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MEMORANDUM

December 8, 1972

TO: Listed Below

FROM: Charles A. Mann, Director 

SUBJECT: Survey of Refugee-Related Activities

While our Mission programs of refugee-related assistance in refugee affairs, health, agriculture, education and public works have frequently been commended by both disinterested and interested observers, and while I am generally very well satisfied with progress and performance in this area, I am always concerned, with this as well as any program in this Mission, that we may overlook opportunities for improvement, old assumptions which have in the course of time become invalid, and points at which we may be defensive when we ought to be innovative.

For this reason, I should like the persons designated below to undertake, on a priority basis, a survey of refugee-related activities, chiefly in the field under direction of Area Coordinators, but with necessary attention to support activities, and to prepare a report with recommendations (if any) to me by January 20, 1973.

The officers designated to undertake this study are, effective with the receipt of this memorandum, relieved from their present duties as required to perform the survey. Members of the survey team are:

Mr. Steven Shepley, Program Office, Coordinator
Mr. Philip Schreiber, Agriculture Division
Mr. Robert M. Wulff, ORA
Dr. Lawrence F. Becker, PHD

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Office and Division Chiefs
M: Steven Shepley, PRO
M: Philip Schreiber, AGR
M: Robert M. Wulff, ORA
Dr. Lawrence F. Becker, PHD
All ACs

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It goes without saying that these officers, in performing this survey for me, are responsible to this office for the period required for the study, and are enjoined to carry out their work in the most objective and 'non-partisan' manner. Appropriate memoranda of performance will be prepared covering their period of service in this assignment by my office. Any backstopping requirements which cannot be met in routine fashion should be referred to the Deputy Director for action.

The particular scope of the study does not include review of policy matters stated in AM 71-64, which constitutes the framework of the study. Nor does the survey entail speculation regarding post-hostilities status of refugees. It should seek to answer the following illustrative questions:

1. Are there areas (geographic or technical) in which present or projected assistance exceeds standards set in AM 71-64?
2. Are there areas in which assistance falls short of these standards?
3. Are emergency relief procedures adequate both for effectiveness and control? Can we react more rapidly?
4. Are traditional unwritten standards for assistance inconsistent with AM 71-64 being followed?
5. Are any aspects of the program insufficiently monitored? Overmonitored?
6. Is backstopping adequate? Are there bureaucratic obstacles or unnecessary requirements?
7. Are health and medical assistance standards adequate? Can they be raised?
8. Are there aspects of assistance in one geographical area which could or should be applied in others?
9. Are there problems with implementation of the PL-480 substitution program on which the Mission can take action?

- 10 Is air support adequate to meet needs? Is it effectively used?
- 11 Are any economies practiced which inhibit expeditious achievement of program goals? Conversely, are any resources being uneconomically used?
- 12 Are land problems such as land allocation, issuance of cultivation permits, settlement of private land claims, and the like under control, or is action required? If so, by whom?
- 13 Are there cases of needed improvement (in small things as well as large) which are overlooked because of day-to-day proximity to problems?

These are illustrative questions, and the survey is by no means limited to them. Where survey results point up inadequacies or anachronisms in policy expression in AM 71-64, these should be brought out in the report.

I expect full cooperation by all Mission elements in facilitating the team's accomplishment of this essential task.