

FOREIGN SERVICE INSTITUTE

PERSONAL

June 4, 1970

Honorable Roderic L. O'Connor  
Assistant Administrator for East Asia  
Agency for International Development  
Washington, D.C. 20523

Dear Rod:

The other day you were kind enough to give me a copy of the East Asia Congressional Presentation and asked me to indicate any areas in which I might possibly be of use. Any contribution I could make would necessarily flow from my experience in A.I.D. to date, which I will briefly summarize.

I joined A.I.D. in 1962 and was sworn in as Mission Director to Laos. Because I had previously visited Laos for another agency and was known to certain Lao officials, I met with Bill Sullivan and it was agreed that I should be reassigned to Viet-Nam. You will recall that in 1962 the United States adopted a new policy of support for a neutral Laos, and it was important that our good faith not be subject to question. Accordingly, I served in Saigon from 1962-1964. I was Acting Mission Director briefly, Acting Deputy Director for several months, and spent most of 1964, until the end of my tour, as the Assistant Director in charge of Field Operations. In that capacity, I had command responsibility for all the USAID Provincial Representatives in Viet-Nam. The total staff amounted to some 80 persons, and our budget, as I recall, was about \$35,000,000.

In 1965 I went to Tunisia as Deputy Mission Director. There were some 65 people in the Mission, and the program was in the order of \$60 million. I found this assignment to be a refreshing change from "counterinsurgency," but badly in need of some of the drive with which we had approached our task in Viet-Nam. After 18 months, I was asked by Ambassadors Komer and Porter to return to Viet-Nam to take charge of the program for Viet Cong returnees. During my tenure from 1966-1969, some 60,000 former Viet Cong returned to the GVN side under this program, of whom 45,000 were armed. This was the equivalent of at least five enemy divisions, quite apart from civilian infrastructure, and undoubtedly implied a savings of several thousand lives on our side. The total staff was in the order of some 75

people throughout the country. Jim Grant and the Mission put me in for a Distinguished Honor Award for this tour of duty which at higher Washington levels was reduced to a Superior Honor Award. My present assignment is on detail to the State Department as the officer in charge of the Viet-Nam Training Center, with which you are familiar.

From the foregoing, I believe it follows that my principal contribution would lie in the areas of leadership and managerial experience. My particular stock in trade has been in two areas: (1) providing leadership to U.S. field teams, and (2) dealing with foreign officials at all levels from the Chief of State (Viet-Nam 1956-1957), cabinet (Viet-Nam, Togo, etc.) on down, predominantly in French or English. I have briefly examined the East Asia programs, which represent a varied mix of customary A.I.D. activities. Some people in A.I.D. feel that economic development should be run by economists. Others feel that these programs should be directed by leaders and managers, with economists and other technicians prominently positioned on the staff. Whether I would be useful or not would tend to depend upon which of these views you take. Obviously, I am not aware of what your needs will be in the future as regards executive posts overseas or in Washington. It may be that positions will become open in the fall or next winter for which you think I might be suited. Should such be the case, I would of course welcome the opportunity to discuss such possibilities informally with you, whenever convenient.

Regarding the Police Survey in Thailand, and for your information, I personally wrote Sections IV and V and participated very closely in the statement of recommendations and conclusions (Sections II and III). I tried to be helpful in an ancillary way on Sections VII and VIII which concern the internal operations of the TNPD and the history of the Public Safety Program support.

With best regards.

Sincerely,

Ogden Williams  
Coordinator  
Viet-Nam Training Center