

Jim Malia, Director IVS/Laos

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Thorne's memo to Cox and My earlier memo to you on same subject.

Henry's Job description as written for 1967-68 which has not changed is as follows:

1. One person works primarily in the area of animals and in gardening and crops.
2. Teach gardening, fruit raising, animal care, animal husbandry and aid and advise the Lao teachers of these subjects. Development of instructional materials and facilities. A new building will be built to house these instructional activities and will be ready sometime in 1969. (Actually ready in 1970 and then occupied by the Sam Thong ENI) Those aspects of the farm necessary to support the agriculture education program will be continued. The emphasis is to be on student projects of the type associated with 4-H or FEA programs in the states. The concept that if you work for your animals they will work for you has yet to be developed. This aspect is to be stressed in the projects.

The above description contains many verbs (underlined) other than "advise" and "teach". The function is more than to "encourage" which is the only verb used other than "advise" in Thorne's description of his function. It is necessary to create needs - not wait and encourage only.

The point of view taken in the subject memo displays a lack of knowledge of the role of a change agent in the process of development. (A change agent being the employee of an agency interested in instituting various modifications in the behavior of other individuals. The agency in this case; the Ministry of Education, USAID and IVS.)

If the rationale that the Lao should be doing only what they "want" to do is accepted, then we as change agents are saying that what we would propose is no better than what they want to do anyway. Therefore, we have nothing to teach them and we should go home. Further if we want them to do what they want to do, then we are a complete success, they are complying with our wishes.