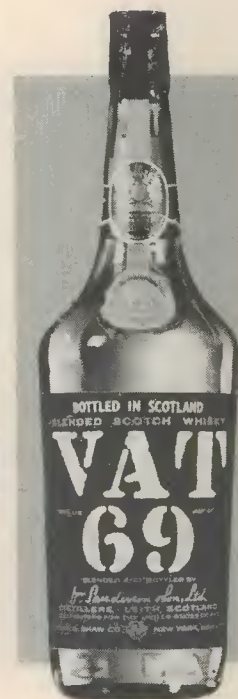
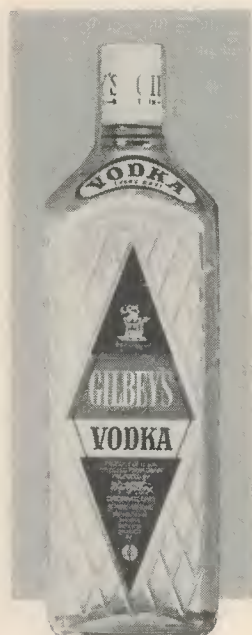
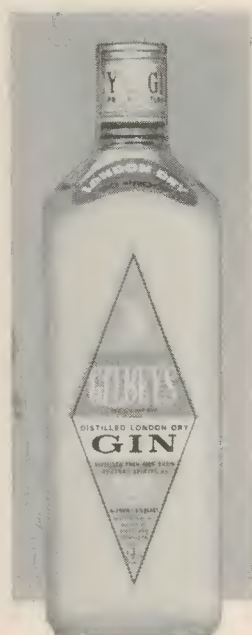
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WITH OUR CONTRIBUTORS

ROBERT W. CHASE is an Arabic Language and Area specialist who is currently serving in the Department as OIC Morocco. He has served in Beirut and Rabat and traveled throughout the Arab world. Combining his Foreign Service travel and his hobby of gourmet cooking, Mr. Chase now has a collection of some 400 cookbooks in English, Arabic, French and Dutch. His article on Arab cuisine appears on page 47 of this issue. He is working on a book which will offer original and borrowed recipes and anecdotes about food and the Foreign Service.

BETTY KALISH, whose story of an "Involuntary Vacation" is on page 24, has been in Dacca for a year and a half and likes it very much. She hopes to get back to her writing when the monsoon season starts and also hopes never to be evacuated again.

LIVINGSTON HARTLEY is the Associate Director of Declaration of Atlantic Unity and is active in the Atlantic Council of the United States. He assisted in the creation of the NATO Parliamentarians' Conference, see "Towards an Atlantic Alliance," page 18, and was adviser to the House Delegation at several of its sessions. Mr. Hartley served five years as a Foreign Service officer in Washington and South America. He is the author of "Atlantic Challenge," two other books on American foreign policy and numerous articles on foreign affairs.

JACK PERRY, an FSO since 1959, writes that although he submitted the article "Sorensen and Schlesinger and the Service," before the recently announced measures for State Department coordination of all US overseas activities, he be-

lieves that these steps support, rather than invalidate the arguments he was trying to advance in the article.

JANE WILSON POOL, a Foreign Service Reserve officer, is a tour lecturer in the Department of State. She also assists Clement E. Conger, Chairman of the Special Fine Arts Committee. Before her marriage to retired FSO John C. Pool, she was for some years managing Editor of the JOURNAL. She accompanied her husband to Foreign Service posts at Budapest, Bermuda, Buenos Aires, Southampton and Tegucigalpa. Mrs. Pool has contributed several articles to the JOURNAL in the past, notably "Operation Househunting." Mrs. Pool now takes an active interest in the Association of American Foreign Service Women.

Ambassador HENRY S. VILLARD is Director of Programs at the Washington Institute of Foreign Affairs. He has signed a contract for a new book with the Thomas Y. Crowell Company, publishers of his "Affairs at State," see page 38 of this issue. Ambassador Villard has recently written articles for THE NATION and THE DIPLOMAT in addition to his annual evaluation of the new automobiles on page 44.

LEWIS RUBENSTEIN, our cover artist, has developed a unique art form he calls Time Painting. It is scroll painting which the viewer rolls through a special frame and sees as a continuously changing composition. Mr. Rubenstein's exhibition at the Ruth White Gallery in New York which ran through the middle of last month featured several Time Paintings together with paintings and drawings related to Rubenstein's work on a Fulbright grant to study in Japan, a State Department assignment to South America and a Vassar College Faculty Fellowship to Europe.

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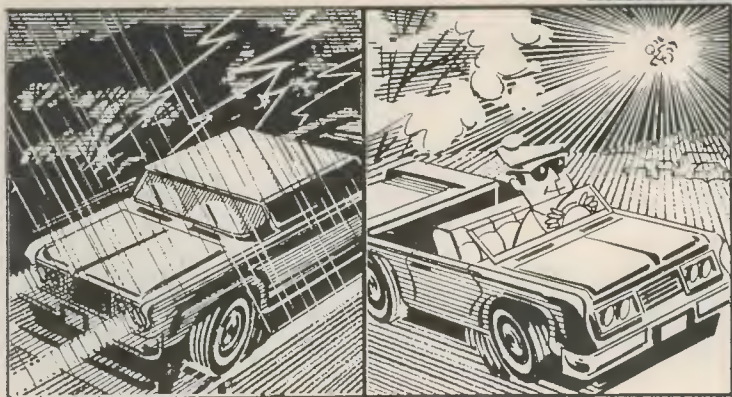
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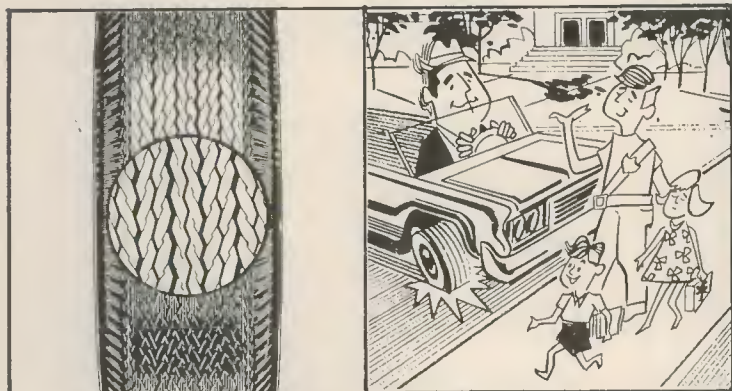


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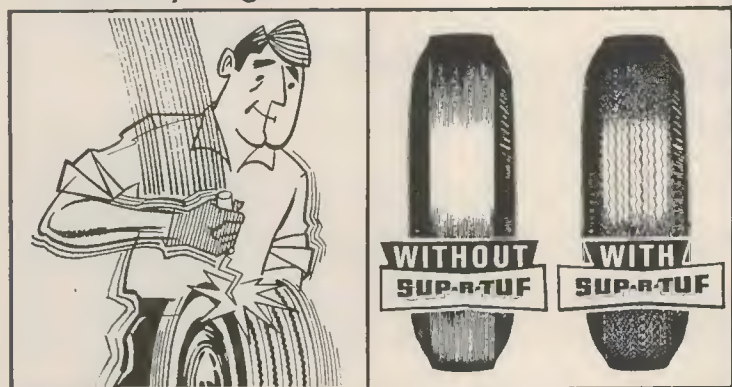
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25 YEARS AGO

MAY 1941

IN THE JOURNAL

by HENRY B. DAY

THE JOURNAL editorial of May 1941 reads in part:

The eyes of the country are directed at the focal points of aggression in Europe and Asia. The daily newspapers follow with passionate interest the peregrinations of our Minister to Yugoslavia and his staff as he maintains contact with the government of that heroic nation.

The Minister was the Honorable Arthur Bliss Lane. When Belgrade was attacked the Legation was bombed. Mr. and Mrs. Lane moved up to the suburban hillside house of the Karl Rankins while supervising evacuation of nationals and carrying on the thousand exhausting tasks of this emergency. Later the Lanes made their way up the Danube to Budapest and on to Berlin, then they traveled through unoccupied France, Spain, and back to the United States. The Rankins stayed on still longer to close out.

Wartime photographs show a fleet maneuvering, a large V-formation of carrier based biplanes, the USS *Philadelphia* in Guantanamo Bay, and the officers who manned the Athens Legation during this difficult time: the Minister Lincoln McVeigh with Cavendish Cannon, H. Lawrence Groves, Burton Berry, William Fraleigh, Foy Kohler, and G. Lewis Jones.

There is an article from the Navy Public Relations Bureau about the eight bases obtained in exchange for 50 destroyers to provide a nearly straight line of outer defense from Newfoundland to Trinidad. The article observes that—

With longer ranges each year for patrol planes it is conceivable that in the decade to come Greenland, Iceland, the shores of Europe, Africa and South America can be covered by our eyes above the sea in search of movements of an enemy.

Travel

South-West Africa: Mrs. James Orr Denby described an auto trip the Denbys made from Cape Town to the salt pans and game herds of South-West Africa. For members who get stuck the procedure they followed when their car sank into paint-like mud under a thin crust is summarized: It was sunset and they were 50 miles beyond the previous outpost and 30 miles from the next one so they had to wait in the car until dawn, enjoying a gallon of water and a can of crackers. They decided to put four canvas sacks under the wheels. They took discs from the wheels, dug a hollow under the rear bumper, placed the jack under the discs, raised the bumper a few inches, pushed a crate and box (for extra gas and supplies) under the bumper on each side, and then in a blazing sun after five hours of work got the discs and jack under the axle. Meanwhile Mrs. Denby had gathered a great pile of brush. They put the canvas under the wheels with brush and laid brush for a stretch behind the car. With this they were able to back the car slowly to higher ground.

The Denbys watched kudus, wildebeeste, zebra, and springbok and during the night heard roars not identified. They visited Bushmen making arrowheads, some about a quarter-inch long, used with a bow and arrow the length of the palm

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of a hand, a stone-age switch-blade for infighting. They dipped the arrowheads in a poison which paralyzes instantly and kills in an hour or two. A relic of German days was a crenelated fort needed for struggles against the warlike Ovambos. The Denbys came to the bottomless lake, Otjokoto, 100 feet below ground level and cupped in rock walls, where swimmers lose their lives, sucked down by an invisible whirlpool near the center.

James Denby is now Director of the Anderson House Museum, Society of the Cincinnati, in Washington, and raises cattle on a farm in Middleburg. Not long ago he was made a Chevalier of the French Legion of Honor.

Galapagos: Charles Lewis accompanied an admiral on a visit to the Galapagos Islands aboard the USS *Charleston*. Three of these parched, volcanic islands had European residents. At Wreck Bay, San Cristobal, the commandant of the Ecuadorian garrison had no gun to salute the admiral but gave him a small turtle with a string tied to his leg. Wild dogs had proliferated. The dogs caught turtles while still young and tender and preyed on calves and colts on the hill-sides by the town of Progreso, where lava had broken down into soil and residents subsisted on an economy of guava, banana and coffee trees, horses, cattle, and meager farm produce. A Canadian resident of 40 years asked about the war and Joe Louis. For the children it was Christmas, which is when the presents come. The captain was Santa Claus.

At Academy Bay the residents had been without salt, flour, sugar, coffee, and tobacco for weeks. Two had jaws swollen from long-standing toothaches. The ship provided relief with supplies and a dentist with forceps. At Floreana were several characters who had left now forgotten scandals behind to find peace in the Pacific.

Hobbies

Fraser Wilkins, then in Halifax, wrote the JOURNAL about

the roaring sport of curling, which Consul General Clinton E. MacEachran and Knowlton Hicks and he struggled with. Knowlton sent pictures of the three in curling club uniform. The Consul General is shown receiving congratulations from the president of the Halifax Curling Club for delivering stones victoriously. Clinton MacEachran is now a great grandfather living in Washington. He has just visited a daughter and granddaughter in Florida.

Knowlton Hicks sent in an illustrated but not readily digestible article on color prints. He explained that starting with white paper one must subtract component parts of white light and know the relation between the color of filters for the negative and the color for the positive. The negative photographed through the red filter is printed in greenish blue which is minus red, the one taken through the green is printed in bluish red which is minus green, and the one taken through the blue is printed in yellow, which is minus blue. The cadence nearly works into verse but the illustrations are of a grapefruit, orange, pineapple and plums.

Honor

The Rotary Club of Windsor gave a dinner in honor of Marshall M. Vance and presented him with a parchment which said he had shown "qualities of heart and mind which have endeared him to all who have known him." He was leaving Windsor after serving there eight years, bound for Lyons. Marshall is now in Ormond Beach, Florida, and is an income tax consultant. He is director of the Daytona Beach Civic Music, Inc., treasurer of the United Fund there, and has kept up his interest in Rotary. He has been a member of the local club for 13 years and was president one year.

Travelers

Richard P. Butrick left San Francisco for Chungking after motoring from Washington to St. John, New Brunswick and on to California. In St. John, the Butricks had their two chil-

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dren baptized in the church in which they had been married.

Jacob D. Beam and Robert D. Coe left the Department for London.

James Riddleberger, William W. Butterworth, Homer M. Byington, Jr., and J. Wesley Jones arrived from Berlin, London, Belgrade and Rome for duty in the Department. Wymberly D. Coerr came for a session at the FSO's Training School after nearly two years of probationary training (one year of overtime) in Montreal.

Robert D. Murphy, Counselor at Vichy, arrived for consultation after a tour of American consular offices in North Africa.

Recently commissioned officers were given these first assignments:

Don V. Catlett to Ciudad Trujillo
Ralph N. Clough to Toronto
William A. Crawford to Habana
Thomas P. Dillon to Toronto
George M. Godley, 2nd, to Marseille
Caspar D. Green to Habana
David H. Henry to Montreal
David H. McKillop to Zurich
Richard A. Poole to Montreal
Lubert O. Sanderhoff to Vancouver
Temple Wanamaker, Jr., to Barcelona



The May 1941 JOURNAL reported the birth of a daughter, Carol Susan, to the William F. Bussers. William was then on temporary duty with the Division of Controls after serving as Vice Consul in Buenos Aires.

Carol attended the Conservatory of Music at Oberlin and is now studying comparative literature at Columbia. William Busser is Assistant to the Vice President—Development, Pan American World Airways.



A daughter Ellen Mary was born April 6, 1941, in Ottawa to the Avery F. Petersons.

Avery is now teaching at Boise College in his home town of Boise. Ellen Mary is teaching English at Punahou School, Honolulu, after graduating from Goucher College and doing graduate work at Berkeley.



Adrian B. Colquitt and Mary Middleton Rowland were married on April 26, 1941, in Savannah, Georgia. Adrian was then assigned to the Department after Addis Ababa, Aden, Adelaide, Brisbane, Port Elizabeth, Panama and Cayenne. The Colquitts now live in Washington, manage trips to Europe, and sail. Adrian has taken his ketch to the Bahamas. He has opened an office as a visa consultant, hard by DACOR House.

FORTY YEARS AGO

Once Upon a Time

On May 3, 1926, Joseph Clark Grew gave a commencement talk to the graduating class of 1926 at the Foreign Service School and spoke of how the Foreign Service had changed, supplying this bit of history:

It has been an inspiration to watch the development of our Foreign Service during the past twenty years. I had the good fortune to come into it at about the time when the first steps for applying civil service principles to the Diplomatic and Consular Services were being taken. In those days, twenty years and more ago, one generally



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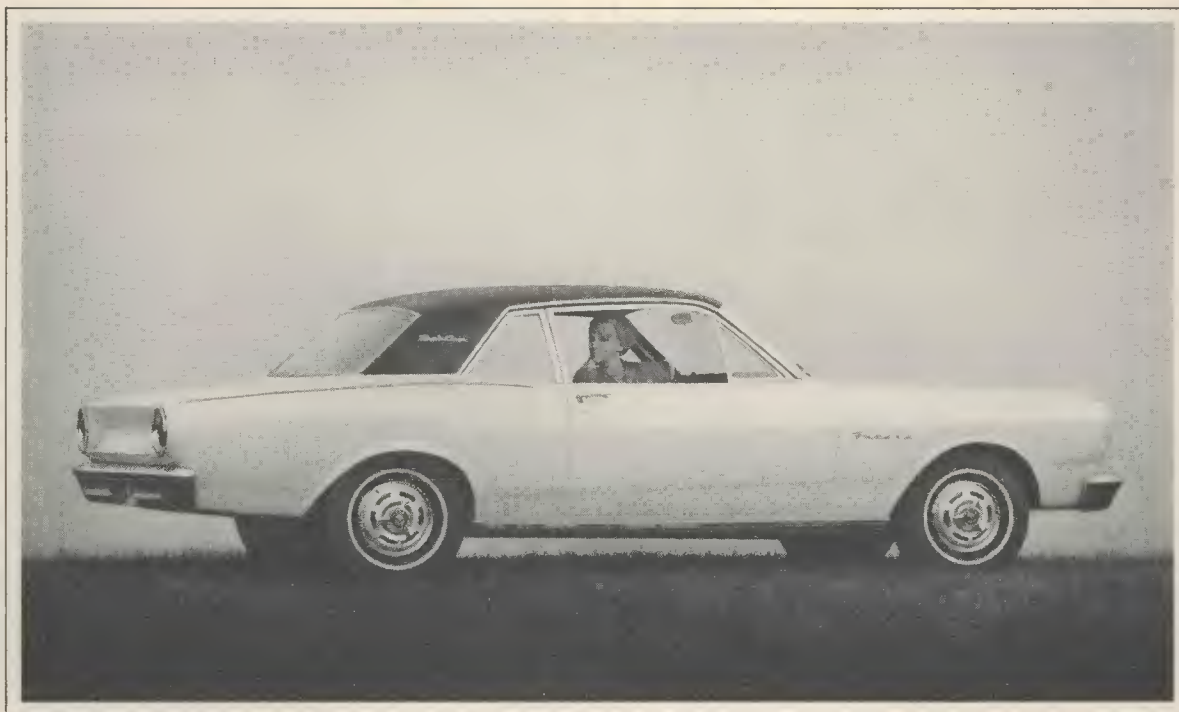
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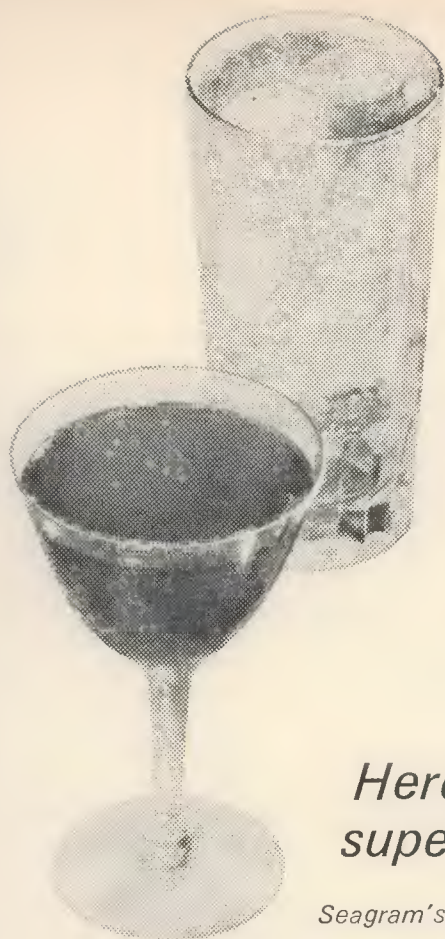
served for four or eight years, as the case might be, and was then ruthlessly replaced to make way for a successor without background or experience, his own experience scrapped and lost to the Government. What an economic waste that was!

I was looking back the other day on some of the periods of service of diplomats and consuls in the old days, and was amused to note the great majority of cases in which an officer served for four years, the term of one administration. Now and then an officer would survive, such as Henry Vignaud, who remained as First Secretary in Paris for 30 or 40 years, and a man named Neill, who, I believe, served for an even longer period as Secretary of Legation in Peru. But these were exceptions, and even those exceptions were unfortunate, because such a man inevitably became imbued with the point of view of the country in which he was serving, and could not possibly see the international picture. For a great many years Mr. Vignaud, a most estimable officer, conducted practically the entire work of our Embassy in Paris, and, as he kept most of his records in his head, his successors often found themselves in quandaries.

Mr. Bailly-Blanchard once described to me his early years in Paris as Second Secretary under Vignaud. He said that at first he was permitted to do nothing whatever, but after several months of inactivity he drafted a note to the Foreign Office on his own initiative and submitted it to Vignaud. The latter was furious, tore up his draft, and told him to go back to his office and to mind his own business. However, he persisted, and, as he was a master of French, one of them was accepted, and thereafter he was allowed to take on his share of work in the chancery, although he had to batter down long standing tradition to do so. They told me in Paris that Bailly-Blanchard's notes were such perfections of French style that the Quai d'Orsay itself frequently adopted some of his phrases and methods of expression. ■



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Towards an Atlantic Assembly

We support the suggestion for an Atlantic Assembly which was approved by the NATO Parliamentarians at their most recent meeting. (Secretary of State Dean Rusk at Cleveland, March 6, 1965.)

THE movement towards an Atlantic Assembly, which has now been given new impetus by the NATO Parliamentarians, can be traced back to 1951. On November 21 of that year, Senator Guy M. Gillette of Iowa proposed in a speech that such an Assembly be created, saying: "I can visualize such a North Atlantic Town Meeting, gathering every autumn . . . serving to fill one of the glaring gaps in Atlantic co-operation—and bringing home to Canadians, Americans, and Western Europeans alike the fact that they really comprise one community." This "glaring gap" was the lack of any machinery for co-operation between NATO legislators at a time when representatives of the NATO governments were meeting regularly in the North Atlantic Council and its subsidiary committees.

The following May, Senator Gillette accompanied former Supreme Court Justice Owen J. Roberts and others to Ottawa for discussions with some Canadian members of Parliament. This meeting adopted a resolution urging that NATO legislatures "give consideration to the creation of a North Atlantic Assembly, composed of parliamentary representatives of the peoples concerned. . . ."

In Europe, this idea had also begun to germinate and was reflected in resolutions of conferences of Atlantic citizens held in Oxford in 1952 and in Copenhagen in 1953.

By this time, interest in an Atlantic Assembly had developed within the United States Government, primarily among officers in the Department of State who dealt with European affairs. It could also be found among a handful of Senators and Congressmen, notably Senators Gillette and Kefauver, but did not extend to the leadership in Congress until a need for Congressional action arose in 1955. Before then it had spread through the State Department until it reached the top and became the basis for the constructive role the Department played in late 1954 and 1955.

The first action to implement this idea occurred on November 11, 1954, when the President of the Norwegian Parliament sent letters to the parliaments of seven other NATO countries proposing that a visit of some of their members to the NATO headquarters be arranged for the following spring. Through a mistaken belief that

the United States Government would be opposed to Congressional participation in this meeting, Congress was not sent a similar letter. It became urgent to straighten out this misunderstanding if the meeting was to include all NATO nations and adverse reactions in Congress to being left out were to be avoided.

This was done largely through the initiative of a private organization, the "Declaration of Atlantic Unity," which played an essential catalytic role. Its American sponsors arranged a dinner in New York for some parliamentarians from NATO countries who included Finn Moe, Chairman of the Foreign Relations Committee of the Norwegian Parliament, and Senator Wishart McL. Robertson, Speaker of the Canadian Senate. At this dinner Finn Moe undertook to see that Congress received an invitation to the proposed meeting, provided that assurance could be furnished that the United States Government would not regard the invitation unfavorably.

One of the American sponsors of the "Declaration," Lithgow Osborne, then wrote Senator Walter F. George, Chairman of the Foreign Relations Committee, Congressman James P. Richards of the Foreign Affairs Committee and Assistant Secretary of State Livingston T. Merchant explaining the unfortunate misunderstanding by the Norwegians and suggesting means by which it could be rectified. These letters resulted in replies from Senator George and Congressman Richards expressing their personal views that such an invitation would be appreciated, and in action by the State Department through its own channels to remove the misunderstanding. On January 19, 1955, the President of the Norwegian Parliament sent such invitations to Vice President Nixon and Speaker Rayburn.

The next problem was to bring this proposal to fruition; here Speaker Robertson of the Canadian Senate played a central part. In March, 1955, he came to Washington where he talked with the Vice President, the Speaker and other Congressional leaders and attended a luncheon with senior members of the Foreign Relations and Foreign Affairs Committees organized by the American sponsors of the "Declaration." The result of his visit was a concurrent resolution providing for a US Delegation of 14 members to attend the proposed meeting of NATO parliamentarians. Its passage was assisted by a letter from Acting Secretary of State Herbert Hoover, Jr., to Senator Leverett Saltonstall which expressed the belief that "such gatherings could contribute materially

to interest in and thereby to the strength of the Atlantic Alliance."

WHEN the first Conference of NATO Parliamentarians met in Paris on July 18, 1955, it was attended by 200 delegates from all the NATO nations. It elected as its President its principal founder, Speaker Robertson of Canada. After addresses by the Secretary General, SACEUR, and others, it held a general debate which dealt primarily with its own future. Its final resolution, adopted unanimously, provided that the meeting "invites the Speakers of the various Parliaments concerned, according to the procedures which they think appropriate, to send delegations to a similar meeting each year."

Thus, unlike the European Consultative Assembly which was created by an official agreement between governments, the NATO Parliamentarians' Conference established itself. It has consequently been called an informal body. Yet it is also a semi-official body since its delegates are national legislators appointed by their parliaments, its budget is met by these parliaments, and it has developed a relationship with NATO which is real even if it is not founded upon any formal agreement. Nine annual meetings in Paris have all been held in the NATO headquarters and have utilized many services of the NATO Secretariat. The NPC has regularly been "briefed" by the NATO Secretary General and SACEUR or their deputies and has addressed its recommendations to the North Atlantic Council as well as to parliaments or governments.

In July, 1956, Congress enacted legislation, which had been "warmly endorsed" by the Department of State, providing that not more than 18 members, half from the Senate and half from the House, should meet annually with similar representative groups from other NATO countries. The delegation was to be bi-partisan, appointed by the Vice President and the Speaker of the House. Provision was made for meeting the US share of the overall budget. As far as the United States was concerned, the NPC had become a permanent institution.

In 1956 and thereafter, the Conference convened in the fall, usually for five or six days in November. In 1959 it met in Washington and in 1965 in New York; in all other years it has been held in Paris. The Second Conference of 1956 initiated the pattern developed since:

"briefings" by the Secretary General of NATO, SACEUR and other outstanding Atlantic leaders; division into committees to consider draft resolutions; a general debate on political, economic, military and other questions; and adoption of recommendations.

In its past ten years, the NPC has made some valuable contributions to the Atlantic relationship. As an annual forum for contacts and exchange of ideas between Atlantic legislators, it has brought about a striking increase in mutual understanding. They have argued, they have agreed, they have talked in the corridors, and they have lunched and dined. The effect of this development has been accentuated by the stature of some of the delegates. Americans have included Senators Lyndon Johnson, Fulbright and Russell and, as chairmen of committees, Senators Kefauver, Javits and Jackson, as well as Congressman Wayne L. Hays of Ohio who has served on the Bureau of the Conference and as US member of its Standing Committee since 1955. The British, who usually appoint some leaders of the Opposition, have sent Harold Wilson, Hugh Gaitskill, George Brown and Clement Davies. From other countries men who have played prominent roles in the Conference as well as in their national political life have included: J. J. Fens of the Netherlands, Franz van Cauwelaert and Henri Fayat of Belgium, Nils Langhelle and Finn Moe of Norway, and Per Hækkerup of Denmark.

The NPC, moreover, has performed a very effective educational function. Those who have attended it have learned much, not only of one another's views, but also of NATO and of the problems of the Atlantic Community. It has been illuminating to observe the extent to which Senators and Congressmen who have served as delegates support and vote for legislation beneficial to Atlantic relations.

Ever since the initial Conference of 1955, the feeling of teamwork between the participants has increased. An early instance was the amicable discussion of the Suez crisis of 1956 by leaders of the American, British and French Delegations at the Second Conference, which met a month later. The most recent instance was the overwhelming support shown at the 1965 Conference for the US position on integration of forces within NATO, which was opposed by only a minority of the French Delegation.

The recommendations and resolutions of the Conference have led to many concrete achievements. Salient among these were the establishment in Paris of the Atlan-

tic Institute, the meeting in London in 1959 of the Atlantic Congress of 650 leaders, and the Atlantic Convention which met in Paris in January, 1962. These "offspring," moreover, have produced some very constructive results, including the recommendation of the Atlantic Congress which led to the creation of OECD and the proposal of the Convention that the NPC should develop into an Atlantic Assembly. The latter, one of the three institutional recommendations in the Convention's "Declaration of Paris," proposed "that the NATO Parliamentarians' Conference be developed into a consultative Atlantic Assembly, to meet at stated intervals . . . to receive reports regularly transmitted to it by the Secretaries General of other Atlantic bodies; to raise questions for and to consider, debate and review the work of all Atlantic institutions, and make recommendations to other Atlantic bodies and governments on questions of concern to the Atlantic Community. . ."

AN Atlantic Assembly had now been advocated by a high-level meeting of 92 officially-appointed Atlantic citizens. Prominent among them were the 20 members of the US Citizens Commission on NATO, the principal organizers of the Convention, who had been appointed by the Vice President and the Speaker of the House the previous spring and who were headed as Co-Chairmen by former Secretary of State Christian A. Herter and former Under Secretary of State William L. Clayton.

Before turning to subsequent efforts to implement this proposal, we need to distinguish between two types of parliamentary assemblies which had developed since 1949, both of which differed fundamentally from the NPC in that they had been established by formal international agreements and consequently possessed an official status which the NPC lacked.

One of these, the European Consultative Assembly, possesses a large budget and an elaborate Secretariat housed in its own building in Strasbourg. But its actual powers are solely advisory, to make recommendations to the Committee of Ministers of its governments established to consider and take action upon them. One problem involved in creating a consultative Atlantic Assembly is that it cannot have a similar relationship with the North Atlantic Council, which has a mission of incomparably greater scope and deals largely with secret material.

The other type of assembly, best exemplified by the European Parliament established by the Treaty of Rome, possesses some real, if strictly limited, powers. It can force the members of the EEC Commission to resign in a body by adopting a motion of censure. While it remains possible that an Atlantic Assembly might evolve in the future to a point where it could be accorded some powers of this kind, the role envisaged for it by the Atlantic Convention was merely advisory.

When the NPC met in Paris the following November, its Political Committee sought to implement this proposal of the Convention. Since there were only two Atlantic bodies to which such an Assembly could be consultative, the problem revolved around constitution of an Assembly which would be acceptable to the member nations of OECD as well as those of NATO. To tackle this problem, the Conference created a Special Subcommittee which it instructed to submit recommendations on:

"A constitution or charter for a Consultative Atlantic Assembly as called for by the Declaration of Paris . . . ;

"The precise powers and functions to be exercised by such a consultative assembly;

"A form of association" with OECD or an Assembly "to serve . . . as a single consultative parliamentary body both for NATO and OECD."

At the next Conference in November, 1963, the Subcommittee reported failure in its mission and recommended instead some reforms designed to strengthen the NPC. While the State Department had been generally favorable, the Subcommittee had encountered opposition among some NATO governments and, more significant for the future, unwillingness of three "neutral" countries in OECD—Austria, Sweden and Switzerland—to participate in a body concerned with defense or with NATO. This second obstacle appears to be enduring and has so far blocked progress towards a single Atlantic Assembly for both NATO and OECD. For this reason, some factors relating to it need to be borne in mind.

OECD consisted at that time of the 15 NATO nations plus five others—Austria, Ireland, Spain, Sweden and Switzerland. These five accounted for less than ten percent of the total population of the OECD countries; the NATO nations accounted for 90 percent. Spain, by far the largest of the five, does not have a "neutral" attitude towards NATO and defense problems. Without Spain, the others comprised only about four percent of the peoples of the 20 countries of OECD.

Since then Japan has become a member. While her membership enhances the importance of OECD, it adds to the difficulty of setting up an "Atlantic" Assembly for OECD as well as NATO, in which 95 million Japanese would be entitled to a larger representation than any country except the United States.

By this time a number of studies and reports had portrayed some of the possible features of such an Assembly. Its members, all parliamentarians selected by their parliaments, could number between 100 and 200. National delegations could be apportioned, as in all the existing European assemblies, by a sliding scale which decreases representation per capita as population increases. Each member should have a vote. As to its powers, these could comprise the following rights:

To receive regular reports from NATO and OECD;

To submit questions and to receive either answers or formal refusals to answer from their Secretaries General or Councils;

To invite representatives of their Secretaries General or Councils to appear before plenary sessions or committees;

To make recommendations to NATO and OECD and inquire what action had been taken respecting them.

Efforts until then had been directed towards a single Assembly with "split" sessions and committee structure. It had been proposed that delegates from the NATO countries could meet in plenary sessions to debate and review NATO affairs, and delegates from OECD countries could meet in separate sessions to debate and review OECD affairs. The two meetings could be consecutive to minimize travel and expense while the committee structure could be divided, some committees dealing with NATO questions and some with questions relating to OECD.

(Continued on page 53)

Entertaining in State

WHEN the Secretary of State travels abroad he is entertained in surroundings that reflect the grandeur and traditions of the host country. At an official reception in London, for instance, he is not astonished to see the shining mahogany surfaces of Sheraton, Shearer and Chippendale; Gainsboroughs and Romneys look down from the walls. In France, the walls might be covered with Fragonards or Perroneaux or Gobelin tapestries—all heightening the effect of Louis XIV, XV, VI or even Empire. At a reception in Rome a fireplace by da Rovezzano might show up, or a ceiling by Diziano or possibly a Veronese or Ghirlandaio. Or take a reception in Tokyo: the ambience might harbor prints by Utamaro or Kiyonaga or a screen covered by Kobayashi. Even poor countries with short histories sometimes make a good showing.

But America, too, is crammed with beautiful things. Yet, until 1961, when the New State Department building was completed, foreign dignitaries visiting this country were entertained by the Secretary at dinners and luncheons held in local hotels. He entertained Chiefs of State in private clubs by courtesy of those organizations. Nowhere in the twenty-nine buildings that housed the Department up to that time had there been suitable reception facilities for a state occasion. Now, with the new Diplomatic Functions Rooms on the Eighth Floor of the new building, the Department no longer has to beg, borrow or rent space to roll out its red carpet.

The opportunity has come, at long last, to present, in these rooms, our American history and heritage. On the Eighth Floor, it is now possible for foreign guests to see the early development of our Nation as portrayed by the handiwork of our early artists and our superior craftsmen. These are a tribute to the memory of the great statesmen, who helped found the new Republic. At the suggestion of Secretary Rusk, the six state rooms were named for Founding Fathers of American Diplomacy: John Quincy Adams, Thomas Jefferson, Benjamin Franklin, James Monroe, James Madison and Martin Van Buren. Along with superior examples of American decorative arts, there is a sprinkling of fine European and Oriental pieces.

To take advantage of this opportunity of a lifetime, the Special Fine Arts Committee was formed by State Department officer Clement E. Conger, then Deputy Chief of Protocol, who originated the whole Fine Arts Project. The 36 members of the Committee include di-

rectors and specialists from the country's museums, art collectors, a trustee of Winterthur Museum, collectors of Americana, authorities on period furniture, historians and retired American diplomats. These men and women are all experts in their respective fields. The Committee immediately embarked on a long-range "Project Americana"—to plan and acquire the finest examples of American design and decoration of the period 1750-1820, appropriate for the rooms as named, for the purpose of creating a worthy setting to represent this country to the world.

There being no official funds for such prestige furnishings, this project, under Mr. Conger's direction, is being carried out by acquiring gifts and loans from public-spirited individuals and organizations, both in the form of furnishings and also in financial contributions to build a Special Purchase and Improvement Fund.

In three years this undertaking has continued to prove enormously successful. Even though the Eighth Floor now presents to the visitor a handsome array of museum-quality furnishings, the Committee continues to search for selective items and to solicit contributions to the Fund. Gifts and loans have exceeded \$1,500,000 in value to date. \$200,000 of the Special Purchase and Improvement goal of \$350,000 would be used to pay for important pieces which are on consignment and the remainder would be used for architectural improvements and redecoration. Gifts are tax deductible.

During the last few years hundreds of distinguished visitors have been entertained in the State Department, American as well as foreign. Picked at random from the foreign list are: the Presidents of Ireland, Costa Rica and Upper Volta; the Kings of Burundi and Jordan; the Emperor of Ethiopia; the King and Queen of Afghanistan; the Grand Duchess of Luxembourg; the Vice-president of Cameroon; the Foreign Ministers of Spain, France, Morocco and others; the Venezuelan Minister of Finance; Madame Chiang Kai-shek; Senators from Argentina; Far East student leaders; and so on.

From the shining modernness of the three-story high Diplomatic Lobby the guests attending diplomatic functions step out of the elevator into the softened lights of a past era. The first thing that greets their eyes along the walls are scenes of early America such as "Penn's Treaty with the Indians," "Western Raftsmen on the Missouri River," by Henry Beard; and "Barter for a Bride," by John Mix Stanley, the well-known painter of Indians and Indian scenes. John Mix Stanley was the grandfather



The Benjamin Franklin State Dining Room ready for a State Dinner.

of Mrs. Dean Acheson who is, herself, an artist. There are scenes of the Valley of the Yosemite (before it became a National Park), the Great Falls of the Potomac, and of Bar Harbor and Newport, and High Point, New Jersey, the latter on loan from the Honorable Stanley Woodward. On display is a set of rare Chinese Export porcelain, a duplicate of that belonging to Thomas Jefferson, lent by Coulter Huyler. Passing by two colorful many-fold 18th century Coromandel screens, the guests proceed through the entrance corridor past the handsome Georgian breakfront given by Mrs. Morehead Patterson in memory of her late husband, Ambassador Patterson, and here they enter the large John Quincy Adams state drawing room.

The John Quincy Adams drawing room is furnished after the manner of an elegant 18th century American drawing room, illuminated by three of the ten magnificent crystal and gilt chandeliers given by Mr. and Mrs. C. Douglas Dillon when Mr. Dillon was Under Secretary of State. The host and hostess are likely to be receiving just inside the doorway in front of the portrait of John Quincy Adams (copy of a Charles Leslie still in the Adams family) which was presented to the Department by the late Ambassador Myron Cowen and Mrs. Cowen.

A Thomas Harland tall case clock, made in the magic year of Independence, 1776, is placed near the door. It is unique in that it plays six tunes of that year, which music is referred to in the Department as the "Hit Parade of '76."

One day there arrived unannounced a long coffin-like crate addressed to the Secretary of State. The return address read: Frederick K. Hanks, Ponca City, Oklahoma. It contained the priceless clock which is the only Thomas Harland clock not in a museum and the only one which plays tunes. The donor is a descendant of Thomas Harland's 21-year-old apprentice who made the clock.

The original Rembrandt Peale portraits of Martha and George Washington were given by Mr. and Mrs. Miklos Sperling of Indianapolis. Mr. Sperling, an industrialist, migrated to this country from Hungary thirty-eight years ago. He has given these portraits to the Department as a "Salute to Freedom." They are on either side of the remarkable accomplishment of American cabinetwork, a

Philadelphia highboy, circa 1765, lent by the late Mr. Lansdell Christie, a member of the Special Fine Arts Committee.

In the over-mantel panel of the fireplace hangs an oil sketch by Benjamin West of the American Commissioners signing the preliminary Treaty of Paris in 1782. It is the second of three versions, the first being in the Winterthur Museum, Delaware. The final painting, for which this study was made, was never executed. It was supposedly West's intention to add the British Commissioners on the right of the canvas, but they never appeared in his London studio!

Mr. Conger persuaded Mr. Cass Canfield to lend this historical picture inherited from Lewis Cass, Minister to Paris in the 1840s, and Secretary of State, 1857-1860.

The original desk on which the Final Treaty was signed in 1783 is nearby. This desk was in the apartment of David Hartley, the British Commissioner who signed the treaty and at that time lived in the Hotel de York in Paris. It is the gift of Mrs. Raymond F. Tartiere of Glen Ora, Middleburg, Virginia, and Mrs. Benjamin J. Rosenthal and Mrs. Benjamin F. Stein of Chicago.

The Simon Willard tall case clock (the term "grandfather" clock was not used until 1878 when the song "My Grandfather's Clock" by Henry C. Work became the popular song of the day), the handsome Boston Chippendale secretary-bookcase and several other pieces of furniture from the "King" Hooper Mansion at Marblehead, Massachusetts, are on loan by Mrs. Robert T. McCormick of Chicago and Washington, and her daughter, Mrs. Alice Hooper of Petersens of London.

The portrait of Thomas Jefferson by Jane Stuart (daughter of Gilbert Stuart), given by Messrs. James and Robert Graham of New York City, hangs over a Chippendale sofa copied from the original in the Philadelphia Museum of Fine Arts owned by Stephen Girard, financier of the American Revolution. Benjamin Franklin, by the French Court painter Duplessis, and presented by Mr. and Mrs. Frank L. Richardson of Newton, Massachusetts, looks down in all his vanity from over a Massachusetts blockfront desk—in vanity, because in reality there are two portraits of him on the canvas, the one underneath showing up in the Boston Museum's x-ray. He evidently didn't care for his first older appearing likeness!



The John Quincy Adams State Drawing Room showing the Benjamin West painting and, in the foreground, the original desk on which the final Treaty of Paris was signed.

The Thomas Harland tall-case clock being unpacked in the State Department.

For a state occasion the candles in all the antique crystal, brass and gold candelabras are lighted, a combo plays in the drawing room, and an orchestra plays in the dining room; the music is furnished by the Armed Forces.

As the guests enter the adjoining Thomas Jefferson State Reception Room, the conversation may turn to French furnishings. The Secretary and Mrs. Rusk, as well as other officials of the Department, take great interest in the historical furnishings of the rooms, and often refer to those in this room which have such happy international associations of almost two centuries ago. The seventeenth century tapestry, "America," on loan from the National Gallery of Art, once hung in the American Embassy in Paris, and the eighteenth century pair of Beauvais tapestries by Boucher, given by Mrs. Merriweather Post, is the duplicate of the set ordered by the French Foreign Ministry. Together with the red and gold draperies, they complement the ornate Louis XVI furniture. Also fitting into the scene is the stately roll-top desk by Roentgen, on which the Louisiana Purchase Treaty is believed to have been signed. This desk and other French furnishings are on loan from Mr. Robert Dowling, and from French and Company, New York City. On the evening in February, 1965, when the Secretary entertained the French Foreign Minister Maurice Couve de Murville the conversation turned to the question of the boundaries of the Louisiana Territory as agreed upon by the Purchase in 1803. No, the Secretary enlightened the Foreign Minister. President Johnson's home state of Texas was not, as the Minister had supposed, in the Louisiana territory acquired.

That ardent Francophile, Thomas Jefferson, would be pleased with this beautiful room named in his honor and furnished in the period when he was Minister to France. This room opens into the State Dining Room which bears the name of Benjamin Franklin.

The Benjamin Franklin State Dining Room is vast—98 x 48 feet. For the first time a Secretary of State can invite to the same dinner all Chiefs of Mission in Washington (114) and their wives. This year at the annual dinner for the Diplomatic Corps, the guests were seated at 30 round tables for 10 each.

Often at a function in this room, the Secretary will refer to the furnishings in the area. In addressing his luncheon guests on one occasion he stressed, among other items: "Some of you may be interested in the fact that



The 17th century Brussels tapestry entitled "America" is on loan from the National Gallery of Art. It was donated to the Gallery by the Honorable Lewis Einstein.

over there in the corner is one of the few known original Houdon busts of Benjamin Franklin—one is in the Louvre, one in the Metropolitan, and one at Montpellier, and we have the fourth one here in the Department of State." After mentioning the historic aspects of various furnishings, including the two treaty desks, he added, "We hope you will get a little of the flavor of the American past while you visit us here."

In front of the doors at the far end of the room are seventeenth century handpainted sectional screens from the Imperial Palace in Peking—portraying the ladies of the Chinese Court at their various pastimes, music, art and games—which are the gift of Mr. Frank Caro of New York. An important painting of the Signing of the Declaration of Independence, attributed to John Trumbull, hangs over the sideboard which belonged to former Secretary of State Martin Van Buren. It was recorded in the will of the Governor of Maryland in 1827 and is lent by Mrs. Francis Allen Jaeger. Also in this room are two eighteenth century commodes from the chateau of Anatole France in Touraine, gifts of the late Honorable Orme Wilson and Mrs. Wilson.

The Benjamin Franklin State Dining Room when set up for a State Dinner is indeed an impressive sight. Recently the Japanese Foreign Minister and his wife, and members of the Japanese Cabinet, were guests of the Secretary and Mrs. Rusk. One hundred and four were seated at the great horseshoe table that evening and there were fourteen official interpreters in formal dress seated behind them.

The Japanese ladies were dressed in their formal, light-colored silk kimonos—on the dinner table were orange and yellow flowers—and the silver gleamed and the Secretary of State's gold-rimmed crystal shone in the candlelight. The menus in front of each place read: vichyssoise, red snapper, duckling with orange sauce and rum tart.

After dinner the guests had coffee and liqueurs on the terrace. The panorama of Washington at night—the lighted Capitol, the Washington Monument, the Jefferson and Lincoln Memorials, the Custis-Lee Mansion in the moonlight—was a radiant background for the impressive interiors. ■

The Involuntary Vacation

A FEMALE evacuee lives in a never-never land. She feels *not quite real*—something carefully arranged under glass. Constantly she haunts the mail room in search of her identity, and hails, with undue enthusiasm, her fellow-ghosts.

Basking like a cat in the marvelous winter sunshine on our porch in Dacca, East Pakistan, I am real again. No longer “under glass” myself, I can view with detachment my three-month evacuation to Manila. IT is under glass now, not I. I would not will that three months out of my past, nor would I choose to live them again.

There are evacuations and evacuations, and “ours,” out of war-torn East Pakistan, seemed to flow like cream out of a pitcher. Seemed, I say, because this smooth operation was the result of weeks of struggle and round-the-clock work by the Dacca consul general and his staff. But on the morning of September 19th, 485 of us, mostly women and children, proceeded without visible hitches from the Consulate at Adamjee Court, to the Pakistan Air Lines office, to Dacca International Airport. Scarcely had we had time to marvel at the sight of the barricaded airport (it had been closed to normal traffic since the start of the war two weeks before) when our bus drew up alongside the yawning tail of a big C 130 US Air Force transport. I had never seen such a plane close up before, I toiled up the heavy ramp, and, lo and behold, I was in a crowded gymnasium! This impression came, I think, from the pulleys and wires attached to and ranging over the stark interior, above the rows of bucket seats.

As the captain explained later, these planes are used not only for hauling troops and heavy equipment, but for mass parachute drops. Gymnastics, indeed! Our plane and our crew had seen evacuation service in the

Congo. During our flight, crewmen told us about their Congo days: how with a load of evacuees they had been blasted by ground fire; how a “hit” had blacked out their radar “like lightning inside the cockpit”; how an engine had failed.

“This here plane flies almost as good on three engines as four,” one husky Carolinian drawled cheerfully, as we flew high over Burma.

Our crew and, by all reports, other crews as well, had a nice touch with numb-minded evacuees. Grim as the situation seemed to us, we had to laugh when we were told that “lovely hostesses will now pass among you with refreshments on this champagne flight to Manila.” And never did instant coffee out of a paper cup taste as good as that dispensed by the burly, dungareed crewmen. Evacuees will long remember the sight of the crewmen changing diapers for busy mothers, or discussing the uses of buttons and levers on the instrument panel to waves of excited children in the half-lighted cockpits of the big-bellied planes. Echoes of “The Star Spangled Banner” wafted through the thoughts of even the least chauvinistic evacuees who rode those troop transports through the afternoon and night of September 19th.

Many and many a time I have flown the air routes of the Far East—so many times that the various trips merge in my memory. But of this particular flight, the details emerge separate and distinct. I even recall the random and nostalgic thoughts that drifted through my mind during that seemingly endless trip (including Bangkok stopover, about 16 hours). Paper cup in hand, I mused over the last two weeks in Dacca: the long, monotonous days between the first announcement of the coming evacuation, and the final, middle-of-the-night phone call, almost two weeks later, when the evacua-

tion planes were actually on their way to Dacca. Between those two dates, time dragged. I dusted the one suitcase I would be allowed to carry; I assembled on the guest room bed essential clothes and as many other belongings as my 45-pound weight limit permitted; I collected essential papers; I weeded my desk; I tried to calm the servants and assure them that the house was not being closed and that they still had jobs; I wrote a marathon (20-page!) letter to my husband, telling him where things were and what arrangements I had made; I inventoried household effects and returned borrowed books. Most of these things were done in the first few days, for we had been alerted to be ready to leave at any time. After that, the days were long indeed. It was during this time that I counted my napkins and discovered to my amazement that there were 276!

But if the days were long, they were better than the nights, with a blackout in force from dusk to dawn. The night silence was shattered only by the raucous shouting of mobs of self-appointed vigilantes, who hammered with sticks on the bodies of passing vehicles *they* felt were insufficiently dark. In time, the authorities got these war-drunk youths off the streets, and I heard only the occasional cry of "Lights!" by a *real* air raid warden, the faint wail of a siren, and the thump-thump of lathis (wooden sticks) against the terrace paving, as our two night guards (assigned by the Consulate to each American home) made their rounds.

My days and nights were particularly solitary, for when war broke out my husband was 6,000 miles away on a business trip to northern Europe. Once dinner was over and the servants had gone to their own quarters, the cat and I padded alone about the dark and silent house. I cannot recall being afraid, but I was certainly bored. Being a foreigner, I fretted about light showing through my makeshift blackout, and it was too dark inside my bedroom even to do my nails.

I was not sure just how or when my husband could get back into the country, but I knew he was trying. Communications were almost completely cut off, so he could not get in touch with me directly, but by way of an official message through Washington to the consul general, I learned eventually that Stan was fighting his way through Europe, trying to connect with the incoming evacuation planes, reportedly waiting in Bangkok for permission to fly into Pakistan.

Never have I heard a more welcome sound than my husband's voice over the telephone the morning of evacuation day, telling me that he had come into Dacca on the first evacuation plane and would try to reach the house before I had to leave it. By the good offices of a Pakistani Air Force friend who luckily was on duty at the airport, Stan was able to get to a phone, pass the barricades and hire an empty airport bus which had just deposited a load of Pakistani workers. He rode up to our front gate in his "private" bus just an hour before I left. Since this was the best I could possibly have hoped for, I embarked jubilantly, my silly grin incongruous among all the sad faces.

These recollections kaleidoscoped through my mind all the way to Bangkok, our only way-stop. There we all emerged from our private dream-worlds, for Americans stationed in Bangkok had massed at the airport to greet each successive plane load of evacuees, and to

offer food, drink and child-care even into the late night hours. For two of the seven transports, this was journey's end, as some of our number were to be accommodated in Bangkok. Ours was the last plane to depart for Manila. Engine trouble, and finally the substitution of another plane, delayed our departure until nearly midnight. We flew over Manila Bay just as the sun rose on September 20.

From then on, we were on the bounty of Manila, where our five remaining planes landed, at intervals, during the wee hours of the morning. There, weary, hungry refugees were swept speedily and painlessly through official arrival proceedings, plied with coffee, fresh milk and food, and transported forthwith to various hotels. The efficiency was heartening. What was even better was that we were not only received; we were *welcomed*. This feeling of being welcome persisted to the very end of our three-month stay.

"There but for the Grace of God go I" seemed to be the pervading feeling among Manila Americans. This is sound thinking, for official people overseas are as likely to turn up on one side of the refugee desk as the other. I had seen the other side of the desk many years ago in Vienna when the American community fed three meals a day for many weeks to the thousands of Hungarian refugees who poured into Vienna during the revolution. One secretary in our group had been evacuated five times, and this was the second evacuation in a year for one USIS wife and her four children.

At any rate, our welcome was warm. We were invited into homes; we were urged to join in club affairs; we were given special club, commissary and pool privileges. A crew of women was on duty in each hotel for several days to answer questions, and a permanent Dacca Information Center had been set up in the Embassy, under direction of a woman who had been an evacuee. Established by Manila Americans, the center was later taken over by Dacca Americans who thought they should "help themselves." I recall the center with affection, as it was the nerve center of our life. We got our mail there, and we could drop in anytime to ask questions, write letters, compare notes, leave messages, or just waste time.

Our presence and our welfare seemed to concern Filipinos as well as Americans. A local paper even ran an editorial, ending "Enjoy your stay in Manila; you are among friends here." In our weak mental state, it was enough to bring tears to the eyes. It was not hard to recognize us on the streets of Manila in our hit-and-miss clothes, and total strangers would often stop to welcome us, and to ask what they could do.

But, welcomed and cared-for as we were, we were still "displaced persons." Manila was not home. Home was Dacca, where our husbands were. In Dacca, too, were our pets and our household belongings, carefully collected, perhaps, throughout a lifetime. If the situation worsened, we knew we might not see them again.

The "non-essentials" each evacuee packed were revelatory. One evacuee took a change of clothes and books, books, books, some from childhood days. Children carried battered toys. One large family distributed favorite household items among its many children. One woman packed attractive but useless knick-knacks among her clothes and later used them to decorate her hotel room.

(Continued on page 50)

Sorensen and Schlesinger

THIS IS NOT a book review. All we need say about these familiar books as reading matter is that surely every Foreign Service officer interested in foreign policy will want to read them.

This is also not a rejoinder to criticism. Some of Schlesinger's opinions, especially those about particular people, I consider unfair or false; but that is not the point under consideration here.

Sorensen and Schlesinger offer us a serious examination of the functioning of American diplomacy as it looked from the White House. We are given the rare opportunity to see ourselves as the President's staff saw us only yesterday. As for the criticism, of which there is considerable, I see no profit in rebuttal. The sensible course is to examine their examination of us and learn what they have to teach—to *make* the criticism constructive no matter how it was intended.

What I want to do is identify the major points of criticism, separate the grave from the merely worrisome, and hopefully invite others to derive and apply the lessons.

II

We are praised. "The Foreign Service, after all, was the elite unit of the American Government," Schlesinger says. Far more important is the implicit compliment both authors give when they devote such immense attention to foreign policy, and thus to the Department and the Service. We are near the heart of these histories, a position as dangerous for bureaucrats as for lovers.

When President Kennedy said, "Domestic policy can only defeat us; foreign policy can kill us," he gave us reason to believe that three agencies above all—Defense, CIA, and ours—were squarely in the Presidential eye. Seeing our own sins illuminated in these pages, are we to assume therefore that Agriculture and Interior were models of grace and efficiency, or that the prose coming from HEW and Commerce wore a Galbraithian sparkle? Excuse me, fellow bureaucrats, but I doubt it. Kennedy came to office knowing more about, and caring more about, the business of the State Department than of any other specific agency; his experience in the White House

intensified this preoccupation; he asked more from us. We were expected to excel.

How did we do? Gritting our teeth, let us quote a few epithets: "bowl of jelly," "tradition ridden bureaucracy," built-in inertia which deadened initiative," tendency towards excessive delay," "bureaucratic patois," "professional deformations," "a zone, or elimate, or inertia," "full, ripe dreariness of utterance," "conspiracy of the conventional against the unconventional," "formless and impenetrable," "cold-war view of the world," "intellectual exhaustion," "those people over there who are constantly smiling." The drift seems clear enough.

III

Are some of our faults endemic to diplomacy? Being at NATO, where communicative diplomats abound, I asked several, "What are the weaknesses of *your* Foreign Service and Foreign Ministry?"

We do share certain vulnerabilities. European diplomats are often called unrepresentative, for example, just as Kennedy said (in 1951) that Foreign Service officers "did not represent contemporary America." (At the same time Kennedy said we spent too much time at cocktails, and I was interested to note that many diplomats, American and other, express growing dismay at the drain and strain of the cocktail hour.) The old-versus-young problem is shared—the difficulties the "young, imaginative and circumscribed" (as a Kennedy task force report put it) encounter in being heard and in getting ahead. This is part of being humans in groups, but in our business it sometimes has special overtones of caution and conservatism versus vigor and liberality. All Foreign Offices share the problem of making the organization correspond to the demands upon it, and organization-chart rheumatism is a common ailment—although as noted below, we Americans seem to have direr problems than anyone else. What we share most of all, however, is diplomacy's inherent leave-well-enough-alone tendency. All diplomats are aware of the restraints imposed by the fact that other countries too have power, problems, and foreign policies. We are all prone to a tendency to live

and the Service

with problems rather than attack them, to muddle rather than to meddle.

Other Services have some problems we do not. For example, to get into and succeed in many diplomatic services, you must still be of a certain family or a certain background. Our Service has broadened its range—class, educational, racial, and geographical—without too great sacrifice of merit; and this is laudable. Moreover, in many services—Old World, Communist, or Third World—there persists a more rigid hierarchy of the superior in rank over the inferior, and a concomitant suspicion that inferiors do not work unless goaded: this engenders a stiffness, a spurring-on, a ruthlessness, that is rare with us. We should take pride in our relaxed equality and in our habit of working at capacity without being prodded.

But other weaknesses are especially American. Difficulties in handling our own language, for example (not to mention foreign ones). Or the problem of numbers, being lost among multitudes of colleagues (when I asked one NATO associate his idea of American diplomatic shortcomings, his immediate comment was, "You seem to have an extraordinary number of people."). Difficulty in coordinating foreign policy among competing agencies also seems to be peculiarly American (Communist diplomats are often controlled by their police, but I do not think the situation is really parallel with ours). And in the bowl of jelly department, our problems soar above other nations: owing to many special circumstances—our country's standing, our bureaucracy's size, our tradition of tinkering with the machinery, our fluctuations in foreign policy—we seem to have a harder time making our collective diplomats efficient and responsive. (Quibble on this point: our two authors, for understandable reasons, underscore the differences between administrations. They compare a Kennedy yang to an Eisenhower yin. But American national interests do not turn inside out every quadrennium. If White House historians insist that they do, then they help deprive our foreign policy of vital continuity, and they make us permanent government folk look like jelly because we represent continuity. If



Requiem to the President

by Sheila Isham

FOREIGN SERVICE JOURNAL, May, 1966

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they must be non-bipartisan, can they not stop short of being so partisan? End Quibble.)

Finally, responsibilities for foreign policy vary greatly. Most Foreign Ministries, especially those under the cabinet system, expect the Minister to make policy, and he expects his Ministry to carry it out. The Minister is on the spot politically more than our Secretary of State—which is saying something—but his Ministry is more insulated from politics than our Department is. (In some Foreign Ministries attempts to initiate policy, or even influence it too much, mean career suicide or exile. Others—for example the British—have policy-making problems much more like ours.) But in general, foreign diplomats are less exposed than we are to the kitchen heat. This is a ponderable point.

IV

With this comparison as background, we can consider the praise and blame we get from Sorensen and Schlesinger. Praise first, since that takes much less time.

Granted, more was expected of us; granted, we were called an "elite"; granted, we had more opportunity to fall flat: still, it remains true that what Sorensen and Schlesinger praise in us is not any collective virtue but, simply, a number of *exceptional men*. Large numbers of officers on many levels, some career, some Kennedy appointments, are roundly praised. Their praising sometimes comes as a "still-there-was-also" following someone else's damning; but the high praise is there.

This is worth underlining: the demonstrated ability of the Service and the Department to attract, develop, and use exceptional men. If White Houses think and act anything like Sorensen and Schlesingers, then our outstanding men are indeed our basic resource. Not numbers, or venerability, or countervailing organizational structure, or efficiency experts, or crisp jargon, or hard noses, or even sound positions: our resource is good men. Judging by these books, this was much less true for the military or CIA, or other bodies; but it was notably true for us.

V.

On to the criticism! (This comes more from Schlesinger than Sorensen because Schlesinger is more critical.)

1. *Poor English*: "the poverty of the official rhetoric." Schlesinger hits us hard on this. With some praiseworthy exceptions, shall we not plead guilty? Perhaps the root fault is in our American idea of education; the fact stands that we in the Service turn out poor English too often. All the Service can do, in my opinion, is to be more stringent about admitting only those who know a little English, and to be far more rigorous in setting and demanding high prose standards. Writing well is a habit, a discipline, an atmosphere, a process of emulation, as the French diplomatic service illustrates: let us begin.

2. *Lack of Control of Foreign Affairs*. Guilty but with extenuating circumstances? Certainly becoming the "agent for coordination" of the two trans-Potomac power-houses is a Herculean undertaking—not to mention our other friendly rivals. But in some ways, since FDR, we have made noteworthy progress. A great change in post-war American diplomacy, for example, is the improvement in cooperation between Executive and Legislative; and the Department's contribution, by vastly bettering its own relations with the Hill, is not given enough credit.

Coordination overseas, in the Embassies, is improving, it seems. And on the lower levels, where our cross-fertilization exchange programs are in effect with Defense, Treasury, and so on, a solid basis for understanding is being built.

At bottom, of course, size and complexity are the enemies, and each President will approach foreign policy coordination differently. All we officers can do, perhaps, is learn as much about the other agencies as possible, take their points of view into account in our foreign policy thinking, and give the Secretary the best support we can. Within certain limits I believe we can assure State's predominance—and I am convinced State ought to be predominant—if we show each new Administration that we have the best men and the best ideas. But that is not easy, and no doubt this American problem will stay with us.

3. *Conservatism, Anti-Liberalism*. Although I knew that Schlesinger was somewhat to the left of David Lawrence, I was sincerely taken aback at his hammering on this point. We are supposed to have a "cold-war view of the world," to harass Latin American liberals, to oppose Italy's "opening to the left," to place corporate investments before social progress, to sustain reactionary regimes wherever we can, and so on. Above all, we are supposed to be obsessed with a monolithic monster that we persist in calling, despite Schlesinger's instructions, the "Sino-Soviet bloc." Either Schlesinger or I, it seems, has too selective a view of the Service. I have been in the Soviet area since early 1960, for example, and I do not know anyone involved in Communist affairs in the Service who thinks in terms of a monolithic "Sino-Soviet bloc." Neither do I know any anti-liberals, or neo-colonialists, or Birchers. My personal impression after six years is that most Foreign Service officers are non-doctrinaire progressives, and that the Service and Department in general do not approach foreign policy problems in terms of ideology—although we take it into account. Certainly we have some conservatives—if we are to be representative of America, we had better keep some, had we not?—but I feel our collective outlook is practical and moderately liberal. I do not see conservatism as a major long-range problem for us. Am I wrong?

4. *Foreign Policy Shortcomings*. Schlesinger quotes Theodore H. White that we were "almost unfit for any policy-making purpose or decision." As noted above, most Foreign Ministries have drastically circumscribed roles in policy formulation. I am not certain how far our own mandate runs. If my lack of certainty is because I am below the policy-making level, which I certainly am, then fine; but if it is also because Sorensen and Schlesinger share my lack of certainty, which I think they do, then there is more room for disquiet.

In his memoirs, President Truman wrote:

The difficulty with many career officials in the government is that they regard themselves as the men who really make policy and run the government. They look upon the elected officials as just temporary occupants. . . . The civil servant, the general or admiral, the foreign service officer has no authority to make policy.

And Schlesinger says that:

Career officers had always tended to believe that the foreign policy of the United States was their

institutional, if not their personal, property, to be solicitously protected from the White House and other misguided amateurs.

But Schlesinger also says, for example:

Left to itself, the Department of State would not have persevered with the issue [the test-ban treaty] nor would it have ever proposed an American University speech.

And when Kennedy sent Rostow over to State, he told him, according to Schlesinger:

Over here in the White House we have to play with a very narrow range of choices. We are pretty much restricted to the ideas coming out of the bureaucracy. We can't do long-range planning; it has to be done over there.

And Schlesinger says Kennedy "wanted ideas, initiatives and action from State."

Of course the question of who makes policy, and how, is one that the boys on the political science quarterlies, as A. J. Liebling used to say, play around with a lot. White House staffers probably dream about receiving a stream of fresh, firm, incisive ideas that they can pass up for conversion through Presidential alchemy into Foreign Policy. In real life the process is much more complex and messy. When the Department goes too far in trying to make policy itself, the White House says we are cautious and frozen. There is probably a pendulum effect, too, and we are especially vulnerable when push-on administrations follow pull-back ones. (In this as in many other ways, reading these books makes one acutely aware of the importance to the Department and the Service of the interregnum and the first hundred days.)

But as far as the Kennedy Administration went, if our two authors reflect it accurately (and this must be our working assumption until other memoirs appear), the White House thought American diplomats collectively were not original enough or forceful enough in policy-making.

It is not true that, given the complexity of foreign policy-making nowadays, given Wristonization and the presence of Foreign Service officers in many agencies at all levels, most American diplomats above a certain rank are going to be intimately involved in foreign policy-making whether they want to be or not? This was not true for Nicolson, who divided the popular concept of "diplomacy" into two parts, "the management of international relations by negotiation," true diplomacy, which diplomatists did, and "foreign policy," which Ministers did. This division is still valid in many countries. But at least in our country the line between policy-maker and policy-implementer has become very hard to draw, and most Foreign Service officers find themselves on both sides of the line successively or simultaneously. This is a new dimension in our careers, and it deserves study.

5. *Inefficient Organization*, "the bowl of jelly." This is the weakness most lambasted in both books. The White House was disappointed in our lack of vigor and the difficulty in making us a "mechanism for swift information and decision."

Certain reasons are adduced: FDR's mistrust of State, the sudden post-war proliferation of responsibilities, the shocks of the McCarthy era, our vast increase in numbers. But basically, I feel, Sorensen and Schlesinger, who respected many of us as individuals, were genuinely puzzled

as to why collectively, in an outfit as comparatively small as ours, we could not rev up and crank out a better product more quickly.

Personally, I am puzzled too. Judging by my own observations, as individuals we work hard and fast—generally harder and faster than all but a few foreign diplomats—and we have superb tools to work with. But when you lump us all together, and bid us work fast, mystifying problems develop.

Certainly we have made many steps forward recently. We all recognize that weight of numbers still hurts our efforts. Most of all, we know that the complexity of American foreign policy today makes inevitable some tangle in the organization charts, some slowness, some gelatination. You can still wreck a foreign policy by failing to clear one telegram, alas; and you cannot put a deadline on things like a non-proliferation treaty or NATO nuclear sharing because the patient will not respond to shock treatment. But when all this is said, I for one still have this intestinal emotion that we are too big and too fat and too slow. Am I wrong?

6. *Caution, Conventionality, Rigidity*: "The hardest thing of all was to change anything." This is linked with our organizational troubles, but separable; here our authors are talking about a disease of the Departmental mind. Schlesinger says the Service takes independent-minded young men and squeezes the independence out of them, making one definition of a Foreign Service officer "a man for whom the risks always outweighed the opportunities."

Now this is a nubby one. As discussed above, the leave-well-enough-alone syndrome is part of diplomacy—awareness of limitations, sensitivity to objection, the inherent superficiality of a jack-of-all-trades profession.

What is more, censure of our caution is often an expression of temporary government looking askance at permanent government. (Our two authors are silent on the fact that permanent government—I hope the term will not become one of opprobrium like Trotsky's "permanent revolution"—also suffers set-backs and put-downs at the hands of over-cautious quadrennial teams. Most of us could name policy changes advocated year after year and clearly in the nation's interest—but knifed year after year by the temporary men in the name of political necessity, sometimes successfully masquerading as expediency.) The memoirists may vivisection our foreign policy and examine still quivering segments labeled "GOP Years," or "JFK Era," but we work daily with the subject of their experiments and must treat the patient as a living whole. One may argue that, within bounds, restraint and even caution are beneficial, especially in a time when survival itself is wagered and policies, as Neustadt observed, tend to become "irreversible." And State is probably the normal place for this diplomatic caution to be institutionalized within the permanent government, for Defense and CIA are more "activist" than we are, generally speaking, because of the nature of their responsibilities.

But once again, I myself could not in all honesty deny the charge. The pressures towards conformity, towards not being wrong, are still very great, and we still err more often on the side of timidity than of *trop de zèle*. Our best men are forthright and courageous, but many of us, finding courage discouraged, fail to stand forth. Am I wrong? This is the criticism that I found most telling.

If we take Sorensen and Schlesinger seriously, we ought to be talking to each other about our shortcomings and how to overcome them. I will try to play gadfly.

Some shortcomings are inherent. Like other diplomats, we will embody a certain amount of diplomatic reserve and caution, and our organization will reflect this. As permanent government, we will cause stress and invite criticism when we stand for continuity in policy as against the innovations of each new administration. The dilemma of making too much policy or not enough will remain. Defense and CIA will not wither away—nor will the White House Staff, of course. And the personal relationship of the President and his Secretary of State will continue to underlie everything else, no matter what we bureaucrats do.

But surely there are things we can do. I now indulge in what a NATO diplomat—not from an English-speaking country—called “loud thinking.”

1. *Man over Machinery.* At a certain level we have learned, or ought to have, that tinkering with the machinery does not solve the problem: setting up an OCB does not guarantee coordination. This basic verity is true for our Department too, most of us recognize; but we still seem to be more concerned with the organization than the men in it. Many of us feel ourselves getting more and more lost in the machinery.

Are we too big to aim at a man-directed, man-serving machine? Instead of improving the machine, can we find ways to get better men? Instead of molding us to fit the machinery, can they mold it to fit us?

For example: Avoid making us numbers. Stop using the A-100 course to produce new little bureaucrats. Quit trying to categorize and specialize us and let us be ourselves, as broad or as narrow as we can make ourselves. Drop the junior officer rotation program and let new men do real work. Do not career-plan us and round us off so much that the individuality is taken away: let each career be unique. Get rid of some of us and give the rest more to do. Admit that understanding foreign policy is a full-time job, and let no one waste his time on made-work or on housekeeping. Could we try harder to clear away all the debris and just work?

2. *Standards of Excellence.* If the President expects us to excel, we should try harder for excellence. Being broad and representative does not have to mean mediocre.

To be very frank, we make little attempt to set high standards. (Should the Foreign Service really have a 1001 Club? It's enough to make you go on sick leave.) From the building we are housed in to the posters on its walls, from our Administrative Memoranda to our top secret telegrams, from the NEWSLETTER to the JOURNAL, we work in an atmosphere where mediocrity is tolerated and above-average is not demanded. We approach the point where file clerks will be considered more important than political counselors because they are more numerous. For good reasons—who opposes money?—we have joined forces with the mailmen and are advancing on a broad front towards equality with industry. Is that our goal? I accept my pay-check meekly, but I am bold enough to say that no good American diplomat of my acquaintance became one for the pay. And I have yet to meet a good one who resigned for lack of pay, although some of the best I knew resigned because they were given no work to do equal to their abilities. We may work harder than most other diplomats, but we do not demand enough of ourselves.

Why can we not impose standards of excellence and insist they be met?

3. *Encouraging Courage.* We cannot respect our leadership enough for the courage it has shown in recent years in standing stoutly by us: we must return the compliment by being courageous.

Since I joined the Service I have learned, to my own satisfaction at least, that being a good diplomat means exercising good judgment. Judging requires courage, for every judgment is a reputation wagered. I am full of admiration for our best men, who have this capacity and this courage in abundance and who exercise it daily. But as an organization, we still put the premium on not being wrong; collectively we tend to flee judgment and to substitute re-examination, postponement or decision by committee.

We should penalize not for judging wrong but for refusing to judge. We should encourage courage.

This cuts deep. Courage is required in many houses if we are to speak out bravely about the necessity of birth control, the persistence of Peking or Havana, the priority of the public sector, the missing prerequisites for democracy or economic growth, the realities of a polycentric world, and on and on. Schlesinger thought us reactionary, and some future administration's historian might think us radical: if we are to serve as we should, we need the courage to be what we must be, regardless.

But men of courage tend to be mavericks, non-conformists, trouble-makers. Are we brave enough to put up with them and let them be what they are?

4. *Thinking Like the President.* If we have indeed gone beyond Nicolson's definition and are in the sticky situation where foreign policy-making is all bound up at every level with policy-execution, then our thinking about foreign affairs must be as broad as the President's.

I see big holes in my own argument. We are not expert enough, we are not up for election, we are not close enough to the Hill, we dilute our effect when we mix in political thinking, and so on. But if Sorensen and Schlesinger are right, the root trouble, under all the “jelly” and “inertia” and the rest, was our failure to think about foreign policy the way Kennedy did.

I do not mean, of course, that we should try to anticipate what the President will think. We should tell him what we think is right, in terms of reference as broad as his; and then let him decide if we are right or wrong. I know this is already done on the highest levels. But if we could *all* do that, the whole Service, the whole Department, then we could attain foreign policy coordination by leadership rather than by combat. (There would be no further need to seek coordination by absorption, as with USIA officers; obviously Defense and CIA are indigestible anyway.) If we could do that, we would not need to talk about being an elite, for we would be one.

In order to think collectively on as broad a plane as the President, we would have to leave our best men free to think individually. We would have to adapt our organization to their needs instead of vice versa. We would have to set high standards, and give special treatment to those who met them. And we would have to have the courage to support these men, these ideas, these standards. This is the kind of Service the President wants and the country needs.

At least those are the first thoughts, no doubt naive, that Sorensen and Schlesinger arouse in one Service reader. Am I wrong?

THE MANAGEMENT CRISIS

WHAT does all the talk about "management" mean? Civil Service Commission Chairman Macy devoted most of his AFSA luncheon talk to it. Deputy Undersecretary Crockett rarely gets to his feet without stressing "management" and the FSI runs regular seminars on the subject.

There are indications that the average FSO who has served as chief of mission in one or more posts is perplexed. He blithely assumes that he has been effectively "managing" his posts and that it is ridiculous to think that he needs an M.A. in "management" to perform such an elementary task.

He may well be right. But the Department has been forced to conclude reluctantly that "it ain't necessarily so." In recent years it has become increasingly clear from inspection and other reports that too many otherwise competent officers simply do not know how to run a "taut, happy ship." In this day of increasingly complicated overseas missions it is no longer enough to be only a good negotiator, analyst, reporter, linguist or even, manager. A successful chief of mission must be all these. But he must be a "leader" as well if he is to do the job in the age we live. Indeed an FSO must be a leader if he and the Department are to take the role in Washington to which they aspire and which the President clearly wants them to take. They must be prepared to lead at a truly national level, as in fact Foreign Service officers of the United States, and not from any narrow and parochial service or departmental bias.

Perhaps part of the trouble is in the use of words. To many generalists the word "management" connotes housing, pay and allowances, transportation etc.—the accepted job of the administrative officer. Some even suspect that the talk about "management" is a plot to make all ambassadors administrative officers or conversely, only administrative officers ambassadors. But this view misses the point. Messrs. Macy and Crockett are talking about broad leadership qualities that include a sure knowledge of how to manage men and programs as well as to direct negotiations and reporting.

What Can Be Done About It?

The FSI "Management Seminars," which have gone "on tour" thanks to the generosity of Ambassador Raymond Guest, and the intriguing Airlie House "sensitivity" seminars are both bold efforts to do something about the problem. Obviously they provide only partial answers. Whether leaders are born or are made it is clear that unless an officer has a chance at "command" assignments on his way up the ladder he may arrive at class 2, or even 1, so cast in the concrete of his specialty that he can't even manage his secretary regardless of how many management courses he takes.

Clearly, then, another important means of meeting the problem is through the assignment process. But, alas, this too is only a partial answer because there are so few "command" posts available for middle and junior grade officers. We understand that it is now official policy to assign the

younger "comers" to such posts as there are. This is a step in the right direction as these slots were often a wasted asset in the past.

The Board of the Foreign Service Association has appointed a special committee on "career principles." They are a distinguished group of colleagues who will in the months ahead be working on proposals in this field. We hope they will give careful attention to the problem of developing leadership. It may be the most critical problem facing the Department and Service today.

WORD OF WARNING

THIS little homily has nothing to do with advancement in the Foreign Service. But it deals with a cognate idea: the technique of surviving in Washington. Those who have lived here for several months have probably made certain observations on the subject themselves. But new arrivals could do with a word of warning.

In days gone by burglars preferred to break into houses when the occupants were absent. It meant more work but there was less risk. But within the last few years a new pattern of burglary has become increasingly prevalent. Two or three thugs pick a house in which the owners are manifestly present. They ring the doorbell and some member of the household usually obliges by opening the door. He sees a gun. The thugs subdue all the occupants, usually tying them to chairs. Then, instead of searching for valuables, in the old-fashioned way, they force the members of the family to provide the necessary information.

Day after day the newspapers carry examples of this standard technique. But there are always householders willing to open the door. Sometimes there is a variant. The householder exhibits one moment of prudence. Before opening the door he calls out, "Who's there?" The thugs, naturally, are ready for this. The answer is, "The police," or "The florist," or "The pharmacy." On one occasion the aggressor called out, "Your husband, madam, has been injured in a car accident and wants you to come at once." The results are the same: the door is opened and the hour of horror begins. On most occasions at least one member of the family must be taken to the hospital when the thugs depart.

Why should one, at 9 p.m. in the evening, open the door to a stranger? The delivery man could be instructed to drop whatever he brought at the door. The "police" could be told to return in the morning. All outer doors and windows should be equipped with stout bolts and chains. One of those special peepholes, that permit the person inside the door to see a visitor, without providing a corresponding facility to the visitor, should be put on front and rear doors. Dog fanciers could provide themselves with a breed that knows how to go for the shank of a gunman.

In Washington, 1966, these are not idle words. And if they apply to families, they apply with treble force to women who live alone.

WASHINGTON LETTER

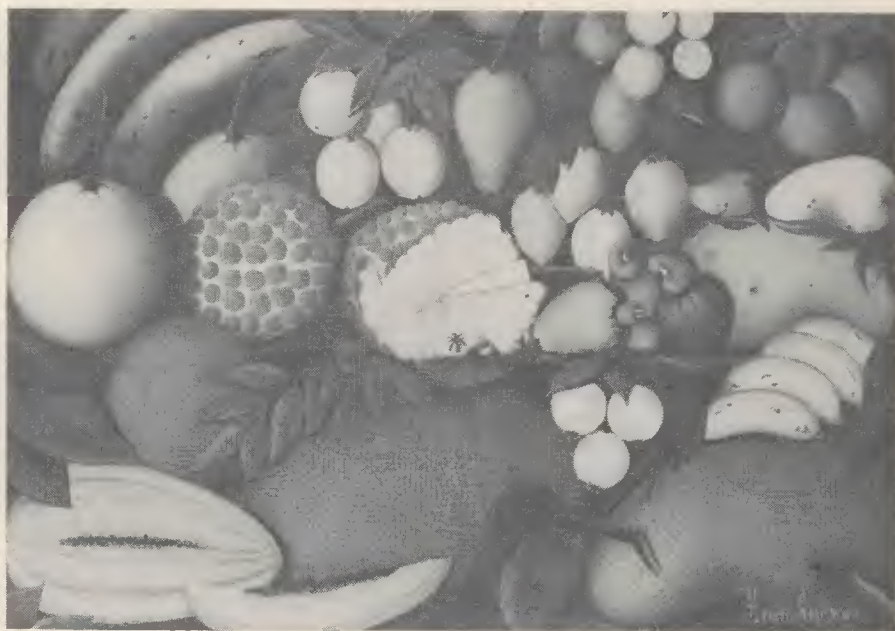
by LOREN CARROLL

It seems only yesterday that the conservatives and reactionaries in the realm of art were conducting guerrilla operations against Cézanne, van Gogh and Gauguin. It seems only yesterday that the art critic, C. J. Bulliet, produced a polemical book called "Apples and Madonnas" in which he defended "the new art" and flattened out its enemies. He sneered at "stained glass art criticism" and by this he meant critics who fancied Rosa Bonheur, Landseer and Breton. Long after the victory was won Bulliet went on flailing away at the enemy; indeed he flailed away until the only enemies left were a few battered old Philistines muttering in their beards as they passed a Cézanne in a museum.

The noise of those days somewhat obscured the fact that scores of rich Americans were quietly acquiring Manets, Monets, Renoirs, Pissarros, Sisleys and all the rest. The perspicacity of these collectors brought to America the cream of that refulgent period of French art. Later on, when the Louvre emerged from a long trance and decided to cultivate Cézanne, it had a tough time finding first-rate examples.

This brief prowl through the past was brought on by the opening of the National Gallery's 25th anniversary celebration which is presenting a stupendous collection of modern French art. There is positively not a single echo of the past. "Impressionism," said Frank Getlein, art critic of the Washington STAR, "is just about everybody's favorite kind of art." One may well believe it. Everyone who saw the collection assumed placidly that the era of French painting between, let us say, Courbet and Utrillo, was comparable to the age of Van Eyck or Leonardo or El Greco or Velasquez or Rembrandt.

Nothing could be more suitable than the National Gallery's manner of celebrating its first quarter of a century. The keystone of the Gallery is the lordly bequest of Andrew Mellon who in 1941 gave to the nation a great collection of Renaissance and 17th century masterpieces together with the money to build what must be the finest gallery in the world. And now the present splendor comes in the shape of a loan—the private collections of two children of Andrew Mellon, Paul Mellon and Mrs. Mellon Bruce. The show consists of 248 modern French paintings—what must be one of the most resplendent private collections in



Still Life with Tropical Fruit
from the collection of Mr. and Mrs. Paul Mellon

Henri Rousseau

the world. It contains not one but many examples of Manet, Monet, Degas, Cézanne, van Gogh, Gauguin, Renoir, Bonnard, Vuillard, Picasso, Pissarro. Rarely does the viewer get such an opportunity to study the evolution of a given artist, his contrasting moods, or even contradictory techniques. One burst of glory is two Monet paintings of Westminster Bridge, one at sunset, the other at dusk.

The show occupies twelve rooms and it is worth hours of anyone's time. Although this is a collection without duds, it nevertheless has its peaks. Here are some: Courbet's "Boat on a Beach at Trouville," Boudin's "Outer Harbor," Degas's "Four Jockeys," Pissarro's "Place du Carrousel," Lépine's "The Dock at La Villette," le douanier Rousseau's "Still Life with Tropical Fruit," Sisley's "Avenue of Chestnuts," Utrillo's "Church of St. Nicolas du Chardonnet," Vuillard's "Woman Serving," Gauguin's "Landscape at Le Pouldu, Brittany."

There are even *super*-peaks. Two of them are Monets: "Bridge at Argenteuil," and "Artist's Garden at Vétheuil." Three are sumptuous Bonnards: "The Dining Room," "The White Tablecloth," and "Stairs of the Artist's Garden at Le Cannet." And finally there is Guillaumin's "Pissarro's Friend Martinez in Guillaumin's Garden." It is a pleasure to observe that the Mellons have not ignored this admirable and often underrated painter.

Finishing Up the Unfinished

There is nothing new in finishing musical works left unfinished by their composers. You have, for instance, the completion of Puccini's *Turandot* by Alfano. This was one case that didn't stir up an outcry from the critics. A great deal of outcry, on the other hand, was stirred up by the attempts of Rimsky-Korsakov and others to doctor up the orchestral score of Moussorgsky's *Boris Gudunov*. The dispute still goes on: was Moussorgsky capable of making a good presentation of his musical ideas or did his friend, Rimsky-Korsakov, improve the score?

Another famous uncompleted work—Mahler's Tenth Symphony—has been worked over at least three times. Ernest Krenek, the Czech composer, first produced a truncated version with only two movements out of the five intended by Mahler. More recently an Englishman, Joseph H. Wheeler, finished a version with all five movements. Soon after, another Englishman, Deryck Cooke, conjured up another version with all five movements.

But none of this quite prepared one for the fact that Schubert's Symphony No. 8 in B Minor, long known as "the unfinished" has been not only "finished" but also recorded in the new version. This enterprise was completed by Denis Vaughan, an Australian conductor. The Vaughan version is

easy on the ears but it provides a puzzle. In most cases of tinkering with a deceased composer's work, it can be pointed out that the author died before he could finish his score. But this is not true of Schubert's Eighth. Schubert started it in 1822, finished two movements and then mysteriously dropped it. He lived for six more years and thus he had time to complete it. One biographer says boldly that Schubert *couldn't* finish it: the first two movements were so good that the composer was unable to conjure up any comparable ideas for the last two movements. In all probability, the original design did call for four movements. The Vaughan version consists of only one additional movement, so whether the customers elect to go along with Vaughan or insist on straight Schubert, the "unfinished" is still the "unfinished."

Pigs, Our Cousins

Pigs resemble human beings more than any other animal, except apes. This is the conclusion, according to the newspapers, of Dr. Jack C. Taylor, a scientist at the Agricultural Research Service in Beltsville.

The stories don't say how Dr. Taylor arrived at his opinion. But one can surmise. He probably observed:

Drivers trying to intimidate other drivers; people beating other people into a bus; householders snarling into the telephone. "Wrong number! Why don't you use your eyes when you dial?"; people scratching themselves in front of others; people trying to get ahead of other people in a queue.

But why go on? Probably no one will dispute Dr. Taylor.

Peaks on Parnassus

What is the most beautiful line in all world literature? Here is another candidate:

"Mais où sont les neiges d'antan?"

Villon: *Ballade des Dames du Temps Jadis*

(But where are the snows of yesteryear?)

Addled Travel

It is always pleasant to have scientific support for what you intended to believe anyway. Most of us became convinced long ago that jet flights crossing a number of time zones created light-headedness and a general state of debility.

Scientific proof now arrives for the conviction. The Federal Aviation Agency, after a series of precise clinical tests on passengers crossing many time zones, e.g., Oklahoma City to Rome and Oklahoma City to Manila—has now revealed that the passen-

gers showed psychological disruption and confusion for twenty-four hours and abnormal body functions for three to five days. On the other hand, flying in the same time zone from Washington, D. C., to Santiago, produced only fatigue.

The question now arises: What's the good of rushing around so fast, when it takes so long to recover?

Brief Hour of Glory

We come now to the most beautiful season in Washington. Forsythia, cherry trees, dogwood, cause the air to quiver with colored light. Roses, peonies, lilies-of-the-valley, pansies and salvias are springing up in the gardens. The lawns, reacting to the winter snows and spring rains, are as green as they will ever be.

Most of the glory will be short-lived. It reminds us that Washington is profligate of its resources in the springtime and remiss during the rest of the year. Everyone should concentrate his garden planning to keep things going from the end of dogwood to the first frost. Despite the crushing heat of summer, lawns can be kept presentable. And some flowers will abide in the acid soil. There are, for instance, salvias, roses (these two get the highest merit badges), petunias, verbenas, dahlias, marigolds. But if you ever see an opulent bed of nasturtiums, phlox, shasta daisies, zinnias, please send us a photograph.

May Award

Gumshoes, when they work hard at their trade, can get something on nearly everyone. When, therefore, they got to work on Ralph Nader, 32-year-old lawyer and author of "Unsafe at any Speed," it seemed reasonable to believe that they might unearth some little information that might turn Mr. Nader into something less than a paragon of virtue. Mr. Nader's animadversions on certain models of motor cars displeased certain functionaries of General Motors. The *mot d'ordre* therefore went out: to look into the author's sex life, political attitudes, legal connections, etc., etc. The gumshoes spent \$6,700 and couldn't find a tittle of adverse evidence. To Mr. Nader, therefore, one of the most gumshoe-resistant personalities of our era, goes the May Award.

Language Intelligence

The following words have attained considerable popularity in commercial circles: *gourmetisserie* (shop that sells exotic groceries), *bakerette* (small bakery), *superette* (small supermarket), *deli* or *del'* (delicatessen).

Two Views of Melva

Overheard in a Seed Store:

"Well, you say you adore Melva, but as for me I wouldn't die of grief if I never laid eyes on her again."

Life and Love in the Foreign Service

by Robert W. Rinden



"To James Doe, the Award for Exceptional Achievement as a Diplomatic Courier: 10,000 miles and never lost a pouch."

New System For Coping With Our Overseas Problems

PRESIDENT JOHNSON and ladies and gentlemen of the Association. Alex's very kind introduction to me, unnecessarily considerate, was most appreciated. I am so glad to read in the paper that he is going to be around Washington for a long time; perhaps he will introduce me at some other occasion. With regard to my address today, his suggestion was that I take this opportunity to give a sort of autobiographical account of NSAM-341 and its background. I am very happy to do it if you will excuse the occasional use of the first person pronoun, because what I propose to do is simply to tell you how this project developed as I saw it.

I am sorry to sound an inauspicious note when I say that insofar as I am concerned NSAM-341 really had its origin in the "Bay of Pigs" experience. You may recall that following the collapse of the beachhead, April 17, 1961, several of us were asked by President Kennedy to appraise the operation and tell him what had gone wrong. This group included his brother, Bob Kennedy, Allen Dulles, Arleigh Burke and myself. In our final report to President Kennedy, we pointed to a number of shortcomings, among them, the organizational deficiencies in Washington which made it difficult for the President to control a complex, interdepartmental operation such as the "Bay of Pigs." We indicated the kind of organization which would be necessary if we were ever tempted to engage again in so involved an operation.

The organizational concept which we suggested called for a permanent committee with the title Strategic Resources Group, reporting to the President, capable of directing the use overseas of the resources of several departments. Whatever its intrinsic merits, the suggestion was not received with any great enthusiasm, primarily because it seemed to suggest the United States might want to undertake another Bay of Pigs type of operation, and that was not an appealing thought in 1961. However, the concept of having a permanent steering group of very senior officials who controlled all the resources of the principal departments engaged in overseas activities remained alive and reappeared in January, 1962, when President Kennedy approved the constitution of the so-called Special Group for Counter-Insurgency. This was really the Strategic Resources Group under a different name, with a slightly different membership and with a more restricted objective.

Now for those of you who are not familiar with the Special Group, I will review its mission and composition. It was established to assure the unity of effort and use of all resources required to prevent and resist subversive insurgency. That was the overall purpose. More specifically, it was to assure recognition throughout the entire Federal Government that subversive insurgency or the "War of Liberation" is a major form of political-military conflict equal in importance

to conventional warfare; and to verify that all Departments give appropriate attention to counter-insurgency in their training programs in order to form the leadership necessary to carry forward in this field. A third objective of the Group was to verify the adequacy of departmental resources to cope with "Wars of Liberation" in the future. Finally, the Group was directed to keep an eye on certain selected countries—countries designated by the President and to verify the adequacy of the interdepartmental programs in these countries which were given this special attention because they were either under subversive attack or seemed exposed to that threat.

The original membership of the Special Group consisted of the Military Representative of the President as Chairman, the Attorney General, the Deputy Under Secretary of State for Political Affairs, the Deputy Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Director of CIA, the Special Assistant to the President for National Security Affairs and the Administrator of AID.

This Group has been meeting regularly since early 1962 with only slightly changed membership. I would say that its record has been a very honorable one. Many things were started under its direction. The impact on the education programs which it initiated throughout the government has been very great. It created a new realization of the problem of coordinating overseas efforts in the US Missions. It has been responsible for the development of Internal Defense Plans in certain sensitive countries. But as time went on, I think that most of the members of the Group found that it was much harder to follow up on these programs than it had been to initiate them. Hence, the general feeling grew that the mission of the Special Group should be reviewed and perhaps revised.

I returned from Saigon in August of this last year, at which time the President asked me to review all of the activities of our Government in the Counter-Insurgency field, both at home and abroad, and to make appropriate recommendations. I received authority from the White House to ask for the constitution of four interdepartmental committees: One, to examine matters of organization, doctrine and programming headed by Ambassador Bonsal; a second committee to examine training; a third committee to evaluate resources, their availability and use; and the fourth to look into the broad questions of intelligence bearing upon Counter-Insurgency. These committees worked very hard and very effectively for two months and gave me their reports on the first of December, after which I prepared my recommendations to the President.

What I am going to comment on today is only that part of my recommendations which bear upon NSAM-341—the direction, supervision and coordination of interdepartmental affairs overseas.

Having been asked to look into governmental effectiveness in the field of counter-insurgency, those of us involved soon felt that our directive was too restricted; since counter-insurgency literally means resistance to an insurgent movement, and obviously the last thing that we should want is to find ourselves in that kind of defensive situation. It seemed to us that we should give priority to the prevention of subversive insurgency and emphasize what should be done to improve preventive measures including the early detection of symptoms.

The next question is, where do you look for the symptoms of subversive insurgency? The answer is that they are found in virtually every emerging country in the world. Subversive insurgency is encouraged and fomented by conditions of poverty, of backwardness, of poor government, of lack of education, all of which are conditions one finds in most of the 90 odd emerging countries. Hence, one concludes that any organization adequate to meet the requirements of anticipating subversive insurgency must observe and evaluate continuously the conditions in some 90 countries of the world. At this point, one begins to question the wisdom of setting up a special organization study of two-thirds of the population of the world and of ignoring the remainder. Should we not recognize that the basic organizational requirement is really crisis anticipation and crisis management wherever found? This was the line of reasoning which I felt impelled to follow and it was in that spirit that I made the recommendation which later resulted in Presidential approval of NSAM-341. In case you do not identify the document by that designation, its text was published in the Foreign Affairs Manual as Circular No. 385, dated March 4, 1966.

I was surprised when I started inquiring into the overseas authority of the Secretary of State to find how little specific authority he had for the management of interdepartmental business. In contrast, an Ambassador with authority derived from the letters of three successive Presidents (the last being President Kennedy's of 1961) is very clearly the number one man in his country. He has overall coordination and supervisory responsibility for all US programs. However, I have found no assignment of directive responsibility to him. That word, "directive," apparently was deliberately omitted from the Presidential letters. Nonetheless, I think as a practical matter as you experienced Foreign Service officers know better than I, that a strong Ambassador with his present authority clearly runs his Country Team and directs the overall US program.

But here in Washington, we have never had a single focal point of authority comparable to the Ambassador and his Country Team. The National Security Council was organized with the intention of doing something like this in supporting the President in his discharge of responsibilities in the field of security. But the record shows, I believe, that the National Security Council has not adequately fulfilled the original intent.

In deciding how best to fill this void, I talked to many senior officials about refurbishing the National Security Council. I found virtually no enthusiasm for such a face-lifting effort. The general feeling was that the National Security Council had the inherent weakness of being too big and that no President was likely to sit down in such a large group and use it as a forum for deciding major overseas matters. So, in the absence of any desire on the part of our senior officials to overhaul the organization of the National Security Council, it appeared necessary to look elsewhere for organizational support for the President in the discharge of his responsibilities for overseas affairs.

Reviewing the record, I found that the only special authority that the Secretary of State had in this field had been given by President Kennedy rather casually in the public relations

release made at the time of the abolition of the OCB and the Planning Board in January, 1961. The language I cannot quote exactly, but it said in effect that the President would look to the Department of State to assume the coordination function which presumably had been done by the OCB. That being the case, it was logical to consider whether we should not give more specific authority to the Secretary of State and the means to carry out this authority or alternatively whether we should set up some new organization, stemming from the President himself, for the conduct of interdepartmental affairs overseas. Personally, I had no difficulty in choosing between these two alternatives. The creation of some new organization under the White House reaching out into all the countries where we have missions abroad did not appeal as being either desirable or practical. The simple way, hence the preferred way, would be to use the structure of the Department of State for the discharge of this additional Presidential function. Thus, it came out in the end, expressed in the following language: "To assist the President in carrying out his responsibility in the conduct of Foreign Affairs, he has assigned to the Secretary of State authority and responsibility to the full extent permitted by law for the overall direction, coordination and supervision of interdepartmental activities of the United States Government overseas." That is the first time the words "overall direction" have ever appeared in defining the responsibility of the Secretary of State overseas and, indeed, goes somewhat beyond the present language of the authority of our Ambassadors.

I would like to repeat again that I view this decision as the act of the President in making the Secretary of State his agent in directing interdepartmental matters overseas. This is not inherently or organically a State Department function. It is something additional. By the same token those other officials of the State Department under the Secretary who are involved, the Assistant Secretaries of State whose role I will mention later, and the Ambassadors overseas all are really wearing a second hat—a Presidential hat—in fulfilling this function.

The only activities excluded from this allocation of responsibility were those which are military and which the President as Commander-in-Chief directs through the channel of command reaching from the President through the Secretary of Defense and the Joint Chiefs of Staff to our overseas commanders.

There had been considerable debate as to what should be understood by the term "interdepartmental activities." The following language was put into the NSAM which I believe expresses quite clearly what is intended: "Those activities which are internal to the execution and administration of approved programs of a single department or agency, and which are not of such a nature as to effect significantly the overall US overseas programs in a country or region, are not considered to be interdepartmental matters." The question arises as to who is going to make the determination of whether an activity is "interdepartmental." The answer is that it will be made by the so-called "executive chairman" about whom I am going to talk in a moment.

In order to assist the Secretary of State in discharging his responsibility, he has been given certain organisms to support him. The thought was to create in Washington at both the Assistant Secretary and at the Under Secretary level something analogous to the Ambassador and his Country Team so that each regional Assistant Secretary of State would have an interdepartmental committee called the Interdepartmental Regional Group (IRG) and the Under Secretary of State would have the Senior Interdepartmental Group (SIG) as interdepartmental agencies to assist these officials in discharging their interdepartmental responsibilities.

Now I shall talk only about the Senior Interdepartmental Group because the Interdepartmental Regional Groups are

merely duplicates of the senior group. The language in setting up the so-called SIG, if we may use abbreviations, reads as follows: "To assist the Secretary of State in discharging his authority and responsibilities for the interdepartmental matters which cannot be dealt with adequately at lower levels or by presently established procedures, including those of the Intelligence Community, the Senior Interdepartmental Group is established." The membership of the SIG is identical with that of the old Standing Group which I have described above, with the exception that the "executive chairman" is the Under Secretary of State. Otherwise, we have as permanent members the same representation from State, Defense, JCS, AID, CIA, USIA. There was considerable debate during the circulation of the draft as to whether this permanent membership was adequate. Obviously other departments have very important overseas business which is often interdepartmental in nature. Take Treasury, for example, or Agriculture. But it was agreed after discussion that these departments do not have regular business and the assignment of a senior official as a permanent member of the SIG is hardly justified. However, the understanding was reached, and it is clear in the NSAM, that the Chairman of the SIG must look after the potential interests of other departments and invite them to provide membership when business affecting them is on the agenda. Furthermore, the head of any agency or department can ask for an item to be put on the agenda and, when that is the case, send a representative who has full rights of membership. Furthermore, the Senior Interdepartmental Group was made the successor to the Special Group for Counter-Insurgency which is now abolished and all the responsibilities established by NSAM-124 now pass to the jurisdiction of the SIG.

Now let me talk about the "Executive Chairman" role at the SIG and IRG levels. I would certainly not be particularly happy if the end product of the work I have been describing had simply been the creation of six additional Washington committees. Nothing could be more unpromising. But I harbor the hope that the curse of the committee system has been somewhat attenuated by several features which have been built into this new structure. First, as to the membership of the Groups, you can see by the composition of the SIG we have the top man or the number two man of all the major agencies of government regularly involved in overseas business. They must come to the conference table prepared to take a position on all items on the agenda and to commit their department or agency. Moreover, the membership is permanent and each one of these officials is expected to be present for meetings unless he is sick or out of town. Additionally, the Chairman is an "executive chairman." That title is defined as a chairman who has not only the authority but also the responsibility for settling any issue on the agenda of his committee. It means that, in the extreme case, he can have every member of his committee against him but he can say "Boys, this is the way it is going to be unless you utilize your right of appeal." In the latter case, any member can appeal the issue to the next higher authority. In the case of an appeal from the SIG, it would presumably be to the Secretary of State with the right to go beyond him to the President. In a case of an appeal from the Assistant Secretary level, it would be to the SIG. So we have an echelonment of tribunals to which an appeal can be carried. I sincerely believe that with chairmen with that kind of authority many of the delays and compromises which frequently creep into committee business can be avoided.

Let me sum up now what the advantages appear to be in this new arrangement. I feel that, for the first time, we have fixed responsibility for overall managerial guidance and direction of our business overseas. The Secretary of State is responsible, acting for the President. Next I feel that there has been a clarification of relationships. There is no doubt now

who is in charge, whence the direction comes and who must be consulted. A very important advantage, I would think, is that we now have several recognized forums in Washington where we should be able to get interdepartmental decisions rapidly. Virtually any senior official can utilize the mechanism either at the Assistant Secretary level or at the Under Secretary level to get his business considered and decided. One of my problems as a military official used to be, and I am sure the problem is common in every other department in Washington, to get the military voice heard in conference early enough to be effective. Now we have these forums in regular session where it should be easy to inject the views of each of the interested agencies in the early phases of discussion before decisions have been reached. I would think that this would be a great advantage to all participants in interdepartmental business overseas.

I might say, at this time, that in clearing this proposal about town I had anticipated considerable difficulty in obtaining concurrence. To my surprise, I found almost no difficulty. I found that almost every senior official in Washington was most happy to have the Secretary of State given this clear authority. Hence, I am convinced that, at the top level, State will get nothing but cooperation in discharging this added responsibility. As I made my rounds, there was, of course, a very close examination of the fine print in the language of the NSAM. But insofar as the principle was concerned, no opposition whatsoever was raised.

I think this is good news because as we all know organizational changes in themselves have minimal value. I have often said that good organization simply allows good men to do their work better. If, indeed, this is a sound organization, it still will not contribute significantly unless it is accepted happily by the participating agencies—which I believe is the case at this moment. Next, it is essential that all agencies put in first class players to fill the key slots. This organization will never be any better than the quality of the men who are given the key assignments.

A final advantage which I think I see in this arrangement is the possibility of coping better with the problems of what has been called the growing multipolarity of power. In recent years many of us would say, I believe, that our bi-polar confrontation with the Sino-Soviet Bloc has ceased to be our sole important preoccupation in international affairs. Instead, we have a diversity of problems in many quarters. There are many troublemakers creating for us many trouble spots around the world. We need built into our executive organization a system which will assure us of watchful eyes looking constantly in all directions and giving warning before we are surprised. Uncle Sam can no longer afford to be a one-eyed Cyclops able to focus attention in only one direction but must have an Argus-eyed capacity to survey the entire international scene. I believe that this organization we have discussed will contribute to that capability for vigilance.

Before I sit down, ladies and gentlemen, I would like to record my feeling this decision of the President recorded in NSAM-341 is a tremendous challenge to the Foreign Service and to the Department of State. As a complete outsider, I obviously had personal bias in this matter but felt that it was the obvious solution which should be given a thorough trial. But it means that State has to perform up to the challenge. You will have to put your best players into the key slots for, in due course, I am sure there will be a review made of what has been accomplished under this system. If, as I hope, performance justifies the concentration of responsibility and authority in State, we are on the right track and a long-standing deficiency in our Federal system has been corrected. If not, the only answer will be to review the decision and find another solution. I have all confidence in my mind that I have before me here many of the men and women who are going to make this system work. ■

Ambassador Guest's Overseas Seminar Program

TRADITIONALLY, the Foreign Service officer overseas is cut off from professional training, except for post language programs and occasional correspondence courses. If you point out that the majority of the officer corps resides abroad, the response in Washington is often a stare of incredulity and then a triumphant shout that "they all come home sometime."

This is true. But I do not envy the personnel officer who must arrange for some harried voyager to complete consultation, home leave, medical repair, and training in a time period which will not utterly destroy the transfer. Training—except for actual details, as in the case of senior training—is hard to offer to men on the run through Washington.

The result is visible in the statistics. Last year only one FSO took our two-week course on communism, although the FSI gave it numerous times throughout the 12-month period. In 1964, only thirteen Foreign Service officers took the FSI's short course in Executive Studies, despite the fact that it was given frequently enough in Washington to enable any FSO to work it into his travel schedule.

The problem is how to treat Foreign Service officer corps as a single student body, at home or abroad. Identifiable training needs—such as the development of executive skills—are as important to the officer abroad as to the one at home, perhaps even more so. Yet we have acted as though the man overseas is out of range of any short-term training programs.

Deputy Under Secretary Crockett was the first to break across this attitude. In 1965, in his program to increase Foreign Service understanding of executive responsibilities, he brought selected senior officers in from their posts abroad to attend week-long training sessions at the Airlie House. He also encouraged the first FSI attempt to take executive training overseas. In April 1965, the first experimental session was conducted. Fourteen Foreign Service officers were brought to London from a variety of European posts. Dr. Charles Kepner, co-founder of Kepner-Tregoe and Associates of Princeton, New Jersey personally conducted the course with such success that the FSI took the course later in the year to South America for two more overseas sessions.

However, money has a bearing on these issues. Dealing with a Foreign Service student body is more costly than the training of domestic agencies. And all budgets had to be reviewed and, if possible, reduced.

Then came forward our Ambassador to Ireland, Raymond Guest. He knew that the law permits a private donation for use by the Foreign Service Institute. He offered a generous sum; and on March 20 of this year he had the satisfaction of opening at his own post the first meeting of a program named in his honor and based largely on his funds: The Raymond Guest Overseas Seminar Program. Dr. Charles Kepner again personally conducted the course, held under the chairmanship of John H. Stutesman, Jr., a Foreign Service officer who is Associate Dean of the FSI School of Foreign Affairs.

Twenty officers gathered in Dublin from seventeen different posts, including twelve Embassies, our Berlin Mission, three Consulates General and a Consulate. They came from administrative, consular, political, economic and USIS jobs.

Their grades were at mid-level and most were section chiefs. For a week they worked an average of fourteen hours a day, often more. None saw anything of Dublin during the seminar.

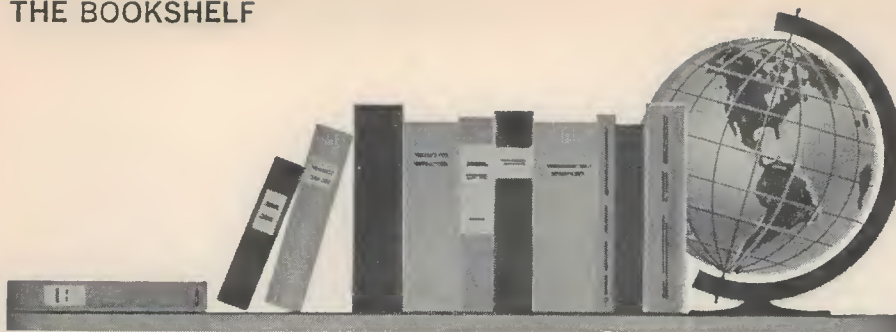
The next phase of the Guest program followed immediately after the close of the Dublin seminar. On Sunday, March 27, another group of twenty officers assembled at Athens, a location from which posts as far away as Algiers and Tehran could reasonably be reached. Ambassador Guest was unable to honor the occasion personally but he sent his good wishes to the officers who were to benefit from his generosity.

Again the group was selected and distinguished. Seven DCMs were present, with numerous Chiefs of Section. USIA had a representative, as at the Dublin seminar; and the students ranged in experience and skills across the entire gamut of Foreign Service professionalism. Again the meeting was an unqualified success.

Ambassador Guest's program will allow for two more overseas seminars this fall, one probably in Africa and one in the Far East, areas which have not yet been reached directly with FSI executive development courses. The Ambassador has also said that he will provide sufficient funds to carry on his overseas seminar program in 1967. But the most significant effect of the Raymond Guest program goes far beyond the impact—useful as it is—on the forty officers who have benefited so far. It is the "breakthrough" into new training concepts which make the Guest seminars so particularly important. It is the recognition that our officers, who serve overseas by the very nature of their tasks, can be dealt with on their own ground, in accordance with their training needs. Ambassador Guest has given this idea the support it needed to become a full-fledged, active program to develop executive skills abroad. ■



From left to right: first row: Francis Starrs, Madrid; Richard Tims, Budapest; Dr. Charles Kepner; Joseph Neubert, Bucharest; second row: John Conroy, Valletta; Chris Van Hollen, Ankara; Charles Cross, Nicosia; Enoch Duncan, Baghdad; third row: Malcolm Thompson, Athens; Dayton Mak, Beirut; Ralph Ribble, Rome; Herman Skofield, Vienna; fourth row: Jean Wilkowski, Rome; Martin Manch, Athens; John Day, Athens; Lewis Hoffacker, Algiers; fifth row: Hugh Appling, Damascus; Richard Parker, Cairo; Theodore Eliot, Tehran; Stephen Palmer, Tel Aviv; in Athens, March 27.



National Security Council

ORIGINALLY known as "Forrestal's Revenge," the National Security Council was pressed into legislative existence by a Secretary of Defense who wanted quicker decisions from the President on national security issues. President Truman, however, was not a man to be pushed around and the Council never amounted to anything until the Korean War. It is now well established as an agency to advise the President with respect to the integration of domestic, foreign and military policies relating to national security.

Apart from the years when it was underpinned by a Planning Board and an Operations Coordinating Board, it is questionable if the Council has contributed much to the integration of policies or simply helped the President to make hard decisions in specific situations. The integration of policies is something more than reconciling points of view and one wishes this distinction were more clearly made in the studies and hearings of Senator Jackson's subcommittee, which are now published in hardback.

One wishes, also, the subcommittee had been less offhand in its dismissal of the Operations Coordinating Board. It concluded a very cursory treatment of the OCB by asking this question: "Can an interdepartmental committee like the OCB be counted on to discharge effectively major responsibilities for follow-through?" My answer, as a participant in the process, is "Yes, if properly led." The subcommittee's answer is: "The evidence points to the contrary." What evidence? The subcommittee adduces the opinion of one official who sat at the top of OCB for a limited time and found himself spending considerable time in editing papers. A lot of us in the OCB process spent a lot of time on substance and got things done. What of that evidence? Any interdepartmental committee can work and work well if it has leadership. Some of the OCB committees had this leadership and they did a great deal to make the de-

cisions of the Security Council meaningful.

Apart from such limitations, the subcommittee's material is of great interest. It raises many questions as to our own establishment. The training of officers, for example. The task of assisting the NSC in the integration of foreign policies and coordination of the manifold activities which enter into their effective implementation is hard and complex. It is nothing one can master simply "on the job." If the training of officers of the diplomatic establishment does not come quickly to grips with this challenge, the Department and the Service are in for more hard times ahead.

—R. SMITH SIMPSON

THE NATIONAL SECURITY COUNCIL, *Jackson Subcommittee Papers on Policy-Making at the Presidential Level*, edited by Senator Henry M. Jackson. Praeger, \$5.95.

An Indictment

THIS book is a well-documented indictment of American foreign policy in early and mid-1945. It contends that after the failure of a "strategy of immediate showdown" which was initiated when Harry Truman became President, there followed a period of delay and seeming accommodation only until the atomic bomb could be unveiled, and that we then took "the offensive" in an effort to drive the Russians out of Europe.

Under this theory, the Hopkins mission to Moscow in May/June 1945 was a stratagem to gain time until "atomic diplomacy" could be employed against the Russians. The realization by the time of Potsdam that Russian entry into the war against Japan was no longer really necessary, is viewed as American "reluctance to fulfill Roosevelt's Yalta pledges."

The trouble with the author's theories, well-documented as they are, is that they leave out of account what the Russians were doing during that period. He assumes from the beginning that Europe had in fact been divided into spheres of influence at

Yalta and that it was unsporting for the United States to oppose this. If one makes this assumption, the theories of Alperovitz are not unreasonable; and if there was indeed a "strategy of a [delayed] showdown," it certainly failed to achieve its objectives.

The limitations of the book are apparent from this key passage in its introduction:

"A study of American policy in the very early days of the Cold War must inevitably deal with Soviet actions and reactions. I wish to stress that this book is basically an analysis of American policy; it is not an attempt to offer a detailed review of Soviet policy. Stalin's approach seems to have been cautiously moderate during the brief few months here described. . . ."

This is simply not true. Not only does the book not contain a "detailed review" of Soviet policy—it hardly mentions Soviet policy at all; and Stalin's approach during the months described in the book can hardly be described as "cautiously moderate." But the author is right in pointing out that neither a "strategy of immediate showdown" nor a strategy of delay, nor yet the "offensive" that he sees after the Potsdam conference, were able to affect the *de facto* division of Europe that occurred as the result of the power relationships as they existed at the end of the war in Europe. Our possession of the atomic bomb did indeed *not* turn out to be the "master card" (the term was Secretary Stimson's) which would make the Soviet Union recoil before American power.

This book is valuable collateral reading for those familiar with the events of early 1945. It is mischievous, however, if used—as the author uses it—to score debating points against US policy outside of that historical context.

—M.F.H.

ATOMIC DIPLOMACY: *Hiroshima and Potsdam*, by Gar Alperovitz. Simon & Schuster, \$7.50.

Villard's Two Themes

AFFAIRS AT STATE is a strong partisan plea for the United States Foreign Service, written by a veteran career diplomat. The book is forceful and engaging.

Two themes stand out. First, Villard asserts that the United States Foreign Service is second to none in competence, dedication, professionalism, and loyalty; and that it has received less recognition and more

abuse than it deserves. He deploras as unjustified the popular "striped pants, cooky-pusher" image of the Service. He protests the penuriousness of Congressional appropriations for the State Department. And he believes that the Service, and thus the conduct of United States foreign policy, has suffered from a deterioration of morale arising from the McCarthy era and from a persistent lack of confidence in the Service on the part of Congress and the public.

With this much of the book I agree. The Foreign Service has done its job well, particularly during the two post-war decades. Life in Ouagadougou, Cochabamba, and Peshawar is seldom glamorous, always hard, and often dangerous. The management of United States foreign policy—in Washington and in more than one hundred foreign posts—is a full-time job. Americans can and should be proud of their career diplomats. This judgment is shared by most laymen who see the Service at close range. Businessmen who sit on career selection and promotion boards, for example, have high praise for the caliber of the men whose records they review. And the American Legion, after conducting a thorough investigation of the Department at the invitation of Secretary Rusk, concluded that the Department "is made up by and large of capable and dedicated public servants in whom the nation can place much confidence."

That the Service is more often reviled than rewarded is unfortunate, but easy to understand. Its constituents, after all, inspire no passion in the midlands and it is difficult to see the connection between a routine cable dealing with the attitudes of a foreign government and increased personal income or stronger national security. Moreover, diplomacy—like politics—tends to be regarded as an unsavory business, and diplomats as practitioners of intrigue, manipulation and the secret deal. These attitudes run deep in American culture, with its isolationist and egalitarian roots. The average American may accept as inevitable United States involvement in Europe, Asia, and Africa, but he doesn't relish it. Finally, the post-war world has been dangerous, chaotic, and unruly. It is easier to accuse the State Department of ineptitude than to try to understand the convulsive forces at work in the post-war world.

Never popular, the Department of State thus becomes an easy target for witch-hunters, publicity seekers, and hudget cutters. Slashing travel and entertainment funds from the Depart-

ment's budget has the appearance of solid Yankee thrift, although the sums saved may be trivial in comparison with the opportunities lost.

Villard's second theme is that United States foreign policy should be conducted by an elite Foreign Service, unsullied by political appointees in the ambassadorial and State Department ranks, freed from Congressional and White House meddling, and insulated from the vagaries of the public pressures: "It would help if the White House not only appointed career men to all top-level policy positions, but if it refrained from exposing them to the winds of political change, and if it restrained academicians and do-gooders from imposing their theories on hard-headed planners and policy makers." Villard has no use for non-career officials; he regards a career in the Foreign Service as the only training for diplomacy. "Nobody, in other words, should become a general without rising from the ranks as a soldier."

Villard seems to me as wrong here as he is right in arguing the basic competence of the Service. Any career bureaucracy, particularly one that regards itself as elite, develops inbred attitudes, parochial outlooks, vested interests to guard, and hobby horses to ride. The Foreign Service is no more immune to this phenomenon than other Government bureaucracies, or those in the business and academic communities. One, although not the only, safeguard is the infusion of fresh talent. Villard, in fairness, recognizes the problem: he advocates a sabbatical leave for Foreign Service officers to broaden their horizons. Although this may have merit, it is no substitute for the constant play of fresh ideas and attitudes contributed by non-career appointees—whether as Ambassadors, special assistants, or assistant secretaries.

Equally important, no democratic nation, least of all the United States, can sustain a foreign policy without broad-based public support. Such support is unlikely to be the fruit of foreign policy conducted by an insulated career elite. Non-career officials drawn from the business and academic communities are more likely to reflect public attitudes.

Finally, Villard is wrong on the merits of this proposition. Rising through the ranks of the Foreign Service is sound training for diplomacy. But it is not the only training. Diplomacy is essentially a task for the skilled generalist—one who is broadly knowledgeable, widely read, sensitive, and careful. Gordon in Brazil, Reichauer in Japan, Harriman, Bowles, and

Attwood are only a few of the outstanding non-career ambassadors to serve in recent years.

The Villard argument, to a lawyer, has overtones of the perennial dispute over whether a career on the bench is the only—or the best—training for a Supreme Court appointment. The answer is the same in both cases. What matters is the quality of the man, not how he came by it. Notwithstanding some of the ludicrous political appointments that have been made in the past, Villard would be hard pressed to defend his thesis against the non-career officials appointed to foreign policy positions by Presidents Kennedy and Johnson.

—MYER FELDMAN

AFFAIRS AT STATE, by Henry Serrano Villard. Crowell, \$5.95.

(EDITOR'S NOTE: Rarely does the Journal publish two reviews of the same book. But because Mr. Feldman's review presents a different new view from the first review, it has been decided to accord double attention to Ambassador Villard's book. Mr. Feldman, formerly Counsel to the President, is now a practicing lawyer.)

Administrative History

PROFESSOR LACHS of Rutgers College has brought together much interesting data on the organization and administration of the English diplomatic service under Kings Charles II and James II. The resulting book is an informative and authoritative contribution to the administrative history of the career, even if it can not tell us the things one would like to know about organizing and administering diplomatic services in more well-ordered societies. Still, the sovereigns of those days were faced with problems not too different from those met with on occasion in other times: inadequate communication between ineffective state secretaries at home and incompetent envoys abroad.

Mrs. Lachs tells us that in the later 17th century, diplomats who did well abroad were rewarded by being given political preferment at home. As a result, "terms of service were usually short, since men accepted posts more with the hopes of spearing a political plum than with the idea of devoting themselves to a career in the corps." Whether a country has a better foreign service when things are done the other way around, the author does not say.

—THOMAS A. DONOVAN

THE DIPLOMATIC CORPS UNDER CHARLES II AND JAMES II, by Phyllis S. Lachs. Rutgers University Press, \$7.50.

Germany Today

PETER MERKL, a German-born University of California Professor of Political Science, is well qualified to take us on a "journey through the political state of mind of post-war Germany." Actually, this book does more than cover the political state of mind. It covers the whole social make-up of Germany today, placing it in its proper historical context and relating it to conditions in other Western countries.

Part of the book is in dialogue form and this part is not the easiest to follow. However, when Professor Merkl describes the German political parties and their interactions, he could not be clearer. Particularly good is his comparison of the chancellorships of Adenauer and Erhard. Those who point with unquestioning awe to the German "economic miracle" should read his chapter on that subject. The term itself he describes as a "rather extravagant use of language" serving no purpose other than "fashioning a political myth for obscure uses or abuses."

Merkl is optimistic about the country he left as a youthful refugee. Some may consider him too optimistic. However, he builds a good case for a country which has entered into the process of modernization. Germany, the former "flaming young rebel," now seems to be acting like its mature brethren in the West, and he thinks it unlikely that it will ever return to its destructive rebellion.

—ALBERT W. STOFFEL

GERMANY: YESTERDAY AND TOMORROW, by Peter H. Merkl. Oxford University Press, \$7.50.

The Penkovskiy Papers

THE character and substance of the recently issued "Penkovskiy Papers" can perhaps be most appropriately summed up by one word—bizarre. This is a publishing venture of rather speculative dimensions which leaves the reader in the end in a wondering rather than an informed state of mind.

The parts of the book which are said to represent Penkovskiy's diary are filled with the kind of scuttlebutt and rumor in the grand Russian manner that one hears frequently around Moscow. If our assessment of Soviet life were to depend on such material, we would indeed be lacking in perspective. Much of it is simply hard to believe—the comments, for example, about official carelessness in the Soviet space program leading to the loss of human life. Is there any reason to assume that the Russians are less careful than we are

with the lives of those who have been especially selected and trained for these tasks over long periods of time at great expense to the state?

The information presented on the organization where Penkovskiy worked, the State Committee for Coordination of Scientific Research, is extremely tendentious and misleading. In my experience, the Committee was not, as the "Papers" try to make out, a huge espionage organization with tentacles reaching out to grab every foreigner and pump him dry of information. It was founded to perform tasks of an internal economic order. In exercising this function, it saw definite opportunities to be gained from contacts with Western specialists and industrialists and in this sense it may be said to have had an intelligence-collecting function. At the same time the Committee was very helpful in enabling Western visitors to Moscow to see things and talk to people who would otherwise have been relatively inaccessible, and was invaluable in making and coordinating arrangements for various delegations. In view of the real need for better communications with Soviet citizens and officials, there seems little to be gained by in effect pillorying this organization as an adjunct of the State Security Committee and the Military Intelligence Service.

The effort to cast Penkovskiy in the role of an ideological hero, or as the book's editor, Mr. Gibney, phrases it, a "single-minded revolutionary," is at best in rather questionable taste. Whatever Penkovskiy's motivation may have been and whatever the value of his services to the West, the fact remains that he was still a traitor to his country. If the West has benefited by his activities, this contribution should have been accepted silently, without an attempt being made to pour salt in the wounds.

Finally, as a matter of curiosity, it would be interesting to know what will be the exact purposes of the special fund set up in Penkovskiy's name "to further the cause of genuine peace and friendship between the American and Russian peoples" and into which, as Mr. Gibney informs us, the bulk of proceeds from the sale of the book will be paid.

—JAMES A. RAMSEY

THE PENKOVSKIY PAPERS, with introduction and commentary by Frank Gibney. Doubleday, \$5.95.

Atavism and Stoicism

THE saga of the hostages entrapped during the Congolese rebellion deserves an uncommon chronicler.



Amhara Tribesman, Ethiopia

by Ralph Hart Fisher

The fate of thousands of foreigners, many of them missionaries dedicated to serving the Congolese people, was casually wagered by rebel captors. This was a sad moment for liberals who believed that African states, once asked to acknowledge the Geneva Convention's safeguards for nonbelligerents, would adhere to a catholic standard of humanity; and it should be a moment of unsullied pride for those Belgians and Americans who, other efforts failing, dispatched a US-transported Belgian paratroop rescue mission to save the great bulk of the defenseless hostages. The purpose of the paradrop and, indeed, the very nature of the Congolese rebellion have been widely misconstrued in the non-Western world. Articles in AFRICA REPORT and elsewhere by Professor Crawford Young, together with extensive documentation published by *Centre de Recherche et d'Information Socio-Politiques* (Brussels), give the lie to those who saw the Congolese rebels as African nationalists; David Reed's "111 Days in Stanleyville" and Homer Dowdy's "Out of the Jaws of the Lion" provide an irrefutable account of the hostages' ordeal which ultimately required a Congolese Government-approved, Belgian-US rescue operation of Congolese and non-Congolese civilians.

David Reed, drawing upon the ample research facilities of the READERS DIGEST organization, has focused on the plight of the US Consulate officials detained in Stanleyville. Mr. Reed's book should stand as the most accurate factual account of this episode, as he draws heavily upon the personal recollections of participants in Stanleyville, Leopoldville, Brussels, and Washington. Reed's research ability, however, far outstrips his writing talents, and his book fails to capture the full emotion and the pathos of the moment. For this the reader should turn to Homer Dowdy, a whacking good storyteller who portrays with sensitivity the dilemma confronting missionaries engulfed by the rebellion. Dowdy's book is an eloquent tribute to those who, after enduring the anguishes of rebel captivity, have returned once again to serve their Congolese congregations—and to those who must remain forever in the Congo.

—KEITH WHEELOCK

111 DAYS IN STANLEYVILLE, by David Reed. Harper and Row, \$4.95.
OUT OF THE JAWS OF THE LION, by Homer E. Dowdy. Harper and Row, \$3.95.

The French-Speaking Countries of West Africa

THE French-speaking countries of West Africa are somewhat less well-known to Americans than, for example, Ghana, Liberia, and Nigeria, where English is spoken. This is partly due to the lack of good source material in the English language, but also in some measure attributable to the continued influence of France which tends to discourage excessive involvement by others in the affairs of countries in which the French consider they still have a primary interest.

Those of us interested in learning something about French-speaking West Africa should be grateful to Richard Adloff for presenting us with an extremely useful introduction to the area. In his short book, Mr. Adloff portrays the history, land, and people of the eight countries concerned—Dahomey, Guinea, Ivory Coast, Mali, Mauritania, Niger, Senegal and Upper Volta. He describes briefly the civilizations and empires which existed centuries ago as precursors to the nations of today, gives an interesting account of the explorations and trade which led to the occupation and partition of the area by France, and brings the reader up to date with a lucid account of present-day conditions. He also includes helpful appendices setting forth in succinct form the political in-



Market Woman, Niamey
by Daniel Lee McCarthy

stitutions and main economic factors in each country.

Because it is concise, readable and well-organized, the book is probably without peer as a handy reference to the countries it covers.

—HENDRIK VAN OSS

WEST AFRICA—*The French-Speaking Nations, Yesterday and Today*, by Richard Adloff. Holt, Rinehart & Winston, Inc., \$4.75.

The French Army in Crisis

SUBTITLED *The French Army And Empire In Crisis, 1947-1962*, this book discusses the forces that impelled

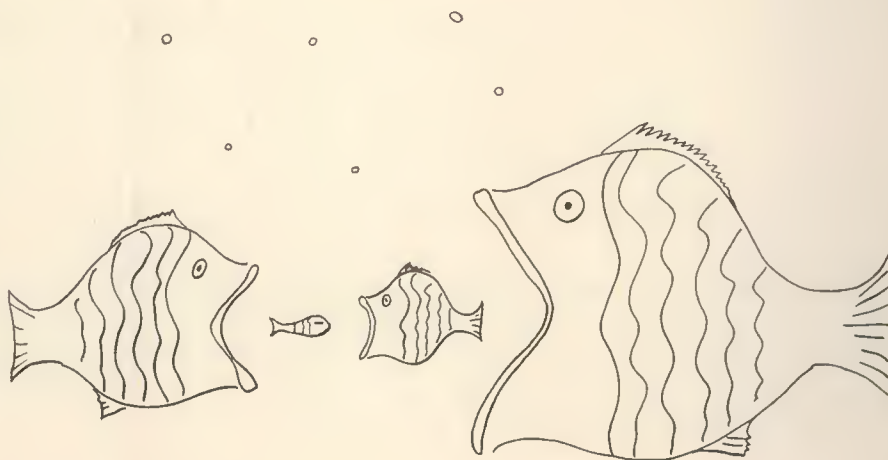
the Army to abandon its traditional role of "The Great Silent One" (*La Grande Muette*) for an interventionist part in national politics.

Engaged since 1947 in wars in which it had "neither allies nor the sympathy of many of the French people," the Army felt itself entrusted with a mission, the accomplishment of which was thwarted by institutional disorder and irresolution in the regime. A debilitating war, first in Indochina and then in Algeria, for ill-defined and shifting goals—as well as the pressures of East-West ideological conflict—increasingly alienated the military from the civilian authorities and finally induced the Army to appeal, in effect, over the State to the Nation.

This was the tragedy of the Army's "defeat in ambiguous battle and conquest without victory"—and its "reluctant groping toward sedition." The *mise-en-scène* is "*La Sale Guerre*" in Indochina and "*The War That Could Not Be Lost*" in Algeria. These events—with all they may imply for political and military leadership today—are absorbingly recounted and authoritatively documented by an M.I.T. professor. Those concerned with current developments in Vietnam, Algeria and France, as well as with the role of the military in a democracy, will find in this study valuable background and timely insight.

—ROBERT W. RINDEN

LOST SOLDIERS: *The French Army and Empire In Crisis, 1947-1962*, by George Armstrong Kelly. The M.I.T. Press, \$10.00.



HP



Pakistan

Builds Her Capital

IT is fun to be a sidewalk superintendent in Washington but it is even more so in Islamabad, Pakistan. In Washington one watches one or two buildings being built but in Islamabad one watches a whole city being created before one's eyes. Not just any city either, but the capital for 100 million people.

By the fall of 1965, 5,500 houses had been completed and were used to house 35,000 residents. In addition to the five office buildings that were occupied earlier by various agencies of the Government of Pakistan a sixth was taken over by the Ministry of Foreign Affairs in November 1965. These buildings are temporary quarters pending the completion of permanent secretariat buildings now under construction. The currently occupied buildings will then become the municipal offices for the new capital.

Permanent office buildings for all Ministries of the Government of Pakistan were started early in 1964. Eight secretariat buildings are expected to be completed during 1966. The foundations of the last two secretariats have been started but probably will not be ready for use until 1968. Designs for the Presidential Estates have been undertaken and actual work is expected to begin in the near future.

As of January 1966 over half of the employees of the Government of Pakistan were living and working in Islama-

bad and 90 to 95 per cent of the policy decisions were made in Islamabad-Rawalpindi capital area, according to the Principal Secretary to President Ayub.

Schools for children from first grade through high school are in operation. Neighborhood mosques have been built and are serving their congregations.

Pakistan House, a 245 room, centrally air-conditioned hotel, has been in operation since June 1964. A Pakistani-Canadian hotel management group took over the management of the hotel in January 1966. Pakistan House is about one mile from the secretariats and is adjacent to the diplomatic enclave.

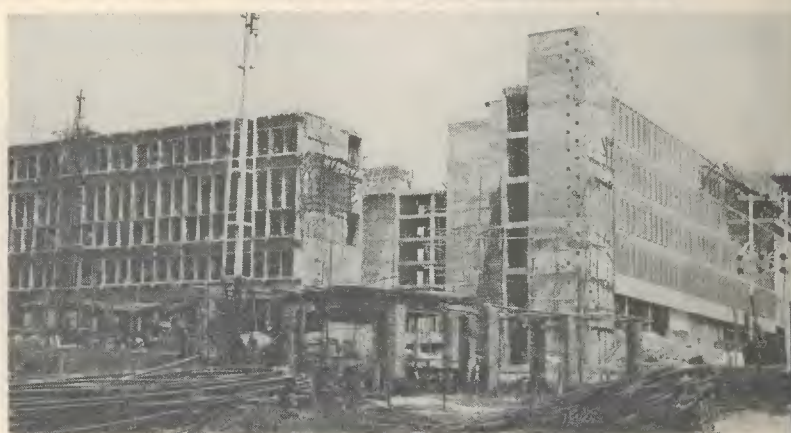
All public services are available in the 254 acre first section of the Diplomatic Enclave. Because most of the lots had been taken a second section was opened in the summer of 1965. About 30 countries now have sites in these enclaves and the British have begun construction of some buildings. The American plot is largest, 31 acres, located about one mile northeast of Pakistan House. A firm of Philadelphia architects has been retained to prepare plans for development of the American site. It is expected that the chancery, residences for the Ambassador and senior officers, quarters for staff, service buildings and some recreational facilities will be included in the development.

Local transportation facilities are used to haul building materials for residences in Islamabad.

Modern bus service connects Islamabad with Rawalpindi. Buses have been running every fifteen minutes since September of 1963.

The shells of two of the Secretariat buildings in Islamabad before completion in 1964. These two buildings, lower right, were scheduled to house the Ministries of Finance and Commerce.

Two-bedroom row houses designed to house the clerical staff of the Government of Pakistan.



As an interim measure the US Embassy office is located in a 50 room building in Satellite Town, a suburb of Rawalpindi and about half way between Islamabad and Rawalpindi. By early 1966 significant elements of the Embassy were resident in Rawalpindi including the DCM, Political and Economic counselors and their supporting staffs. The remainder of the Embassy is expected to move as facilities become available.

The basic plan of Islamabad was prepared by a well known firm of town planners and embraces a total of 257 square miles. This area includes the existing city of Rawalpindi which has an estimated population of 600,000. The planners estimate the 1970 population of the Islamabad metropolitan area will be over one million.

When completed Islamabad will be the first real capital of Pakistan. Karachi and Rawalpindi have been interim capitals awaiting the selection of a permanent site. Karachi became the capital following partition of the Indian subcontinent, but Karachi was a makeshift arrangement. Various governments from 1947 to 1959 attempted to select a site and at one time land near Karachi was designated the place for the capital. However, the governments did nothing to develop it.

President Ayub in February 1959 appointed a Capital Selection Commission to pick the site. After five months deliberations the Commission decided that Karachi and the

surrounding territory was unsuited for a capital. It also considered but found unsuited other existing cities. It did recommend the area between Rawalpindi and the Margalla Hills which had the characteristics of a desirable capital location. In addition to having a good geographic location, existing communications, a good year-round climate, availability to a productive hinterland, access to building materials and possessing scenic beauty, it was capable of being defended.

The variation in climate adds to the charm of the new capital. It has four definite seasons, none of which is extreme. For about two weeks in the summer the maximum will be over 100 degrees, but the humidity is low, and for two to three weeks in the winter one will find frost on the ground every morning. A large variety of spring flowers burst out in February and March and the fall is a riot of color in the nearby forests.

The city of Islamabad is on undulating Potwar Plateau that varies from 1,650 to 2,000 feet above sea level. It is at the northern edge of Rawalpindi and only a few miles from the Grand Trunk Road. Kipling's Kim traveled up and down this road that was built in the 1540's by Sher Shah Suri. When built this road was the longest road in the world and remained so until the latter part of the nineteenth century. ■

Safety—First or Last?

SOMETHING very new has crept into the automotive picture for 1966. Around the smooth stream of superlatives that continues to characterize the output of Detroit—new body styling, ease of driving, greater comfort, more convenience—an unaccustomed eddy has begun to swirl. For the first time in the memory of man—at least since the menace of the horseless carriage was given serious consideration some 60 years ago—the question of safety has come to the fore. A rising tide of protest at the slaughter on our highways is causing manufacturers to cast a self-conscious look at a car occupant's chances for survival in the endless accidents that occur in today's torrent of traffic.

If it were not for the news that safety is in the spotlight, there would be practically nothing to differentiate the current crop of motor vehicles from that of 1965, or even 1964. As usual, most lines have been "completely" re-styled to meet the ever cut-throat competition: bolder or broader grilles, addition or reduction of chrome on headlights or fenders, a longer wheelbase, an added choice in models. More than ever, extra-cost extras are featured, to give the impression of a custom-built car. Available in most cases are such luxury items as brocade upholstery, woodgrain dashboard paneling, power radio antennas, stereo tape players, power door locks, tinted glass, reclining seats, head rests, disc brakes, rear seat television, air conditioning (23 per cent of the cars produced in 1965 were air conditioned). Cadillac even offers electronically heated front seats for cold posteriors—four carbon cloth pads built into cushions and backs, that begin to function when the heater is on. The number of combinations now possible in models, colors, and interiors runs literally into the millions.

But for radical additions to the list, there is little to startle the sophisticated buyer of 1966. Chevrolet modestly claims its cars are "an auto show all by themselves"; aside from styling, elegance, and luxurious accommodation, only the Corvair Corsa sport coupe—a rear engine "fun car"—is noticeably new. Ford emphasizes reduced noise due to refinements in the suspension system; its

"Quiet Ones" are led by a newly-styled Falcon with a pronounced Mustang influence. The Dodge Charger "didn't lose a thing in the transition from a dream car to a rebellious road car." Oldsmobile relies on "new glamour and go"; it has the single innovation of the year with its road-hugging front-wheel drive Toronado, a full-size six passenger hardtop coupe boasting a Utopian "draft free" ventilating system with no corner vents.

However, for safety's sake the industry—with good reason—has begun to pay attention to the frightening facts of automotive life. It has been estimated that approximately a million and a quarter deaths—not to speak of tens of millions of injuries—have been caused by automobiles since 1899; and despite various highway safety programs, the toll is mounting steadily. In 1964, the last year for which statistics are available, 47,700 Americans died in traffic accidents; at the present rate of increase, it may be assumed that some 50,000 will lose their lives in 1966.

No wonder that the problem of built-in safety is causing furrowed brows in Detroit. While much of the blame for our high accident rate rests on the idiosyncrasies of individual drivers—the human equation—and on sundry hazards of the road and road construction, it is no less true that advances in methods of protecting passengers have been conspicuous by their slowness and their scarcity. As Senator Lyndon B. Johnson observed in 1957, when calling for a Federal unit which "would promote research into improved designs for automobiles," the problem is one whose "very familiarity has bred either contempt or indifference." Criticism of the industry, for failure to divert more money into safety research, for failure to eliminate known defects from existing models, and for failure to devote as much thought to safety as to new design or meaningless styling, is starting to hurt.

Senator Robert F. Kennedy has led the attack, implying an almost total lack of action on the part of manufacturers to make their products safer; in an angry speech in New York City, he has charged that the industry does

not ask its engineers to design for safety but rewards the one "who designs a flashy but deadly chrome gadget for the dashboard, who takes a dime out of the brake mechanism, or who shaves the cost—and the performance—of a tire." New York State legislators who are sponsoring a prototype of a car that would be "crash proof at 50 miles an hour" and could save "at least 160,000 lives" over the next decade, assert that even the 1966 autos are "murderously unsafe", that only the Federal government can overcome the resistance of Detroit to emphasis on safer design. A controversial new book, "Unsafe at Any Speed," whose author is said to have seen a little girl decapitated by a glove compartment door in a crash at 10 miles an hour, makes a devastating indictment of the industry; another, "Highway Homicide," billed for spring publication, also points a finger at the automobile as the main culprit in automotive accidents because of "the unsafe nature of the car itself."

But that is not all. The Johnson administration's proposed Highway Safety Traffic Act, which has already been questioned on the ground that it may not go far enough, will hopefully provide funds for construction of prototype safety cars—something that most manufacturers have been laggard in undertaking. Senator Jacob K. Javits has stated that he and Senator Kennedy will sponsor a bill for 90 per cent Federal financing of a prototype in New York. And Representative James A. Mackay of Georgia and Senator Vance Hartke of Indiana have introduced bills to set up a National Traffic Safety Agency and provide a new-car certification program. Congressional concern is evident; the industry may find it expedient to heed. It has already heeded the General Services Administration's 17 safety specifications—including exhaust control—that will be mandatory on all government-purchased cars beginning with the 1967 models; all auto companies have vowed they would comply with the specifications for all their cars. Additional, and more stringent, safety standards are in the works for cars purchased by the Federal government in 1968.

What has the industry to say for itself on this rapidly developing issue of highway safety? No one "could be more concerned . . . than we are," a General Motors Vice President told a Washington news conference. "Some of the criticism," he said, "is valid," but "some of it is more for publicity." John Z. DeLoretan, general manager of GM's Pontiac division, rejected the idea of a government role in automobile construction and called instead for more emphasis on highway building, on driver licensing procedure, on vehicle inspection, and on the elimination of "poorly anchored guard rails, solid lamp posts, and trees" near high speed roads. "The typical speed limit sign is just high enough that if a car strikes it, the sign can come through the windshield and decapitate someone." These are, of course, worthy objectives in the crusade to save the foolhardy or the inexperienced from themselves; "breakaway" signs that will shear off when struck by a car are already being tested, although no one has yet come up with a rubber tree to line the thoroughways. But the heart of the matter, in the opinion of many, still seems to lie in the lethal vehicle itself—and in its ability to withstand collisions.

It was brought out by Senator Kennedy, in Senate sub-committee hearings, that General Motors last year had spent \$1.2 million on crash safety research out of profits of \$1.7 billion, or less than a tenth of one per

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Coast to Coast

cent. Other companies may be assumed to have spent comparable amounts, give or take a few hundred thousand dollars, over a comparable period of time; the main product to emerge so far seems to have been the seat belt. The number of cars so equipped increased by 50 per cent in 1965, according to a nation-wide survey of 2.2 million cars by the Auto Industries Highway Safety Committee. Thirty per cent of the cars had belts, compared with 19 per cent in 1964 and only nine per cent in 1963; the reason was that on January 1, 1964, front seat safety belts became standard rather than optional on practically all new cars. Rear seat safety belts are being factory-installed for the first time in 1966; but only New York has a law—to take effect in 1967—making rear seat belts mandatory.

With the added accent on safety, it may be worth noting what is now widely advertised as standard equipment. Take Buick as an example. In addition to belts front and rear, we have padded instrument panels, outside rear view mirrors, windshield washers, dual speed windshield wipers, padded sun visors, back-up lights, shatterproof inside mirror, and glare-reducing wiper arms. Other companies follow the same general pattern. It may also be worth noting, parenthetically, that more than half of these touted features were standard on the Mercedes 220S purchased by the writer eight years ago. Some cars have extended their glare-reducing surfaces to instrument panels, as well as to windshield wipers and blades; while Cadillac has added an optional traffic hazard warning system in the form of a flashing four-way light—now required on all cars sold in New York. American Motors' Marlin contributes a "double safety brake system, standard in only one 'Big 3'—the Cadillac," and all Ramblers have new, higher-strength laminated safety plate glass windshields. The transition from optional to standard is likewise traced in the Lincoln Continental: rear seat belts and emergency flasher.

One must really look to the GSA requirements for 1967 to discern any recent progress, such as it is, in safety standards. Although all of the 1966 cars have some of the 17 features, such as padded dashboards, recessed instruments and control devices, safety door latches and hinges, not all of the specifications are to be found as yet in any of the present models; the impact-absorbing steering wheel and column displacement, for example, have made their appearance only sporadically so far. It has remained for General Motors and American Motors to announce that all their 1967 models will be equipped not only with dual brakes but with the revolutionary telescopic steering wheel as standard equipment. Others are expected to follow suit.

Thus the lessons are slowly being learned. It is at least encouraging that signs of the times are becoming more common: an advertisement, for instance, of the local B. F. Goodrich company carries the warning "Are you driving an unsafe car? Don't take chances—come in for a wheel alignment." While speed on the expressways is not yet measured by Craig Breedlove's "Spirit of America," it is bound to rise with the annual increase in engine power of many models. And with Chrysler's prediction of 10.5 million retail car sales yearly by 1970—possibly as much as 12 million—the problem of safety first may yet become paramount.

For 1966, at any rate, it promises not to be last in the public eye.

A French Colonial View of Arab Cuisine

ONE of the newest additions to my cook book collection is Leon Isnard's "La Gastronomie Africaine," discovered last summer in the loft of a Maine barn. The title is a little misleading, for he deals only with North Africa, specifically the food of Morocco, Algeria, and Tunisia. "This book, begun at the Grand Hotel Bourelly in Mascara, has been completed at Oran, Hotel Excelsior, November 1929" a postscript tells us.

Perhaps I may be doing the world a service by quoting from M. Isnard's wisdom about the Arabs and their food. On the other hand, I may only be illustrating why the French lost Algeria.

One chapter is entitled "Prejudices, Proverbs, and Pictures from Native Life" . . . I quote:

"The Arabs are convinced that a man's character is influenced, in spite of himself, by the food he eats. For them:

"Meat increases the sharpness of hearing.

"Honey, taken on an empty stomach, guarantees convulsions.

"Dates keep away rheumatism.

"Pomegranates are good for the liver.

"Dry raisins are good for impaired health.

"Celery settles the stomach and sweetens the breath.

"Rice prolongs a man's days.

"Squash strengthens a saddened spirit, gives consistency to the liver, and firmness to the brain.

"Lentils have the power to bring tenderness to the heart and tears to the eyes.

"The banana is a golden ingot which slides effortlessly into the gullet which it impregnates with sweetness.

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"Quince: He who eats much is sure to have many children."

I wish Isnard had brought this last to my attention sooner. We have six children. But to continue (and remember this is eating with the hand from a common platter or tray):

"Liking to share their meals with many guests, often European, the Arabs are very strict about the way these latter behave when with them.

"They will not tolerate anyone who is:

"*Metcharaf*—That is to say, to be insatiable, to be restless, to turn the head to see if other dishes are being brought."

The literal translation of *metcharaf* might be "He who is honored." In being introduced to someone, it is common to say *ana metcharaf*: "I am most honored!" Oh, well!

"*The rachaf*—That is to say, he who chews and swallows noisily." (*rachaf* does mean "gulp.")

"*The mechallel*—He who picks his teeth with his fingers."

The derivation of *mechallel* is probably from the fourth form of the verb "to cripple, to paralyze" and would seem here to mean "he with the withered hand," apparently the victim of the Arab curse "May God wither your hand." You can see Isnard wasn't kidding when he said your Arab host is a little strict about manners.

"*The merihh*—He who dunks his bread in the platter to soak up the sauce."

Merihh, like so many Arab words, has a number of meanings not all of which are consonant with each other. *Merihh* is defined as "restful, reposeful; calming, soothing; cozy; comfortable; flatulent." Take your choice.

"*The moacheb*—He who cuts meat and bird with an impatience which betrays his greediness."

"*The kessam*—He who takes a piece, bites off a morsel with his teeth and returns the rest to the platter.

"*The bechate*—He who keeps an eye on his neighbors, then gets ahead of them to take the morsel they had chosen and were going to take."

"*The menachef*—He who sucks the grease or gravy from his fingers." (Literally "the towel.")

"*The bekkar*—He who blows on the food.

"*The djennab*—The nuisance who, to eat at his own ease, makes himself more room by jabbing with his elbows.

"*The satrandji*—He who takes a piece, puts it back, takes another, goes back to the first, then to a third.

"*The djaujami*—Glutton, envious and irritable, who would like to be alone at the table to be able to devour everything.

"*The mehinde*—He who usurps the functions of the master of the house, in order to have before him the best morsels and to say to the servants 'Put this plate here, that one there.'

"Finally, the *fedauli*—He who is always preoccupied with that which is none of his business, and who allows himself to counsel the host on the manner in which leftovers from the meal should be disposed."

M. Isnard's epic is not only helpful on good manners at the table, but he warns us of dangers on the

table as well. In his opening chapter, "The Preliminaries," he offers a number of recipes for hors-d'oeuvres and appetizers, from anchovies to raw artichokes and from oysters to Salad à la Lyautey ("Choose 5 or 6 black truffles, fresh and of good aroma . . ."). Amongst the offerings is *Pastèque*:

"The *pastèque* is called, by some, the watermelon; the *pastèque* does not merit the acclaim its fanciers give it. The pulp, inundated with a sweet sap and dry, is all the more pernicious because the African temperatures causes it to be even more dangerous. I strongly warn people who have the fatigued digestive tube to abstain from this fruit which can cause bilious attacks."

Not all melons, it would seem, are a menace to the tired digestive tube, for earlier in the chapter he eulogized *Le Melon*:

*Having refreshed the epigastrium
It expands itself like a star
Right in the middle of the intestine
At one time fire, at another time ice
It is the grand master of the feast
Seeming to say "Let's take our place . . ."
In its wake each food
Passes indeed tranquilly . . .*

That may have lost something in the translation, but only because in French *epigastre* rhymes with *astre* and *intestin* with *grand maître du festin*.

M. Isnard is not the only poet, for the book is full of odes to eggs, tomatoes, truffles, sole, and such gems as Joly's "Bobolink to my liking," Berchoux on "Leg of Roast Mutton," and Favre's immortal "Woodcock, Dream of an Evening."

However, sticking closer to our African *metier*, Isnard gives us:

"Our national dish has charmed the chanter of gourmandy, Charles Monselet, who has thus described it:

*"One word has resounded under the African hut,
Couscoussou.
Cannot one hear the sigh of the flute
of the tulou?
For this native dish, let no one dispute
I am cuckoo.
I would to taste it, braving peril and fall,
go anywhere.
What echos in the plains it ceaselessly awakes,
Mitidja:
If it were necessary to sell my birthright for it,
it's already done.
O couscoussou, exquisite dish of my brown mistress
Kadoudja."*

You can see that couscous is pretty heady stuff under that hot African sun which tanned Mlle. Kadoudja. A Dr. Camuset apostrophizes that other great North African favorite, the *méchoui* (feast of roast lamb):

*"At the doorsill of the house, so brilliant white,
In the transparent azure of the Algerian sky,
Among the green trees of outlandish shape,
Where golden fruit hangs among scarlet blooms,
The master roaster of Ben-Aly-Chérif,
Brushes with a great wad of burning grease.
The flanks of a lamb which cooks, primitive dish,
Pierced from end to end by a bloody spit.
Trellis, whose shade hides us from the sun,
You see us devour an unparalleled feast,
Near the marble basin where water laughs and dances.
And happy rascals, born to be led astray
From the law of the Prophet, you see us water down
The roast to the dessert with the finest French wines."*

No watermelons for old Doc Camuset! ■

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VACATION (Continued from page 25)

I tucked a few "sentimental" pieces of table silver and family photos into my suitcase. Intrinsically, they were a silly choice, but to me they represented Home, and continuity in an upside-down world. One woman even smuggled out a nine-year-old parakeet in her big handbag. I wish I could see an exhibit of these "non-essentials." I suspect it would be ridiculous—and touching.

Most of us were numb when we began our life in Manila, and the way we went about our practical chores reflected our state of shock. There were things to be done, and we did them, somehow, but not always efficiently. We made financial arrangements, signed up for this and that, collected cards permitting us to use the commissary and other installations. Evacuee mothers got together to make special arrangements with the American school. School rooms were provided, children were registered, books were procured, and special buses, manned by Dacca mothers, were furnished by the Embassy. We tried out restaurants, compared prices. Some of us became almost compulsive sightseers and shoppers, as though we were tourists due to leave by the next plane. Pregnant women located doctors. Cribs and other baby equipment were borrowed or brought. Some of us sent cables to Dacca, reporting safe arrival, although we were not sure they would go through. Day and night we all hovered around radios, television sets and newspapers for news of the war between Pakistan and India, just as we had in the night hours in blacked-out Dacca.

For a day or two, most of us felt grim, and each tended to go her own way. I spent a good deal of time looking out of the window of my hotel room, contemplating sourly the various involuntary separations my husband and I had "sat out" during our 15 years overseas (seven months in 1951, four months in 1957, and now again.) This was for the birds, I muttered to myself. Somehow, I thought, we had certainly drifted into the wrong work. I even wrote a letter to this effect to my husband—and tore it up an hour later.

I suspect that most of us, especially evacuees traveling alone rather than in family groups, felt separated not only from husband and home but from each other. Often we did not know where our particular friends were living, and we were so bogged down with technicalities that we didn't take time to find out. Gradually, however, we began to get in touch with our friends, and the atmosphere began to brighten.

I distinctly remember when my own mood changed. It was raining, as usual, the morning of the second day in Manila. I did some errands, feeling alone, slightly wet and not a little depressed. In the restaurant where I stopped for lunch I encountered two women I knew quite well. They also seemed depressed. We ordered lunch in an atmosphere of gloom; we made conversation. Suddenly one mentioned an encounter with the parakeet which had traveled out of Dacca in a handbag. We all tittered. I scarcely know how it happened, but all at once the "made" conversation became real, as we all recalled funny sidelights of our exodus. Soon we were laughing so hard that other diners turned to look at us. Something every evacuee needs is a few good laughs.

After the first few days, everyone seemed more cheerful. The evacuees were a mixed group. Some were from

Dacca, some from outlying areas of East Pakistan. Some were "official," many were business people, others were missionaries. We had scarcely laid eyes on many of our fellow-travelers until our arrival in Manila. Gradually we grew to know each other very well indeed. Even comparative strangers stopped to talk on the street or in the corridors of the Embassy. We traded news or just passed the time of day. A strange sort of esprit de corps developed. Surprisingly, among so many females, few, if any, tight little cliques evolved. It was almost impossible to walk, alone, into a place where evacuees were congregated, without being drawn hospitably into one gathering or another, usually a different group than one had joined the day before.

Euripides once said "Woman is woman's natural ally." Despite Euripides, women thrown together by circumstances are famous for their prickly reactions. Fortunately, our group went along with Euripides.

"You certainly seem to like each other," Manila Americans often told us. And so we did.

Toward the end of the first week, we hopefully started writing letters to our husbands in Dacca. It was an act of faith. There had been no airmail, open or APO, in or out of Dacca, since the beginning of September, but we wanted to have a letter "in the works" when the communications black-out lifted.

If I had to pick *one* morale factor in the life of an evacuee detached from husband and home, I would not hesitate to say *mail*—regular mail, to and from. Mail is Home. Security. I do not think it can be over-emphasized. Inadequate housing? You can make do. Trouble stretching the per diem check? You can manage. But *not hearing anything*? That is really rough. I suspect it is the stuff of which crack-ups are made. Fortunately our evacuees were resilient, for in the matter of mail, our luck was so-so.

For a time, there was no mail at all from Dacca. We had expected that, for even under normal conditions, mail service into Dacca is poor. Then, suddenly, a little open mail trickled in. Then a little APO mail. It was very hit-and-miss, and it was a wry joke among us that the letters seemed to have been "selected" out of a large pile with a shovel. We pooled news and traded information like school girls in a dormitory. Our letters to Dacca, we discovered, were not going through, and this depressed us more than not getting mail *from* Dacca. We tried harder, sending a letter by APO one day, by open mail the next. Finally there seemed to be a flow in both directions, and hilarity reigned in the Dacca Center each Monday, when the APO came in. Then, inexplicably, the flow stopped, and for weeks there was again almost nothing from East Pakistan. So it continued, alternating feast and famine, until the end of our stay.

How vital to morale this matter is I mention for the benefit of future evacuees, in other times and places. No spot on earth was jollier than our Dacca center in Manila on a "big mail" day. We were like small children on Christmas morning.

Throughout our stay in Manila, our communal life remained strong, but individually we settled into varied routines, dictated by personal tastes. Since I like to read, I haunted Seafront American Library. Others saw many movies and plays. Christmas shopping occupied us all. Many evacuees moved—to other rooms, to other hotels, and from hotels to apartments, or even houses. Many



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factors guided us in our moves: the needs of children, the amount of money each was willing to spend on this "involuntary vacation," personal foibles, or just plain itchy feet. Housing ranged from fancy rooms in the best hotel to doubled-up housekeeping arrangements in modest rooming houses. To me, feeling "closed in" was anathema, so I chose a room with a fine view in a relatively inexpensive hotel. I wrote about the view so much that it became a family joke: "mother's view!"

Sitting comfortably on my sunny porch in Dacca, I find that when I think of our evacuation, I automatically think of the American compound called Seafront, with its APO, its commissary, its restaurant and swimming pool. Seafront club house is run by the employees' association, and ordinarily its use is limited to those who have paid a sizable entrance fee and monthly dues. All of us used it for a month without cost, and official families for the entire three months. As time went on, I found that I ate most of my meals at Seafront, stuffing myself with "safe" lettuce, fresh milk and ice cream. Health and money were especially vital to us, and it was no time for experimental eating. We even gave a big appreciation party there for our American hosts and hostesses.

Sometimes it seemed to us that our Manila life would go on forever, and it never changed. But there were changes, drastic changes, in our community. Some of our number were sent to other posts, or to the States. The Peace Corps boys, who were not to return to East Pakistan, were reassigned, or sent home. Some of the men who had been evacuated from Dacca with us because their jobs were impossible to do under war conditions were recalled to Dacca, where the situation was reportedly improving. Rumors of our possible return to Dacca began to increase, and some businessmen sent for their evacuated families. From time to time, after November 1, husbands occasionally arrived in Manila to visit their wives. The visit of any husband was an occasion for general rejoicing, for he brought first-hand news from home and, except for a brief period, letters. A stern warning about hand-carried letters ornamented our bulletin board, but it appeared at a time when no mail was arriving by normal channels. Ours was a law-abiding group, but it was too much to ask of human nature.

Rumors were always rampant. We were going back to Dacca next month. We were all going to the States, forthwith. We would never go back to Dacca. We could not stay in Manila because of an influx of other evacuees. We would stay indefinitely in Manila on separation allowance. And so on and on. We discovered, the hard way, that the most exciting and the most disconcerting rumors stemmed from the least authoritative sources. By the third month, most of us were relatively rumor-proof and tight-mouthed. We bought nothing until it was pinned on our bulletin board over an authoritative signature.

In retrospect, it seems to me that heavy drama was a rarity in that little world now safely under glass. A minor automobile accident or two. An emergency operation which was called off. A light heart attack. The birth of two babies, one to the wife of our consul general. A few thefts. A rash of minor illnesses. Fortunately, few dramatized minor problems.

One might paraphrase an old saw: evacuation separates the women from the girls. Most of our evacuees were women! ■

A new approach, developed in 1964 by some members of the European Consultative Assembly, envisaged two assemblies which would meet consecutively, one for economic and social affairs, and one for defense and political affairs concerned with NATO. Such an arrangement would enable the OECD "neutrals" to remain free from any juridical connection with any body dealing with NATO or defense. At first sight, it appeared to involve a proliferation of assemblies, which all parliamentarians were anxious to avoid. Actual proliferation, however, could be avoided if one of the two assemblies replaced one of the sessions of the European Consultative Assembly and the other replaced the NPC.

Maintaining its goal and taking account of this new approach, the NPC of November, 1964, recommended "that discussions among parliamentarians be undertaken looking toward the creation of an Atlantic Consultative Assembly, or assemblies meeting concurrently, embracing to the greatest possible degree the membership of" NATO and OECD.

This recommendation appeared to furnish a new road to a solution which might satisfy the OECD "neutrals" and hence might be practicable, even if not ideal. It left open the possibility that the two assemblies might eventually merge. And there appeared to be an opportunity for progress along this road in a forthcoming meeting at Strasbourg between an American delegation led by Senator Fulbright and Congressman Hays and a delegation of the European Consultative Assembly led by its President, M. Pierre Pflimlin of France.

This meeting which took place in May, 1965, a successor to a similar one in November, 1951, had been sought by Strasbourg leaders for several years. Proponents of an Atlantic Assembly hoped that this one might result in some concrete action to develop the suggestion for two consecutive assemblies. The opportunity seemed to be a good one because Senator Fulbright has several times headed the US Delegation to the NPC, Congressman Hays had served for ten years on the NPC's Standing Committee, and the European delegates included a number of supporters of the two assembly approach. The European Consultative Assembly, moreover, was already acting to some degree as a parliamentary forum for OECD; the two organizations had established a Liaison Committee and the Chairman of the OECD Council had been submitting an annual activities report to the Assembly.

The May meeting, however, took no action towards creating an Assembly for OECD. Instead, it adopted a proposal of Congressman Hays that a similar, larger and longer meeting should take place annually at Strasbourg during one of the sessions of the European Consultative Assembly; the first one of these is now scheduled for May, 1966. He further proposed that some members of the Consultative Assembly should come to New York during the next NPC for discussions with some NATO parliamentarians; such discussions among a small group took place in October, 1965.

This new development appeared to take care, at least for the near future, of the problem of a parliamentary body for OECD. Since such annual meetings at Strasbourg would not consider questions relating to defense or NATO, they could be expected to give primary attention

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to economic questions. The OECD "neutrals" were represented in the European Consultative Assembly and would hence be able to participate fully. Thus it seemed that the obstacle to an Atlantic Assembly raised by the OECD "neutrals" had been by-passed and the road opened to an Assembly of NATO nations.

When the NPC met in New York in October, 1965, a resolution for action in this direction was proposed to the Political Committee by Sir Geoffrey de Freitas, the leader of the British Delegation, who had been one of the NPC's founders. Adopted unanimously by the Conference, it instructed the Political Committee "to prepare a report on the possibility of converting the NATO Parliamentarians' Conference into a Consultative Assembly of NATO, in an official relationship to the North Atlantic Council." Sir Geoffrey was appointed rapporteur on this question by the Political Committee, which is now scheduled to meet again in May, 1966.

THUS, in the last four years, the movement towards an Atlantic Assembly has completed a full circle. The Atlantic Convention proposed in 1962 that the NPC be developed into an Assembly to serve all Atlantic bodies, which then meant NATO and OECD. Efforts to do this failed, largely due to the attitude of the OECD "neutrals." Now, owing to the events just outlined, an effort is again being made to develop the NPC into an Atlantic Assembly, only this time one which would serve only NATO, the paramount Atlantic organization. The experience of these four years appears to indicate that this approach is sounder than the previous one and could result in gaining the goal which some NATO parliamentarians have sought for more than a decade.

This possibility raises the question of how such an Assembly could actually be an improvement on the existing NPC, which is composed of the same countries. Some answers based upon studies of both can be suggested.

As we have seen, the NPC originally established itself and has developed its relationship with NATO on an informal basis. An Assembly established by an international agreement would have both an official status and a juridical relationship with NATO. This would provide it not only with greater prestige and influence, but also with certain formally conferred rights and more assured financial support.

Such rights in relation to NATO, in line with those noted above, could be: to receive regular reports; to submit questions and to receive either answers or refusals to answer; to invite officials to appear before plenary sessions or committees; and to make recommendations and learn of action taken on them.

Better support by governments, assuring a larger annual budget, would also bring important operational improvements, salient among which could be more frequent and better prepared committee meetings between sessions. A larger Secretariat could include officers competent to serve as permanent secretaries of committees, providing a continuity now lacking. More adequate studies of problems before committees could then be prepared.

Finally, it is apparent that such a formally constituted Assembly, likely to grow with experience in stature, competence and influence, would have a more solid basis for acquiring additional functions as the Atlantic Community evolved. ■

LETTERS to the EDITOR

"Sarkhan" . . .

IF a review of the Lederer review of the Nadler review of "Sarkhan" is not too much, herewith a few observations.

Lederer doesn't care whether you like his book, but he asks that, in commenting on it, please *do* be sure of your facts. This clever sally from the co-author of "The Ugly American" and "Sarkhan" gave me a merry chuckle. (Factually, it was more of a coarse, vulgar, almost lewd, guffaw.)

Lederer writes: "No one, not even Dean Rusk, can truthfully say that the international situation is hotsy-totsy. The Department of State is supposed to be running these matters, aren't they (sic)?"

Marx had his monocausal explanation of why the world wasn't "hotsy-totsy": it was all the fault of private property; Lederer has his: it's all the fault of the State Department. People who like simplistic, to the point of *reductio-ad-absurdum*, answers to the complex, virtually unanswerable questions of today's world will love "Sarkhan."

Halfway through the book, a funny thing happened to me—factually, a sick-making thing—so I never did learn how "Sarkhan" came out. Like Lederer, I can hardly wait for the wide-screen movie in gorgeous color. Elvis Presley would be great as the ambassador.

ROBERT W. RINDEN

San Francisco

Re-reviewed

IN a letter to the editor appearing in the March issue of the JOURNAL William J. Lederer stated, "No one, not even Dean Rusk, can truthfully say that the international situation today is hotsy-totsy." He then asked, "The Department of State is supposed to be running these matters, aren't they?"

Mr. Lederer credits the Secretary of State with the knowledge the international situation today is not hotsy-totsy in one breath. In the next he implies the Secretary is running that same situation. I don't believe any-

one, even William J. Lederer, can truthfully say Dean Rusk desires today's international situation. I am led to conclude Mr. Lederer has implied an amenability of the international situation to the Department of State's wishes which does not exist.

CHARLES ANGEVINE

Washington

Giving Credit Where . . .

IN reading my half of the article on Alexander Thayer in the January JOURNAL, I realize, to my embarrassment, that I failed to give credit to the originator of the article, E. Allen Fidel. While Mr. Fidel was Consul General in Trieste he wrote to tell me about the re-discovery of Thayer's grave. In the ensuing correspondence he indicated his willingness to write the article but when he was shifted to Washington, this was no longer feasible. At this point I took on the chore. But I do wish to make it clear that without Mr. Fidel's thoughtfulness there would have been no article.

KENNETH E. LINLITHGOW

Alexandria

The Role of Wives in Diplomacy

ONE of the things which has made my retirement enjoyable has been the opportunity to examine the memorabilia of my late father, Stephen Bonsal (1865-1951). He liked to recall that he had been in his youth a Foreign Service officer (Secretary and Charge in Madrid and in Tokyo between 1893 and 1897). No doubt his interest in the Service led him to save the enclosed clipping of a letter dated December 30, 1930 from John Bassett Moore to the Editor of the New York TIMES.

Judge Moore, whose eminent services to the Department need, I hope, no elaboration in the pages of the JOURNAL, wrote his letter because of an item in a then recently published life of Henry White, often referred to as the first of the real professionals in the Foreign Service: it was stated that White, in connection with the Fourth International American Conference at Buenos Aires in 1910, experienced "some justified uneasiness" when he learned that the wives of four members of the American delegation were to accompany their husbands to the meeting. Judge Moore describes the statement as false, a slur and offensive. He adds that the only wife who was in fact present at Buenos Aires "was remarkably unobtrusive in her demeanor and unlikely to cause any disturbance."

[Editor's note: At this point we shall interrupt Ambassador Bonsal to give two paragraphs from Judge Moore's letter (the whole is too long for this Department).]

"Referring to the delegation of the United States to the Fourth International American Conference at Buenos Aires in 1910, the biography states that the delegation comprehended myself, General Crowder, Paul S. Reinsch and David Kinley, later president of the University of Illinois; and that 'the wives of these four men accompanied them, a fact which caused White some justified uneasiness.'"

"It is not an agreeable thing to read such a statement concerning either one's wife or one's self, but I have heretofore refrained from taking public notice of it. I wrote to the publishers and stated the facts, and they promptly answered that they would erase the statement and substitute another page. The other day, however, I received a letter from a friend in California, who said that he had just purchased a copy of the book and had noticed in it the slur to which I have referred. As it is evident that copies containing the offensive statement have not been withdrawn but are still on sale, I feel obliged publicly to state the facts."

[Editor's note: And now back to Ambassador Bonsal:]

The indispensable role of wives in the conduct of diplomacy has, of course, long been recognized and appreciated by the knowledgeable. And the attitudes of those who hold the purse strings have changed. I remember attending a meeting to which the wives of the Ambassadors were not only invited but had their way paid. The ladies, among whom were many of our most dedicated and successful, listened with praiseworthy equanimity to a rather breathless description from the Washington end of those opportunities for service which they had so effectively improved during their long careers. After all, recognition can be sweet even when confused with discovery. After these discourses were concluded—and they were pronounced with all of the good faith, fervor and enthusiasm with which the representatives of new administrations have traditionally favored us career types (and it does us good!)—one elderly gentleman was heard to remark, "Well, I see that woman, like the automobile, is here to stay!"

Mention of Judge Moore, incidentally, calls to mind the pleasant fact that one of his most important contributions in the field of international law is steadily, efficiently and devotedly being carried on in the present

generation by Miss Marjorie White-man, the admired friend and colleague of so many Foreign Service officers, past and present.

PHILIP W. BONSAI
Washington, D. C.

Briefing on the Indian

THE photo, labeled "Faraway Wonders," shown on page 18 of the March JOURNAL, requires further explanation.

Jack Grover's statement that few people in the world today have seen the Indian rope trick performed is the understatement of the week. As a member in good standing in the International Brotherhood of Magicians, I can assure readers of the JOURNAL that this hoary old illusion has yet to be performed under test conditions, e.g. in the open and away from trees, props or other Hilfsmit-tel.

As described in old conjuring journals, the effect calls for the magician to cause the rope to ascend vertically. An assistant—usually a small boy—then clammers up the rope and disappears. Enraged because the assistant fails to return, the magician climbs the rope and disappears. Screams and shouted abuse are heard following which the severed head, limbs, and torso of the boy thud to the ground. The magician descends the rope, stuffs the bloody body parts into a wicker basket, makes his incantations, and the boy—unharmful and beaming—springs out of the basket.

I have it on good authority that any conjurer who can demonstrate this routine under test conditions can pick up a cool 25,000 English pounds from a London bank. Indeed, any magician who can make an inanimate length of hemp rise vertically without the help of threads, gimmicks, or assistance of any kind, can take first prize at any magic convention and assure himself a niche in the Magic Hall of Fame. Believe me, as one fairly familiar with the gentle art of hanky-panky, it just can't be done.

India has several lively groups affiliated with the I.B.M. I hope I shall not shatter too many illusions in pointing out that many of my Indian colleagues purchase their equipment and effects from Abbotts Magic Shop in Colon, Michigan!

FRED G. TAYLOR
Washington

At Home Among the Ivorians

Abidjan is scattered over some hills around the fingers of a lagoon system which gives us over 200 miles of inland waterways. Until 1951 there was no real port, but at that point a canal was cut through

to the sea and now the traffic in the port is tremendous. Some ships have to anchor off shore for several days before they can get space to load or unload. And five years ago when the new port was developed, with a large warehousing system, skeptics said it couldn't possibly be utilized in full till 1976—now they are thinking of expanding it to keep up with current demand.

It is very exciting to be living in a developing country and see at first hand what all the textbooks talk about. We think these people have really accomplished miracles in their five and a half years since independence. There is much still to do, but they are tackling it with vision and gusto. The cabinet is now entirely Ivorian, or rather African, since one man was born in Mali. We find the Ivorians very warm and friendly—and we like them very much.

We are just recuperating from having our big National Day Fete on February 22—the first time the President of the country has ever been at the American Embassy—and he stayed almost an hour, which is a local record, we are told. We got a collection of paintings from the Museum of Modern Art, an outdoor show of reproductions, films in a corner of the garden on the US, a textile exhibit, the Washington Monument in replica on our diving board reflecting into the swimming pool, four charming Peace Corps Volunteers who sang folk songs, and after the President left, dancing in the living room. With an American style buffet, hot dogs, hamburgers and such, it was quite a whingding.

PEGGY MORGAN
Abidjan

Toward a Global Cookbook

I ENCLOSE the article from the USIA CORRESPONDENT which includes most of the facts about my proposed cookbook. In addition, I would be interested in looking over any of the many collections of recipes which our wives have published at various posts for their various benefits; reprints of some of these recipes would probably be useful, as well as mutually beneficial.

My publisher feels that this is a two-year undertaking and I agree with him. While we probably will be going overseas again this summer, which is the reason for using my husband's USIA address as our permanent one, this won't delay my work on the book; in the meantime I can be reached by telephone at 656-5446.

HELEN KINDLER BEHRENS
c/o Robert H. Behrens
USIA, Washington, D. C. 20547

EDITOR'S NOTE: The article reads in part: Mrs. Behrens is compiling and editing an international cookbook based on recipes and anecdotes from USIS and other Foreign Service wives. Following publication and sale of the book, a portion of royalties will be assigned to the Foreign Service Association Scholarship Fund. Anecdotes will make up an important part of the format of the book . . . Mrs. Behrens is looking for stories which will demonstrate the significant encounter with a foreign friend or contact, a professional success or an illuminating insight into other persons and civilization—or perhaps only a recipe which will offer the reader a delicious and bizarre dish. . . . After receiving enough recipes from each world region, the publisher expects the actual testing and writing of the work to take some time, so early participation is invited.



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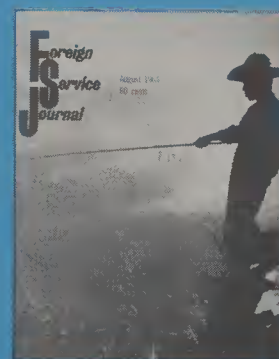
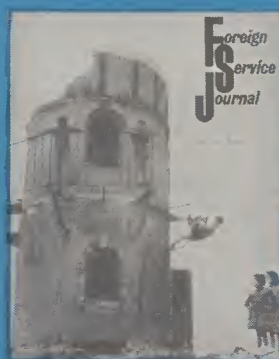
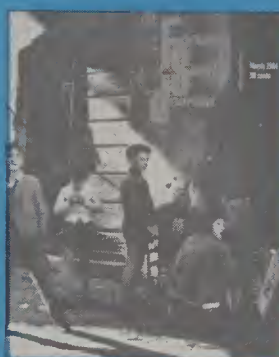
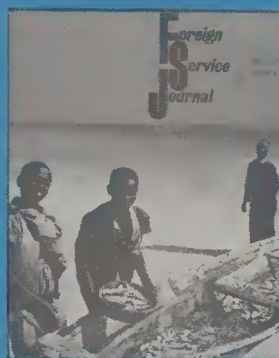
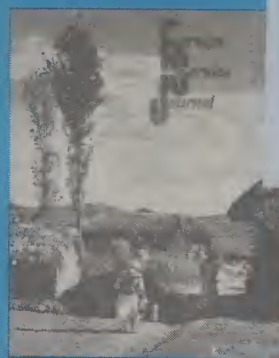
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