The Association for Diplomatic Studies and Training
Foreign Affairs Oral History Project

PETER P. LORD

Interviewed by: Lambert Heyniger
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INTERVIEW

Q: Good afternoon. My name is Lambert (Nick) Heyniger and today is Monday, April 13, 1998. I am interviewing Peter P. Lord. Peter and I were colleagues in the Foreign Service and I'm looking forward to an interesting and enjoyable interview. So, Peter, to get started, I note from your biography that you were born abroad in Italy. Why was that?

LORD: I was born of American parents so I have no Italian blood in me although my wife insists that anyone born in a Roman hospital would immediately be baptized in the Catholic faith, of which she is a member and I am not. My father was working as the librarian at the American Academy in Rome. By the time I was two years old, we returned to the U.S. so I didn't learn any Italian.

Q: And don't have any particular memories of it.

LORD: No.

Q: But you can't be president.

LORD: The Constitution says natural born Americans and there is a question as to how that is defined. I assume I could have been president if the occasion had arisen.

Q: Okay, you returned to where?

LORD: We lived briefly in Iowa but that was just for two or three years, after which my

father became director of the Boston Public Library. So, I grew up in the Boston area, living in Jamaica Plain until 11. We moved outside of Boston to the town of Boxford and occupied a house which had been in my mother's family built on property which the Indians sold to her family in the 17th century. That property is still in the family.

Q: Where did you go to school?

LORD: I went to grade school in Jamaica Plain and Brookline until the fifth grade and then when we moved to Boxford I completed the sixth through eighth grades of primary school there. It was a small country town at that time (in the 1940s), during the war years. There was a two room school house and I was in the classroom which had fifth, sixth, seventh, and eighth grades. So, I was always in that one classroom. There was no high school in Boxford, so I went to one year of junior high school in the neighboring town of Andover before going off to Phillips Exeter Academy in New Hampshire, where I spent four years. This put me a year behind, but my father thought with my rural upbringing that I might not be competitive enough in a place like Exeter. As a result, I duplicated the courses my first year there that I had in junior high school and found them very easy. I spent four years at Exeter and enjoyed them very much.

Then I went on to college at Harvard, the only college I applied for (It was easier to get into such places in those days.), and spent four years there. I was interested in the field of international studies, but in those days (This was just after the war, the class of 1952.), such a field had not yet been developed. Then, if you were interested in that area, you had to study either history or government courses at Harvard. I did some of both. The most current course in European history that you could take then ended with Europe before the war. So, if you were a young person in 1950 and you wanted to understand postwar Europe, there was not very much offered there that gave you an insight into that period. From an historical point of view, I guess it was too early to interpret history that recent.

Q: So, you majored in history?

LORD: I majored in modern European history. I was not a distinguished student at Harvard, but I enjoyed it.

Q: Were you interested in the Foreign Service at that point?

LORD: No, at that point I didn't have any specific interest to guide me. I was in the naval ROTC and I knew that I had an obligation after college to serve three years of active duty in the U.S. Navy.

Q: So, you probably didn't take the courses that you otherwise might have taken in economics or sociology?

LORD: I did have to take a course each year in naval science, which cut out some other subjects that I might have taken.

Q: But, you had a good time at Harvard and enjoyed yourself?

LORD: I did, but like a lot of undergraduates I was sort of finding my way in terms of academic interest. I was active in the Harvard *Crimson* which gave me some experience of a more practical nature.

Q: You were a reporter?

LORD: No, I was not a reporter. I was on the business board side, which had to do mainly with the advertising operations - selling advertising, making the layout of the newspaper before news and other articles went into it. It was a highly competitive process, difficult and challenging and a nice social experience because of the people you were involved with there on a different basis from the academic side.

Q: Did you do sports at all, or were you an actor, etc.?

LORD: I did no varsity sports but I was always athletically inclined, and the one sport that I could develop there was rowing of single sculls. I became a member of the 30 Minute Club, which is based on a certain distance that you row in 30 minutes, which meant you were one of the better rowers. I have maintained an interest in rowing to the present day, and I now compete in various races.

Q: Do you row on the Potomac now?

LORD: I am a member of the Potomac Boat Club and row out of there and compete in a series of head races that take place in the fall - three mile races at the head of rivers. I go up to the Head of the Charles and compete there in October. So, this is an interest that I developed way back then.

Q: Anything else that you did in college that you think served you well or not so well in the Foreign Service? Anything in retrospect that you would suggest that young people who were interested in diplomacy as a career should think about while they are undergraduates?

LORD: If they know they are interested in the Foreign Service then, of course, they can shape their academic program even more specifically now to that end.

Q: Any experiences that you had as an undergraduate which you thought would serve you well later on in your working life?

LORD: A part from the general maturing process that you go through as an undergraduate, I don't think of anything.

Q: All right. So, now we are at 1952 and you have graduated from Harvard and gone off into the Navy. You were in the Navy for three years. What did you do?

LORD: I spent three years on a heavy cruiser, the *USS Baltimore,* in a gunnery division. That experience did have a bearing on my developing an interest in the Foreign Service, or perhaps more generally, in living abroad because my ship deployed to the Mediterranean every summer the three years I was on it to join the Sixth Fleet and train there. In that process we visited just about every country that is located on the Mediterranean, particularly the northern coast.

Q: You enjoyed this?

LORD: That was fascinating. It interested me greatly and my one thought was: wouldn't it be nice, instead of having to go back to the ship at midnight when liberty ended every night, to stay on shore and live there and see what it was really like.

Q: Did you ever have a chance while you were either at college or with the Navy, to spend any time abroad, perhaps on leave with the Navy?

LORD: NROTC obligated you to summer cruises so I didn't have an opportunity for other travel during those formative years, which I regret because those years at that age are special, particularly during the summer.

Q: Did you learn any foreign language at college or the Navy?

LORD: I had been a good student of French at Exeter. In fact, I passed my initial foreign language requirement for the Foreign Service in French, having refreshed it the summer I got out of the Navy at the Middlebury College summer French school.

Q: So, you spent most of your navy career with one ship and it was in U.S. waters except during the summertime?

LORD: Yes. Among the more memorable experiences aboard ship when we were overseas was a cruise to the Scandinavian countries. We were the first U.S. Navy ship to visit Stockholm since before the war. We also represented the U.S. Navy at the Coronation Naval Review at Spithead, England. That was probably 1953. There were ships from navies all around the world - three, four, or five long lines of ships at anchor. There was a gala ball with all the different colors and kinds of uniforms you could imagine. The Queen on the royal yacht *Britannia* reviewed the ships while we were all standing at attention and saluting her as she went by.

Q: That gave you a little chance to meet naval officers from other countries and exchange experiences.

LORD: Yes, it exposed me to some of that.

Q: Your interest of getting into the Foreign Service obviously grew while you were in the Navy. When did you take the exam?

LORD: Before I got out of the Navy, I had to decide on what to do next, and the Foreign Service was one of my interests. I took the Foreign Service Exam in San Francisco in July, 1955 within days after I was released from the Navy after three years of inactivity intellectually because that is not what you get in the Navy. So, I was pretty rusty and did not past my first written exam.

Q: Was the exam still three and a half days at that time 1955?

LORD: No, at that point it was just one day.

Q: So, you didn't do as well as you had hoped the first time around, what did you do then?

LORD: I had already applied to the Middlebury College summer French school and went there for the summer program. I thought it was excellent and it really revived and improved my French greatly. Meanwhile, I had applied for the next Foreign Service Exam which was given in early December. To prepare myself better this time, I took advantage of a course that Georgetown University had at the time, which was a special preparatory course for the Foreign Service Exam. It was two months long, from the end of September to the end of November and I found it a very helpful review. In fact, it covered some areas I hadn't been exposed to before.

Q: This was two months at Georgetown?

LORD: Yes.

Q: Did you have other career interests at the same time?

LORD: Somewhere in the process, probably not until the new year, I also looked into American business involvement overseas. In the springtime I interviewed a number of companies that had overseas operations because my basic interest was in working abroad in some way.
Q: You were going to be an IBM man or General Electric man in Paris?

LORD: That could have happened. One company that I might have gone with, if I hadn't come into the Foreign Service was the Vick Company. They had marketing operations around the world and offered me a job.

Q: The second time, you took the exam what happened?

LORD: I fortunately passed it.

Q: This would be in?

LORD: That was in December, 1955. The next step, of course, was the oral exam.

Q: Anything in particular that you remember they asked you about in the oral?

LORD: That came up in the spring. I don't recall any specific questions. I took it in Boston. There was a three person board, one of whom was a difficult member and the other two, I guess, were less so. Of course, you are feeling pretty serious about an important exam like that and not in a mood of levity. The one criticism they levied on me afterwards was that I needed to develop a better sense of humor!

Q: I know, in my own experience with the oral examination, that the examiners sometimes try to find an area that you are not particularly familiar with or don't have much of a background on and then sort of probe you on that just to see how you handle yourself. That didn't take place during your exam?

LORD: I really don't recall now. I had spent some time during the spring continuing my personal review of current events and various fields that I thought I might be asked about, so I think I was much more prepared for this exam than I had been when I first started the whole process.

Q: You came in when?

LORD: In September, 1956.

Q: You were assigned to the A-100 course at FSI in September?

LORD: Yes. Then my first assignment was in the Department in the INR bureau in the old office of biographic information.

Q: What area did you work in?

LORD: I worked in the office that dealt with Algeria, Morocco, Tunisia, and Overseas France (the French areas of sub-Saharan Africa).

Q: Who was your boss?

LORD: My boss was Roland Jacobs, who had served in France.

Q: What did a young intelligence analyst in INR do?

LORD: This was biographic information. The main task was to collect information on world leaders and potential leaders. We received most of the reporting from the posts in our geographic area and reviewed it for information that was particularly relevant to a person of interest. Posts, of course, had a biographic reporting responsibility and sometimes they would send in nice finished biographic reports, but much of the information that was in our files at that time was what the analyst culled from various reports, either by putting articles or sections of reports in the file. Or we went through the reports with enough of a fine tooth comb so that we would type on 3x5 cards information

that was briefer but relevant. In that process, I taught myself how to touch type, which was an invaluable tool later on. But, I'm afraid those files are full of some terrible typing glitches. It was an educational experience for a new FSO in that you became familiar with Foreign Service reporting and with a geographic area of the world.

Q: Peter, if I recall correctly at that time the French were having an extremely difficult time in Algeria. This was the time when part of the French army, particularly the paratroopers and the Foreign Legion were thinking about going back and taking over Paris and the country. It must have been quite a dicey period. Were you called upon to try to produce intelligence forecasts?

LORD: I'm trying to think back. I was in BI from 1956-58 and I think what you just described occurred a little bit after that. The FLN was certainly active as an insurgent group in Algeria at the time and we did biographic reports on all of the leaders that were involved. So, it was an area of transition which led to what you just described.

Q: How were your contacts with the desk officers? Were they good or difficult?

LORD: The north African countries would have been in the EUR bureau at the time. The desk officers that I dealt with for Morocco and Tunisia were particularly helpful. I can't remember now who was desk officer for Algeria. The desk officers played an important role in grooming a young FSO.

Q: In terms of bureaucracy, were you as a young INR officer invited to staff meetings in EUR, asked to provide intelligence input to policy discussions in the bureau?

LORD: No, the office director would have handled such requirements. We were the lower level people who did the work, collected the information and put it together in some kind of useable form. Our most frequent product was a report on new government personalities.

Q: Did you have contact with other intelligence agencies like the CIA, DIA, NSA, etc.?

LORD: I think the contact with other agencies at that time was minimal. If we were doing a report on a military figure in a government I am sure we would call somewhere in the Pentagon (DIA didn't exist at that time) to get whatever input they could add. We would get, of course, reports from attaché offices at embassies abroad, so we probably had a lot of the military input already.

Q: Did you have anything to do with NSA?

LORD: Nothing to do with NSA that I recall, or really with CIA.

Q: That is rather ironic because not much longer after that biographic information was transferred from the State Department to CIA and the State Department lost its biographic capability.

LORD: The Department can still request that information.

Q: I remember that a number of older hands in INR were more and more distressed that responsibilities and functions that they used to exercise and enjoy were transferred to CIA and sometimes not with the best of feelings.

LORD: I think the job in biographic information was a good introduction for a new FSO so it was too bad to lose it in that sense. But there are so many more responsibilities the State Department has now that the bio function probably is of less importance than some others, so maybe the present arrangement makes sense.

Q: Anything else that people should know about how INR worked in the mid-'50s? Do you remember any particular colorful people who worked with you in that bureau?

LORD: Well, I met people whom I have known ever sense, but I don't think anything in particular stands out.

I should add, however, that at that time office space was at a premium perhaps because of the expanded responsibilities of the State Department. We started out in the old State Annex 1 which was on 23rd street, occupying some of the space now where the northwest corner of Main State is. We were moved to temporary quarters down on the Mall in temporary naval buildings still being used down near the reflecting pool, as I recall. Then we occupied a second office space area in the temporary buildings on the Mall almost across from the Museum of Natural History. That was the old post-World War II Washington.

Q: Now we are at 1958. Anything important happening in your personal life?

LORD: No. I remained single until 1966.

Q: So, in 1958 you went overseas?

LORD: My first assignment overseas was to Khorramshahr, Iran, which, of course, I had never heard of. This was somewhat of a disappointment for someone who had studied modern European history and had been working on Overseas France. With the help of my office, a request went out to personnel saying that I was needed urgently in the office and they couldn't afford to release me right then. But, I ended up in Khorramshahr and found it to be an interesting and enjoyable place after all. It was a small consulate which has been closed now for a number of years. It was located at the confluence of the Karun river and the Shatt al Arab (the Tigris and Euphrates), which forms the boundary between Iran and Iraq and flows down into the Persian Gulf, which is maybe 20 miles to the south past Abadan Island. Khorramshahr was then the major port of Iran. It is also across the Karun river from Abadan Island, which is not so much an island, really, as part of the mainland but separated by some small waterways. Abadan is where at that time the oil refinery belonging to the international consortium was - American, British, Dutch and

French oil companies. It was the major refinery for Iran and an important source of petroleum for Europe and the United States.

Q: Was it a two or three person office?

LORD: We had a consul, Jack Bowie, two American vice consuls, an American admin assistant and a USIS office with one American in it.

Q: What were your responsibilities?

LORD: My responsibilities the first year were somewhat unique in the Foreign Service. This was a period when we had a very large AID program in Iran, which was then modernizing under the Shah, and the volume of imports through the port of Khorramshahr for the AID program and the huge American mission in Tehran and elsewhere around the country warranted special attention because the port was antiquated, overloaded, and a lot of these official shipments were stuck there, disappearing or just piling up when they were needed elsewhere. So, the embassy decided they needed to have an FSO in charge of official imports. I became in a sense a port officer with that general responsibility. The embassy did have a contract with a Lebanese freight forwarder, which was a new contract. My job was to work closely with this freight forwarder, supervise the contract, ride herd on them, coordinate priorities with them, making sure they found this cargo and getting it promptly cleared through customs and on to trucks to make the long trip up to Tehran.

I did that for a year. It was kind of fun, actually. The freight forwarding office was run by a young Lebanese fellow. He and I were about the same age, and we got along very well. He had a staff of local Armenians, primarily, and it was a very congenial group.

Q: It is always useful in the Foreign Service to have a real chance to get out of the office and into the field and deal with local people and observe situations first hand and this was a good way of doing that.

LORD: This wasn't so much in the political sense, which perhaps is what you meant, but it was an opportunity for contact with a certain function, mainly the port and the people that were associated with it.

The reason we had a consulate in Khorramshahr was because the area had been one of significant unrest during the Mossadegh period. Mossadegh had been moved out about 1954, if I remember correctly, and the Shah picked up from there. So, it had been an area where the embassy felt we should have a listening post, which is why the consulate was there. The unrest had threatened the oil refinery, the main American interest there and the American citizens working there.

Q: This was sort of the oil center of Iran and a very sensitive area.

LORD: Yes. It was a very important European and U.S. interest. I only mention this

because I was there the two years from 1958-60 when there was no political unrest. Things were politically very quiet. The Shah was firmly in control, riding high. The degree of discontent with the Shah's regime which developed later on in the '70s didn't exist back then in the late '50s.
Q: What did you do your second year at Khorramshahr?

LORD: The second year I rotated into the job of the senior vice consul who was responsible for consular affairs and also for the limited general political and economic reporting.

Q: Were there any particular characteristics in doing consular work in coastal Iran? Did you do a lot of crew list visas? Did you have a lot of problems with American seamen?

LORD: It was an easy consular job in that there was not a great volume of any aspect of consular work there. There were some crew list visas, some services to American citizens working at the refinery in Abadan, and there was a certain amount of visitors. I handled just IVs; I think all NIVs were issued by Tehran. So, it was a relatively simple consular function there which left some time for general political and economic reporting - a quarterly report, as I recall, about developments that were taking place. A good part of that was monitoring the development effort with AID support in Khuzestan Province.

Q: Did you at all function as a field officer for the USAID mission in Tehran?

LORD: Not really. They had people who would come down and work on some of the projects. One of the large projects that had American financing was the major dam that was being built outside of Ahvaz. American contractors were involved and I would go up there on a regular basis to keep abreast of whatever problems they were facing, and I did some reporting in that respect.

During the time I was in Khorramshahr, the border between Iran and Iraq was closed because they were arguing over where the boundary line actually went along the Shatt al Arab River. That is where I learned the word "tallweg," which I think is the word that is suppose to describe where the deepest part of the river runs. It may not necessarily be in the center or on either side, but it is where the current runs deepest.

Because of this border dispute, you could not drive or fly to Basrah, which was too bad because I understood just before I got to Khorramshahr that Basrah was a nice change of pace for a visit. It was a little more developed than Khorramshahr.

Q: About the same time you were in Khorramshahr I was in Jordan and one of the most enjoyable things to do was to go out in a landrover and see what you could see in the desert. Was there any opportunities to do this?

LORD: Yes, I can remember a nice trip up into the interior of Khuzestan province, the southwestern province which is part of the Tigris/Euphrates plain. It is flat and the population is ethnically more Arab than Persian. The upper reaches of the Karun river are

quite pretty and the British consul, who was quite a character in the sense of old British tradition would go up there hunting. One time he invited two of us from the consulate along. We had gun bearers to carry our rifles - a nice little safari to a lovely area.

Q: That sounds like a lot of fun. How long was the trip?

LORD: That was probably just a weekend. Another time an up country trip was organized by the Italian honorary consul, a shipping agent and, again, a colorful person. He also liked to hunt. On that trip was the Lebanese freight forwarder, a very attractive young French woman who was visiting a friend of the Italian consul, and I don't remember who else. We camped in a very appealing area.

I also visited Bushehr, an old, virtually abandoned port south along the east coast of the Persian Gulf. I just read recently that Bushehr is the location of a nuclear reactor that Iran is developing and is a source of controversy between the United States and Iran at the moment. So, Bushehr has obviously modernized since I was last there. On that same trip to Bushehr, a colleague came down from the embassy at Tehran. We flew to Bushehr from Khorramshahr and the embassy sent a vehicle down to Bushehr to pick us up there. The idea was to drive back to Tehran using the road from Bushehr up to Shiraz and through Isfahan to Tehran to see what that would be like for accommodating freight shipments. I remember not so much about the road, which was not paved, but the visit to Persepolis, which is just outside Shiraz, which, of course, is one of the great historic ruins in the world, an ancient Persian site and home of Darius the Great. In those days, you could just walk into the ruins and pick up pieces of fluted columns. I have some as bookends at home now.

Q: Had Alexander been through that area at all?

LORD: Alexander the Great had been through, I'm sure, at some point.

Q: But you didn't see any Macedonian coins?

LORD: No.

Q: With the benefit of hindsight I want to ask you a couple of questions. In view of the whole Mossadegh business, was there a great deal of concern in Iran at that time? Did you have contacts with security people or secret police or anything like that with regard to concern about a communist takeover?

LORD: Not down in Khorramshahr. Any of that would have been more Tehran-oriented.

Q: Were there labor unions in the refineries?

LORD: There were, but their contract and conditions were not a source of trouble during the time I was there. If there were labor negotiations and contract renewals going on they were handled without strikes and upsets.

Q: Did you at that time notice any particular Islamic unhappiness with the Shah? Were there mullahs and ayatollahs who were muttering and making speeches in the mosques about how Iran was straying from the Islamic path?

LORD: As I mentioned earlier, I think, back in the late '50s none of this opposition to the Shah or the American influence had developed to a serious degree. It was there in a latent sense, I'm sure, but there were no restrictions on traveling around the country, no hostility. On that same trip from Shiraz on up to Tehran, we stopped at Isfahan, which is where some lovely mosques are, perhaps the loveliest in Iran, and there were no problems going around to look at them. So, as I say, it was a relatively benign period, ideal for traveling around and exploring the country.

One other memorable adventure was the climbing of Mt. Damavand, the highest mountain in Iran, which is, I think, a little over 18,000 feet. It is not far north of Tehran and some people from the embassy were planning an ascent of Damavand. Since I was interested in mountain climbing, they asked me to go along. My problem was to adjust to the altitude. In Tehran one was living at 5,000 feet, whereas I was living at sea level at Khorramshahr. I did go up for one practice climb, which helped, but adjusting to the altitude at higher levels on Damavand was very difficult for me, more so than for them, but we all did make it to the top, and it was a memorable experience.

Q: The climb must have taken several days.

LORD: No, we drove to the site, climbed part way, rested at night in a sleeping bag in a camping area and then the next day made the ascent and came back down, sliding down snow fields on our butts!

Q: They didn't have camps or hostels?

LORD: No, there was nothing there to help you. It wasn't a tourist pilgrimage the way Mt. Fuji is in Japan.

Q: Okay. We wrap of this tour in the Middle East and you are then assigned back to Washington. Why?

LORD: Well, my next assignment was to Caracas, Venezuela, which was not on my preference list, but certainly sounded better than Khorramshahr did when I was first told about that assignment. I was assigned to Washington for language training before going to Caracas. As I mentioned earlier, I had satisfied the French language requirement, but rather than send me to a French speaking area, the Department assigned me to Caracas. I had a 16 week course. I started in January and ended sometime in May, I think.

This was back in the days when personnel assignments permitted more time between assignments than they do these days. You didn't have to rush from one place to the other so that a post didn't have to suffer a vacancy in the meanwhile. I left Khorramshahr in

October and didn't have to start Spanish until January, which gave me about two and a half months for leave along the way. I had a delightful trip from Khorramshahr back via Cairo, a Yugoslav ship from Athens along the Yugoslav coast, to Dubrovnik and Belgrade, visiting friends both in the consulate in Sarajevo and the embassy in Belgrade. I then flew on to Austria and to Madrid, where I visited my sister and her husband, who was also Foreign Service. I flew up to London and boarded the *SS United States* and sailed back to New York first class!
I took the Spanish course in the old FSI in the basement of Arlington Towers. It was, I think, a good course. Spanish, of course, is a pretty easy language if you have a good aptitude. So, I got a 3/3 out of that with no problem. I arrived in Caracas in July, 1961.

Q: What position were you assigned to there?

LORD: I was assigned to the political section as the third person there.

Q: Do you remember who some of your colleagues were?

LORD: Yes. It was an interesting period to be there because Kennedy had just been elected president, took office in January that same year, and appointed as ambassador to Venezuela, Teodoro Moscoso, from Puerto Rico. He was a native Spanish speaker and someone who had been involved in the development of Puerto Rico and was very much a gung-ho, hands on, activist ambassador in Caracas.

Q: Was he a career or political appointee?

LORD: He was involved in the development of Puerto Rico and was a political appointee. He was able to relate well with the president of Venezuela, Romulo Betancourt, as they were both social democrats and on the same political wavelength.

Q: Who was the political counselor when you arrived?

LORD: When I arrived the political counselor was Jack Cates, again one of the more colorful people of the old Foreign Service, and a good mentor. He knew his way around Caracas very well. He left not too long after I arrived and was replaced by Ted Long, another good mentor. Moscoso didn't stay that long either because he was invited back to Washington to head up the Alliance for Progress. When he left the deputy chief of mission, of course, became chargé. That was C. Allan Stewart, who was an old pro in the Foreign Service and someone who had very close ties with Betancourt before he was even elected president.

At that time, probably the fall of 1961, President Kennedy and wife Jackie came for a state visit to Venezuela to show U.S. support for Betancourt and his attempt to reestablish democracy after the dictatorship of Perez Jimenez and to give the Alliance for Progress a boost. That was a very successful visit. I had a role in it being responsible for Jackie Kennedy's part of the visit, its planning and execution and rode in the cavalcade in the car behind her car and was able to see the faces of people lining the street as she drove

past. Most were excited, some hostile, but she captivated the populace quite well.

It was a very successful visit after some misgivings over security. It was almost canceled at one point because the U.S. security types were not convinced that the government of Venezuela could guarantee Kennedy's safety because it was a period of some opposition to the U.S., particularly by the several leftist parties which were receiving support from Cuba. That is what made the whole two-year assignment in Venezuela so interesting, that Venezuela was one of the prime targets of Cuban subversion during this period. U.S. support of Betancourt was the key to making democracy work there. Alan Stewart, after the successful Kennedy visit, was appointed ambassador. This was an unusual case of a chargé being elevated to ambassador.

Q: In 1962.

LORD: Yes.

Q: Peter, there is a three man political section and then probably a bunch of CIA types masquerading as political officers as well, but what were your particular responsibilities in the section?
LORD: I was responsible for maintaining contacts with COPEI, the Social Christian Party, that was in the coalition government with the Democratic Action Party of Betancourt. I was responsible for political input to the WEEKA, the weekly report submitted by the embassy. One of the more enjoyable responsibilities was doing quite a thorough report on the agrarian reform program in Venezuela together with a junior agricultural attaché and another young political officer who joined the office as the fourth person, when we developed into a four person office. The three of us took a trip all around the country visiting agrarian reform sites, which was a great way to see the country and get an understanding of that program. We wrote a lengthy comprehensive report. Agrarian reform was one of the key programs of the Betancourt government and was politically important because the AD party relied to an important extent on the vote of the campesino, the farmer. As in many developing countries, the campesino hasn't always been enfranchised, but can provide important electoral support for democracy, as in not only Venezuela but also Bolivia and Mexico.

Q: This is your second assignment in a developing country. Particularly in Venezuela, it is giving you an opportunity to gain some familiarity with agriculture in developing countries, rural development, etc.

LORD: Particularly the political aspects of that. That was my focus.

Q: Was the United States engaged in trying to foster rural development in Venezuela at this time?

LORD: Oh, sure. There was an AID mission there and we were giving assistance to the agrarian reform program and other programs, too.

Q: Agrarian reform because much of the arable land had been owned by a small number of well-to-do families?
LORD: Some of the land was being redistributed. I can't remember how it worked but, of course, the controversial aspect of land redistribution is whether the original owners were adequately compensated or not. Venezuela being a relatively rich country because of its oil industry was able to fund programs like that better than some other countries. In any case, there were a variety of settlements which were prototypes for agricultural reform and development where farmers were being given land and needed financing and technological assistance.

Q: Was the Betancourt government, for example, actually seizing land which was owned by well-to-do landowners but wasn't being used, and distributed...?

LORD: I can't remember the details of that. It seems to me it was not a huge controversy.

Q: There wasn't violent rural unrest?

LORD: No. As, I say, I think it was because the government was able to afford to compensate the landowners.

Q: The Castro and Cuban attempts to subvert the government of Venezuela were not focusing on the poor people in the countryside but rather in cities?

LORD: This was one of their first, early attempts at subversion and they were experimenting. A Cuban arms cache was discovered on a peninsular on the coast in western Venezuela, which was a rural area. There was another period when there was some aggressive insurgency along the coast of eastern Venezuela. So, they were trying to develop an insurgency in those rural areas, but as time progressed their real focus was in Caracas, itself, and maybe Maracay. They used the university students wherever they could.
Q: How about the labor unions?

LORD: The labor unions were pretty much controlled by Betancourt's party. Both AD and COPEI had strong labor unions. There was a communist dominated federation, but it was not as strong as AD/COPEI.

Q: Did the embassy have a labor attaché?

LORD: Yes, the embassy had a labor attaché. When I got there, he was Irving Tragen, who later became well known for a variety of positions that he filled later on - AID director in Bolivia and country director for parts of South America later on.

Q: So, the embassy had a pretty good feel for what was going on in the labor field. Is there anything else that you would like to talk about with regards to your tour in Caracas?

LORD: The Cuban supported insurgency grew more and more serious while I was there. One of the highlights was a bomb that actually exploded in the embassy. We had received advance intelligence that a bomb might be exploded in one of the restrooms in the embassy, so all the restrooms were closed except for two on the top floor, and where a Marine guard was placed. Well, somebody, a visitor, somehow was directed to the open restrooms on the top floor. The visitor had no briefcase or anything else in which he could be carrying a bomb. Apparently, he had plastic explosives strapped around his body under his clothes and he apparently wasn't frisked by the Marine. He installed the explosives and left and shortly thereafter a bomb went off in the men's restroom on the top floor and blew a hole in a part of the embassy's external wall there. Fortunately, nobody was in the restroom at the time. The Marine outside felt the blast and was stunned but not hurt.

One of the military group's members was temporarily kidnaped - I don't recall his name. He was held briefly before he was released. I don't remember the terms of his release. That happened just about the time I was leaving.

Q: It seems to me from my research that there were several incidents like this in Venezuela at that time and usually people were held for just two or three days and then released. It wasn't as happened later when Ambassador Asencio was held for two months and other people like that. Anything else that you would like to add about colleagues of yours in the embassy or...?

LORD: I should mention that the other person in the political section, the number two, whose name I hadn't mentioned before was Nat Davis, who became a prestigious member of the Foreign Service, ambassador to Chile among other places and the director general of the Foreign Service.

Q: What was he doing?

LORD: Well, he was the number two in the Political Section. I remember one project that he was working on was high priority because it was Attorney General Bobbie Kennedy's pet project, that every embassy should develop a youth program. This was particularly important in Venezuela where the left was trying to subvert the youth and we needed to reach out to them. University students were considered as potential agents of Cuban insurgency, so every university was a trouble spot with students acting up. Central University in Caracas was closed much of the time I was there. In fact, one of the early harbingers of this early leftist insurgency was at Central University when Ambassador Moscoso made a visit there not long after his arrival. Although he wasn't in his car at the time, it was attacked and his briefcase, which had classified papers in it, was stolen out of the trunk. So, it was a bit embarrassing at the time.

Q: When we take up this interview next time it will be 1963 and you are being reassigned from Venezuela to the States for Latin American area studies at Columbia University.

LORD: Before we leave Caracas let me mention two of my more interesting side trips

there. One was a trip that two of us from the embassy and a young German fellow made to Angel Falls, which is the highest waterfall in the world. It has a straight drop of about 3,000 feet. It is located in southern central Venezuela. We flew down to what is now a national park at Canaima, but in those days it was just a little outpost and there was a Dutch fellow named Jungle Rudy who put together an expedition for the three of us, and including himself and an Indian guide all in one canoe together with camping equipment and food. It was an aluminum canoe with an outboard motor on it. We took about a week's trip up two rivers to get to Angel Falls itself.

Q: Why isn't that better known?

LORD: Oh, it is. If you do any tourism these days...

Q: The ones that most of us have heard about in Latin America are the Iguacu Falls on the border between Brazil and Paraguay or the Victoria Falls in Africa. Three thousand foot vertical drop?

LORD: The volume of water is quite small. It is a ribbon falls. This is down in the area that author Conan Doyle made famous with his novel *The Lost World*. The falls are on top of a mesa that is sort of isolated. You could dream about unusual wildlife existing up there isolated from the rest of the continent. It is named Angel Falls after Jimmy Angel, who flew in there and crashed on the mesa from which the waterfall descends. I think he survived; I can't remember. Today this is part of a national park and there are organized tours to take you down there.

Another trip that some of us made was to southwestern Venezuela on one of the tributaries to the Amazon river where we visited the native Indian people who live there in primitive habitat. I did an airgram on that.

Q: How far, just to give us an idea, in miles was it from Caracas down to the Amazon river?

LORD: Well, it is a tributary to the Amazon, so it is down close to the Colombia border where the border goes north and south.

Q: It must be at least 500 miles.

LORD: At least, and maybe more. I remember doing an airgram on that visit because it was so fascinating. I prepared it and my boss said something like "That was a real labor of love; I wish all your reports reflected the same degree of love." Ironically, it was a report that received a favorable comment from the Bureau of Indian Affairs in the Department of Interior!

Q: This was an Indian tribe living on the banks of a tributary of the Amazon?

LORD: Yes.

Q: Were there pirana there?

LORD: I guess so, I can't remember.

Q: Okay, let's break it off here and we will start in 1963 with area studies at Columbia.

LORD: All right, good.

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Q: This is Lambert (Nick) Heyniger and today is April 30, 1998 and this is the second session with Peter Lord who has been telling us about his Foreign Service experiences. Last time we ended with his tour in Caracas and now we are going to hear about Peter being reassigned for universities studies. This is 1963 and what happened?

LORD: The Department was looking for people to do area studies on Latin America and I was accepted into the program. They offered several places where these studies could be taken, none of which particularly appealed to me geographically or otherwise. So, I made a case for pursuing these studies at Columbia University in New York at the Institute of Latin American Studies there. Coincidently it turned out that so did some other candidates who were selected for the program. I think there were three of us there doing Latin American studies. We all arrived there more or less by our own choice.

Q: Why hadn't the Department previously used Columbia?

LORD: I don't know. There are lots of different centers for international studies, including Latin American studies. I guess the one at Columbia was relatively new and they just wanted to perhaps send people to the more traditional places. This was a period when interest in Latin American studies and the Alliance for Progress was burgeoning.

It was a good choice. It was a good program and I think we all benefitted from it. I viewed New York City like a foreign country, a place that I wanted to visit and get to know, but not necessarily spend the rest of my life there.

Q: Do you remember some of your professors?

LORD: Yes. The director of the institute was Charles Wagley, who was a well known anthropologist, as I recall. I did not have a course under him but I did under Ronald Schneider. He was teaching the political science course which were my particular interest. He had worked previously in INR for awhile so he understood the State Department, understood us students. He was the advisor for all three of us.

Q: Who were your fellow officers?

LORD: The two other students who were doing political science, were Ashley Hewitt, now deceased, and Wayne Smith, who became a Cuban expert.

Q: Yes, he is going to be the officer in charge of the interest section in Havana.

LORD: Yes. Two other people were there, both studying economics. One was Jerry Lamberty and one was Al Zucca.

Q: This is during the Kennedy administration. Did your professors get you involved in studying developmental problems in Latin America?

LORD: We were given a good solid grounding first of all. We took a Latin America history course. I don't think I took a course in Latin American geography, but I did some reading on that.

Q: Economics?

LORD: I took an economics course given by Albert Hirshman. I also studied political parties with Robert Alexander. I'm a little vague on the courses I took now. There was only a fall and spring semester.

Q: One question I'm dying to ask you is I think during this period many countries in Latin America still had military regimes and with a strong American military interest in Latin America was there any discussion with your professors about the political military aspects of U.S. relations with Latin America?

LORD: I'm sure there was but I don't recall specifically now. I do recall a book on the subject of the military regimes in Latin America.

Q: Did you get exposed to Latin American culture, literature, music, etc.?

LORD: As I recall we did not get into that too much. It may have been covered tangentially in some of the courses I took, but there were no specific courses in those subjects that I recall.

Q: Did you think this idea of area studies was a good one?

LORD: I did. I had been assigned to Venezuela without any prior experience in Latin America whatsoever. I was taught Spanish, and I suppose I was given the area studies course of two weeks before I went, but that didn't provide that solid a background, especially when you are brand new to the area. But, while I was there the two years, I became aware of my ignorance of the rest of the hemisphere and how developments in Venezuela might relate with those elsewhere. So, I felt the need for a good solid grounding in the area and that is what this program provided. It was very useful and gave me a lot more confidence.

Q: Did you feel that you were at that time making a commitment to the rest of your career being in Latin America?

LORD: I was interested in the area and I wasn't worried too much about the rest of my career, but I was interested in going back. I must say I approached Columbia University at the graduate level with some trepidation, wondering what it would be like competing with the younger, smarter students, but discovered that if you are motivated and disciplined, you do well.

The course requirements for a masters degree at Columbia could be met in one year and I did that in the two semesters that I was there from 1963 to 1964. In addition a masters dissertation was required and I managed to accomplish that in the next year so in 1965 I got a masters degree from Columbia in political science as a result of the State Department-sponsored year there.

Q: Do you remember what you wrote your paper on?

LORD: As my advisor said, it wouldn't be too difficult to make a dissertation by expanding on a paper that I had written in the spring semester for his class. I had written a paper on the political dynamics of the political system in Venezuela and to that I added two more sections making the focus of the paper the peasantry as a political factor not only in Venezuela but also Bolivia and Mexico. This was a political factor that deserved attention in developing democracies in Latin America because obviously the peasantry, which had been largely excluded as an electoral influence in many countries, if given the vote because of their numbers could make the difference in whether a party gets elected or not. In those three countries, the democratic reform governments could rely on a franchised peasantry to support them.

Q: And support the government that's elected.

LORD: So, it was a study of comparative politics in those three countries and the subject was of enough interest so that the Land Tenure Center at the University of Wisconsin, which focused on anything to do with agricultural subjects, picked it up and republished it as one of their series. That was pleasing.

Q: I just might interject here that a few years ago I got a masters in history and there is now a school of history called the people's history, which looks at countries not from the point of view of who were the prime ministers or generals, the business leaders or significant events, but rather what were the common people doing. What were carpenters and masons and farmers doing. It is a relatively new school approach to studying history by studying common peoples lives and interests. This is exactly what you were doing thirty five years ago.

Your next assignment was to the Department?

LORD: Yes. I was assigned to the Bureau of Inter-American Affairs, to the Colombia desk. Colombia and Venezuela were covered by the same Office of North Coast Affairs. It might have made more sense to assign me to the Venezuela desk because that is where

my experience had been, but the office had two new desk officers assigned and the most urgent need was Colombia, which was a little busier at the time, so I went to the Colombia desk. In terms of expanding my horizons, this was a good move because I learned a lot about Colombia. One of the unique features of the bureau at that time was the combination of State and AID offices, two separate organizations but with AID falling under the direction of the Department of State. The idea in Latin America was to integrate the State and AID desk officers dealing with the same country.

Q: How did the AID people feel about this?

LORD: The AID people were less than enthusiastic because State was given the supervisory role. I had an AID desk officer who was subordinate to me. I knew next to nothing about AID matters so I had a lot to learn and had to develop the relationship. But, I think it made sense and worked reasonably well. As a result, in addition to getting educated on Colombia, I got educated about AID and how State and AID can both work together.

In sum, the two years on the Colombia desk were probably the most formative years for me in the Foreign Service.

At the end of those two years, I moved over to the Venezuela desk for my final year in ARA/NC to work on a country where I had served for two years and knew well. Because of the very small AID program there that was being phased out, it was a less demanding job.

During that last year, I married Suzanne Kelleher, a program officer in AID's Latin America Bureau, whom I had met two years earlier when I was working on the Colombia desk. We were married in August, 1966.

In July, 1967, I was assigned as principal officer at the American consulate in Arequipa, Peru, the country's second largest city and the major center for the southern third of Peru. Arequipa has always been politically active. President Belaunde, then president of Peru, originally came from Arequipa. Our consular district included all of southern Peru, from the borders with Chile and Bolivia as far north as Cuzco. It included both the Altiplano, the high tableland at 11,000-12,000 feet, where Cuzco, Puno, and Lake Titicaca are located, to the coastal area. The main American private investment there was the Southern Peru Copper Company, a subsidiary of American Smelting and Refining Company in the U.S. Its main site was the large open pit copper mine located at Toquepala. It also had a large smelter at Ilo. The consulate was responsible for providing American citizen services to mine employees and following relevant political developments. Another American-owned company in Arequipa was Leche Gloria, a dairy company owned by the Carnation Milk Company in the U.S. They had several Americans living in Arequipa, adding to our very small American community.

The consulate had a small American staff of only three officers - myself, a vice consul, and an administrative officer. The vice consul and I would alternate taking trips each

month through our consular district - a loop by train or vehicle up to Puno and along the Altiplano through Sichahi to Cuzco, whence we flew to Lima for consultation at the embassy before flying back to Arequipa.

The U.S. presence in Arequipa was quite limited. We had a one-person USIS office plus a binational center run by an American USIA employee. USAID had two American contractors stationed in Arequipa.

Q: So, you were the desk officer for Colombia?

LORD: Yes, during some difficult years for Colombia. The main problems were economic and at that time AID was providing large sums of lending to program loans...

Q: Peter Lord is talking about his tour of duty as principal officer in Arequipa, Peru.

So, there was an AID contractor there but no AID mission?

LORD: There was no AID mission or military mission there. We did have a Peace Corps office there with a deputy director who administered the Peace Corps programs and personnel in southern Peru. I suppose there were 60 or 70 of them. That was a relatively successful program, I would say. We would occasionally visit Peace Corps volunteers and they always drew my admiration for the conditions they were living in and the relationships they had with the local populace. I have always thought the Peace Corps complements very well the U.S. diplomatic presence in a country. The embassy's and the consulate's main job is to relate to the government and to look out for U.S. interests in the country and to try to meet as wide a variety of people as possible, but, by the nature of the job you are spending most of your time in the capital city or wherever the office is and you don't have a chance to get out and relate to the common people of the country. The Peace Corps does and they develop that part of the bilateral relationship which we, Foreign Service people, can't.

Q: Anything else that you would like to tell us about life and love in Arequipa? What did you do for fun? What did you do on weekends?

LORD: Frequently we would take a trip outside of town. The Cailloma valley was a lovely valley with good fishing and small towns and some Peace Corps volunteers. Now I believe the valley is a fishing destination on some of the tourist routes.

Q: Fishing for something like trout?

LORD: Yes.

Q: Is it possible to go hiking in the mountains?

LORD: Well, I did climb to the top of El Misti, a 19,000 foot volcanic cone overlooking Arequipa.

Q: By your self?

LORD: No, there were two Peace Corps volunteers, myself and a guide. He showed us the way to go and we got to the top. One of the volunteers didn't make it.
Q: How long did it take you?

LORD: We drove from Arequipa at 7600 feet to a point on the mountain flank at 12,000 feet, so we only had to climb from 12,000 feet to 19,000 feet. We climbed to 15,000 feet by the end of the day and slept there for several hours to rest and adjust to the altitude.

Q: Is there a hut or hostel there?

LORD: No, there is nothing there at all. We started climbing around midnight or shortly after; we had timed this with a full moon, so visibility was pretty good. We reached the summit about dawn. It was tough going at that altitude, but it was just a question of putting one foot in front of the other and stopping for a rest every few feet. Coming down, of course, was much easier. So, we took about 24 hours.

Q: I have a particular interest because while I was in Dar, I climbed Kilimanjaro, which is about the same altitude, but that is a five day trip and you are staying in huts. Sure, the last day we got started in the middle of the night and started out by lantern light for the top climbing over this sort of volcanic scree and we all had sticks to hang on to. It was one step and then one breath and then one step and one breath.

LORD: We experienced the same kind of scree.

Q: But what a feeling of exhilaration when you get to the top and see the sun rise.

LORD: Yes, it was.

Q: Could you play golf or tennis or go swimming?

LORD: You could play tennis. There was a lovely club with a swimming pool. In the summertime, you could go down to the beach near Mollendo where the upper class of Arequipa had summer cottages. There was always somebody who invited you down if you wanted to go.

Q: How long did it take to get from Arequipa to the ocean?

LORD: An hour and a half.

Q: That's all?

LORD: Yes. There was a good road.

Q: Good restaurants in Arequipa?

LORD: There were some. Arequipa is a delightful town. It is an old colonial Spanish town from the 16th century. There are some marvelous old stone churches built out of a volcanic stone called sillar. It is a white volcanic stone which is quite soft so it can be cut into blocks easily and then the blocks on the facade of the church can be easily sculptured into elaborate baroque designs. Some of the 16th and 17th century churches are still standing, although some of them had to be repaired because this area of the world is along the fault line and there have been some damaging earthquakes there. The whole time we were there we would feel light tremors.

One of the more historic building there was the Convento Santa Catalina, a convent for nuns. According to an old Spanish tradition, if you chose that way of life for your daughter, she would go in there and live a cloistered life for the rest of her life and not know anything of the outside world. This convent carried on that tradition right up until the time we were there. By the time we arrived, most of the nuns had either died or been moved elsewhere. Just as we left, the convent was opened to the public. We were given a tour before it was opened to the public. We felt very privileged to go in there and see the spartan life lived by the nuns and read some of the accounts of daughters of prominent Arequipan families who were sent there never to see the outside again.

The convent, the churches, most all of the buildings in the city, are built out of this white sillar, so it is called la ciudad blanca, the white city, and it is really a lovely place. It is now much more on the tourist route than it used to be. You can fly now from Cuzco to Arequipa and back to Lima.

Q: I would suppose in a provincial city, your socializing was about 75 percent in Spanish?

LORD: Oh, yes, almost entirely in Spanish except for the Anglo-Peruvian community in Arequipa and the American Mining Company, which is not part of the social life in Arequipa because it was located some distance away. We found the Arequipeños to be very friendly and Arequipa an easy place to get to know people. We still keep up with friends there.

Q: So, now it is 1968...

LORD: Let me go back and mention the Kennedy brothers. John Kennedy was assassinated in the fall of 1963 when I was at Columbia University. I remember that quite vividly. Today I am glad that I was back in the States and could watch this whole ceremony on television. Bobbie Kennedy was assassinated while we were still in Arequipa. Both Kennedys were very popular in Latin America and in Peru. After Bobbie Kennedy's assassination an interdenominational service was held at the local Jesuit

church which is right on the main plaza of Arequipa, a lovely historical church built of sillar with a splendidly carved facade outside; the inside had that wonderful combination of white sillar, old dark woodwork, and gold leaf-covered religious decorations. The senior Jesuit priest, a Protestant and a Jewish representative participated in that service. It was remarkable to think that this little outpost in southern Peru would honor an American political figure who was not a prime minister or president in that sense. After all, Lima was the same country where only a few years earlier Vice President Nixon was pelted with stones and spit upon. The Alliance for Progress and the Kennedys evoked quite different attitudes there.

Q: That must have been a very moving experience for you.

LORD: Yes. That came towards the end of our time there, I think it was in June. It was one of our last memories there.

Q: Was the post closed while you were there?

LORD: Well, we closed it.

Q: This was a cost cutting measure?

LORD: Yes, it was one of those periodic exercises where the Department decides to close a certain number of consulates to save money.

Q: So, you have had your principal officer's job pulled out from under you, where did you go?

LORD: We were reassigned to the embassy in Lima in July 1968. I went from principal officer in Arequipa to second secretary of embassy in Lima as second person in the political section. It was a fascinating time to be there because Peru was going through some political turmoil that we witnessed firsthand. We got to Lima in July and in October a military coup overthrew the Belaunde government and ended that democratic interlude in Peruvian history. Peru then embarked on a military dictatorship which took on statist attributes with a strong anti-American bias.

Q: The military overthrew Belaunde because they thought he was too liberal?

LORD: They thought that democracy was not working in Peru. One problem was the IPC case (International Petroleum Company) which was a subsidiary of Standard Oil, I believe. The government had nationalized IPC holdings several years earlier and negotiations had been going on for some time over compensation. The Hickenlooper amendment was very much involved. The Belaunde government finally reach an agreement on IPC compensation and Belaunde's opponents used it to discredit the government, much as it seems to me the Republicans of today seize on issues to discredit Clinton for political reasons. The IPC settlement was perfectly legitimate and valid but one can make it look as though the government sold out to American interests if

presented that way. But the Belaunde government had been under siege by its traditional rivals, the APRA party and the Social Christian Party as well as the left. Belaunde spent most of his time trying to survive rather than dealing with the economic and social problems of the country effectively. So, the military got impatient and decided they would step in and do things better. Of course they didn't. They went in exactly the opposite direction that governments are going today in Latin America. They nationalized more foreign and private interests, particularly the fishing industry. Peru, at the time I was there in the late '60s, was the world's foremost exporter of fish products, largely fish meal. That didn't last long.

Q: The number one exporter?

LORD: The ocean off the west coast of South America is an unusual phenomenon in that the Humboldt current coming up from the south, which is a deep and cold current, rises along the coast and brings up nutrients from the depths. This is fertile feeding ground for fish, particularly for anchovy, which is turned into fish meal. With the effect of el Niño and changes in ocean environment since then, the fishing industry now is very small. But, when the military government nationalized it and started off on its own the industry was reduced significantly and what had been an important aspect of the economy went rapidly downhill. In addition, the nationalization of the sugar industry and some mining and oil companies had a very chilling effect on the whole private sector and foreign investment.

Q: You would think just the opposite, that a conservative military government coming in would try to foster conditions that were favorable towards business.

LORD: To the extent that they did try to attract foreign investments I think they looked elsewhere than to the United States. They certainly did in the field of military assistance by working closely with the Russians. The Russian military assistance replaced American. So, Peru tried to join the neutralist camp in world politics at that time and it was a difficult time for U.S. policy makers.

Q: Your job in the embassy in the political section was what?

LORD: I was number two in the political section which meant that I did a lot of the drafting of the political reporting.

Q: Did you have any particular political party that you were following?

LORD: After the military coup, the political parties were dormant so that normal kind of division of responsibility fell by the way.

Q: Were you covering labor unions, for example?
LORD: No, we had a labor attaché who did that.

Q: Then you were drafting straight political reporting on developments in Peru.

LORD: Yes. Largely whatever mischief the military government was up to.

Q: Was the switch from American arms purchases to Russian arms purchases an important feature of U.S.-Peruvian relations during this period? Did you make a lot of representations about arms sales and purchases?

LORD: I don't recall. There were serious bilateral disagreements over military assistance, over the IPC case, over nationalization policies in general.

Q: Did the Peruvian military indicate to you that they were thinking about taking over the IPC assets?

LORD: It moved in that direction. While I was there the chief negotiator for the United States on the IPC case was John Irwin, who had come down from Washington, and I was designated his aide. So, I went to all of those meetings and took notes. He must have come down at least three times to meet with representatives of the military government to discuss the IPC case and what to do next. As I recall, no agreement was reached with the military government and they finally seized the IPC assets and aid was suspended.

Q: No compensation?

LORD: Talks went on about the subject of compensation and I think eventually there was a settlement after President Velasco bowed out.

Q: Was that an important factor U.S. aid to Peru? Did we have a substantial AID program?

LORD: We did. We had a good size AID program there as well as a military program.

Q: So, when that was suspended, was that a significant event in U.S.-Peruvian relations?

LORD: The suspension was probably gradual but it really was a significant development. At the time it was probably claimed by the military as a great triumph, but for the long term well-being of the country, it was a step backwards.

Another bilateral problem we had was Peru's extension of its territorial sea and economic sovereignty to 200 miles. This resulted in their seizing U.S. tuna fishing boats out of San Diego frequently. That was always a subject of negotiation. I remember going with the naval attaché one time up to Piura, which is in northern Peru in the area where the fishing boats were seized. That is where they fished for tuna off northern Peru and off Ecuador. That continued to be a problem after I left.

Q: The U.S. did not recognize the 200 mile limit?

LORD: This was all caught up in negotiations related to the law of the sea, which was a global negotiation on our part. I can't remember the details now but we weren't going to

accept the unilateral assertion of economic sovereignty over 200 miles, as I recall.

Q: And probably the U.S. fishermen didn't either. So, you must have had a lot of activity with the Peruvian navy going out and nabbing American fishing boats.

LORD: Yes, it happens quite a bit and maybe a bit more often off Ecuador.

Q: Who was the ambassador there then?

LORD: The ambassador was J. Wesley Jones when I arrived. He came down to Arequipa while we were there. I remember taking him to visit a Peace Corps site in the outskirts of Arequipa. They were probably building a school or community building. I remember him being offered a big tall glass of chicha, which is a fermented corn drink that they use as a kind of beer and it tastes sort of like hard cider. It is not heavy and not too strong. I had not anticipated that and was surprised, too, but he was a real professional and took the glass of chicha proffered and drank the whole thing in one or two gulps. I apologized afterwards to him for being faced with that situation, but it didn't seem to bother him.

Q: Good for him.

LORD: He was the ambassador to the Belaunde government and he bore some of the responsibility for the IPC negotiations and the agreement not working out, at least in the eyes of the Peruvians, so when the military came in he left shortly after that. Eventually Toby Belcher came down as ambassador. He was the one who had to work with the military.

Q: One thing that puzzles me Peter, my notes show that the Peruvian military government ousted the U.S. military representatives. I suppose there was a MAAG mission or something like that. Why would a Latin American military government want to push out the American military representatives?

LORD: I think they viewed U.S. military assistance and the role of U.S. military advisers as being too intrusive. They were suspicious of U.S. motives and didn't like the relationship that existed, feeling it was too close to U.S. officials who were trying to undermine Peruvian sovereignty in some way. They just wanted to adopt a more neutralist stance and started cozing up to the Russians to show their independence.

Q: They felt that with the American military arms sales and advisers that this was sort of leading to some American military domination of Peru, or at least the presence was too large there, too intrusive?

LORD: They were just very paranoid about the role of the U.S. and suspicious of the military, CIA and U.S. presence in general. They wanted to limit the ability of the U.S. to influence events in Peru.

Q: We talked a little bit about your life as a consul in Arequipa and what you were doing

and the kind of life that you led. How did that change when you got to Lima? Did you have a different kind of lifestyle?

LORD: Well, you made a whole new set of friends. Of course, you had the embassy staff as a nucleus and met other American and Peruvian friends through them and through your own contacts. We had quite an active social life in Lima with an entirely different group of people. There was a much larger diplomatic corps, more Americans and a different variety of Peruvians. A successful representational gathering that was held at the residence while I was there was one for the moon landing in 1969. We had all kinds of people (Peruvians, government, media, etc.) there with multiple TV screens positioned inside the residence so everybody could watch the landing on the moon. It was a spectacular event.

Q: I think USIA did a terrific job of making it possible for embassies and foreign capitals to view the event.

LORD: After that, three of the astronauts came through with pieces of the moon rock as a public relations sequel to the event.

Q: Do you remember who they were?

LORD: Not right offhand.

Q: It was a great thrill for me when I was in Dar es Salaam a little later on and a group of astronauts came through and one of them was Pete Conrad who had been a classmate of mine both in school and at college. It was great fun to see him again.

Anything else that you would like to add? Did you think it was better for your career being at an embassy rather than a consulate? What rank were you by this time?

LORD: I was an FSO-4, I guess. Working at an embassy you certainly became well known among a group of senior officers.

A couple of other things worth mentioning. It was a great time to be in Peru because it was before any of the insurgency that came on later which made it difficult to travel around the country. Even under the military we were free to travel around pretty much, so frequently on weekends we would get out of Lima because the climate of Lima is unique in that this cold Humboldt current that I mentioned cools off the air there which is quite moist, giving Lima a very humid atmosphere. In the wintertime, it is under a continual cloud cover and in the morning the humidity is 100 percent. You would think it had rained the night before, but it hadn't. The west coast of Latin America from northern Chile on up to Ecuador is arid; it never rains. In the summertime, the sun is warm enough to burn off some of the overcast so you have some sunlight. It can get quite hot in the summer as a result, but in the wintertime it is cold, grey, and depressing.

Q: It sounds like Lima is a little depressing.

LORD: This is a circumstance that exists only along the coast. When you get up a little higher, a half hour out of Lima, you can get above this continual cloud cover along the coast and into the sun. There are lots of interesting valleys, towns, mining sites, etc. to visit.

Q: So, the whole embassy on weekends takes off to the east?

LORD: Some people more than others. We certainly enjoyed traveling. The Callejon de Huaylas is one of the more picturesque valleys in the mountains to the north, and the small town of Huaraz was central to it. This was all destroyed in May, 1970 by one of the worse earthquakes that Peru has experienced in this century. The town of Huaraz was completely wiped out by a mud flow from a 20,000 foot mountain at one end of that valley. As a result something like 30,000 people were killed just in that one town. When you add the other towns where similar things occurred there were at least 50,000 deaths as a result of the earthquake. The U.S. played a remarkable role in supplying emergency relief. I can remember the air force adviser, and who was very much an activist, take charge sort of fellow, coordinating a lot of the relief that came in by air from the U.S. for the Peruvians. We had an operation going around the clock. That was one of the memorable events while I was there. In Lima we felt the earthquake. I remember running up the stairs to get one of my daughters out of her crib and running down the stairs again (The whole time the house was trembling.) and running out into the street. Fortunately, no real damage or loss of life occurred in Lima; most of it was up to the north.

Q: Let's end for this session. It is 1970 and your tour in Lima is ending and where are you going next?

LORD: That's an interesting story of chance in the Foreign Service.

Q: Let's save that until the next time.

LORD: All right.

Q: Today is May 7 and I am Lambert (Nick) Heyniger and I'm continuing our interview with Peter P. Lord. In terms of chronology Peter has just wound up his tour as political officer in Lima and has been reassigned to Bridgetown, Barbados as DCM. So, Peter, let me ask you first, how did you get to be a DCM at your early young age?

LORD: That was a result of coincidence, fortuity and good luck. We were assigned from Lima to the political section in the embassy in Madrid. The day the packers came I received a call from Washington saying sorry but your assignment has been canceled but go ahead with your packing anyway we will find some place else for you to go. The reason the assignment was canceled was because the principal officer in Porto Alegre, Brazil, Curt Cutter, had been stopped at a roadblock by terrorists. Being a good Californian he didn't stop but put his foot on the gas pedal and ran the blockade and survived, but with a bullet wound in his back. So, he was promptly removed from harm's

way, in case there should be another attempt. Well, where to put him? Why not a nice safe spot like the political section in Madrid? So, off he went to my job in Madrid.

When we got to Washington they asked how would I like to be DCM in Barbados because the DCM there, John Dreyfuss, now deceased, had been suddenly moved, I think, to Guatemala City, requested by whoever was ambassador there at the time. Not knowing much about Barbados but being attracted by the title of DCM I said, "Why not?" So, off we went to Bridgetown and found it busy, interesting, a great place to be, a very enjoyable assignment, one of our favorites.

Q: Before we get there, I believe often in the Foreign Service, the ambassador or principal officer is quite interested in who is being assigned to his or her post. In this case you are going down there to be the ambassador's deputy, did you know the ambassador?

LORD: The ambassador was Eileen Donovan, a career Foreign Service officer, who had previously been consul general in Barbados during an earlier time before independence. She was suddenly being faced with having to replace her DCM and there not being much choice. She asked me if I would be interested. I think she was really quite worried that the Department would assign someone to Bridgetown who didn't want to go. In fact, my predecessor there, I think, who was much more of a Latino oriented political officer much preferred to go off to Guatemala City.

Q: You were a Latino type yourself by this time.

LORD: Well, I didn't know what it would be like, but I assured her that the job appealed to me. She said, "Okay," and down I went.

Q: What was Bridgetown like?

LORD: Bridgetown in those days was a more pleasant and manageable embassy and place to live in than it has become since. This was before the U.S. intervention in Grenada, before we had an AID mission in Barbados. We had a small USIA office which was closed when I was there. I seem to bring closings wherever I go.

Q: Why?

LORD: USIA was cutting back. We had a large Peace Corps for the eastern Carribean program which was headquartered in Barbados. The mission was not too big, it was quite small as a matter of fact.

Q: I think we should also mention, should we not, that you were not just an envoy to Barbados but also to a number of other islands.

LORD: There were six other islands which were "associated states" in association with Great Britain. These included from south to north, Grenada, St. Vincent, St. Lucia,

Dominica, Antigua and St. Kitts.

Q: Which meant you had to do a great deal of traveling.

LORD: Well, somebody did and usually that was not I, unfortunately, although I did get to all the islands at least once. The leaders of all these states were usually strong personalities who had been in office for some time and the ambassador knew them from her previous tour as consul general, so she would go around whenever anything important had to be done. Otherwise, our one political officer was responsible for liaison with these island governments, so he traveled quite a bit. In addition, we also had in our consular jurisdiction two British crown colonies, Montserrat and the British Virgin Islands. So, that added up to Barbados plus eight other islands, which was quite a long title for the ambassador.

Q: Did you have an economic officer?

LORD: We had an economic officer and an administrative officer. The busiest part of the embassy was the consular section because traditionally immigration to the U.S. from Barbados was high. The "Bajans" live on an overpopulated island. It is an island which is only 20 miles long and 16 miles wide, which makes it smaller than Rhode Island or Delaware. Barbadians are well educated and tend to emigrate. Money sent home by them has come to be an important source of national income. So, the consular section was quite busy. There was a consul, and two or three vice consuls.

Q: This is a new job for you and more of a supervisory and management position than what we would call a substantive position, what were your chief responsibilities?

LORD: They were the same as in any embassy. I was an alter ego to the ambassador and had to fill in when she was not there. As time went on, she spent more time away from the office, if not traveling or on home leave, just at home on the island because of health problems.

Q: So, you found yourself to some extent running the post?

LORD: Yes. It wasn't a difficult job and I enjoyed that. It was a busy job contrary to what many people might think, but it wasn't too busy, we had time to enjoy the island, the water sports and do some traveling.

Q: I remember because I visited you there, you had small children.

LORD: Yes. While in Lima our first two daughters were born and a third daughter was born in Bridgetown. This was a very easy place to bring up young children.

Q: Was your residence on the water? Could you go swimming all the time?

LORD: We were not right on the water but close to it and for young kids all you had to

do was put them in a bathing suit and take them down to the beach every day. We had servants who made life easier for my wife. But, she also got quite involved with the local community, which is English speaking. People are very friendly there and don't have some of the hang ups and attitudes towards Americans that you find on some of the other islands where the racial composition of the population makes for much more friction both in their local politics and towards the American presence.

Q: I would like to pursue that a little further with you. For one reason or another I have visited a number of Carribean islands myself, including Barbados and Jamaica. I see a rather significant difference between life and culture and people in Jamaica on the one hand and in Barbados on the other. Barbados struck me as a place where everyone seemed to be nicely dressed. The elderly Barbadian women when they went into town had crocheted gloves on and hats and everybody was nicely turned out. I got the impression that Barbados was a well established society. Is that true?

LORD: It's true that it is a civilized place and that it has taken its English inheritance seriously and adopted British ways up to the point that it is frequently called "Little England" just because it has some of the same conservative, well behaved attitudes towards getting along with each other. I suppose that has been breaking down gradually over time, particularly as lack of employment and economic problems assert themselves. But, at least when we were there it was a very friendly, easy place to get along and the people were nice in the sense you described.

Q: I wanted to ask you if Barbados, while you were there, got involved in any efforts towards Caribbean union, Caribbean federation. Was the local government trying actively and hard to promote closer relations with other islands? Was that a priority?

LORD: Not really. That had been tried and played out pretty much. The Federation of the West Indies involving Jamaica, Trinidad, and Barbados and the larger islands didn't get anywhere because of differences in size and costs and who should bear them. Barbados was under the leadership of Errol Barrow, who was the first prime minister after independence in 1966 and who had a second term. He won reelection while we were there. He was very much a strong, independently minded person who had been trained as a lawyer and economist and tended to see things in realistic and practical terms and always weighed decisions and policies in terms of what made sense for Barbados. Costs were always an important factor because Barbados is not a rich country.

Q: Was part of the problem that he and the Barbadian government were concerned that possibly federation would actually bring a lowering of the standard of living, a lowering of the economy in Barbados as other islands got more attention?

LORD: Not necessarily. Barbados is so small that it stands to benefit from becoming a part of a larger economic unit. But, it doesn't have much money to contribute.

Q: Barrow didn't see any particular benefits for Barbados?

LORD: No. He also didn't want to be upstaged or overwhelmed by the larger countries of Trinidad or Jamaica so he tended to go it alone.

Q: Let's shift focus a little bit. You mentioned that one of the other islands that you were responsible for was Grenada. Can you tell us anything about communist penetration of labor unions, particularly on the docks and in the harbor of Barbados? Any show of Cuban interest in getting involved in Barbados?

LORD: No, that wasn't a real threat or danger when I was there. The labor movement in Barbados was dominated by the Barbados Labor Union and was led by Mr. Frank Walcott, who was a member of the same party as Barrow. So, he was a senior member in the labor movement and in the parliament. Labor didn't get out of hand. Most of the private economic interests in Barbados were controlled by the traditional white elite.

Q: There is bauxite, for example, in Jamaica and therefore there is more labor unrest, more chances of the government having trouble with unions than would likely be the case in Barbados?

LORD: I don't know that you can blame it on bauxite. Usually mining industries like that pay a pretty good wage. The problem in Jamaica is you have two very competitive parties there and probably two competitive labor groupings and that may account for the labor unrest in Jamaica in part. Barbados has just one government-related union. The economy in Barbados had traditionally been based on sugar - harvesting sugarcane and refining it.

Q: I'm getting the idea that Barbados and Barbadians are possibly somewhat more conservative than might be the case with other islanders. Were there problems with regard to crime and American citizens being molested or attacked?

LORD: Very seldom. That has become more frequent, as I understand it, lately, but at the time we were there the economy was in fairly good shape, although I think it has gotten worse since then because sugar has continued to decline. Tourism has become bigger and bigger and provides the main source of income. But, that means there are a lot of tourists around and Barbados looks at tourism ambivalently because while they appreciate the money the tourists bring in, they don't like being overrun by largely white tourists who are taking precedence before anybody else while they are there. So, with the worsening of the economy and the increase in tourism, that means there will be more crime and resentment of whites.

Q: You were there for four years?

LORD: We were assigned for three and we liked it so much we stayed for four.

Q: Do you remember during that period any particular times when you had to make demarches to the Barbadian government on U.S.-Barbados issues or international OAS or UN issues?

LORD: Certainly there were a lot of UN issues taken up because Barbados was essentially a pro-western, pro-American government that thought the same way we did on many things, so Barbados' support was sought in the UN. I remember particularly the debate over whether the China seat should go to Red China or stay with the Nationalist Chinese. Barbados had established formal diplomatic ties with Taiwan and had a resident Chinese ambassador there who did a very good job. The Department called me in the evening one year when the vote was just about to come up. The country director back in Washington said that they really needed Barbados' vote this time around and could I find out what Barbados was going to do. This was after I had been there for a while and my contacts were well developed, so I was able to obtain assurance that evening from the foreign ministry that Barbados was expected to vote in favor of Nationalist China. I passed this along. And it did.

One of the bilateral questions that took a lot of our time while we were there was negotiating a new air transport agreement between the U.S. and Barbados. Errol Barrow was a pilot and had a strong interest in establishing a national airline. He wanted to get a route to the U.S. It was complicated by the fact that the tourist industry brought a lot of tourists on flights from the U.S. to Barbados and many of them on U.S. carriers. Barbados wanted to restrict U.S. carriers as leverage for getting its own route to the U.S. Formal negotiations were held in Bridgetown with U.S. government representatives who came down from Washington.

Q: They applied pressure in the sense that they said you can't have any more flights to Bridgetown unless we get a gateway in JFK?

LORD: That is what the arguments would be carried to an extreme but they were wise enough to know that they didn't want to deny U.S. flights and therefore U.S. tourists. They never did get agreement for their airline, which they finally established. It wasn't really a Barbados airline although it had the title and so forth. It was a plane leased from Freddy Laker's enterprise in Britain, as I recall, and the question revolved around what constituted an airline and whether this was just a temporary lease which didn't make it an airline. But, it did fly to Luxembourg via Iceland. I took it one time.

Q: Anything else that you would like to tell us about your tour in Bridgetown? You were there for four years. You must have practically developed webbed feet.

LORD: You asked about the communist influence. There wasn't any that amounted to anything anywhere in many of the islands. Antigua and Dominica had some pro-communist activists but they were kept pretty much boxed up and under close surveillance and didn't generate a large following. The New Jewel Movement, which developed in Grenada while I was still there under the leadership of Maurice Bishop, was more nationalist and leftist in some aspects than the existing government. Most of the time I was there, it was led by Eric Gairy, one of those old time leaders who was an autocrat and aristocrat. When Maurice Bishop did gain political power and was then executed by the movement backed by Cuba that led to the U.S. intervention, that did become a serious threat by Cuban backed forces. But that happened after I left. It

happened fairly quickly. When I left in 1974, that was not a danger. I can't remember exactly when our intervention in Grenada occurred and Bishop was killed, but it was several years afterward.

Q: Yes. Also, it seems to me that in the context of the Caribbean that actually executing a government leader seems a very unusual thing to have happen.

LORD: It was.
Q: Barbados established diplomatic relations with Cuba in 1972. Did we make a substantial effort to try to persuade the Barbadian government not to do so?

LORD: Yes, we did. I don't remember now the circumstances of that recognition. I think it was probably an effort by Errol Barrow to show his independence of the U.S. and to assert his own Barbadian nationalism. A resident Cuban mission was not established in Barbados while I was there.

Q: Ambassador Donovan stepped down while you were there?

LORD: No, she was there when I arrived and still there when I left. She finished her tour shortly after I left and the new ambassador came later that same year, 1974.

Q: With a new DCM.

LORD: Yes, but he arrived after I left so we did not overlap.

Q: It is always unfortunate, isn't it, when both of the top two people leave and arrive at the same time. You enjoyed being a DCM in the Caribbean?

LORD: Yes, that was good fun. It was a good career move and a nice place to live because Barbados was such a pleasant place, both in climate and friendliness of the Barbadians. I might add that the one memory I have of one non political event was the erupting of the volcano in St. Vincent, which is a 100 miles due west of Barbados. St. Vincent is a charming little island with a 3,000 foot volcano called Mount Soufriere. It was a favorite place to take people who came to visit who liked this kind of adventure. The first time I climbed to the top of Soufriere was from the windward side with an old school friend who visited. There was a lovely cone in the top with a clear green lake in the crater.

Q: Did you go down in?

LORD: Yes. It seems to me we did go down and felt the water and even went for a swim. The next time I went over I took my wife along and two other visitors. We had an arduous climb up from the leeward side on a much hotter day. We got to the top to find that the clear green lake had turned to a light grey. Steam was rising from the crater lake with a strong sulfurous smell. We concluded that the volcano was becoming active and we shouldn't stick around very long, so we didn't. We went back to the hotel we were

staying at which was run by an American who had been there a number of years and who had an interest in nature and its forces. We reported this to him and asked him to report it to the authorities. I don't know what happened but it never got reported and the fact that the volcano was becoming active was relayed by a pilot of a small plane who happened to fly over and noticed it. So, I didn't get credit for this discovery; somebody else did.

It didn't erupt violently. What happened was that an island of molten lava appeared in the center of the lake and, fortunately, the plug was never blown at that time. I went back later a third time and saw this island of volcanic material in the center of the crater. But Soufriere has been a problem ever since. There have been periods when it has threatened to erupt and when they have actually evacuated the population from the northern end of the island where the volcano is, but I don't think it has erupted violently with a lot of ash the way the volcano in Montserrat did just recently or the way Mont Pelee did in Martinique in 1906, or thereabouts.

Q: What do you think is going to happen with Montserrat? I think they have wanted to evacuate all of the inhabitants for a while.

LORD: The southern part of the island where the capital, Plymouth, is located has been almost completely destroyed by the ash which is many feet deep. I think all the buildings, the capitol and docks, etc. from what I read have been abandoned, and they are hoping to rebuild in the northern end of the island, which is less likely to be affected by future volcanic activity.

Q: I gather you didn't go swimming on your second and third trips up the Soufriere?

LORD: No.

Q: We are now at 1974 and you have been in Barbados for four years. What happens next?

LORD: Next I was assigned to senior training at the National War College (NWC), so we went back to Washington and spent a very interesting year there, at least for me since I was at the college. My wife found it less rewarding to be stuck at home with three young children and no help.

Q: This is the National War College at Ft. McNair?

LORD: Yes.

Q: Where did you go on your trip?

LORD: To Africa, but I went on only half of the trip because by the time that came up I knew that I would be assigned to Lusaka, Zambia, so I was able to break off from the National War College trip and visit Lusaka briefly.

Q: Tell me a little more about your time at the War College?

LORD: We had a good class. Stape Roy and I were in the same home room to begin with. He later went on to be ambassador to a number of places. Jim Rosenthal was also in the same home room; he went on to become an ambassador. Mike Kennedy was one of the hostages in Tehran in 1979. Terry Healy went out to be DCM in New Zealand and then ambassador to Sierra Leone. So, we had a number of excellent people in the class.

Q: What is your estimation of the value of this course? I know a number of people are somewhat concerned that State Department officers when they are selected for senior training go off to a military institution for their training. Is this really a worthwhile experience? Some officers have looked upon it as a year off.

LORD: I think it is a very valuable year and I think most people who go through it feel that way, too. It certainly is not a year off, they make you work very hard. It is a very broadening experience. It is meant to broaden the military members and also to broaden the civilian students. So, you get a broad exposure to national security in its widest concept, whether you are talking nuclear deterrent strategy, which was an important issue back in 1975 when I was there, or whether you are dealing with the international oil crisis, which was another serious issue at the time. You get a broad review of all the geographic areas, which lets you catch up on the rest of the world.

Q: Beyond these substantive aspects where you are learning about other parts of the world or political/military concerns, does the War College also prepare students in terms of management training, supervisory training skills?

LORD: No, it did not and I can understand why because you have such a mix of military and different civilian students there that their management requirements would be so different.

Q: Managing a submarine is different from managing an embassy?

LORD: Yes. The NWC tended to concentrate on more substantive subjects.
Q: You said you had learned while you were at the War College that you were going to be assigned to Lusaka in Zambia. How did that come about?

LORD: I liked being DCM in Barbados so I looked to see what else would be available. The job in Lusaka was the one that fell my way.

Q: The assignment to Barbados in a certain sense represented a moving away for you from Latin America. You never went back. Most FSOs who get into Latin American affairs never escape.

LORD: Well, there are certain advantages to that. Once you become well known in a bureau and all your experience is there you are likely to find a home and jobs there. Some say that a bureau after a while has an obligation to use you, take care of you. If you don't

have a parent bureau in that sense, you are an outsider. There probably is some truth to that. But, at the time there were no jobs coming up at my grade level in Latin America...

Q: You were by this time?

LORD: I was a class 3 I believe.

Q: I would think that most DCM jobs in Latin America would be really senior officer, FSO-2 and up.

LORD: That's right. The Bridgetown job was classified at a level 3 and I as a 4 was put in there because of the need at the time.

Q: So, you were offered Lusaka, said, "Fine" and off you went arriving in Lusaka in 1975.
LORD: We got there in August, 1975.

Q: Who was there?

LORD: The ambassador was Jean Wilkowski. That assignment was made fairly early in the year. When I was still at the War College, she came to Washington on consultation with an agenda that she felt I could help her with. The War College is pretty much a full-time job and you don't have a telephone in easy reach. You are at Fort McNair.

Q: What did she want?

LORD: I can't remember the project now but it was something that would be normal for the desk officer to do, but the desk officer was busy, too.

Q: How was Ambassador Wilkowski different from Ambassador Donovan?

LORD: She was much more dynamic, much higher key in terms of operating style. She had a lot of good ideas, all of them requiring a certain amount of staff time to work out. The embassy in Lusaka was a small embassy: one political officer, one economic officer, one consular officer, DCM, a one-man USIS operation, and no Peace Corps. Her ideas and projects really stretched that embassy to its limit. A person with as much momentum as she had really deserved a larger embassy and staff.

Q: I'm getting the impression that people felt they were working pretty hard.

LORD: Yes, she kept everybody very busy. I came in in the middle of this as DCM and became the liaison between her and the staff. She was really pretty much a hands on ambassador and used to get involved in everything. At times one felt she really didn't need a DCM because she liked to deal directly with the operative officers themselves. Anyway, I found it a difficult situation and found her difficult to work with. She would change her mind, which everybody has a right to do, but wouldn't always keep you

informed.

Q: The job of a DCM is often to be the alter ego for the ambassador with the assumption that the ambassador is out of the embassy a great deal attending diplomatic functions or meeting with host country people and that the DCM runs the embassy somewhat like the head of chancery in the British service. But, if your ambassador is a very hands on person who wants to know is some detail what is going on in the consular section, that gets in the way of you or any other DCM who is trying to be the supervisor of the various embassy sections.

LORD: Unlike in Bridgetown where I had been the ambassador's alter ego and could step into her role vis-a-vis the host government, etc., that was not the case in Lusaka because she handled herself all of the relationship with the president of the country, Kenneth Kaunda, who ran pretty much a one-man show himself and was the key government person. My period in Zambia coincided with the proxy cold war going on in Angola where we were supporting one side in the civil war there and the Russians were supporting the other side. Part of our support involved Zambia as a transient country. I was never brought into any of that.

Q: This is the United States government on a semi-covert basis supporting Jonas Sivimbi and UNITA?

LORD: Yes, I would say so, but it wasn't part of my job description or the embassy's really. Understandably, if it was going to be of a covert nature it would be held closely. But, this was true in general of relations with the people at the ministerial level, etc.

Q: Was Ambassador Wilkowski dealing with that as well as the normal diplomatic considerations? Was she also the one who supervised the assistance to the Angolans?

LORD: I think much of it was coordinated between her and Kaunda. I can't get into that because it was not an area that I was privy to.

Q: It could be that Zambia was an unusual situation but I thought that in most embassies whatever clearances and activities the ambassador was privy to, the DCM was privy to as well.

LORD: That frequently is the case but that was not the case there.

Q: Some of the main things that concern the United States in Zambia are copper mining, the railway that had been built by the Chinese from Tanzania to Lusaka, the whole question of Zambia's isolation from the rest of the world because so many of the supply routes went through South Africa and on the other hand Zambia's involvement in the liberation of Southern Rhodesia.

LORD: Southern Rhodesia was another big issue at the time. Kaunda was leading the African effort to bring majority rule to Southern Rhodesia. At that time the border was

closed and we had no relations with Southern Rhodesia. Most of these issues were Zambian issues rather than bilateral issues. We had a position and would make that known from time to time and consult, but Kaunda was his own man, and very much a leader of the third world and kept the U.S. at arms length.

Q: Was Mugabe in Lusaka?

LORD: I don't recall. He might have been in and out but he was not a player at the time.

Q: Who handled embassy relations with the liberation forces?

LORD: I think that Mugabe and the other nationalists were located in Tanzania.

Q: Along with the South Africans.

LORD: Yes. Zambia was for one reason or another not a location where the nationalists were active.

Q: It also might be somewhat dangerous because the South African security and secret police could reach out to some extent through Southern Rhodesia and cause trouble for the insurgents if in Zambia much more easily than they could in Dar es Salaam.

LORD: Zambia was feeling very much its geographic landlocked situation which affected its ability to export its copper.

Q: Was the Benguela railroad open at that time?

LORD: It was not open; it had been sabotaged. That was very serious and Zambia was trying to develop alternative railroad transport through Mozambique and through Tanzania.

Q: How was that working?

LORD: After a point it was working all right but they were having trouble getting the same volume of exports out as they had before the sabotage.

Q: I had been in Dar es Salaam a bit earlier and it is one thing to build a railroad from the coast to Zambia, but you also need to improve the port if you are really going to accelerate imports and exports. When I left Tanzania not much had been done to really transform the port in Dar es Salaam.

LORD: I think the port of Dar and the port of Beira in Mozambique were both bottlenecks for Zambian exports and imports. Zambia at this time was just beginning a long downturn in its copper earnings. Not only were they having trouble with transportation but the copper prices were also on a continual decline. So, Zambia has been in serious economic trouble ever since I was there.

Q: Could you tell us a little more about President Kaunda's dissatisfaction with American policy towards Southern Africa?

LORD: He was a great advocate of majority rule in Southern Rhodesia and in South Africa. He was always dissatisfied with the perceived lack of support. But, he and Ambassador Wilkowski seemed to have a good relationship. She spent a lot of time in his office. Bilateral relations between the two countries were really carried on between her and him. Everything else was secondary. Otherwise, it was not a particular interesting time to be in Zambia because Zambia took a neutralist position. The Chinese and Russian embassies there were big. The government was not receptive to us really. It was a very formal relationship and the atmosphere was not one where you could easily develop Zambian contacts of a political nature or even of the cultural nature. The Zambians took their lead from Kaunda. While Zambia had been subject to British influence in the past, it didn't seem to have sunk in very much in terms of friendly pro-Western attitudes.

Q: This is very much the case when I was in Dar. We had a great deal of difficulty persuading Tanzanian officials to come for dinner or to a reception. When USIS brought people and attractions to Tanzania, people didn't really turn out very much for them. Did you, yourself, have the chance to travel around the country much?
LORD: It was an appealing place to be in terms of the wildlife and the climate. We did get down to Victoria Falls on the Zambezi river, and to the game park at Kafue in the West. We did not get to the game park in eastern Zambia or the game park just across the border in Botswana. So, there was plenty we didn't get to because our tour was curtailed.

Q: Any interesting American visitors that you had a chance to take to some of the tourist areas?

LORD: Not really. Zambia was pretty much off the beaten path.

Q: Were your kids by this time going to grade school? Was there an international school in Lusaka?

LORD: There was an international school and our two oldest daughters were there. This was their first time in school, so they were feeling their way. I think they enjoyed it. Our tour was curtailed and we left in March. My wife's mother was dying of cancer and she left to go back to take care of her. The ambassador kindly consented to arranging a compassionate transfer for us. We would have been separated and the children would have been affected at that age. Furthermore, it gave her the chance to find another DCM.

Q: Who replaced you?

LORD: I can't remember who came in as DCM, but Goody Cooke was sent out to fill in and to help prepare for the upcoming visit of Secretary Kissinger some time later that spring.

Q: Did you ever compare notes with him and battle scars?

LORD: He said he was left alone pretty much to work on the Kissinger visit and there didn't seem to be any problems.

Q: Okay. So, this is 1976 and you are reassigned to?

LORD: I was reassigned to the Department in PER/FCA as chief of the Latin America personnel assignment division.

Q: That's a great job.

LORD: I enjoyed the job. I had not seen personnel in operation before. My assistant and I were responsible for staffing all the diplomatic and consular posts in the ARA area. We coordinated closely with the ARA bureau in doing that, although we were part of the Personnel Bureau under the director general. The regional bureaus were no longer in a position to make assignment decisions to the extent that the personnel officers in the geographic bureaus used to. But, their recommendations and preferences were taken into consideration.

Q: Everybody is interested in personnel. That is one thing I learned during my tour there. Who was the director general?

LORD: The director general, I think, when I came in was Carol Laise. She wasn't there the whole time but I can't remember who succeeded her. Dick Fox was the director of CDA (career development and assignments). Art Wortzel was Dick's boss.

Q: You were working for Fox?

LORD: Yes.

Q: And you were in charge of assignments to Latin America?

LORD: Yes.

Q: So, it is a constant daily interplay between the interests of the officers and the interests of the bureau. The internal diplomacy and negotiating within the Department was almost as extensive sometimes as with foreign countries. Right?

LORD: It took a lot of coordinating and researching and convincing sometimes.

Q: Because either the bureau does want or does not want certain people in certain positions and that is one side of the equation. The other side of the equation is what is good for the officers in their development and also where does the best interests of the service lie.

LORD: I think by and large the system worked pretty well while I was there. There was a good collegial group of officers who approached personnel assignments in a responsible, professional manner. The difficult thing was when you had several candidates who were equally qualified, somebody had to lose out. Generally it came down to sensible, easy decisions, I would say.

Q: Your job had more to do with dealing with positions rather than developing careers?

LORD: Yes. The career advising function was in a separate office. We worked with the career development advisers who recommended to us officers who would be well suited for the jobs we were trying to fill.

Q: I recall there were either weekly or biweekly meetings where you and all the other officers who were handling assignments to the bureaus and all the officers who were handling people's careers got together and sat down and assignments were proposed and discussed.

LORD: Yes, the so-called panel meetings. There was a series every week depending on the cone, economic, political, admin and consular.

Q: In your opinion the system was working rather well when you were there?

LORD: I think it was working pretty well.

Q: Some time during this period, Secretary Kissinger got perturbed, particularly with the Latin American bureau, by cables that were coming in which were written in such language that people outside the Latin American bureau couldn't understand them. It was a very specialized knowledge, somewhat like AID cables. This is when he came up with changing geographic areas after each assignment.

LORD: I believe it was called GLOP.

Q: Tell us about that?

LORD: Global Overseas Program, or something like that. I don't remember it too well except that it was one factor determining a person's assignment. It had to be out of area if the person had been in one area for a certain length of time.

Q: This must have been kind of tough for the bureau because the bureau wants officers who have experience in the area and you were constantly being more or less compelled to accept officers whose previous career had been in Europe, or some other area. How did that work out?

LORD: Well, the geographic bureaus had to live with it and sometimes when they felt strongly they might have that factor over ridden somehow. By and large, a lot of people had served in more than one bureau so in many cases they already met the requirement.

Sometimes, if there was a good job somewhere else, they didn't mind escaping from a bureau.

Q: When I was in personnel working for Ambassador Laise as the director general, it was early in her tour as director general and she deputized my boss, Barrington King, and about half a dozen other officers in personnel to do a study and make recommendations as to how the entire personnel system and the functioning of assignments and the advancement of officers could be improved. Did anything like that take place while you were there?

LORD: It seems to me that there were always studies going on of one sort or another, but nothing comes to mind and I didn't become involved in any such studies.

Q: You were in Washington for two years. By that time, your wife felt able to go overseas again?

LORD: She, of course, found Washington a hardship because she had three children to take care of. Her mother had passed away later that spring or summer.

Q: In principle, an assignment back in Washington at that time was for four years, but you left after only two. Any particular reason for that?

LORD: There must have been some flexibility there because I was eligible for an assignment overseas. Again I was interested in a DCM job and the one that came up this time was Yaounde, Cameroon.
Q: This is your second assignment as DCM in Africa and you arrived there in 1978.

LORD: Yes.

Q: Tell us first about the American embassy in Yaounde. Who was the ambassador?

LORD: The ambassador was another woman, my third woman ambassador, Mabel Smythe.

Q: A career officer?

LORD: A political appointee.

Q: A political appointee in Cameroon?

LORD: Yes. Her husband had been a political appointee as ambassador years before in the Middle East and he died shortly before she went out to Yaounde.

Q: Any relation to Henry Smythe of the atomic bomb, the famous professor?

LORD: I don't think so. She was a delightful personality. Everybody liked her.

Q: Did she like Cameroon?

LORD: She did. She was a black American who had previous experience in African affairs.

Q: Had she been teaching about Africa?

LORD: She had been in New York with a foundation which promoted American/African relations. So, she took the job with relish and made friends everywhere.

Q: Had she been there long when you arrived?

LORD: She got there in the summer and wanted the DCM who was there to stay until she got her feet on the ground and until an inspection scheduled for November took place. That was arranged and we arrived middle or late November and spent the next three years there.

Q: How was the embassy in Yaounde different than the embassy in Lusaka?

LORD: The entire U.S. mission in Yaounde was a bigger more complex mission than either of my two earlier ones.

Q: Why?

LORD: We had a big AID program, a big Peace Corps program, a larger USIA operation with three or four Americans in it, but it was still a small U.S. mission. We had an ambassador, DCM, no political officer, an economic officer, consular officer, admin, GSO and regional security officer. So, the embassy side was pretty small. The AID side was the biggest there. So, it was a big country team to coordinate.

Q: So, this was in that sense a more interesting job for you?

LORD: It was a very interesting and challenging job in that sense. Cameroon is complicated, too, in that part of it is Francophone and part of it is Anglophone. The western part of Cameroon had been part of Nigeria and at the time of independence a referendum was taken to see whether that part wanted to join Nigeria or Cameroon. They voted to join Cameroon. The Anglophone part is definitely in the minority. They feel disadvantaged by the Francophone majority in the south and north.

Q: Most of the government including the prime minister and the ministers are more apt to be Francophone than Anglophone?

LORD: Yes, the majority are, but the president at the time, Ahmadou Ahidjo, was a very skillful balancer of ethnic and regional groups. He had not only the Anglophones in the west, but also other tribal areas which are perhaps more important in the north, south, and

east. The northern part of the country is Muslim. Central Cameroon is dominated by one tribal group. Southern Cameroon, where Douala is, the commercial center and the larger of the two cities...

Q: Douala is larger than Yaounde?

LORD: Yes, it is the commercial city.

Q: Why is the capital in Yaounde?

LORD: That is a good question. I can't remember the answer to that.

Q: Do a lot of people in Cameroon speak both English and French?

LORD: Yes. If you are an Anglophone and have any national ambitions you have to learn French. It is more that way than the French learning English.

Q: I don't think you had had previously a French speaking post.

LORD: I had not although I had satisfied my Foreign Service language requirement when I entered with my school French.

Q: Did they give you a refresher?

LORD: I did have an FSI refresher before I went out and that was tremendously helpful.

While Cameroon was made up of this marvelous mosaic of regions and ethnic groups and language groups, it was a difficult place to make your way in some ways because it was pretty much an autocratic state run by Ahidjo. He didn't want his government being too friendly with any outside power, particularly the United States. The Ahidjo government was friendly but kept us at arms length. The French, of course, had the inside position there since it was a former French colony.

Q: Also the British as well?

LORD: Well, no. Some of the people in the Anglophone part of western Cameroon probably had ties with the British embassy, but the government was a Francophone government by and large.

Q: So this is a second assignment where cultivating relations with the host government is kind of a challenge.

LORD: Certainly Zambia was that way, and Peru under the military was somewhat that way, too.

Q: Did you have for example a hard time making appointments to deliver demarches or

talk about bilateral relations?

LORD: No, you could always get your hearing at the foreign ministry but you weren't always sure if they understood or were sympathetic.

Q: One thing that we certainly found in the embassy in Dar es Salaam was that USIS was very helpful in terms of having functions where there either was an American basketball team or American film festival or something like this that people in the host government wanted to come and see and then you might have a chance to at least get to know them a little bit.

LORD: Yes, that would help break the ice. The AID program was a good bridge, too. It had a large staff with good contacts with the ministries. It all added up to a sizeable relationship.

Q: The fact that we had a large AID mission did not improve relations?

LORD: Basically, the relationship was friendly, but they just didn't want to get too close. There was an active social life, and you ran into government and private sector people, but it wasn't as easy as some other places.

Q: Did you get a chance to travel around?

LORD: Yes. We got all around the country. I climbed Mount Cameroon, as a matter of fact, which is near the coast in Anglophone Cameroon. It is 13,000 feet high and rises right from the coast, so you are climbing most of that distance.

Q: That must have been an overnight trip.

LORD: It was an overnight trip. We went over to Buea and up halfway the night before, starting in the early morning for the summit. Unfortunately, the clouds came in so we did not reach the actual summit. It was windy and rainy. Fortunately, there was a hut fairly near the summit where we could take refuge and warm ourselves. Then we started down.

Q: Peter, I know that you are a rower, did you have a chance to do any rowing?

LORD: No. There was no water there. There is nothing to recommend the location of Yaounde. There is no river- (end of tape)

Q: You were saying that Douala is high so that the climate...

LORD: No, Yaounde was high enough (over 2,000 feet) to have a comfortable climate. Douala is right on the coast and has a very humid and uncomfortable climate.

Q: That's why the capital is Yaounde.

LORD: Maybe. While Yaounde is tropical, it is quite comfortable, although humid.

Q: Do you have any wawa (West Africa wins again) stories?

LORD: I have plenty of those stories since things don't always work as well in Cameroon as they do elsewhere. I should add that another facet of the job in Yaounde made it interesting and that is that embassy Yaounde had in the past been accredited to the government of Equatorial Guinea. Equatorial Guinea is adjacent to Cameroon's southern border on the continent, but its capital, Malabo, is on the island of Fernando Po. Diplomatic relations between the U.S. and Equatorial Guinea had been suspended several years earlier when the previous ambassador and DCM had been declared persona non grata by one of the worst tyrants of Africa at the time, Macias. He, together with Idi Amin of Uganda and Bokassa in Central Africa, probably were three of the worst African autocrats. In any case, I had been in Yaounde a year when in August, 1979, I think, Macias was overthrown by one of his own lieutenants largely because things had gotten so bad there that the economy had ceased to function, and no one had been paid for six months, including the army. So, the senior military leadership took action and deposed him.

Soccer was a big sport in Cameroon. Every once in a while, there would be a big match and everybody would turn out from the president on down. So, the diplomatic corps had its own seating. It was a colorful event and sometimes of political significance depending on the political situation. The French still had a resident embassy in Malabo, and the French ambassador told me during the soccer game about the coup there. We reported that very promptly.

One of the reasons that I was assigned to Yaounde was because I spoke both French and Spanish. Equatorial Guinea, being a former Spanish colony, spoke Spanish pretty much. After the coup, the Department sent the deputy director of Central African Affairs at the time, Len Shurtleff, and myself to Malabo to establish contact with the new government. I was the first to arrive. The new government wanted to make a good impression on the U.S. because it needed help. So, I was met at the airport with a driver and limousine. Later the same day or the next day, I can't remember which, Len Shurtleff arrived via Madrid on a Spanish flight. We made contact with the new government.

Malabo was a remarkable place to visit at that time. It was virtually a city that had ceased to function, where nothing worked. There was no electricity; water was in very short supply; nobody on the streets because the people had been terrorized. It was a ghost town which I saw gradually come to life during frequent visits thereafter. We made initial contact with the government on that visit. I was the main liaison and reporting officer thereafter. So, I would make periodic visits there. I also found the frequency for the government radio station and was able to listen to their broadcasts from Yaounde and record, much as we are doing right now, all the decrees that the new government issued, new appointment of personnel, enunciation of policies, etc. So, my job took on a major new component, that of tracking developments in Equatorial Guinea and reporting them. Each trip to Equatorial Guinea was an experience because...

Q: How did you get there?

LORD: I can't remember the first time I went, but we subsequently chartered a small aircraft to get there. Air Cameroon started service at one point. If there were more than one of us going from the U.S. embassy, or if I was the only one and there were others from another embassy or from the World Bank or Cameroon government, enough people to fill up a small plane, we would go that way. Sometimes there would be transport to meet us at Malabo and sometimes there wouldn't be. In the beginning, the government took good care of me. They always found a place for me to stay and I was put in the VIP house the first few times - a place that actually had electricity, although not all the time. And if the water wasn't running, they would bring big jugs of it. Another time, I stayed in the only hotel that was functioning. Gradually more and more visitors were coming in from the World Bank, UN, IMF, Spanish aid, etc. and the place was swarming with foreigners to the extent it was taxing the infrastructure and the support services.

Q: You began then to take your own tent.

LORD: Well, eventually, the Spanish brought a cruise ship down and tied it up to the dock and it was used as a floating hotel. Malabo has a delightful round harbor with high sides and entrance from the sea that is very protected, a former volcanic cone, which is why it is so round. At one point was the hotel where we stayed sometimes and right along one side of the harbor were diplomatic residences, including that of the French ambassador, who had been there through it all. So, that was a real experience living with Equatorial Guinea as it evolved. The Department wanted the embassy to find a consular agent to represent us there. We had had a prior embassy there, a two person embassy, and you may recall that one of them killed the other.

Q: It was the desk officer who was in the next office to me, Al Erdos. He absolutely lost his mind.

LORD: It is the kind of place where you could lose your mind.

Q: He shot his communicator.

LORD: I think so. Anyway, the Department was reluctant to establish another embassy in a country that was so small and inconsequential at the time. I checked around and came up with various possible agents and went in to see the foreign ministry with a proposal. I found a Spanish diplomatic representative in there as an advisor to the foreign minister. This particular person I had met on my way to post when I stopped in Madrid for consultation. The Spanish felt strongly that the consular agency was not what the situation required. They didn't want to have to bear the whole load of bringing Equatorial Guinea back into the modern world by themselves. They wanted other western embassies in there, especially the U.S., to help shoulder that load. So, the idea of a consular agent was knocked down at that meeting by the foreign minister, who obviously got his advise from the Spanish. Despite the Department's preference that we not open an embassy

there, we felt that the American embassy Yaounde should recommend that one be opened because here was a small country that was casting off its ties with the Russians and Chinese who had established themselves there in a big way under Macias. The economy when I arrived really existed on a barter basis with the Chinese. The "scotch" whiskey was Chinese; the beer was Chinese; everything was Chinese. So, eventually the Department did agree to establish a small embassy and by the time I left, a resident administrative officer had arrived to help establish a U.S. embassy office under Ambassador Smythe, who remained resident in Yaounde but was accredited to Equatorial Guinea.

Q: Let's leave it there and resume next time with further information about Equatorial Guinea.

LORD: Good.

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Q: This is Lambert (Nick) Heyniger and it is May 20. We are continuing the interview with Peter Lord. We stopped last time when he was telling us some vignettes about Equatorial Guinea. So Peter, over to you.

LORD: I mentioned the accreditation of Ambassador Smythe. Initially, I was designated as chargé d'affaires after the coup and the return to normalcy. Later, we had to get Mabel Smythe, the ambassador in Yaounde, accredited as ambassador to Equatorial Guinea. When Lannon Walker, deputy assistant secretary in the Africa Bureau, was visiting Yaounde, the idea was to go over to Malabo while he was there so he could talk with the Equatorial Guinea President. The other part of the idea was more or less decided at the spur of the moment, that Ambassador Smythe should go along and present her credentials at the same time. This was difficult to arrange on short notice because communications with Malabo were virtually non-existent. Getting through via a direct telephone call was not always possible, but a surer way was to communicate via Madrid. So, I called the U.S. embassy in Madrid and asked them to communicate via the Spanish foreign ministry to the Spanish embassy in Malabo to ask them to advise the government that we wanted to do this. Of course, when we arrived by chartered plane the following day, nobody in Malabo knew anything about it. But, the government wanting to please, because they were still looking to us for assistance and support, managed to schedule a presentation of credentials to the president, with refreshments and some officials present, on extremely short notice.

Ambassador Smythe sometime after that was reassigned back to the Department to the African bureau as deputy assistant secretary and the new ambassador who came out to Yaounde was Hume Horan. He was also to be accredited to Equatorial Guinea, presented his credentials with more advanced notice. As another Spanish speaker, it was good to have him involved. He took a lot of the load off my back reporting on developments in Equatorial Guinea and getting to know the officials. Each time he went over in the past, it was difficult to know exactly what was going to happen in terms of expected

arrangements for accommodations, etc. As I mentioned, we were helped at some point along the way by having a resident administrative representative there who greatly improved our ability to do business there.

Q: Incidentally, with Ambassador Smythe, not every ambassador has her or her credentials lying around ready to be picked up at a moment's notice and present them. What did she have?

LORD: That's true. I can't remember now, but I think probably Lannon Walker must have brought some with him or else they were pouched out in advance. What we hadn't done was to arrange the time yet. So, you are right, that could have been a problem, but I don't recall it as having been one.

Q: Hume Horan, as I recall, would say he was primarily an Arabist. What was he doing in Yaounde?

LORD: His career had been as an Arabist. He was ready for his first ambassadorship and Yaounde was available. He also spoke French and Spanish. He is quite a linguist. He impressed the local Arabic members of the diplomatic corps in Yaounde with his fluent Arabic. He had ample chance to practice it in Cameroon.

Q: How long did you serve with Hume?

LORD: As I recall, it was about a year. I think he came out there for the last year of my three years there.

Q: Anything you can tell us about working for him as an ambassador?

LORD: He was a first rate ambassador, a good person to work for, and I had a good relationship with him, as I did with Ambassador Smythe. They were both excellent ambassadors to work for. Hume was, of course, a career officer, so he was perfectly able to find his own way around in a very effective manner. It was a good team we had there under him.

Q: Any particular problems that you two, or more pertinently you, were working on during this time?

LORD: I don't recall any particular problems. Oil was being explored for and being found off the coast, an extension northward of the oil deposits that had already been tapped in Gabon. The same thing was happening in Equatorial Guinean waters, too. The new government was talking with American oil companies about concessions and exploration. Oil was discovered either while I was there or shortly thereafter.

Q: Did the oil companies do their own negotiating or did they want you or someone else to go along?

LORD: No, they pretty much handled it themselves. They did not require a lot of help.
Q: Anything else you would like us to know about your time there in Cameroon?

LORD: I don't think so. As I said, we had a very effective team. A new AID director, Ron Levin, came out at some point. We had a history of good AID directors there, but Levin, who was there my last year or maybe longer, was bilingual in French, and that made a big difference. We had a big AID program going with some new loans. So, the relationship with the Cameroonian government, I would say, got quite a bit closer during that period.

Q: I assumed you were talking to the Cameroonians about UN votes and non-aligned topics.

LORD: Yes, the usual diplomatic business and they tended to be fairly cooperative, although they liked to preserve their independent, third world stance.

Q: To go back for a second, when you were there was there a fairly substantial AID program?

LORD: Yes.

Q: About how much?

LORD: I don't remember the figures, probably in the neighborhood of a $30 million program, large for a country of that size in Africa at that time.

Q: Were there many people in the AID mission?

LORD: It was a good size AID mission. I would say the AID mission, itself, roughly equaled in numbers of U.S. personnel the rest of the American official presence there. I am thinking 30 people.

Q: Anything particular that happened with USIS?

LORD: We had a good record of cultural presentations that were well received by the Cameroonian public. I think of the "Red Clay Ramblers" as one group who came through and there were others, too.

Q: Anything else?

LORD: I think that is about it. I think I mentioned earlier it was a fascinating country to travel around because of the geographic and ethnic variety.

Q: Most people speak French?

LORD: French in the Francophone part and English in the Anglophone part.

Q: They didn't just speak African languages, they spoke a European language as well?

LORD: Yes. Certainly the officials did and anyone who was educated did.

Q: What sort of accommodations would you find on your travels? Were there guest houses, hotels, or railroad hotels?

LORD: Usually you would go to one of the cities or larger towns, the capitals of the various provinces, and they would always have a hotel.

Q: Food you could eat?

LORD: And food you could eat. I don't remember any problem with the food there.

Q: Did you take your family on any of these trips?

LORD: Oh, yes. Their favorite trip was to go to the northwest province and the western province, the first was Anglophone and the second was Francophone.

Q: Why there?

LORD: The Anglophone area, the Northwest Province, is a particularly scenic area with enough elevation to be pleasantly cool. Because of the language tie and because they felt like second class citizens they were very receptive to anyone who wanted to pay attention, especially fellow Anglophones.

Q: Were there game parks in that part of Africa?

LORD: In the north there was a game park with quite good accommodations.

Q: Elephants and giraffes?

LORD: There were elephants, but I don't think any giraffes. There were also plenty of larger birds, like storks.

Q: But, your kids enjoyed that?

LORD: Yes.

Q: Let's move along. Now we are in 1981 and you finished three years out in Yaounde and you come back to the Department. Where did you go?

LORD: I came back to the Department without an assignment and spent the first year there working on an interim basis on the staff of the Presidential Commission for Broadcasting to Cuba. This was the commission that was studying the possibility of

establishing a radio station to broadcast to Cuba, similar to Radio Free Europe or Radio Liberty. The station did eventually come into being and was called Radio Marti.

Q: What does "Marti" mean?

LORD: Marti was a Cuban patriot, one of the forefathers that Cubans in general, like to point back to as one of the authors of Cuba's independence from the Spanish.

Q: You were working in the State Department?

LORD: In the State Department supporting the presidential commission, whose members were, of course, presidential appointees. They were involved in a great deal of coordination with the Congress and with the Cuban American Foundation leader, Jorge Mas, who strongly supported Radio Marti.

Q: Can you tell me Peter a little more about why, if the U.S. government wants to step up a radio station to broadcast to Cuba, is the commission located in the Department of State, for example, rather than in USIA?

LORD: That is a legitimate question. This was a foreign policy issue and an important one in our bilateral relations, and I think that is why State, with its clout, was involved. Once the decision was made and legislation passed, then it became more the responsibility of USIA. In fact, I think Radio Marti came under the board of international broadcasting, which is an independent group, but I think USIA was involved, too.

Q: Did the presidential commission do any negotiating at all with the Cuban government?

LORD: No, it was mostly negotiating with the Congress. The Cuban government, of course, was adamantly opposed to Radio Marti.

Q: What were you negotiating with Congress about?

LORD: Legislation to provide the funding and to establish the organization.

Q: I would presume that the Congress would be very much in favor with all of this.

LORD: Yes, but it was controversial in the sense that it wouldn't make relations with Cuba any better and some people who felt it would have been provocative would have opposed it. Others might have opposed it on grounds of funding. It is a nice idea but would it be cost effective because the Cubans would very likely jam it and it might not get through at all. But, this was in the early years of the Reagan administration and fit in very well with the stance they wanted to adopt towards Cuba.

Q: Peter, can you recall any particular allies that you all had in the Congress or any particular opponents?

LORD: I don't recall offhand what the attitudes were, but by and large it was not controversial and received bipartisan support.

Q: What can you tell us about Mas Canosa, a very well known Cuban exile leader in Florida? Did you get to know him at all?

LORD: Only through the meetings of the commission, not on a personal basis. You saw him and others interacting which was interesting. I should say that the office of Cuban affairs in the bureau of Inter-American affairs was the office that played a role in this, too, supporting and guiding us.

Q: Why did you come back from Cameroon without an assignment? Did anyone have a health problem?

LORD: No, no onward assignment had worked out that I was interested in at that point.

Q: So now we are up to 1982 or 1983?

LORD: We came back in the summer of 1981 and I worked on Radio Marti until mid 1982. In the fall, I might mention, I got promoted to the O-2 rank and that helped in the assignment process. I was assigned the following summer as officer director in the Bureau of International Narcotics Matters, then called INM, in charge of the INM program office, which provides assistance to source countries where illegal narcotic crops are grown - Mexico, where the opium poppy and cannabis are grown, and Colombia, which produced at that time a lot of cannabis and was and still the major refiner of cocaine which is refined from the coca leaf. The two largest growers of coca leaf are Peru and Bolivia. Those were the main big countries in Latin America where we provided large assistance programs.

Q: Okay, Peter, you have the Department of State responsible for foreign relations, you have DEA, which handles narcotic matters on the enforcement side. Now this is called the office of programs in the Bureau of International Narcotic Matters. So, it is not ARA?

LORD: INM is an independent, separate bureau with its own funding approved by the Congress for anti-narcotics programs.

Q: But with global responsibility?

LORD: Yes. It really functions a lot like AID, with its own appropriations an administration of these funds. In addition to the Latin American countries which I mentioned, the other source countries are in the "golden triangle," Burma particularly, in Southeast Asia, as well as Pakistan in South Asia. Those were all big source countries where we had big programs. Of course we also had other programs providing assistance to all the transit countries in between to help those countries take enforcement action against the transit of these products on their way from the source countries to the

consuming countries.

Q: So, you say in a number of these drug producing countries we had fairly substantial programs. Would these be State Department people or DEA people?

LORD: We had State Department people who were paid by the INM budget in each country where we had a major program. It was their job to administer the program, and to be in touch with the host government and the officials responsible for narcotics control. Some of the programs were quite substantial. In Mexico, we supported a fleet of helicopters and some fixed wing planes to spray the cannabis crop. It was the most effective way of covering a large area. In Burma, we supported aerial spraying, too, because you can spray effectively against both the poppy and the cannabis plant. We were just building up in Burma when the change of government towards the end of my period there cut that program way back.
Q: What your people were doing was government-to-government work. They were not out in the field riding around in helicopters looking for poppy fields?

LORD: No. The local government organizations are supposed to do that. The DEA is also there to assist. So, the two organizations represented abroad would be INM and DEA. INM on the programming side of crop control and DEA on the enforcement and interdiction side. In the countries where there are bigger enforcement programs, there can be a large number of DEA agents who work with host government organizations in trying to collect intelligence and apprehend both traffickers and product.

Q: Okay, you are an office director. Who was your boss? Who was Assistant Secretary for INM.

LORD: This was a relatively new bureau that had been established two or three years earlier. I think there had just been one assistant secretary in charge before. The current assistant secretary was a political appointee, a New Yorker with a prosecutorial background. He was new to Washington and foreign operations.

Q: Was it interesting to work for him?

LORD: He was able to provide the clout when we needed it, and he learned a lot on the job and was quite effective. The two DASs that brought the professionalism and the continuity to the bureau were Clyde Taylor and Jon Thomas, who was also a political appointee. They were both very operational-minded people who spread the INM word and did an excellent job coordinating with DEA, Department of Justice, Customs, Coast Guard, all the players.

Q: Did you get to travel much? Did you get to go to conferences?

LORD: The bureau in its entirety does a lot of traveling. There is one part of the office which liaises with the United Nations. The UN system has a number of international agreements in effect to elicit the cooperation of the various countries around the world

and to set standards for trying to control illicit narcotics. So, the people who dealt with that part of the effort would go to the related meetings that were usually UN-sponsored. I, myself, got to Colombia, Peru, Bolivia, Ecuador, Burma, Thailand, Pakistan, and Vienna, where the seat of the UN agency that deals with narcotics is located.

Q: Did you get back to your old post at Arequipa?

LORD: I took a side trip there on one of my visits to Peru.

Q: There wasn't a consulate there any more.

LORD: No, there wasn't.

Q: Did you look up some of the Foreign Service nationals?

LORD: We really only had one local that worked in the office on a regular basis. I saw her and also looked up some of the other friends we had there.

Q: Let me ask you something else and reveal my own prejudice about this. I kind of had the feeling that we in the United States have spent a lot of time, money and effort on trying to either reduce the production of narcotics or to interdict their entry into the States. Personally, I believe that things being what they are, if there is a market, the market is going to be supplied. I kind of think that if you are trying to combat drugs, I would like to see us spend more time either trying to persuade people not to take drugs or going after the pushers and the sellers and distributors and make it much, much more difficult and dangerous for American citizens to buy and to use narcotics, thereby trying to decrease the market. Now, you know more about this than I do. What is the problem?

LORD: Those things you just described need to be done. Part of that is the enforcement side, and DEA and all the various police jurisdictions around the United States are dealing with that constantly. Another component of the program that was funded by INM was a program of demand reduction, aimed at trying to publicize the problem and to educate people and get them to recognize the dangers of drug addiction and change their habits. This was a joint program with some of the other departments in the government and with local jurisdictions. Nancy Reagan, the First Lady, was behind a program of "Just Say No," and hosted a visit by the first ladies of drug producing and major transit countries at the White House there that was quite successful. But, by and large, the profits from the illicit drug trade are so great that one of the biggest problems is corruption. The traffickers have enough money so that they can buy people in their own country and any highly sophisticated equipment that they need like aircraft and boats to smuggle the narcotics.

Q: Being in the State Department, the State Department is not supposed to play any role in educating or propagandizing the American people, but did you ever get a chance to talk to your boss, for example, the Assistant Secretary who had been a prosecutor, or other legal people in the United States about making it a capital punishment to possess or

sell drugs? Is the American legal establishment opposed to this somehow?

LORD: No, I think if you look at the penalties that people have to pay who are caught with narcotics you will find that they have become more severe over time. In fact, some of the penalties for possessing small amounts of marijuana are considered too severe since that is one of the more minor narcotic offenses. Critics addressing the general drug problem all see some emphasis that they think needs to be changed or something that needs to be done differently, and the emphases have changed as you go along. But, it is such a big problem that everything that is being done is valid.

Q: But we are not having much success.

LORD: You have to do everything and you have to do it better and do more of it. The reason that it hasn't been successful is because, as we said, the traffickers have so many resources at their disposal that there is a very elusive and tough criminal to deal with.

Q: You could send an unmarked car down to southeast Washington to a known drug area and take a movie film of drug buys being made and just say, "Okay, all of you people, particularly the buyers, are going to jail for twenty years," but that doesn't happen.

LORD: It happens up to a point. The jails are full of drug offenders right now. They are overloading the jails. You need more police, more jails, more people to deal with this because it is such a huge problem.

Q: Either that or do what really happened, for example in Holland where I served earlier. The Dutch have a different attitude. They say, "Well, we will make drugs available to you at a reasonable cost." That way you eliminate all the profits and let people who want to have drugs have them. Is that any better?

LORD: The other argument is, of course, if the present system of controls is not working effectively, then maybe you take a lesson from Prohibition and legalize drugs. That is more along the lines of what the Dutch do. The reason nobody is willing to consider that seriously in this country, I think, is that you are taking such a huge risk by legalizing narcotics and making it available to everybody that the problem could get much worse. You don't know for sure, but drugs are so much more destructive and addictive than whiskey and cigarettes. It is an entirely different kind of problem and nobody wants to take that risk. Furthermore, you would be completely upsetting the whole international apparatus, starting with the UN and with all the various cooperative arrangements with other countries, if you did this.

One factor that we haven't mentioned is the various drug and transit countries themselves. If they were more effective in their own countries, they might be able to reduce drastically the drug crop. Usually we are dealing with countries that are not politically strong enough to...

Q: They are not politically that strong or that economically developed. They are huge in

area and if you are a drug grower there is just so many areas you could use.

LORD: In general, when countries have an effective government and are cooperative you can make real headway. When I first came into the job at INM, Mexico was regarded as the model country. But, that was before corruption got to be so great. The Mexicans had made major progress in spraying and eliminating the production of both poppy and cannabis. Peru and particularly Bolivia did not have the political control or will to effectively implement drug control programs. Bolivia is now doing better and I guess Peru is coming along. But, they have had their ups and downs. As I said earlier, we were making progress with Burma but then the government changed. A military government came in which was not cooperative. So, that is the way it goes.

Q: Narcotics and drug trafficking is now one of the major foreign problems that the United States of America faces. Are we winning, or losing, are things going to get any better? What do we need to do?

LORD: I hope we are keeping a lid on the problem. It could be a lot worse. We are probably staying even as far as statistics go. At least we have in operation all of these different programs that we mentioned, many of them funded by the State Department in the producing and transit countries. We are just trying to make those programs work more effectively.

Q: Peter, would you be in favor of actually deploying special United States military forces, troops on the ground and air and naval units to go out and attack these fields? Would you be in favor of sending down 5,000 American Marines to Colombia to...

LORD: No, that doesn't work. That has to be done by indigenous forces in the countries. You don't solve problems that other countries have by massive deployment of U.S. manpower. That generates an opposite reaction that would be over the long run ineffective. So, you have to provide incentives and training and the technical knowhow to countries to do this themselves.

Q: Use the military and policy forces in the country itself.

LORD: You work with whatever organizations are involved and usually it is police and probably military, too.

Q: Except the headlines that I see in the paper recently are that the Colombia military is really not doing very well.

LORD: They are not doing well now and I'm not quite sure how that has come about. It is partly do to poor leadership, increased corruption and less assistance from the U.S. We had a model program going in Colombia when I was at INM. That needs to be regenerated.

Q: Is that pretty much it for international narcotics matters?

LORD: Yes.

Q: So, now it is 1985.

LORD: Yes. My tour in INM was up and I was in the process of looking toward a foreign assignment again. As you know, the more senior you get the fewer satisfying jobs there are and the greater is the competition for them. There didn't seem to be anything coming up that really suited us. About that time, I was offered a job with a company that had a contract with the State Department to do a crisis management training program. So, I decided to accept that offer. I retired from the Foreign Service in January 1986 and spent the next eight years in this crisis management training program which took me to many places I hadn't been before. Basically it involved going to embassies abroad and implementing the program there. It was very successful and very interesting.

Q: There are lots of embassies that need help managing crises?

LORD: It is very much a part of the Foreign Service, but it is a program that doesn't fit into the active Foreign Service, itself, so it is a service that is contracted for. This program had its genesis in the increase in the terrorist threat abroad, particularly the hijacking of aircraft in the Middle East and the bombing of the Marine house in Beirut in the early 1980s. So, the Congress appropriated money to deal with this increased terrorist threat. A lot of new money was spent to increase the number of regional security officers and to improve the physical security of embassies. Funds were also made available on the training side.

Q: And you were a trainer?

LORD: At this point in time, the State Department's guidance to embassies on what to do in crisis situations became much more comprehensive than it had ever been. We are all familiar with the old E&E plan which was the guidance of what to do if things really break down and you have to get out of a country, an emergency evacuation. But, there are so many more kinds and various degrees of crises along the way before you reach the need to evacuate, for which we are better prepared to deal with now than we used to be. The Emergency Action Handbook was prepared about this time to replace the old E&E manual. These training programs I talked about were intended to acquaint embassies with all the procedures that are available for dealing with different kinds of crises covered in this big, thick handbook. Normally handbooks go on a shelf and get dusty. But, if you are forced in a simulated exercise, which is what we put together, to deal with these crises and use what is in that handbook by actually walking through the steps, then you are more likely to remember what is there and to be able to use it if necessary.

Q: You would go out, for example, to the embassy in Bogota, Colombia and would be there a couple of weeks conducting an exercise?

LORD: We would prepare an elaborate exercise which was modeled on a military

exercise format. We would then go to an embassy, get the whole country team for two days, which is a major challenge in itself with any busy embassy. Embassies usually don't want to take time out for an exercise, but with the proper push from Washington and from the ambassador, they can make that time available. For countries prone to these kind of threats, whether terrorist threats or even natural disasters, which we also work into our exercise, we prepare an elaborate scenario, basically setting a scene in the near future with everything going wrong. Then we introduced prescripted messages, reports, telegrams, telephone calls setting in motion increasing political instability, threats to public order, etc.

Q: People had to stay up all night?

LORD: We didn't run these through the night, although the military does that sometimes. We would take a set of closed circuit telephones with us and the country team would be in one room and we, the control team, in another room. We would communicate with them and the rest of the world by these closed circuit telephones, all simulated. It was quite realistic. Even though I worked for a contractor, we had office space in the Bureau of Diplomatic Security and had access to the classified reporting from the country where we were going, enabling us to present a realistic exercise based on developments in that country.

Q: You must have really enjoyed it, you did this for eight years.

LORD: When we went to a country to do this we would take along frequently someone from the Consular Bureau because consular folks play a big role when things are going wrong. We would take somebody frequently from the AID's Disaster Relief Office. We would take somebody from the area's regional military command, like USSOUTHCOM in Panama, and somebody from the Pentagon, because DOD can provide assistance in time of need. If the simulated situation gets worse and an emergency evacuation is planned, again, the military can play a key supporting role.

It was a lot of fun. I started off on my first trip observing and learning how the program was done. On that trip, we went to Baghdad, where we still had an embassy at the time.

Q: Two garden spots of the world.

LORD: Yes. I spent more time in Latin America, however, because that was where my expertise was and I became the Latin American team leader conducting these exercises in virtually all of the Latin American countries. This was during a period when you had the Sendero Luminoso in Peru, insurgency in Colombia, civil war in El Salvador, Sandinistas and Contras fighting in Nicaragua. There were so many countries where there was a real potential threat that the embassies really paid attention to what should be done if some of these threats get worse, so it was quite an effective program that was generally well received.

Q: What did you think of the way the Peruvian government handled the takeover of the

Japanese embassy a year ago or so?

LORD: By and large, they did the right things. You stress the need in a hostage situation like that to buy time and keep the people talking until they get too tired and their defenses wear down.

Q: I want to take you back, if I may Peter. You actually had a career in the Foreign Service of 30 years and became a senior officer. What sort of reflections do you have about the Foreign Service and the diplomatic life that you might want researchers or historical people to be aware of based on your career? If you had it to do all over again, would you do the same thing?

LORD: I think most of us agree that the diplomatic life is quite adventurous and quite exciting and one that offers a great deal of variety. Everybody has entirely different experiences. My experiences were in the smaller embassies in the developing areas of the world where one deals, perhaps, with different problems than one does if one is in the European capitals. To my way of thinking, life in the developing world sometimes has a greater degree of excitement and adventure to it.

Q: Have any of your children expressed interest in going into the Foreign Service?

LORD: No, I don't think any of them are inclined that way. I don't know if I would recommend that everybody go into the Foreign Service these days. It is a different world out there and a different service than when we were in it, and I tend to think that life was more pleasant in many of the places where I have served in the old days than it is now because life had a more gracious quality to it then when some of the problems of insurgency and economic crisis that prevail today didn't seem to be in the forefront. Diplomacy, of course, is changing and communication is part of the big difference.

Q: Right. Since our Foreign Service careers ended, the Cold War has ended and we are much more confronted with global problems, population, terrorism, economic development and things like that. The usual way the Foreign Service is organized is by cones, political, economic, consular and administrative. There are a number of people now who are advocating at least one more cone for global matters such as population, environment, narcotics, terrorism, etc. Do you think it is possible given the nature of the State Department to have a really successful career of 30 years in global issues?

LORD: I think some people probably could do that. There are not enough global issues to keep everybody busy. A really well qualified person is going to be dealing with a lot of those issues anyway whether he is an economic or political officer, let's say.

Q: I'm also thinking though that the people who seem to get promoted the most and to have the most luck in terms of becoming ambassadors are those in the political and economic cones. It is hard for a consular officer to get much above the O-3 ranking. Sure, there are administrative officers who become counselors of embassy and even ambassadors. But, there would be the question of competing. Let's say you spend 20

years in global issues and now you are ready to be a DCM somewhere. Are your chances as good as someone who has been in the political or economic cone?

LORD: That is hard to say and why I think officers with a well rounded background of experiences are perhaps more the ideal. It seems to me there is room for people to serve in the political, economic and global functional areas and that needs to be done so that the really able people have that rounded experience and therefore will move on to the more senior levels. There are advantages and disadvantages of increased specialization which the global issues perhaps imply.

Q: Any other thoughts? Now is the time to sit back and talk about the Foreign Service as a career and anything you would like to say about your 30 years.

LORD: It was a very interesting 30 years and most of it was very enjoyable. But, it is a changing world not only with communications but with the requirements and resources. We are going through the process of having to do more with less, and that is what is difficult and which tends to overload everybody. You have to avoid too much of an overload, which means you have to delegate more responsibility. Advances in communications will perhaps make things simpler. Those are the issues that I see that have to be dealt with.

Q: I have been away from the Foreign Service directly for quite some time now, but it is my understanding that morale, particularly in the middle and upper levels of the Foreign Service is not good. One of the reasons, that you referred to in your remarks, is that there are more good officers than there are good jobs. It is very, very tough to be a DCM or ambassador at a grade one or grade two post when there are 20 or 30 people competing for it. Is that good? Is that the way things should be?

LORD: You have to have a personnel system which doesn't get overloaded at the top. It has to have some kind of attrition along the way, and that is the way the present system is designed with the senior threshold and so forth. I don't know how well it is working. One of the negative aspects of our system is that you do have a lot of people who are very able and for whom there are not rewarding jobs at the senior level just because there aren't enough to go around, so very good people are losing out along the way, whether at the senior threshold or afterwards.

Q: Ambassador Quainton, Tony Quainton, a year ago when he gave his swan song as director general, talked about how difficult it is to get people to retire. Let's say you have been in the foreign service for 25 years and you are an O-3 and your chances of becoming an ambassador are pretty slim, but it is awfully difficult to get people to retire. They just don't want to go. For comparative purposes I had the chance to serve in the military, in the pentagon, for two years as an exchange officer, with some very, very capable army officers who were in their late thirties or early forties and most of them expected that they were going to serve 20 years, that they were not going to make flag rank and that they were going to retire and go on to a second career. This approach has not really sunk in with the Foreign Service.

LORD: Except you do have the senior threshold as a hurdle and indicator. Since promotion opportunities seem more limited than they used to be, there is going to be a certain amount of attrition around the senior threshold. That is what is supposed to equate with the same point in a military career. I don't know how well this threshold is working, how many people it does force to retire at perhaps an early age. One problem with the Foreign Service is that the Foreign Service experience translates less easily into second careers outside the Foreign Service than does the military experience.

Q: That is why I think the diplomat in residence plan is so helpful because it gives officers who are thinking about retiring two years to be in an academic setting and perhaps make the transition to being a professor. Maybe we need to think about expanding that program.

LORD: However, to be an effective academician you need advanced degrees and two years isn't enough to get that in. You have to really prepare ahead of time.

Q: I think I have pushed you and poked you enough. Any final thoughts?

LORD: No, I think that takes care of it. Thank you.

Q: Peter, I want to thank you very kindly for submitting to this exercise and I'm sure our successors will benefit by it very much and in due course you will be getting a rough draft of the interview which you are totally at liberty to edit, change, delete, add, whatever you like. Thank you very much.

End of interview