

Final Report

Foreign Assistance and Globalization:
An Economic and Social Agenda

National Policy Association



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**Foreign Assistance and Globalization:
An Economic and Social Agenda**

USAID Cooperative Agreement #FAO-A-00-98-00035-00

September 1, 1998 - August 31, 1999

Submitted By:

National Policy Association

Submitted To:

**Development Education Program
U.S. Agency for International Development**

September 29, 1999

National Policy Association

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Executive Summary

Foreign Assistance and Globalization: An Economic and Social Agenda was a one year Development Education partnership between the National Policy Association, the National Alliance of Business (NAB), and the International Union of Bricklayers and Allied Craftworkers (BAC). It was designed to serve three main development education goals. Firstly, to promote interest in and understanding of public and private foreign aid and development assistance efforts. Additionally, to communicate effectively how international development impacts the US economy, particularly business and labor and, lastly, to identify examples of business and labor participation in public and private international development programs.

The project activities included: a regional symposium in Cleveland attended by 56 participants; three workshops at BAC meetings with a total attendance of 135; a session at a national conference on workforce development arranged through NAB with 15 attendees; a series of over 100 presentations given by NAB officials around the country; a lecture by the President of the World Bank with 150 attendees; four NPA committee meetings with a total attendance of 180; four issues of *Business and Labor Dialogue* newsletter with a distribution of 2,000; four articles in BAC publications; two articles in NAB publications; and information and links on the web sites of NPA, NAB and BAC. The project information reached a primary audience of 455 directly and a secondary audience of over 120,000 through project publications. Through these activities, business and labor leaders learned more about international development assistance and how it impacts the U.S., shared their views with each other and with policymakers, and took information and examples back to their company or union.

Project Objectives

A review of the project objectives and results achieved is provided below:

Objective 1: Identification of Key Areas of Concern and Common Development Priorities of Business and Labor Leaders.

Several project activities described below were designed to capture the views of labor and business on international development issues.

The regional symposium in Cleveland, “Labor and Business Perspectives on International Development in the New Millennium” was an important venue for business and labor participants to express areas of concern and discuss development priorities. The 56 participants were high-level business and labor representatives, academics, development practitioners, and others interested in the topic. Partnering with three local co-sponsors – the Cleveland World Trade Association, the Cleveland AFL-CIO Federation of Labor, and the Cleveland Council on World Affairs – was instrumental in assembling a strong and varied group. There was discussion between the panelists and the audience throughout the day around views and concerns over issues such as trade and labor.

Particularly useful was the interactive session on international development priorities facilitated by David Devlin-Foltz, Global Interdependence Initiative Project Director, The Aspen Institute. The participants were divided into seven groups of eight people and addressed issues such as the most positive and negative impacts of globalization and conflict between the goals of foreign aid (trying to help others) and trade and investment policy (trying to make the U.S. more economically successful and competitive). Positive impacts of globalization identified included deeper cultural understanding, increased access to goods and services at lower costs, and improved quality of life; negative impacts included exploitation of workers in developing countries and a trend toward cultural homogenization.

NPA policy committee meetings also continued to be a source of identification of key areas of concern to business and labor. In addition to sessions at the fall 1998 meetings of NPA’s Food and Agriculture Committee (FAC) and Global Economic Council (GEC), discussed in the mid-year report, sessions at the March 1999 meetings of the FAC and the North American Committee (NAC)/Global Economic Council (GEC) joint meeting were also devoted to international development issues. At all the sessions, NPA members questioned the panelists and aired their ideas and concerns on these topics. The session at the FAC

meeting was entitled, “The Open Food System: Finding Common Ground with Our Trading Partners” and two counselors from the Embassy of Mexico discussed and fielded questions on U.S. agricultural trade with Mexico. Concerns regarding biotechnology, government regulations and the trade deficit were discussed. At the NAC/GEC meeting, the two speakers at the session “The International Financial Crisis: Lessons Learned” discussed the impact of the financial crisis on developing countries and possible solutions. Attendees expressed concern over the prospect of ‘dollarization’, commenting that some countries may lack the quality of regulation required. The correct solution to helping Latin American countries was debated, as was the role of the IMF.

Discussion at the three BAC meetings emphasized fair trade and workers’ rights as major development priorities.

A survey on foreign assistance was developed by NPA and completed by participants at the five events listed below, with the number of respondents in parentheses (120 total):

- BAC Executive Council meeting, Bal Harbor (Miami), Florida, February 21-23, 1999 (45 respondents)
- BAC New Leader Program at the Maritime Institute of Technology and Graduate Studies, Lithicum, Maryland, April 14, 1999 (18 respondents)
- “Globalization: the Challenge of Workforce Training in the Developing World” session at the Workplace Learning Conference, Milwaukee, Wisconsin, May 17, 1999 (15 respondents)
- “Labor and Business Perspectives on International Development in the New Millennium” symposium, Cleveland, Ohio, June 8, 1999 (32 respondents)
- BAC Local Leadership Conference at Notre Dame, South Bend, Indiana, August 3, 1999 (10 respondents)

Included in the attachments are the combined BAC survey results, Milwaukee conference survey results and symposium survey results. The survey results were instructive, revealing - among other things - that Americans want to help developing countries in an effective manner. The survey results are summarized below, with contrast where appropriate, between the labor only surveys (BAC events) and the ‘mixed’ groups of business and labor surveys (the Cleveland symposium and Milwaukee conference).

- Virtually all of the respondents responded that it is “very important” or “important” for the United States to play a major role in foreign affairs.
- When asked *how* the United States should carry out its leadership role in foreign affairs, the most common response of the BAC members was “through economic power/sanctions”, followed by “through aid and development strategies”. These were also the top two answers of the Cleveland symposium respondents, but in opposite order.
- The majority of respondents stated that “U.S. foreign assistance is an investment that creates allies and dynamic markets for U.S. exports”. However, some participants asserted that there was too much waste in aid programs, due to U.S. bureaucratic obstacles and/or corruption at the receiving government’s end, and that U.S. foreign assistance, together with multilateral and other countries’ aid, was helpful to developing nations only to a limited extent.
- Over half of the respondents thought that foreign assistance is 5-10 percent of the U.S. federal budget.
- Despite the inflated perceptions of the foreign aid budget, the plurality of BAC respondents (44 percent) answered the amount was “about right”. The majority of the Cleveland/Milwaukee respondents (61 percent) answered it was “too little”, with 32 percent responding “about right”.
- Another area of divergence between the labor only surveys and the ‘mixed’ group surveys was with respect to foreign aid priorities. 37 percent of BAC respondents answered that the goal of “building democratic institutions (such as trade unions)” should be the top priority, followed closely by 35 percent who responded that humanitarian assistance is most important. The ‘mixed’ surveys were more strongly in favor of economic development (53 percent) as the top priority.

Objective 2: Provide information and increase understanding of international development and related issues.

Dissemination of information was integral to all activities and products of the project. The quarterly *Business and Labor Dialogue* newsletter was a primary vehicle for disseminating information to both business and labor. Topics included workforce development in Southeast Asia, the labor movement in Mexico, humanitarian assistance

efforts by corporations and USAID, and balancing aid, trade and investment. *Dialogue's* resource list offered detailed information to readers on valuable contacts in the development field; every issue contained a description, address, phone and fax numbers, and web site address for organizations mentioned in the issue or relevant to the topics discussed. NAB and BAC publications were also a key source of information for the members of each group. The January issue of the *BAC Journal*, with a distribution of 100,000 in North America, included the article, "BAC and the World" which discussed globalization, trade and BAC's involvement with development. A summary article was run in BAC's *Chalkline*, which is distributed to 950 union leaders. The August issue of the *Journal* described the project activities and survey results. NAB devoted a full issue of its *Workforce Economics Trends*, which is distributed to 20,000 workforce development professionals and business executives worldwide, to globalization, trade and development issues. NAB also described the project in its *Business Coalition Update*, which reaches 1,500 members of the Coalition network.

The NPA web site informed constituencies with "Issues for Discussion", a survey on foreign aid to be completed and submitted electronically, and Aid and Development resource links.

Articles by the project coordinator highlighting the Cleveland symposium are being published in two development publications, *Hunger Notes*, an online publication by World Hunger, and *Ideas and Information*, a quarterly publication of the International Development Conference.

All of the project events served to disseminate information to business and labor leadership. Discussions following the presentations at these sessions gave attendees the opportunity to clarify information and increase their understanding of development strategies and needs, such as a request by participants at the BAC New Leaders' meeting in April for comparative figures on spending on international development and domestic programs.

At the Cleveland symposium, participants were presented with examples of how business and labor are involved in developing countries in Eastern Europe/FSU and panelists' views on the impact of US foreign assistance and private sector development efforts in these countries. A very interesting keynote speech on the role and work of USAID was given by Emmy Simmons, Deputy Assistant Administrator, Global Bureau, USAID. Participants had many questions for her and several noted that they had been unaware of the various activities that USAID is undertaking to strengthen market economies. The afternoon panel discussed

the different roles of the private and public sectors in developing countries. These panel presentations were reprinted in the final issue of *Dialogue* and Ms. Simmons' speech was published and disseminated separately as a NPA policy brief, making both available to a wider audience. Handouts were included in participants' packets such as development facts and related articles from various national newspapers, which offered an additional source of information. The Cleveland symposium was publicized the week before the event by the local radio talk show, "America's Workforce". Joel Freedman of the BAC was a guest on this AFL-CIO station, WERE 1300 AM, discussing the symposium and related issues. NPA President Anthony Quainton spoke on the show two days after the event, discussing symposium results.

The Surrey Memorial lecture on April 7, given by James Wolfensohn, President of the World Bank Group, also was important in sharing ideas and information on development issues. Mr. Wolfensohn outlined the World Bank framework for international development, including the social and human as well as the fiscal and monetary elements. The audience of 150 was composed of high level business and labor officials and policy makers. NPA published the speech as a monograph and distributed it to 2000 readers on its mailing list.

The Milwaukee session on globalization provided useful information on workforce development in emerging market countries by representatives of business, labor and USAID. The National Alliance of Business meetings briefed NAB members nationwide on project information and resources. At the BAC meetings important information was provided in the form of handouts, the survey results, and the presentation by Joel Freedman. The first session in Miami was met with such enthusiasm that it was decided that an additional session be added, at the New Leaders' Meeting in the spring.

The NPA committee meetings included experts and practitioners to share development issues and increase understanding of participants.

In attempting to measure change in understanding or attitudes on development, the project was limited by lack of time and difficulty in obtaining follow-up survey responses. A longer grant period would have allowed for telephone follow-up surveys.

Objective 3: Establish a dialogue between business and labor and policymakers and development practitioners.

The activities which had a “mixed” audience of business, labor, policy makers and others provided a unique opportunity for the disparate groups to air their views, hear others’ opinions, and learn from each other. The Cleveland symposium was an excellent venue for creating a lively exchange between and among labor, business, policymakers and development practitioners. The groups in the interactive session were a combination of the above. Members of all these groups actively participated in discussion throughout the day. The panelists themselves were also a good mixture: two speakers represented labor, three business, one government and one from the world of development. This combination proved to be very successful.

The Surrey Memorial lecture was a highly effective forum for establishing a dialogue between business, labor, policymakers and practitioners. Mr. Wolfensohn allowed considerable time after his remarks for questions from the audience of business executives, labor, nonprofit representatives, development practitioners, and policymakers. Questions included the role which the World Bank is playing in the aftermath of the Asian financial crisis to reestablish financial stability; the amount of lending to developing countries needed to help them recover from the crisis; how the World Bank’s Comprehensive Development Framework complemented and differed from the U.N.’s Framework; moves being taken to increase the focus on education and knowledge and to combat brain drain; and the World Bank’s view on human rights and labor standards.

Stimulating dialogue between business and labor representatives resulted from the presentations and discussions at the National Policy Association committee meetings. The September FAC meeting exemplifies the typical diversity of presenters at NPA committee meetings. Those speaking on an open food system were: an academic, a representative from United Food and Commercial Workers International Union, a high-level Monsanto executive, a Principal Administrator from the Organization for Economic Cooperation and Development, and the New Zealand Ambassador to the United States. The committee members discussed the humanitarian impact of the financial crisis on emerging markets and its impact on US agriculture, as well as how international development for humanitarian purposes serves US interests.

With a mailing list of 1300, the quarterly newsletter, *Business and Labor Dialogue*, provided a vehicle for engaging a wider audience of business, labor and development practitioners. The Spring 1999 issue of *Dialogue*, for example, examined the issue of humanitarian assistance from the perspective of all three. The lead article was by Hugh Parmer, Assistant Administrator, Bureau for Humanitarian Response, USAID who described USAID's work in disaster assistance and meeting humanitarian needs, and its cooperation with business and NGOs. Benjamin Davis, Coordinator for the Americas, The American Center for International Labor Solidarity, AFL-CIO, contributed an article describing the AFL-CIO's response to the devastation of Hurricane Mitch. Juliette Schindler of NPA described the pharmaceutical industry efforts in corporate giving for humanitarian purposes. Each issue of *Dialogue* provided a varied perspective on topics to inform readers and provide contacts for those who desired to learn more.

Objective 4: Provide information and examples on how business and labor can become involved in international development.

Beyond giving project participants information, a project goal was also to provide examples of how participants (and their union or company) could become involved in international development issues. This involvement could range from acquiring more information about a topic to using that information to carry out an action, including corporate giving to developing countries, improved training of a company's workforce in a developing country, or a union's involvement in helping or training workers of a developing country.

Business and Labor Dialogue provided examples of such activities of business, government and labor on the topics of humanitarian assistance, international workforce development, and promotion of workers' rights. The *Dialogue* resource list gave contact information so that readers could acquire additional knowledge regarding implementation.

NPA meetings offered examples on ways in which business and labor members could get involved in international development. At the November GEC meeting, after the presentation by the Honorable Edward Masters, President of the US-Indonesia Society, the questions and discussion focused on how corporations have gotten involved in providing assistance to Indonesia. Examples included Federal Express airlifting medical supplies, US businesses helping students financially to stay in school, and health care organizations donating family planning equipment.

Some of the panelists who spoke at the symposium in Cleveland also illustrated their remarks with real life examples and suggestions of ways business and labor can be involved. Jerry Torma of Nordson Corporation described how Nordson works with its network of international subsidiaries and independent distributors to move its products to emerging markets. Joel Freedman of the Bricklayers Union described BAC's experiences with trade unions in developing countries, and the projects which the union has undertaken in Poland, South Africa, Zambia and other developing countries to train workers and support union efforts. Vera Weill-Halle' described how her organization works with businesses as well as development organizations and the benefits that all parties receive from this cooperation. She offered suggestions for how businesses could pursue such partnerships.

The session in Milwaukee provided interesting examples on workforce issues. The head of McDonald's Hamburger University explained their training program in developing countries, a labor official explained the extensive training that Ford workers receive at its Mexico plant before they begin working, and a USAID representative shared information on the role of USAID in training workforces in developing countries.

Additional information on opportunities for involvement in development were posted on the NPA web site.

Lessons Learned

In carrying out the Globalization and Development Project, some interesting results were noted.

NPA's belief in the effectiveness of using a representative of a group to deliver a message to that group was confirmed. For example, Joel Freedman, Assistant to the President of the Bricklayers Union, was a more credible speaker to the union members on why it is important for unions to be engaged in developing countries, than a businessman, development practitioner, or other non-union speaker would be. By that same token, Jerry Torma of Nordson Corp. was particularly well-received by the corporate contingent of the Cleveland symposium audience.

However, NPA learned if you get the right individual as a speaker, no matter what the sector, that person will attract a large and diverse audience. The best example of this is the Surrey Memorial Lecture featuring James Wolfensohn, head of the World Bank Group. The

audience was originally planned to be 50-60 people but interest was so high that 150 people attended, from varied sectors.

It was also apparent that speakers who are effective communicators and present new information to the audience are well-received, e.g., Emmy Simmons. From the questions during the discussion period, it became obvious that the audience had been uninformed about USAID's activities relating to financial markets, and was very interested in what she had to say. Due to this level of interest, Ms. Simmons' speech has been printed as a monograph and is being distributed to NPA members and project participants.

The importance of interactive sessions as a way to draw participants into the discussions was again clearly demonstrated, as it has been in past symposia. One of the highlights of the symposium, the interactive session, gave the speakers and audience an opportunity to share their knowledge, ideas and insights in a two-way exchange.

Another lesson learned is that groups want factual, practical information. Just one example occurred at the BAC New Leaders' Meeting. An attendee asked how much we spend in the United States on domestic programs comparable to foreign aid. The information was obtained by project staff and distributed at the next BAC meeting, and in an article in BAC's *Journal*. Many participants also commented favorably that they learned something about the percentage of the budget spent on foreign aid.

Finally, it became evident that more time is needed – both within the sessions and for the project as a whole. A one year period does not allow enough time for follow-up to truly gauge results, and the sessions were so full of information and discussion that there was no time at the end for follow-up surveys.

List of Attachments

1. Results Form
2. Project Summary and Activities List
3. Meeting Agendas
4. Participant Lists
5. Surveys
6. Publications

Development Education - Results Form - National Policy Association

Results Oriented Objectives	Indicators	Major Activities
1. Identification of key areas of concern and common development priorities.	<ul style="list-style-type: none"> • Survey results • Interactive session results • Comments at meetings and workshops 	<ul style="list-style-type: none"> • Four NPA committee meetings discussing key areas of concern • Three BAC and one NAB-related workshops on areas of concern and priorities
2. Provide information and increase understanding of international development and related issues.	<ul style="list-style-type: none"> • Verbal reporting of increase in knowledge and change in attitude • Requests for additional information • Distribution of publications to target audience 	<ul style="list-style-type: none"> • Over 100 presentations given by NAB officers nationwide • Regional symposium in Cleveland, Ohio
3. Establish a dialogue between business and labor, and policymakers and development practitioners.	<ul style="list-style-type: none"> • Amount of discussion in meetings, workshops, Surrey lecture, etc. • Higher-than-expected attendance at Surrey lecture, from all sectors • Diverse representation at events 	<ul style="list-style-type: none"> • Surrey Memorial Lecture by president of the World Bank • Survey prioritizing key areas of concern
4. Provide information and examples on how business and labor can become involved in international development.	<ul style="list-style-type: none"> • Requests to be added to "Dialogue" mailing list • Specific questions asked at meetings and workshops 	<ul style="list-style-type: none"> • Quarterly newsletter on development topics • Five partner publications with articles on development • Publication of Surrey lecture and keynote speech by Emmy Simmons • Information posting and links on web sites of NPA, NAB and BAC



FOREIGN ASSISTANCE AND GLOBALIZATION: AN ECONOMIC AND SOCIAL AGENDA

An educational dialogue is underway among the **National Policy Association (NPA)**, an economic and social research institution which brings together business and labor, **the International Union of Bricklayers and Allied Craftworkers (BAC)**, the oldest continuing independent union in the United States, and the **National Alliance of Business (NAB)**, a national, nonprofit, business-led organization focused on the challenge of improving workforce quality. This project, partially funded by the U.S. Agency for International Development, provides opportunities for sharing information and ideas on the role and impact of foreign aid and private investment in an increasingly globalized economy. Through this project, labor and business leaders have the opportunity to share their views with policy makers and other public and private sector development officials.

Partnership activities include:

- a symposium to be held in Cleveland, Ohio on June 8, 1999 bringing together labor and business representatives, as well as policy makers;
- the Walter Sterling Surrey Memorial Lecture, given by James D. Wolfensohn, President of the World Bank Group, on April 7, 1999 in Washington, DC on "Creating an International Development Framework". The lecture will be published as a monograph to be distributed to labor, business and academic leaders;
- a series of articles on international development in BAC and NAB journals and a quarterly newsletter on development issues, *Business and Labor Dialogue*, published by NPA;
- workshops on globalization and development issues at NPA, BAC and NAB conferences and project information on NPA (www.npa1.org) and partner websites.

For more information or to receive the *Business & Labor Dialogue* newsletter, please contact Juliette Schindler, Globalization and Development Project Coordinator, National Policy Association, telephone (202) 884-7622, e-mail: juliette@npa1.org.

“Foreign Assistance and Globalization: an Economic and Social Agenda”

Project Activities and Publications 1998-99

NPA-organized Events

Walter Sterling Surrey Memorial Lecture, April (speaker – James D. Wolfensohn)
(150 attending)
Cleveland symposium on international development, June (56 attending)

Four NPA Committee Meetings:

Food and Agriculture Committee Meeting, September 1998 (45 attending)
Global Economic Council Meeting, November 1998 (37 attending)
Food and Agriculture Committee Meeting, March 1999 (34 attending)
North American Committee/Global Economic Council Meeting, March 1999 (58 attending)

Three International Union of Bricklayers and Allied Craftworkers Meetings

Executive Council Meeting, February 1999 (50 attending)
New Leader Program, April 1999 (18 attending)
Local Leadership Conference, August 1999 (17 attending)

NAB Meetings

Workplace Learning Conference, May 1999 (18 attending)
Series of one-on-one meetings with business executives nationwide – over 100 meetings, Spring
(100+ attending)
Four business presentations conducted by four NAB regional vice presidents, Spring
(approximately 120 attending)

Publications

Four issues of *Business and Labor Dialogue* (circulation of 1,300+)
Surrey Monograph (circulation of 2,000)
Emmy Simmons Policy Brief (circulation of 1,500)
Two BAC “Journal” articles (circulation of 100,000) and two “Chalkline” articles
(circulation of 1,000)
Two NAB publications: “Workforce Economic Trends” (circulation of 20,000) and
“Business Coalition Update” (circulation of 500)



FOOD AND AGRICULTURE COMMITTEE

NATIONAL POLICY ASSOCIATION
1424 16th ST., N.W., SUITE 700, WASHINGTON, D.C. 20036
(202) 884-7627 Fax (202) 797-5516 e-mail npajim@npa1.org

The Radisson Barceló Hotel
Washington, DC
September 16-18, 1998

AGENDA

A) THE FAC VISION FOR A GLOBAL OPEN FOOD SYSTEM

WEDNESDAY, SEPTEMBER 16

7:00 p.m. Reception and Dinner

National Gallery Ballroom
Second Floor

Achieving a New Potential: Public Policies for an Open Food System

Speaker: Robert Paarlberg - Professor of Political Science, Wellesley College, and Associate, Weatherhead Center for International Affairs, Harvard University

THURSDAY, SEPTEMBER 17

National Gallery Ballroom MORNING SESSIONS
Second Floor

9:00 a.m.-11:15 a.m. *Improving Nutrition and Alleviating Hunger with an Open Food System*

Speaker: Robert Horsch - President, Sustainable Development Sector, Monsanto Company

Challenges of a Global Open Food System

Speaker: Wayne Jones - Principal Administrator, Directorate for Food, Agriculture and Fisheries, Organization for Economic Cooperation and Development (OECD)

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The Open Food System - Is There a Downside?

Speaker: Howard Forman - Director, Research Office, United Food and Commercial Workers International Union, AFL-CIO

10:30-10:45 a.m. Refreshment Break

11:15 a.m.-12 Noon ***Improving the Dialogue Between the OECD and NGOs***

Speaker: Wayne Jones - Principal Administrator, Directorate for Food, Agriculture and Fisheries, Organization for Economic Cooperation and Development (OECD)

12 Noon-2:00 p.m.
National Gallery Ballroom
Second Floor

LUNCHEON SESSION

A Global Open Food System - The Asian Experience

Speaker: James Bolger - New Zealand Ambassador to the United States

2:00-5:00 p.m.
National Gallery Ballroom
Second Floor

AFTERNOON SESSION

2:15-4:00 p.m. **The New FAC Vision: A Committee Discussion on the Path Ahead**
(Three breakout groups will address a series of questions on the Open Food System)

4:00-4:15 p.m. Refreshment Break

4:15-4:45 p.m. Reporting on Each Group's Conclusions and Discussion

4:45-5:00 p.m. Wrap-Up

5:00-6:30 p.m.
Corcoran Suite
Second Floor Trade, Development, and Global Issues Subcommittee Meeting

B) PROGRAM ON HACCP REGULATIONS AND FOOD SAFETY

7:00 p.m. Reception and Dinner
Phillips Collection Ballroom
First Floor *HACCP Regulations and Food Safety*

Speaker: Catherine Wotecki - Under Secretary for Food Safety, USDA

FRIDAY, SEPTEMBER 18

7:30-9:00 a.m. Food, Nutrition, and Technology Subcommittee Breakfast Meeting
Hirshhorn Suite
First Floor

National Gallery Ballroom
Second Floor

MORNING SESSIONS

9:00-11:15 a.m. *The Impact of HACCP Regulations*

Speakers:

Margaret Glavin - Deputy Administrator, Office of Policy, Program Development and Evaluation, USDA Food Safety and Inspection Service

Dane Bernard - Vice President of Food Safety Programs, National Food Processors Association

Michael Reiter - Plant Superintendent, Rose Packing Company, Inc.

11:15 a.m.-12 Noon *Food Safety and Biotechnology*

Speaker: Terry Medley - Director of Biotechnology - Regulatory and External Affairs, DuPont Agriculture Enterprise

12 Noon-1:30 p.m. Executive Committee Luncheon Meeting
Hirshhorn Suite
First Floor

GLOBAL ECONOMIC COUNCIL

NATIONAL POLICY ASSOCIATION, 1424 16th Street, N.W., Suite 700, Washington, D.C. 20036
(202) 884-7631 Fax (202) 797-5516 e-mail rickb@npa1.org

THE FORTY-SEVENTH MEETING THE CARLTON HOTEL, WASHINGTON, DC NOVEMBER 5-6, 1998

AGENDA

WHAT IS AHEAD FOR THE INTERNATIONAL FINANCIAL SYSTEM? The Consequences for Business and Labor

The November 5-6, 1998, meeting of National Policy Association's Global Economic Council (GEC) will be a thoughtful and provocative examination of the key shifts that have recently taken place in the international financial system and their implications for U.S. corporations, workers, and society.

In recent months, U.S. public and private decision-makers have not only had to face the Asian and Russian financial crises, they also have been forced to deal with the demands to create a single currency in Europe.

Massive currency devaluations, declines in asset prices, and pessimistic expectations have recently shaken many financial markets from Asia to Russia. This meeting of the Global Economic Council will examine how recent gyrations in financial markets have affected the global economy. There has also been a growing wave of criticism concerning how the International Monetary Fund, the World Bank, and the World Trade Organization have responded to the recent crises. The GEC meeting will explore how various corporations are altering their business plans and investment strategies in light of these financial shifts.

The keynote address will be given by Dr. George A. Akerlof, Senior Fellow in the Economic Studies Program of The Brookings Institution. The Global Economic Council will specifically hold sessions that examine future directions in Russia, China, a reexamination of the International Monetary Fund, World Bank, and World Trade Organization, and the recent backlash to globalization caused by these problems. The GEC will also explore business strategies in light of the single European currency and the new millennium round of trade talks.

Thursday, November 5

12 Noon
Williamsburg Room
Lower Lobby Level

Opening Luncheon and Keynote Address

Looting: The Economic Underworld of Bankruptcy for Profit

Dr. George A. Akerlof
Senior Fellow
The Brookings Institution

2:00-3:15 p.m.
Potomac Room
Lower Lobby Level

**Reconsidering the Role of the International Monetary Fund, World Bank,
 and the World Trade Organization in Light of Recent Financial Crises**

Mr. Dean Baker
 Senior Economist
 Economic Policy Institute

Mr. Brink Lindsey
 Senior Fellow, and
 Director, Center for Trade Policy Studies
 The Cato Institute

Professor C. Michael Aho
 Columbia University

3:15-3:30 p.m.

Break

3:30-5:00 p.m.

Can Russia Save Itself?

Dr. Clifford Gaddy
 Fellow, Foreign Policy Studies
 The Brookings Institution

7:00 p.m.
Mt. Vernon Room
Lower Lobby Level

GEC Reception and Dinner

When Will Japan Recover?

Dr. Dick K. Nanto
 Senior Economist
 Congressional Research Service

Friday, November 6, 1998

7:30-8:50 a.m.
Williamsburg Room
Lower Lobby Level

Working Breakfast

Indonesia: Buffeted by the Storm

Hon. Edward E. Masters
 Former U.S. Ambassador to Indonesia and
 President, U.S.-Indonesia Society

9:00-10:30 a.m.
Potomac Room
Lower Lobby Level

China's Pivotal Role

Mr. Daniel H. Rosen
 Research Fellow
 Institute for International Economics

Professor Ying Liu Lowrey
 Department of Economics
 The George Washington University

10:30-10:45 a.m.

Break

10:45-11:50 a.m.

The Single Currency in Europe: What Should U.S. Corporations, Labor, and Governments Be Doing Now?

Mr. Michael Calingaert
Executive Director, The Council for the United States and Italy, and
Guest Scholar, The Brookings Institution

Dr. C. Randall Henning
Associate Professor, School of International Service, American University,
and Visiting Fellow, Institute for International Economics

12 Noon

*Williamsburg Room
Lower Lobby Level*

GEC Luncheon

Backlashes to Globalization

Dr. Robert Z. Lawrence
Albert L. Williams Professor of Trade and Investment
Kennedy School of Government
Harvard University

2:00-3:30 p.m.

*Potomac Room
Lower Lobby Level*

The New Millennium Round of Trade Talks: Key Directions

Ms. Dorothy Dwoskin
Assistant Trade Representative
United States Trade Representative

Dr. Peter Morici
Professor of International Business
University of Maryland

Ms. Thea M. Lee
Assistant Director of Public Policy
AFL-CIO

Dr. Robert E. Scott
International Economist
Economic Policy Institute

3:45 p.m.

*Monticello Room
Lower Lobby Level*

Executive Committee Meeting

BAC EXECUTIVE COUNCIL MEETING

Sunday, 21 February - Tuesday, 23 February 1999
Atlantic Ballroom; Sheraton Bal Harbour

DRAFT (01/30/99)

Sunday, 21 February

12:00 Lunch; Sundeck Terrace

1:30 Council Meeting Opening -- Stone Video

- **BAC as a Craft Organization**
John T. Joyce
- **Craft Directors' Reports**
 - **Stone Craft Director's Report**
Butch Rovder
 - **PCC Craft Director's Report**
JoeStewart
 - **Plaster Craft Director's Report**
Joe Coppola
 - **Cement Craft Director's Report**
Bill Leslie
 - **TMT Craft Director's Report**
Bobby Douglas
- **Break**
- **BAC Membership Survey**
Lydia des Grosielliers
LDG Associates
- **Social Security**
- *Framing the Discussion*
John T. Joyce
- *True State of Social Security*
Theresa Ghillarducci
Professor of Economics, Notre Dame
- *Labor's Campaign Against Attempts to Privatize*
Gerry Shea
Assistant to the President for Government Affairs; AFL-CIO
- *BAC: Keeping Social Security Safe*
James Boland

Resolution; Council Discussion

ADJOURN

Monday, 22 February

9:00 am

- **BAC Overview**
John T. Joyce/John Flynn
- **Region 1 Regional Report w/IMI supplemental report**
Charles Raso
- **Region 2 Regional Report w/IMI supplemental report**
Dominic Spano
- **BAC Benefits Annual Report**
David Stupar
- **Report from the Reciprocity Task Force**
John T/ Joyce/Frank Stupar

- **Break**

- **Region 3 Report w/IMI supplemental report**
Michael Aquiline
- **Region 4 Regional Report w/IMI supplemental report**
David Williams
- **NPA Survey**
John T. Joyce

- **Executive Council Committee Meetings (approx. 11:00):**
Working Lunch to be Served in Respective Committee Meeting Rooms
 1. **Communications & Education**
 2. **Industry Development**
 3. **Political Action**
 4. **Organizing**
 5. *****Outreach -- will meet after Tuesday General Session adjourns for day**

Executive Council General Session Resumes (approx. 2:30):

- **IMI**
 - *Program Updates*
Joan Baggett Calambokidis
 - *Training Update*
Gene Stinner
- **Region 5 Regional Report w/IMI supplemental report**
Frank Stupar
- **Legal Affairs**
Larry Gold/Seymour Waldman
- **Health & Safety Report**
Frank Stupar
- **Region 6 Report w/IMI supplemental report**
Chuck Eberhardt
- **Region 7 Report w/IMI supplemental report**
Randy Kelly

General Session Adjourns

Tuesday, 23 February

- **Legislative/Political Report**
Joanna Reagan
- **Report of Committee on Political Action**
Committee Member
- **Report of Committee on Communications & Education**
James Boland
- **Report of Committee on Outreach**
James Boland
- **Region 8 and Region 9 Regional Reports w/IMI supplemental report**
John Franco
- **Report of Industry Development Committee**
Committee Member/Joan Baggett Calambokidis
- **Report of the Organizing Committee**
John J. Flynn

- **Break**

- **Ft. Ritchie Presentation**
Hugh Jacobson

- *Lunch*

- **Region 10 Regional Report**
Gerald Hendry
- **Report of the Committee on Canadian Affairs**
Joel Freedman
Resolution on Ontario
- **Trade Jurisdiction**
Al DiRienzo
- **Report of the Audit Committee**
Gerry O'Malley/Joe DiRenzo
- **Financial Report**
Mike Sparrough
- **Closing Remarks**
John T. Joyce

Adjourn

**COMMUNICATIONS AND EDUCATION
COMMITTEE REPORT**

James Boland

**BAC Executive Council Meeting
23 February 1999
Bal Harbour, Florida**

NATIONAL POLICY ASSOCIATION

BAC-NAB-NPA grant:
labor and business/
globalization perspectives

The Committee's first order of business was to review the survey results of the foreign assistance questionnaire that Council members completed on Sunday.

The survey represents the first phase of BAC's partnership with the National Alliance of Business in a new globalization study being conducted by the National Policy Association (NPA), a premiere labor-management research organization. The study will help shed light on how labor and business frame policy assessments in the area of overseas development and foreign aid.

NPA SURVEY

Overseas Development
and Foreign Aid

- Support for programs that strengthen workers' rights

The Committee was pleased to welcome guest presenter Juliette Schindler, NPA's project manager for the study, who discussed the survey questions and responses in some detail.

The findings reflected a general understanding of, and support for, foreign aid programs designed to strengthen workers rights in developing nations. But the Committee was quick to express its lack of familiarity with many foreign aid issues, citing the need to provide more in-depth information to officers and members on these important topics.

NPA SURVEY

More education needed

- Notre Dame Workshop
- New Leaders pilot

Toward this end, members of the Committee agreed that dedicating a segment of the August session of the BAC Local Leadership Conference to overseas development -- with particular emphasis on apprenticeship and training programs in developing nations -- is warranted.

The Committee further recommended that a pilot workshop be offered at the upcoming New Leader program to help frame the issues and discussions for Notre Dame.

12 Noon-2:00 p.m.
Columbia South
Lobby Level

LUNCHEON SESSION

A Global Open Food System and Our Trading Partners

Speaker: Marvin Hildebrand - First Secretary for Agriculture, Canadian Embassy

AFTERNOON SESSION

2:00-5:00 p.m.
Columbia North
Lobby Level

The Open Food System: Finding Common Ground With Our Trading Partners

2:00-4:15 p.m.

Speakers: Larry Deaton - Director, Asia & the Americas Division, Foreign Agricultural Service, U.S. Department of Agriculture

Edward Lincoln - Senior Fellow, Foreign Policy Studies, The Brookings Institution

Luz Maria de la Mora - Counselor, Secofi-NAFTA Office, Embassy of Mexico

3:30-3:45 p.m.

Refreshment Break

4:15-5:00 p.m.

Committee Discussion on *The Open Food System: Finding Common Ground With Our Trading Partners* (Breakout Groups)

5:00-6:30 p.m.
Jupiter Room
Lobby Level

Executive Committee Meeting

GENETICALLY MODIFIED ORGANISMS

7:00 p.m.
Columbia South
Lobby Level

Reception and Dinner

Genetically Modified Organisms and Nutrition

Speaker: Charles Coco - President, Administration, Technology and Business Development, Protein Technologies International, Inc.

FRIDAY, MARCH 12

7:30-9:00 a.m.
Jupiter Room
Lobby Level

Trade, Development, and Global Issues Subcommittee Breakfast Meeting

MORNING SESSION

9:00 a.m.-12 noon
Columbia North
Lobby Level

GMOs and the Linkages with Nutrition Policy

Moderator: Walter Armbruster - Managing Director, Farm Foundation

Speakers: Steven Daugherty - Director of Government and Industry Relations, Pioneer Hi-Bred International, Inc.

Kristin Dawkins - Director, Program on Trade and Agriculture, Institute for Agriculture and Trade Policy

Val Giddings - Vice President for Food and Agriculture, Biotechnology Industry Organization

Sylvia Rowe - President, International Food Information Council

NORTH AMERICAN COMMITTEE and GLOBAL ECONOMIC COUNCIL MEETING

The Carlton
923 16th and K Streets, N.W.
Washington, DC
March 25-27, 1999

AGENDA

Steps Toward Global Economic Integration:
Hemispheric Trade Policy, A Common Currency in North America,
and Financial Crisis Management

THURSDAY, MARCH 25

7:00-7:45 p.m. Reception and Welcome [Roger Kubarych, Adolfo Autrey, James Nininger,
State Salon Mark Dadd]
Lobby Level

7:45-10:00 p.m. NAC/GEC Dinner
Chandelier Room
Lobby Level

Keynote Speaker: *Hon. Jorge Chávez Presa*, Undersecretary for Energy Policy and Development,
Ministry of Energy, Mexico

FRIDAY, MARCH 26

7:30-8:30 a.m. Breakfast Buffet (informal)
Chandelier Room
Lobby Level

MORNING SESSION

8:30-9:45 a.m. **The International Financial Crisis: Lessons Learned**
Crystal Ballroom
Lobby Level

Moderator: *C. Mark Dadd*, Financial Vice President and Chief Economist, AT&T Corp.

Daniel Tarullo, Linda J. Wachner Senior Fellow in Foreign Economic Policy,
Council on Foreign Relations

Guillermo Perry, Chief Economist, Director of Poverty Reduction and Economic
Management, Latin America and the Caribbean Region,
The World Bank

9:45-10:00 a.m. Break

- 10:00-12:15 p.m. **NAC Country Reports and Round Table Discussion**
- 10:00-10:45 a.m. **Canada:** *Michael Robinson*, Partner and Director, International Practice,
Fasken Martineau
- 10:45-11:30 a.m. **Mexico:** *Raymundo Danon*, Managing Partner, Danon & Associates
- 11:30 a.m.-
12:15 p.m. **U.S.:** *Sidney Weintraub*, William E. Simon Chair in Political Economy,
Center for Strategic and International Studies

AFTERNOON SESSION

12:30-1:45 p.m. **NAC/GEC Luncheon: Strengthening the International Economic System**
Chandelier Room
Lobby Level

Keynote Speaker: *Hon. Alan P. Larson*, Assistant Secretary of State for Economic and Business
Affairs, U.S. Department of State

2:00-5:00 p.m. **The Future of Trade Liberalization: Stalled, Stymied or Inevitable?**
Crystal Ballroom
Lobby Level

2:00-3:30 p.m. *The Future of Trade Policy in an Era of Excess Capacity and Declining Prices in
Global Industry*

Moderator: *C. Mark Dadd*, Financial Vice President and Chief Economist, AT&T Corp.

Maureen Allyn, Chief Economist, and Managing Director-Scudder Kemper
Investments, Inc.

Bruce Stokes, Senior Fellow and Director of Trade Programs, Council on Foreign
Relations: Columnist *National Journal*

3:30-3:45 p.m. **Break**

3:45-5:00 p.m. *Defining the Trade Policy Agenda for the Americas*

Moderator: *Hon. Julius L. Katz*, President, Hills & Company

C. Fred Bergsten, Director, Institute for International Economics

David Smith, Director of Public Policy, AFL-CIO

5:15-6:15 p.m. **GEC Roundtable: Future Meeting and Program Focus [GEC Members Only]**
Mount Vernon Room
Lower Lobby Level

7:00 p.m. **Reception**
State Salon
Lobby Level

7:30 p.m. **Dine-Around (1789, The Occidental Grill, and Sam & Harry's)**

SATURDAY, MARCH 27

MORNING SESSION

8:00-9:00 a.m. **Breakfast and Country Meetings [Members Only]**

Mexico:	Monticello Room, Lower Lobby Level
U.S. (NAC and GEC Members):	Mount Vernon Room, Lower Lobby Level
Canada:	Williamsburg Room, Lower Lobby Level

9:15 a.m.-
12:15 p.m.
Crystal Ballroom
Lobby Level

A Common Currency for North America: Winners and Losers?

Moderator: *Roger M. Kubarych*, Managing Member and Chief Investment Officer
Kaufman & Kubarych Advisors, LLC

9:15-11:15 a.m. *John McCallum*, Senior Vice President and Chief Economist, Royal Bank of Canada

Agustín del Río, Director of Research, Center for the Analysis and Diffusion of
Economic Issues, Mexico

11:15-11:30 a.m. **Break**

11:30 a.m.-
12:15 p.m. *Philip Suttle*, Managing Director and Senior International Economist,
J.P. Morgan & Co. Incorporated

12:15-12:30 p.m. **Summary and Conclusion**

12:30-2:00 p.m. **NAC Executive Committee Luncheon [NAC Executive Committee Members Only]**
State Salon
Lobby Level

Walter Sterling Surrey

Walter Surrey was associated with the National Policy Association for nearly forty years. He joined NPA's International Committee (forerunner of the Global Economic Council) in the 1950s and remained actively involved in the Committee's work until his death. He was elected to the NPA Board of Trustees in 1965 and to the Executive Committee in 1972. He served as NPA's chairman from 1977 until 1989. It is significantly due to his foresight and steady guidance that NPA, after sixty-five years of service to the nation, remains a strong and vibrant research institution.

As a diplomat, lawyer, and educator, Walter Surrey worked tirelessly to promote international trade and commerce, particularly among nations having very different cultural, economic, and political systems. He strongly believed that international trade leads to greater understanding and mutual respect among nations, and that lasting world peace can be achieved only after such understanding and respect are established. Following Mr. Surrey's death, NPA established an endowment fund in his memory. The purpose of the Fund is to expand NPA's research on international economic policy and to support related programs and publications.

Walter Surrey was a man of extraordinary compassion, intelligence, and integrity who devoted a large part of his life to improving international understanding. Through the Walter Sterling Surrey Fund for International Cooperation, we honor his memory by continuing his important work.

The National Policy Association

welcomes you to the

Eighth Annual Walter Sterling Surrey Memorial Lecture

Lecturer:

James D. Wolfensohn
President, The World Bank Group

12:00 noon - 2:00 p.m.
April 7, 1999
Willard Inter-Continental Washington

JAMES D. WOLFENSOHN

President, The World Bank Group

James D. Wolfensohn is the World Bank Group's ninth President, with a long career as an international investment banker with a parallel involvement in development issues and the global environment. Since becoming president on June 1, 1995, he has taken the initiative in forming new strategic partnerships between the Bank and the governments it serves, the private sector, civil society, regional development banks, and the United Nations. In order to improve the Bank's effectiveness in fighting poverty, and to meet the needs of a rapidly changing global economy, Mr. Wolfensohn has launched a major reform program in the Bank—The Strategic Compact. The goal of the Compact is to build a more agile, knowledge-based institution that can share its storehouse of experience and know-how with clients and partners across the globe.

Prior to joining the Bank, Mr. Wolfensohn was an international investment banker. His last position was as President and Chief Executive Officer of James D. Wolfensohn Inc., his own investment firm set up in 1981 to advise major U.S. and international corporations. Before setting up his own company, Mr. Wolfensohn held a series of senior positions in finance. He was Executive Partner of Salomon Brothers and head of its investment banking department in New York. He was also Executive Deputy Chairman and Managing Director of Schroders Ltd. in London, President of J. Henry Schroders Banking Corporation in New York, and Managing Director of Darling & Co. in Australia.

Born in Australia and now a naturalized U.S. citizen, Mr. Wolfensohn holds B.A. and L.L.B. degrees from the University of Sydney and an M.B.A. from the Harvard Graduate School of Business. Mr. Wolfensohn served as an Officer in the Royal Australian Air Force. He is Chairman of the Board of the Institute for Advanced Study at Princeton University. He is also an Honorary Trustee of the Brookings Institution and a member of the Council on Foreign Relations and the Century Association in New York. Mr. Wolfensohn is a Fellow of the American Academy of Arts and Sciences and a Fellow of the American Philosophical Society.

Eighth Annual Walter Sterling Surrey Memorial Lecture and Luncheon

PROGRAM

Introduction

Moeen A. Qureshi
Chairman, Emerging Markets Partnership

Surrey Lecture

“Creating an International Development
Framework”

James D. Wolfensohn
President, The World Bank Group

*The National Policy Association wishes to extend its gratitude to the
following generous sponsors of the 1999 Surrey Lecture:*

American Farm Bureau Federation, American International Group, Inc., Bell Atlantic, CAI Advisors & Co., Cargill, Inc., Citibank N.A., Communication Workers of America, Emerging Markets Partnership, Fidelity Investments, Hills Enterprises Ltd., United States Agency for International Development, Worldwide Associates Inc., Xerox Corporation.

1999 BAC NEW LEADER PROGRAM
Maritime Institute of Technology and Graduate Studies (MITAGS)
8th Floor Conference Room; North Residence Hall
11 April - 17 April 1999

4/7/99

SUNDAY, 11 April 1999

1:30 - 2:00	PROGRAM ORIENTATION	JOHN J. FLYNN Secretary-Treasurer JIM BOLAND Executive Vice President CONNIE LAMBERT BAC Education
2:00 - 3:50	UNION PHILOSOPHY & FUNCTIONS	JOHN T. JOYCE President
	BAC GOALS, STRUCTURE & PROGRAMS	
4:00 - 5:30	LEADERSHIP COMMUNICATIONS: PART I <i>Speaking and Listening</i>	JOE WROBEL ECR Associates
5:30	<i>Dinner/Dining Hall</i>	
6:30 - 8:00	LEADERSHIP COMMUNICATIONS: PART I <i>(continued)</i>	JOE WROBEL



WORKPLACE LEARNING
Progress through Innovation

PROGRAM

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See Back Cover for Conference Map

Fourth Annual Conference
MILWAUKEE ♦ MAY 16 - 18, 1999

Conference Agenda

The pre-conference features two-hour issue forums and one-hour discussion groups. The conference is comprised of 75-minute presentations, three-hour workshops and workplace tours, and a 75-minute Sector Carousel.

Pre-Conference

Sunday - May 16

- 10:30 a.m. to 5:15 p.m. Registration
- 11:15 a.m. to 11:45 a.m. First-Time Attendee Orientation
- 12:00 p.m. to 2:00 p.m. Issue Forum I
- 1:00 p.m. to 2:00 p.m. Discussion Group I
- 2:15 p.m. to 3:15 p.m. Discussion Group II
- 2:30 p.m. to 4:30 p.m. Issue Forum II
- 3:30 p.m. to 4:30 p.m. Discussion Group III

Conference Kick-Off

Sunday - May 16

- 4:45 p.m. to 6:30 p.m. Welcoming Reception at the Milwaukee Hilton (*Cash Bar*)

Conference - Day One

Monday - May 17

- 7:30 a.m. to 6:00 p.m. Registration
- 7:45 a.m. to 8:30 a.m. Continental Breakfast
- 8:00 a.m. to 8:30 a.m. First-Time Attendee Orientation (*Repeat of Sunday's Orientation*)
- 8:45 a.m. to 10:15 a.m. Opening General Session
- 10:15 a.m. to 10:45 a.m. Networking Break
- 10:45 a.m. to 12:00 p.m. Concurrent Sessions I and Sector Carousel
- 12:00 p.m. to 5:30 p.m. Exhibits and Resource Gallery
- 12:00 p.m. to 1:30 p.m. Learning Exchange Luncheon and Exhibit Lunch Express
(*Pre-Registration Required*)
- 1:45 p.m. to 3:00 p.m. Workplace Tours, Workshops I, and Concurrent Sessions II
- 3:00 p.m. to 3:30 p.m. Networking Break
- 3:30 p.m. to 4:45 p.m. Workplace Tours and Workshops I (*Continued*) and Concurrent Sessions III
- 4:45 p.m. to 5:30 p.m. Exhibit Activity
- 6:00 p.m. to 8:00 p.m. Networking Reception at the Milwaukee Public Museum (*Cash Bar*)

Conference - Day Two

Tuesday - May 18

- 7:30 a.m. to 5:00 p.m. Registration
- 7:30 a.m. to 8:15 a.m. Continental Breakfast
- 7:30 a.m. to 11:30 a.m. Exhibits and Resource Gallery
- 8:30 a.m. to 9:45 a.m. Workplace Tours, Workshops II, and Concurrent Sessions IV
- 9:45 a.m. to 10:15 a.m. Networking Break
- 10:15 a.m. to 11:30 a.m. Workplace Tours and Workshops II (*Continued*) and Concurrent Sessions V
- 11:45 a.m. to 1:45 p.m. Conference Luncheon Program and Grand Prize Drawing
- 1:45 p.m. Workplace Learning Conference Ends
- 2:00 p.m. to 5:00 p.m. Post-Conference Workplace Tours (*Pre-Registration Required*)

Monday

SESSIONS ♦ May 17

OPENING ACTIVITIES

- 7:30 a.m. to 6:00 p.m. Registration in the Main Lobby of the Midwest Express Center
- 7:45 a.m. to 8:30 a.m. Continental Breakfast Outside Ballroom C
- 8:00 a.m. to 8:30 a.m. First-Time Attendee Orientation (*Repeat of Sunday's Orientation*) in Room 102C
First-time attendees will receive helpful hints on how to make the most of their conference time and effectively navigate their way through the conference program.
- 8:45 a.m. to 10:15 a.m. Opening General Session in Ballroom D
Keynote by **Protase Woodford**: *Language on the Job or Why Can't They Be Like Me?*
- 10:15 a.m. to 10:45 a.m. Networking Break Outside Ballroom C

Concurrent Sessions I

10:45 a.m. to 12:00 p.m.

- ♦ **Go Figure! Learning Technologies' Progress through Innovation** **Room 101A**
Audience: All Levels *Session C1*
Description: Participants in this session will receive practical suggestions for implementing technology in an adult workplace basic skills math class. Presenters will demonstrate the technology and discuss findings from the pilot study. Since this technology was previewed at last year's Workplace Learning Conference, this session indeed demonstrates "Progress through Innovation."
Presenters: **Dr. Robert L. Smith**, Program Specialist, USWA/Institute for Career Development, Inc., Merrillville, Indiana
Stephanie Stalmah, Research Coordinator, USWA/Institute for Career Development, Inc., Merrillville, Indiana
- ♦ ♦ **Globalization: The Challenge of Workforce Training in the Developing World** **Room 101B**
Audience: All Levels *Session C2*
Description: This session will focus on corporate, union, and government efforts to train the workforce of developing countries in an era of globalization. Particularly relevant for employers and managers of global companies who are attempting to implement or improve training programs in their overseas offices. Also for policy makers and union members.
Presenters: **Rafik Mankarious**, Dean of Hamburger University, McDonald's Corporation, Oak Brook, Illinois
Robert S. McClusky, Education Specialist, Center for Human Capacity Development, U.S. Agency for International Development, Washington, D.C.
Donald E. Treinen, Executive Director, The Alliance for Employee Growth and Development, Inc., Landover, Maryland
Marilyn Zuckerman, Vice President, National Policy Association, Washington, D.C.
- ♦ **The Knowledge Advantage: Human Capital Measurement and Management** **Room 101C**
Audience: All Levels *Session C3*
Description: The future performance of firms will be determined in large part by how they create and leverage their intellectual capital. Without methods of measuring intellectual capital and its management, many firms will not realize its value, and firms will have no means of judging the effectiveness of investments in intellectual capital across organizations. The session will address the issues and implications of measuring human capital, and provide an assessment framework, developed by ASTD's Effective Knowledge Management Working Group.
Presenters: **Dr. Mary McCain**, Vice President of Policy and International Relations, American Society for Training and Development, Alexandria, Virginia
Glenn Davis, Davis Consulting: Guiding Workplace Change, New Haven, Connecticut

WORKPLACE LEARNING CONFERENCE

◇ Session Evaluation ◇

Session Number or Session Title: "Globalization: The Challenge of Workforce Training in the Developing World"

Question	Strongly Agree	Agree	Disagree	Strongly Disagree
1. The information presented in the session will be useful to my work or program.	2	4	2	0

Comments:

- Speakers tried to cover too much information and there was no time for discussion (2)

2. The presenter(s) were effective.	1	6	1	0
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Comments:

- Handouts of overheads would have been helpful

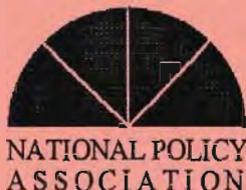
3. I would recommend this topic or a related topic for future conferences.	3	3	0	1
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Comments:

- Need for interactive discussion (3)



cleveland council on world affairs



***Labor and Business Perspectives on International Development
in the New Millennium***

**The Federal Reserve Bank of Cleveland
East 6th & Superior, Cleveland, Ohio
June 8, 1999**

AGENDA

- 8:30-9:00am Registration and Continental Breakfast**
- 9:00-9:15am Welcome and Introductions**
- Ambassador Anthony Quainton
President and CEO
National Policy Association
- 9:15-10:45am Public and Private Components of International Development:
Former Soviet Union/Eastern Europe Countries as Case Studies**
- Joel Freedman
Assistant to the President for Economic Development Programs
International Union of Bricklayers and Allied Craftworkers
- Andrew Spaltenstein
President
Spalton Corporation
- Ralph Lestock
Senior Consultant
Midland Standard Incorporated
- Anthony Quainton
Moderator

OVER

10:45-11:00am Break

11:00am-12:15pm Interactive Session on International Development Priorities

David Devlin-Foltz
Project Director, Global Interdependence Initiative
Aspen Institute

12:15-1:30pm Luncheon Address - International Development in an Era of Globalization

Emmy Simmons
Deputy Assistant Administrator
Economic Growth and Agricultural Development Center,
Bureau for Global Programs, Field Support and Research
U.S. Agency for International Development

1:30-3:15pm Aid, Trade and Investment: Achieving an Effective Balance

John Ryan
Executive Secretary
Cleveland AFL-CIO Federation of Labor

Jerry Torma
Director, Compensation and International Human Resources
Nordson Corporation

Vera Weill-Hallé
Director, Washington Liaison Office
International Fund for Agricultural Development

Ambassador Charles Dunbar
President
Cleveland Council on World Affairs
Moderator

3:15-3:30pm Conclusion and Closing Remarks

Anthony Quainton

3:30pm Tour of Federal Reserve Bank of Cleveland (optional)

*Funding for this program has been provided in part by
the U.S. Agency for International Development.*

Sunday	Monday	Tuesday	Wednesday
10:00 12:00 Registration <i>CCE Foyer</i>	7:30 8:30 a.m. Continental Breakfast; <i>CCE Lobby</i> 8:30 10:00 General Session II <i>DeBartolo Hall ; Room 101</i> BAC MEMBER SURVEY PRESENTATION Lydia desGroseilliers <i>LDG Associates</i> KEEPING MEMBERS WORKING: IMI TRAINING & CROSS TRAINING Joan Calambokidis, Eugene Stinner BAC CRAFT DIVISIONS John J. Flynn, James Boland, Lou Weir	7:30 8:30 a.m. Continental Breakfast; <i>CCE Lobby</i> 8:30 9:30 General Session III <i>DeBartolo Hall ; Room 101</i> NEGOTIATION STRATEGIES FOR THE 21ST CENTURY Michael Geraghty <i>Geraghty International Group</i>	7:30 8:30 a.m. Continental Breakfast; <i>CCE Lobby</i> 8:30 9:15 General Session IV <i>DeBartolo Hall; Room 101</i> ELECTION 2000: Rallying Rank and File Henry Sheinkopf <i>Sheinkopf Ltd.</i>
	BREAK	BREAK	BREAK
11:00 11:45 Orientation for First-Time Attendees <i>CCE Auditorium</i>	10:15 11:45 CRAFT WORKSHOPS I <i>[consult workshop schedules]</i>	9:45 12:00 ELECTIVE WORKSHOPS I <i>[consult workshop schedules]</i>	9:30 10:45 REQUIRED WORKSHOPS II <i>[consult workshop schedules]</i> ----- 11:00 12:15 REQUIRED WORKSHOPS III <i>[consult workshop schedules]</i>
12:00 Lunch <i>Morris Inn Courtyard</i>	12:00 Lunch <i>Morris Inn Courtyard</i>	12:00 Lunch <i>Morris Inn Courtyard</i>	12:15 Lunch <i>Morris Inn Courtyard</i>
1:30 3:15 General Session I <i>DeBartolo Hall ; Room 101</i> SAFEGUARDING OUR FUTURE John J. Flynn ISSUES FOR WORKING AMERICANS Rep. David Bonior	1:30 3:00 CRAFT WORKSHOPS II <i>[consult workshop schedules]</i> 3:15 4:45 CRAFT WORKSHOPS III <i>[consult workshop schedules]</i> 4:45 5:45 CRAFT DEMONSTRATIONS <i>CCE Courtyard</i> 5:30 7:00 CENTRAL PROCESSING OFFICE OPEN HOUSE 1657 Commerce Drive <i>[Shuttle bus service available]</i>	1:30 3:00 ELECTIVE WORKSHOPS II <i>[consult workshop schedules]</i> 3:15 4:45 ELECTIVE WORKSHOPS II <i>[consult workshop schedules]</i> 6:15 Reception and Dinner: Tippecanoe Place 620 West Washington <i>[Shuttle bus service available]</i>	CONFERENCE ADJOURNED!
3:15 4:30 REQUIRED WORKSHOPS III <i>[consult workshop schedules]</i>			
4:45 6:00 Reception <i>Morris Inn Courtyard</i>			

Creating a Local Union Website – Simple Keys to Cyberspace Success

DeBartolo Hall Computer Lab; Room 249

An orientation for Local leaders interested in bringing their Locals online.

Wayne Nicolosi

BAC Webmaster

Health and Safety: Identifying Ways to Protect Your Members

Room 206 CCE

Important information and guidance on identifying and addressing member health and safety concerns, including substance abuse problems on the job, ergonomic training, and contact dermatitis. Also – updates on proposed silica standards and the latest on dust abatement equipment.

Frank Stupar

IU Executive Vice President

Karen Greer

BAC Member Assistance Program

Chris Trahan

Center to Protect Workers' Rights

Eileen Betit

BAC Research and Economic Analysis

Labor, Trade and Foreign Aid

Room 250 CCE

A rare find, indeed – a labor view on trade and foreign assistance issues.

Joel Freedman

BAC Labor-Management Relations

Marilyn Zuckerman

Juliette Schindler

National Planning Association

Leadership and Interpersonal Communications

Room 212 CCE

Feeling capable, confident, and comfortable when communicating with members and employers is a strong advantage for any leader.

Joe Wrobel

Wrobel Consulting Services

Legal Issues in Construction

ETS Theatre, CCE (lower level)

Updates on PLAs, NLRB 10 (k) jurisdictional proceedings, and more.

Seymour Waldman

General Counsel

Jim Langford

Labor Counsel

Political Action

Room 210 CCE

The Labor 2000 election effort will be covered, including BAC Rapid Response teams and their role in registering voters, and getting-out-the-vote. All that, as well as a look at the new *Congress Plus* program for lobbying Congress and tracking key votes.

Joanna Reagan

Collin Keohan

BAC Government Relations

Don Hart

Assistant to the Secretary-Treasurer



 International Union of Bricklayers
Allied Craftworkers

John J. Flynn, President

16 August 1999

Ms. Marilyn Zuckerman
Ms. Juliette Schindler
National Policy Association
1424 16th Street, N.W.; Suite 700
Washington, D. C. 20036

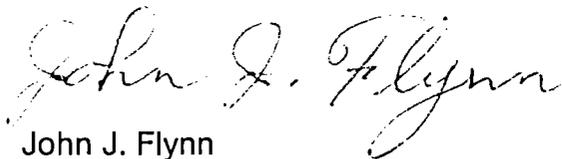
Dear Ms. Zuckerman and Ms. Schindler:

Just a note to express my appreciation to you both for joining forces with Joel Freedman at our Local Leadership Conference at Notre Dame.

I've heard great things about the Labor, Trade, and Foreign Aid workshop by those who attended.

I'd like to take this opportunity to thank you as well for your help over the past year in ensuring BAC's fullest participation in the Globalization and Development Project. It's been a worthy, instructive experience for all of us.

Sincerely,


John J. Flynn

**FAC Fall 1998 Meeting
Washington, DC
September 16-18, 1998
ATTENDANCE**

Members

Dr. Walter J. Ambruster

President
Farm Foundation
Oak Brook, IL

Professor Sandra S. Batie

Elton R. Smith Professor in Food and Agriculture Policy
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Michigan State University
East Lansing, MI

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Managing Director, World Trade
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Federal Reserve Bank of Kansas City
Kansas City, MO

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Director and Senior Fellow
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Program Director
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Rural Development Department
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Guests

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Ms. Catherine Bunyan

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European Commission Delegation to the United States
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Associate Dean & Director of Agricultural Research Programs
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Speakers

Mr. Dane Bernard

Vice President, Food Safety Programs
National Food Processors Association
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Rt. Hon. James Bolger

Ambassador
New Zealand Embassy
Washington, DC

Mr. Howard A. Forman

Director, Research Office
United Food and Commercial Workers Int'l Union, AFL-CIO
Washington, DC

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DuPont Agricultural Enterprises
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Harvard University
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U.S. Department of Agriculture
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Ms. Juliette Schindler
Globalization and Development Coordinator
National Policy Association
Washington, DC

Ms. Casandra A. Van Ryzin
Assistant to the Senior Vice President
National Policy Association
Washington, DC

**Global Economic Council Meeting
Washington, DC
November 5-6, 1998
ATTENDANCE**

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Group Executive V. P. and Chief Administrative Officer
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Distinguished Professor Emeritus of Intersocietal Relations
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National Center for Food and Agricultural Policy
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Washington, DC

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Mr. Douglas C. Worth

Former Senior Managing Director
Hills & Company International Consultants
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Ms. Carolyn Gatov

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Ameritech International
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Senior Business Associate
Corporate Development
Siemens Corporation
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Mr. Pramode Verma

Managing Director
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Lucent Technologies Systems
Warren, NJ

Mr. Kenneth J. Warnock

Director
International Telecommunications Group
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New York, NY

Dr. Herbert E. Weiner

Consultant
U.S. Department of State
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Speakers

Jr. George A. Akerlof

Senior Fellow
The Brookings Institution
Washington, DC

Dr. Dean Baker

Macroeconomist
Economic Policy Institute
Washington, DC

Mr. Michael Calingaert

Guest Scholar, The Brookings Institution
Executive Director
The Council for the United States and Italy
Washington, DC

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Assistant Trade Representative
United States Trade Representative
Washington, DC

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Fellow, Foreign Policy Studies Program
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American University, and Visiting Fellow,
Institute for International Economics
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Kennedy School of Government
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Congressional Research Service
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Mr. Howard D. Samuel

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Labor/Industry Coalition for International Trade
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**FAC Spring 1999 Meeting
Washington, DC
March 10-12, 1999
ATTENDANCE**

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Farm Foundation
Oak Brook, IL

Professor Sandra S. Batie

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East Lansing, MI

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President and CEO
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VP - Biotechnology, Regulatory and External Affairs
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DuPont Agricultural Enterprises
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CIESIN (Center for Int'l Earth Science Information Network)
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Executive Vice President
Council for Agricultural Science & Technology
Ames, IA

Mr. and Mrs. Gene L. Swackhamer (Sharon)

President (Retired)
Farm Credit Bank of Baltimore
Sparks, MD

Guests

Ms. Ria de Grassi

Director, National Affairs and Research
California Farm Bureau Federation
Sacramento, CA

Mr. Howard A. Forman

Director, Research Office
United Food and Commercial Workers Int'l Union, AFL-CIO
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Ms. Barbara Kivimae Krimgold

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Association for Health Services Research
Washington, DC

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University of Maryland
College Park, MD

Mr. Howard D. Samuel

Executive Director
Labor/Industry Coalition for International Trade
Washington, DC

Speakers

Hon. Paul M. Cleveland

President
The United States - New Zealand Council
Washington, DC

Mr. Charles E. Coco

President, Administration, Technology and
Business Development
Protein Technologies International, Inc.
St. Louis, MO

Ms. Kristin Dawkins

Director, Program on Trade and Agriculture
Institute for Agriculture and Trade Policy
Minneapolis, MN

Dr. Luz Maria de la Mora

Counselor, Secofi-NAFTA Office
Embassy of Mexico
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Dr. Larry Deaton

Director, Asia & the Americas Division
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U.S. Department of Agriculture
Washington, DC

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Biotechnology Industry Organization
Washington, DC

Mr. Marvin Hildebrand

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Economic and Trade Policy Section
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Globalization and Development Coordinator
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Ms. Marilyn Zuckerman

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Washington, DC

North American Committee/Global Economic Council Joint Meeting
Washington, DC
March 25-27, 1999
ATTENDANCE

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Sea Bright, NJ

Mr. Eduardo Argil

Partner in Charge--Agribusiness, Food and Automotive
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Mr. Barry Campbell

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National Policy Association
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AMROP International Mexico
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Labor/Industry Coalition for International Trade
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A S E R C A
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Garza García, N.L.

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Sumitomo Corporation of America
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Managing Director -
Scudder Kemper Investments, Inc.
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Dr. C. Fred Bergsten
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Institute for International Economics
Washington, DC

Hon. Jorge A. Chávez Presa
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U.S. Department of State
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Latin America and the Caribbean Region
The World Bank
Washington, DC

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Director, Public Policy Department
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Columnist, The National Journal
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Ms. Juliette Schindler

Globalization and Development Coordinator
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Ms. Marilyn Zuckerman

Vice President
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WSS Memorial Lecture
Willard Hotel, Washington, D. C.
April 7 - , 1999
ATTENDANCE

Guests

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Washington, DC

Ms. Julianne Altieri

International Finance Advisor
Liaison Office to Int'l Development Institutions
Siemens Financial Services, Inc.
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Ms. Deborah Alves

Associate Director
Women's Foreign Policy Group
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Mr. Richard Andrews

Managing Director
Deloitte & Touche
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Mr. James A. Auerbach

Senior Vice President
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Mr. Anthony Baiad

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Barents Group, LLC
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Ms. Pauline H. Baker

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The Fund for Peace
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Mr. Marc Barthello

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Assistant Director
Motorola Inc.
Washington, DC

Mr. Kevin Boyd

Division Director
International Trade Administration
U. S. Dept of Commerce

Mr. Wolf Brueckmann

Executive Director, Europe
U.S Chamber of Commerce

Mr. Charles Brunton

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Ms. Melanie Carter-Maguire

Director--Gov't Relations
International Department
Northern Telecom
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Mr. Ivan Cederholm

Counselor for Development Bank Procurement
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Mr. Raymond M. Cesca

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Mr. Jerry Chambers

Assistant Director, International
American Home Products Corp.
Washington, DC

Dr. Judith A Chambers

Director, International Government Affairs
Monsanto Company
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Ms. Mary Chambliss

Deputy Administrator, Export Credits
Foreign Agricultural Service
United States Department of Agriculture
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Mr. Thomas Chesney

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Bell Helicopter Textron, Inc.
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06/14/99 NAB Staff: Deborah A. Lum, Southeast Region
Bonnie Harris
Community Affairs
E.D.S.
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06/14/99 NAB Staff: Terry Wilson, Southwest Region
Linda Brochetti-Kirby
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06/18/99 NAB Staff: Peter T. Koch, Northeast Region
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Madelyn Cobb
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06/22/99 NAB Staff: Deborah A. Lum, Southeast Region
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Kennesaw GA

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06/28/99 NAB Staff: Deborah A. Lum, Southeast Region
Susan Madda
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Norell
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06/28/99 NAB Staff: Deborah A. Lum, Southeast Region
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Marvy Walker
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John Steward
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Hyatt
Atlanta GA

06/30/99 NAB Staff: Deborah A. Lum, Southeast Region
Chris Nezda
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CMD
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07/01/99 NAB Staff: Deborah A. Lum, Southeast Region
Allen Brown
Training Manager, Atlanta Division
Publix SuperMarkets
Marietta GA

7/1/99 NAB Staff: Deborah A. Lum, Southeast Region
Chris Womack
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Southern Company
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Richard Sibbernsen
Vice-President Human Resources
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James Brett
President & CEO
The New England Council
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NAB Staff: Deborah A. Lum
Bill Pinto
Group President
Hardin Construction Group
Atlanta GA

NAB Staff: Peter T. Koch
Lisa Medeiros
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Manufacturer's Partnership of Rhode Island
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NAB Staff: Peter T. Koch
Steve Crawford
Director
Governor's Workforce Development Board
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NAB Staff: Peter T. Koch
Martha Harris
Chief Operating Officer
Pennsylvania Human Resources Investment Council
Harrisburg PA

NAB Staff: Peter T. Koch
Victor Tosi
Director
New York Job Training Council
Albany NY

**AID Symposium
Cleveland, OH
June 8 - , 1999
ATTENDANCE**

Guests

Myriam Abisor

French-American Chamber of Commerce
Westlake, OH

Simone Aguiar

Baldwin-Wallace College
Berea, OH

Zarema Arutyunova

International Business Intern
Nordson Corporation
Westlake, OH

Tom Berges

Vice President of Human Resources
Century Products Corporation
Macedonia, OH

Margaret Boros

President
People Matters, Inc.
Cleveland, OH

Marcia Brandstadt

Administrative Manager
Cleveland World Trade Association
Cleveland, OH

Eileen Burkhart

Certified Financial Planner
The Cleveland Financial Group
Cleveland, OH

Hugh Calkins

President
Initiative in Urban Education
Cleveland, OH

Hon. Jean Murrell Capers

Legal Advisor
National Association of Women of Color
Cleveland, OH

Nancy Cronin

International/Government Relations
Port Authority
Cleveland, OH

Bill Curtis

Program Director
American Language Academy
Westlake, OH

David Devlin-Foltz

Program Director
Global Interdependence Initiative
The Aspen Institute
Washington, DC

Eileen Doherty

Professor of Political Science
Department of Political Science
Case Western Reserve University
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Kyan Donaldson

Director of Public Programs
Cleveland Council on World Affairs
Cleveland, OH

Charles Dunbar

President
Cleveland Council on World Affairs
Cleveland, OH

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Professor of Economics
Baldwin-Wallace College
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Field Representative
Northern Ohio District Council (Local #5)
Akron, OH

Mr. Joel Freedman

Assistant to the President for Labor Management Relations
Int'l Union of Bricklayers & Allied Craft Workers
Washington, DC

Michelle Gillcrist

District Representative
Office of Senator Mike DeWine
Cleveland, OH

Jack Green

Busienss Manager
Akron Bricklayers Local No. 7
Akron, OH

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President
Organization Improvement Associates
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Sarah Jaquay

Associate Director
Career Management Center
Weatherhead School of Management
Cleveland, OH

Gaila Klimas

Director and CEO
Adolfas Kilmas Free Speech Forum
Cleveland, OH

Ken Kudela

Field Representative
Bricklayers & Allied Workers
Elyria, OH

Sven Langmack

President
Niagara Custombuilt Manufacturing Co.
Cleveland, OH

Ralph Lestock

Senior Consultant
Midland Standard Inc.
Cleveland, OH

David Levey

Columnist
Crain's Cleveland Business
Cleveland, OH

William Liedtke

Attorney
North Olmsted, OH

Dorothy Lungmus

Member
Cleveland Council on World Affairs
Cleveland, OH

Bud McTaggart

AFL-CIO
Cleveland, OH

Megan Mentrek

Cleveland Council on World Affairs
Cleveland, OH

Robert Meyer

President
Work in Northeast Ohio Council
Independence, OH

Claire Scott Miller

President
C. Scott Miller & Associates
Cleveland, OH

Sandra Morgan

Regional Manager
World Trade Center Cleveland
Cleveland, OH

Jack Nettis, Jr.

Program Director
North Coast Int'l Trade Assistance Center
Painesville, OH

Masafumo Okamoto

Calpis Co., Ltd.
Westlake, OH

Michael Schilling

Director of International Development
TRW, Inc
Cleveland, OH

Kristian Schneider

Nordson Corporation
Westlake, OH

Francis Sherman

President
Ted Sherman Marketing Communications, Inc
Willoughby Hills, OH

Ben Shouse

AFL-CIO
Cleveland, OH

Emmy Simmons

Deputy Assistant Administrator
Bureau for Global Programs
USAID
Washington, DC

Andrew Spaltenstein

President
Spalton Corporation
Cleveland, OH

Arthur Stupay

President
Tower Research
Cleveland, OH

Sarah Sweet

Hood College
Westlake, OH

Linda Tobin

Cleveland Heights, OH

Joan Tressler

Trustee
Cleveland Council on World Affairs
Pepper Pike, OH

Paul Unger

Vice President
Cleveland Council on World Affairs
Cleveland, OH

Juan Vargas

Cleveland World Trade Association
Cleveland, OH

Joyce Wallace

Special Projects
The City Club
Cleveland, OH

Ms. Vera P. Weill-Hallé

Representative
International Fund for Agricultural Development
Washington, DC

Bobby Wells

Business Manager
Local 1099
Cleveland, OH

Jeffrey Yamaguchi

Kowa Co. Ltd.
Westlake, OH

Vladislav Yerukhim

President
Global Market Research & Development
Willoughby, OH

Staff

Mr. Anthony C.E. Quainton

President and CEO
National Policy Association
Washington, DC

Ms. Juliette Schindler

Globalization and Development Coordinator
National Policy Association
Washington, DC

Ms. Marilyn Zuckerman

Vice President
National Policy Association
Washington, DC

**International Union of Bricklayers and Allied Craftworkers
Local Leaders' Program, South Bend, Indiana**

Labor, Trade and Foreign Aid
Workshop Attendance List
August 3, 1999

Presenters:

Joel Freedman
Juliette Schindler
Marilyn Zuckerman

Attendees:

Bognar, Joe
Chapman, Raymond
Colo, Charles
Guindon, Jean N.
Hahn, David G.
Ihlenfeld, Timothy
Kudela, Kenneth C.
Lockwood, James
Nix, William
Pesterfield, Arnold G.
Rose, Daniel D.
Socha, Terry
Urbaniak, Paul
Weaver, Al
Wenzel, Michael D.
Winbush, Zachary

Local:

1 Michigan
1 Michigan
4 Quebec
Wisconsin ADC
Wisconsin ADC
Northern Ohio ADC
8 New York
Southern Ohio
5 Tennessee
Western New York ADC
Wisconsin ADC
Southern Ohio ADC

1 Pennsylvania/Delaware
1 New York



BAC Survey Results 1999
(73 respondents)

The National Policy Association (NPA) is an economic and social research institution that brings together business and labor organizations to address national and international issues. In connection with a grant sponsored by the U. S. Agency for International Development (USAID), NPA is working with BAC and the National Alliance of Business (NAB) to gain insight and gather information on labor and business perspectives on the impact of foreign assistance and overseas development in our global economy.

1. In your view, how important is it for the United States to play a major role in foreign affairs? *Please check one of the following:*

- 62% very important
- 29% important
- 7% somewhat important
- 2% not important

2. How do you feel the U.S. should carry out its leadership role in foreign affairs?

Most Important	Least Important
10% through military power	8%
43% through economic power/sanctions	0%
36% through aid and development strategies	0%
21% through the United Nations (UN) or other multilateral org's	6%
No role	86%

3. Do you feel that developing economies are receiving adequate assistance from the private sector through trade, investment, and business, or is aid from the U.S. government as well as multilateral organizations such as the UN and World Bank also needed? *Please check one:*

- 19% private sector only
- 78% private sector, U.S. government, and multilateral bodies
- 3% no opinion

4. What percent of the U.S. federal budget would you say is spent on foreign aid?

9% 25%

20% 15%

26% 10%

31% 5%

14% less than 1%

5. Do you feel the amount the U.S. spends on foreign aid is:

35% too much

21% too little

44% about right

6. Which statement best describes how you feel about U.S. foreign assistance? *Please check one response:*

1% Foreign aid is basically throwing money away.

23% There's too much waste in aid programs, due to U.S. bureaucratic obstacles and/or corruption at the receiving government's end.

23% U.S. foreign assistance, together with multilateral and other countries' aid, is helpful to developing nations to a limited extent.

53% U.S. foreign assistance is an investment that creates allies and dynamic markets for U.S. exports.

3% No opinion

7. Do you believe U.S. foreign aid to developing nations should be contingent in any way on a nation's human rights policies, and/or adherence to international labor standards?

94% yes

6% no

8. Do you feel that U.S. foreign aid should be used to help 'level the playing field' for workers in developing nations?

92% yes

8% no

If you answered "yes," should foreign aid be used to help workers in a developing nation even at the expense of certain U.S. business interests there?

71% yes

29% no

9. We have listed the foreign assistance priorities of the U.S. Agency for International Development (USAID) below. Of the four priorities, how would you rank these in order of importance?

Top priority:

Last Priority:

28% Encouraging economic development

16%

35% Humanitarian assistance

8%

6% Environmental protection

58%

37% Building democratic institutions, such as trade unions

14%

10. Are there benefits to the U. S. from having U.S. government agencies like USAID involved in training foreign workforces?

95% yes

5% no

NPA Survey: Your Organization and Developing Countries

Workplace Learning Conference, Milwaukee, WI, May 17, 1999

Globalization: The Challenge of Workforce Training in the Developing World

15 Responses

The National Policy Association, in conjunction with the National Alliance of Business and the International Union of Bricklayers and Allied Craftworkers, is conducting a project on the role and impact of overseas development in an increasingly globalized economy. As part of this effort, we would appreciate your views to enhance the dialogue between business and labor on this topic.

1. Does your organization operate in developing countries, either directly or through subsidiaries?

47% Yes

53% No

2. Is workforce development in the emerging market countries in which it operates of concern to your organization?

70% Yes

30% No

3. Do you see a benefit for a U.S. government body like USAID to be involved in training the workforce in countries in which you operate?

73% Yes

7% No

20% Unsure/no opinion

4. Do you consider the workforce development issues confronting business operating in *developing* countries to be much different than those confronting business operating in more *developed* countries?

77% Yes

23% No

5. If yes, what are the key differences?

16% a. Lower skills of workforce

28% b. More literacy training needed

32% c. More technology training needed

24% d. Language barriers

e. Other:

1. Cultural issues - the western work ethic

2. Customs

3. Lack of jobs

4. Infrastructure barriers

6. How do you view U.S. foreign assistance?

- 0% a. Foreign aid is basically throwing money away.
- 13% b. There is too much waste in the aid program, due to US bureaucracy and/or corruption at the recipient government's end.
- 6% c. No opinion
- 20% d. US foreign assistance, in conjunction with multilateral and other countries' aid, is helpful to the recipient countries to a limited extent.
- 60% e. US foreign aid is an investment which creates allies and dynamic markets for exports.

7. USAID's present foreign assistance priorities are listed below.

How would you rank them in order of importance?

Most Important

Least Important

- | | | |
|------------|-------------------------------------|------------|
| <u>61%</u> | a. Economic development | <u>0%</u> |
| <u>7%</u> | b. Humanitarian assistance | <u>9%</u> |
| <u>15%</u> | c. Environmental protection | <u>9%</u> |
| <u>0%</u> | d. Population, health and nutrition | <u>9%</u> |
| <u>15%</u> | e. Promoting democracy | <u>73%</u> |

8. What percent of the U.S. federal budget is spent on foreign aid?

- 0% a. 25%
- 13% b. 15%
- 20% c. 10%
- 33% d. 5%
- 20% e. Less than 1%
- 13% f. Don't Know

9. Is the amount the U.S. spends on foreign aid:

- 9% a. Too much
- 55% b. Too little
- 36% c. About right

10. Please elaborate on any of the above or comment below:

1. Until our own country is healthy and training is offered to all segments, cannot support other countries receiving more of our resources.
2. We need to start thinking about the world as a single community - "foreign" aid should not be seen as such.
3. It is imperative that we support the economic development of emerging countries for the positive aspects this will bring to everyone.
4. Barring human rights violations, each country needs to be honored for their type of government, democracy is not necessarily the best form everywhere.



International Development Symposium, Cleveland
June 8, 1999
32 respondents

Survey on Foreign Assistance and Development June 1999

The National Policy Association (NPA) is an economic and social research institution that brings together business and labor organizations to address national and international issues. In connection with a grant from the U. S. Agency for International Development (USAID), NPA is working with the International Union of Bricklayers and Allied Craftworkers (BAC) and the National Alliance of Business (NAB) to gain insight and gather information on labor and business perspectives on the impact of foreign assistance and overseas development in our global economy. In an effort to generate more constructive dialogue between business and labor on this topic, we'd appreciate it very much if you would respond to the following questions:

1. In your view, how important is it for the United States to play a major role in foreign affairs? *Please check one of the following:*

85% very important
12% important
3% somewhat important
0% not important
0% no opinion

2. How do you feel the U.S. should carry out its leadership role in foreign affairs?
Please rank the following statements in order of their importance using the numbers 1, 2, 3, 4, and 5, with "1" being the most important role, and "5" being least important.

Most important

0% through military power

24% through economic power/sanctions

53% through aid and development strategies

24% through the United Nations (UN) or other multilateral organizations

0% no major role

Least important

42%

0%

0%

6%

52%

3. Do you feel that developing economies are receiving adequate assistance from the private sector through trade, investment, and business, or is aid from the U.S.

government, as well as multilateral organizations such as the UN and World Bank, also needed? *Please check one:*

3% private sector only

94% private sector, U.S. government, and multilateral bodies

3% no opinion

4. What percent of the U.S. federal budget would you say is spent on foreign aid?

4% 25%

12% 15%

15% 10%

31% 5%

38% less than 1%

5. Do you feel the amount the U.S. spends on foreign aid is:

6% too much

66% too little

28% about right

6. Which statement best describes how you feel about U.S. foreign assistance?

Please check one response:

0% Foreign aid is basically throwing money away.

18% There is too much waste in aid programs, due to U.S. bureaucratic obstacles and/or corruption at the receiving government's end.

38% U.S. foreign assistance, together with multilateral and other countries' aid, is helpful to developing nations to a limited extent.

44% U.S. foreign assistance is an investment that creates allies and dynamic markets for U.S. exports.

0% No opinion

7. Do you believe U.S. foreign aid to developing nations should be contingent in any way on a nation's human rights policies, and/or adherence to international labor standards?

91% yes

9% no

8. We have listed the foreign assistance priorities of the U.S. Agency for International Development (USAID) below. Of the four priorities, how would you rank these in order of importance? *Please use the numbers 1, 2, and 3, and 4, with "1" being the most important priority, and "4" being least important.*

Most Important

45% Encouraging economic development

9% Humanitarian assistance

0% Environmental protection

36% Population, health and nutrition

9% Promoting democracy

Least Important

9%

12%

30%

9%

39%

9. Please elaborate below on any of the previous questions, or comment further on this topic:

- *With regard to question #8, I think it is difficult to assign hard and fast priorities. I think these priorities must be considered/determined by the individual country/situation.*
- *The United States should help but not try to run and dominate the various countries aided.*
- *We have been too slow in organizing a Marshall Plan for Russia, Eastern Europe, Asia, and Africa.*
- *Fair trade is very important.*
- *With regard to question #3, there is not enough private sector investment in developing economies and federal support/guarantees will always be necessary to support private investment in places without a system of rule of law.*
- *We tend to be shocked when countries we have aided turn against us, or don't follow our principles. Do we research other countries well enough before sending funds and expertise?*
- *I'm often upset by U.S. demonstration or evidence of arrogance of power. Why not work with the UN more, not less?*
- *I think the attractive power of the U.S. market should be used gradually to encourage better labor standards in countries which wish to export to the US. The standards should be set and from time to time raised by a UN body.*

Follow-up Survey on Foreign Assistance and Development June 1999

In an effort to assess the impact of today's symposium, we would appreciate it very much if you would respond to the following questions:

1. In your view, how important is it for the United States to play a major role in foreign affairs? *Please check one of the following:*

80% very important
20% important
0% somewhat important
0% not important
0% no opinion

2. How do you feel the U.S. should carry out its leadership role in foreign affairs? *Please rank the following statements in order of their importance using the numbers 1, 2, 3, 4, and 5, with "1" being the most important role, and "5" being least important.*

Most Important		Least Important
<u>0%</u>	through military power	<u>40%</u>
<u>20%</u>	through economic power/sanctions	<u>0%</u>
<u>40%</u>	through aid and development strategies	<u>0%</u>
<u>40%</u>	through the United Nations (UN) or other multilateral organizations	<u>0%</u>
<u>0%</u>	no major role	<u>60%</u>

3. Do you feel that developing economies are receiving adequate assistance from the private sector through trade, investment, and business, or is aid from the U.S. government as well as multilateral organizations such as the UN and World Bank also needed? *Please check one:*

0% private sector only

100% private sector, U.S. government, and multilateral bodies

0% no opinion

4. The U.S. spends less than half of 1% of its annual budget on foreign assistance. Do you think this amount should be:

80% Increased

0% Decreased

20% No change

5. Which statement best describes how you feel about U.S. foreign assistance?
Please check one response:

0% Foreign aid is basically throwing money away.

20% There is too much waste in aid programs, due to U.S. bureaucratic obstacles and/or corruption at the receiving government's end.

20% U.S. foreign assistance, together with multilateral and other countries' aid, is helpful to developing nations to a limited extent.

60% U.S. foreign assistance is an investment that creates allies and dynamic markets for U.S. exports.

0% No opinion

6. Do you believe U.S. foreign aid to developing nations should be contingent in any way on a nation's human rights policies, and/or adherence to international labor standards?

80% yes

20% no

7. We have listed the foreign assistance priorities of the U.S. Agency for International Development (USAID) below. Of the four priorities, how would you rank these in order of importance? *Please use the numbers 1, 2, and 3, and 4, with "1" being the most important priority, and "4" being least important.*

Most Important		Least Important
<u>60%</u>	Encouraging economic development	<u>0%</u>
<u>0%</u>	Humanitarian assistance	<u>0%</u>
<u>0%</u>	Environmental protection	<u>20%</u>
<u>40%</u>	Population, health and nutrition	<u>0%</u>
<u>0%</u>	Promoting democracy	<u>80%</u>

8. What is the most important information or idea that you gained from the speakers' presentations and/or the discussion period today?

- *It is important to understand (work with and change) the remaining Soviet mindset in the post-Soviet Central and Eastern Europe in order to develop the needed infrastructure for the economic/democratic/civil society growth.*
- *The degree of altruism surprised me. Nonetheless, at times I felt attitudes verged on ethnocentrism. I'm not sure the U.S. still doesn't have a "messiah complex".*
- *That unions are more interested in other countries allowing union organization than in higher wages, shorter hours, etc. there.*
- *The notion that "inside the Beltway" policymakers don't understand how the average American is affected by globalization.*
- *Gaining knowledge of some of the specific effects of aid and globalization.*

9. Please elaborate below on any of the previous questions, or comment further on this topic:

- *Central-East Europeans, e.g., Poland, Estonia, Lithuania, Czech Republic, etc. are basically Western and culture countries, therefore the post-Communist "differences" need not be considered as differences in cultural attitudes. American involvement is very important.*
- *I was impressed by the knowledgeable comments by the AFL-CIO people.*
- *Creating reasonable, incremental fair labor standards and use them as the conditions for MFN treatment. I will look up the ILO standards, but I doubt that they serve the purpose I have in mind. When NPA finishes Cuba I hope it takes this on.*

List of Publications Included

(2 copies of each)

Creating an International Development Framework, James D. Wolfensohn, Walter Sterling Surrey Memorial Series, 1999.

The Challenges of Globalization for U.S. Development Assistance, Emmy Simmons, NPA Policy Brief, 1999.

Business and Labor Dialogue, Vol. 2, No. 3 and 4, Vol. III, No. 1 and 2.

Workforce Economics Trends, Summer 1999, National Alliance of Business.

Business Coalition Network Update, August 1999, National Alliance of Business.

Chalkline, Vol. 5, Issue 2, February 1999, International Union of Bricklayers and Allied Craftworkers.

“BAC and the World”, *Journal*, January 1999

Article printed in International Development Conference publication *Ideas and Information*

*August/September issue of BAC *Journal* and BAC *Chalkline* not yet in distribution and will be forwarded to USAID when available

Business & Labor Dialogue

Autumn 1998

Vol. II/No. 3

In This Issue

Business & Labor Dialogue is a quarterly newsletter addressing the U.S. role in international development from the perspective of the private sector. In addition to sponsorship by the Carnegie Corporation of New York, *Dialogue* is now partially sponsored by the U.S. Agency for International Development as part of an NPA project to stimulate discussion on international development issues.

This issue highlights labor and environmental issues in Mexico. Francisco Hernández Juárez, of the National Union of Workers and the Mexican Telephone Workers Union (STRM), focuses on the effects of globalization on Mexican workers and on the need for strong labor unions to further Mexico's democratic development.

Louis E. Moore, of the Communications Workers of America, presents on page 2 the history of CWA's cooperation with STRM and with the Communications, Energy, and Paper Workers Union of Canada and emphasizes the importance of this trilateral union relationship.

On page 3, Andrew Mangan, of the Business Council for Sustainable Development-Gulf of Mexico, highlights the private sector development initiatives of the BCSD-GM, which brings together business leaders from the United States and Mexico to engage in projects that help achieve sustainable development.

This issue also includes a list of organizations involved in economic, social, and political development in Latin America.

The National Union of Workers: Restructuring Labor Unions in Mexico

*by Francisco Hernández Juárez
Joint President, National Union of Workers,
and Secretary General, Mexican Telephone Workers Union*

In spite of decreasing union membership and the general weakening of union influence worldwide, the necessity of maintaining representative, democratic unions is stronger than ever. Unions are critical institutions not only for workers, but also for employers and society in general.

The recent decline of unionism is related to the restructuring of the world economy. Globalization is deepening social inequalities and increasing unemployment rates, which magnifies the need for independent, strong unions. Business competitiveness, productivity, and efficiency are closely linked to a higher participation of workers and human resource managers as businesses face today's technological, production, and marketplace challenges.

Globalization also highlights the fact that economic, social, and political systems are not self-regulating. These systems can be most effectively regulated through dialogue, social contracts, collective bargaining, mutual expectations, and commitment between labor and manage-

ment. Managers who believe that the best future for business is not to have unions, or to have unions controlled by business or government, are more mistaken today than ever before. Without a change in this "business culture" of union intolerance, the next generation of business leaders and managers will have no representative and reliable interlocutors from organized labor at a time when businesses' most important asset will be human resources. Worker skills, creativity, and lifetime commitment to a business will be key to business success and to the success and development of the global economy.

These factors underscore the necessity of transforming and reinvigorating labor unions, particularly in Mexico where the process of globalization is well under way. To this end, a group of leading unions attempted to transform and democratize the Mexican Congress of Labor (the main insti-



*Francisco
Hernández Juárez*

(Continued on page 4)

The Communications Unions in North America Cooperate to Promote Labor Rights and Development

by *Louis E. Moore*

Director, International Affairs, Communications Workers of America

The Communications Workers of America (CWA) has long recognized the significance of free and independent union movements in strengthening civil society and as a pillar of democratic development. Through its involvement in Communications International (CI), CWA has promoted the concept of assisting communications unions in Central and South America and other parts of the world to develop, to become stronger, and to be more representative.

In 1992, two years prior to the passage of the North American Free

Trade Agreement (NAFTA) and the side agreements on Labor Cooperation, the Mexican Telephone Workers Union (STRM), the Communications, Energy, and Paper Workers Union of Canada (CEP), and CWA entered into a formal alliance. The alliance's objectives include strengthening the respective North American labor organizations; promoting international solidarity with full national autonomy; facilitating the exchange of trade union information, knowledge, and experience; and working together to defend worker and human rights in North America.

Although the relationship among the three telecommunications unions in North America goes back many years both within CI and on a bilateral basis, it has been strengthened by the formal alliance. Constant communication and meetings have brought together the leadership of these unions—Morton Bahr, CWA; Francisco Hernández Juárez, STRM; and Fred Pomeroy, CEP. The leadership has developed strategies to maintain a united front vis-à-vis the effects of NAFTA not only on telecommunications workers, the industry, and its unions, but also on the three countries' trade union movements in general.

When Southwestern Bell, whose workers are represented

by CWA, purchased 49 percent of TelMex and created a common employer for telephone workers on both sides of the Mexican-U.S. border, CWA and STRM began joint training of organizers in border towns and intensified the sharing of information and data. This also helped create new relationships among other local unions on both sides of the border.

The trilateral union relationship has played an important role in implementing the NAFTA labor side agreement in resolving labor disputes involving the United States and Mexico. The alliance has worked in several NAFTA cases to protect worker rights to organize and to bargain collectively for higher wages, job security, improved working conditions, and a rising standard of living. In Sprint vs. CWA in 1995, CWA and STRM filed a joint complaint under the labor side agreement accusing the U.S. government of allowing Sprint to violate labor laws by blocking an organizing campaign among workers at the La Conexion Familiar telemarketing division of Sprint. In 1996, CWA filed a complaint on behalf of STRM and the Federation of Goods and Services Companies of Mexico charging that Mexico had failed to enforce its labor laws when Maxi-Switch tried to prevent its workers from joining a union of their own choosing.

These examples underscore that the special cooperative relationship between CWA and STRM has resulted in more worker freedom to organize and improve conditions. The relationship among the communications unions in North America pro-

(Continued on page 4)

MEXICO IN BRIEF

Population, 1997 (millions)	94.8
Population annual growth, 1991-97 (%)	1.8
GNP, 1997 (US\$ billions)	348.9
GNP per capita, 1997 (US\$)	3,680
Life expectancy at birth, 1995 (years)	72
Infant mortality, 1996 (per 1,000 births)	32
Population living on less than \$1 per day, 1992 (%)	14.9
Access to safe water, 1995 (% of population)	83
Illiteracy, 1995 (% of population age 15+)	10
Average wage, manufacturing, 1997 (US\$ per hour)	1.5
Agriculture, 1997 (% of GDP)	5.8
Industry, 1997 (% of GDP)	28.3
Services, 1997 (% of GDP)	65.9

Sources: World Bank, *World Development Indicators* (Washington, DC, 1998); and INEGI, *Encuesta Industrial Mensual* (monthly industrial survey).

The Business Council for Sustainable Development - Gulf of Mexico

*by Andrew Mangan
Executive Director, BCSD-GM*

The Business Council for Sustainable Development-Gulf of Mexico (BCSD-GM) is a non-profit assembly of business leaders from the United States and Mexico dedicated to creating cross-border public-private partnerships for promoting and implementing sustainable development. Established in 1993, BCSD-GM was founded on the belief that business success will be increasingly measured by its contribution to economic, social, and environmental sustainability. The Council's goal is to pursue projects and policy options that offer concrete, measurable ways to achieve sustainable development.

The Council's projects include:

- Finding by-product synergies to convert waste streams into product streams. By-product synergy has been successfully implemented by TXI and Chaparral Steel in the United States as well as a by a group of companies in Tampico, Mexico.
- Sustainable forest management projects on the Mississippi River Delta and in Campeche, Mexico.
- Ecosystem recovery in La Laguna, Mexico.
- Education on sustainable development through a museum exhibit and university partnerships.
- Environmental cost accounting.

BCSD-GM has a U.S. and a Mexican chapter that share common

goals and serve both sides of the border. Beginning in 1998, BCSD-GM is supported by two organizations, the Foundation for Sustainable Development, a non-profit corporation dedicated exclusively to the charitable and educational promotion of sustainable development, and the BCSD-Service Organization, a self-sustaining for-profit corporation providing actionable sustainable development projects to the world network of regional BCSDs.

Member companies are represented by senior executives of their respective companies. Members in Mexico are Grupo Primex, ICA Fluor Daniel, Celanese Mexicana, Inmobiliaria Intersterial, Grupo IMSA, Alpek Alfa, Albright & Wilson Troy de México, Dupont, Centro Empresarial de Tampico, CEDES Latinoamerica, Campechana de Vehículos, NHUMO, Cryoinfra, and Petróleos Mexicanos. U.S. members are TXI, Radian International, Temple-Inland Forest Products, Thompson & Knight, Bechtel Corporation, Conoco, Vinson & Elkins, CSW International, Triangle Pacific, TU Electric, Westvaco, and Hatch Associates Consultants.

BCSD-GM is a regional arm of the World Business Council for Sustainable Development, a 125-member group focused on global sustainable development policy issues, based in Geneva, Switzerland. ■

Resource List

Business Council for Sustainable Development-Gulf of Mexico
4425 South Mopac, Bldg. III, Suite 500
Austin, TX 78735
TEL 512-892-6411 FAX 512-892-6443

Inter-American Dialogue
1211 Connecticut Avenue, N.W., Suite 510
Washington, DC 20036
TEL 202-822-9002 FAX 202-822-9553
Internet www.iadialog.org
A Washington-based center for policy analysis and exchange of information on Western Hemispheric affairs. Works to inform the debate on hemispheric problems and to encourage regional political and economic cooperation. Recent issues explored include fortifying political institutions, assuring continued economic growth, reducing poverty and inequality, and expanding access to education in the Americas.

Organization of American States
17th and Constitution Avenue, N.W.
Washington, DC 20006
TEL 202-458-3000 FAX 202-458-6421
Internet www.oas.org
The principal forum in the Western Hemisphere for political, economic, and social dialogue. Concentrates on hemispheric development, democracy, human rights, education, trade, the environment, and combating corruption and drug trafficking.

Pan-American Development Foundation
2600 16th Street, N.W., 4th Floor
Washington, DC 20009
TEL 202-458-3969 FAX 202-458-6316
An independent, nonprofit organization that works to improve the quality of life in Latin America and the Caribbean through public and private sector programs.

Partners of the Americas
1424 K Street, N.W., 7th Floor
Washington, DC 20005
TEL 202-628-3300 FAX 202-628-3306
Internet www.partners.net
A network of citizens from Latin America, the Caribbean, and the United States who volunteer to work together to improve the lives of people across the region through nonpolitical, community-based activities. Major initiatives in Mexico include developing sustainable environmental practices and increasing the status of women in society.

(Hernández Juárez, continued)

tution of the Mexican labor movement from 1966 to the late 1980s), but were confronted by many difficulties within the traditional and corporatist structure of the Mexican political system. After extensive dialogue among these unions, they established the National Union of Workers (UNT) in November 1997. The goal of the UNT is to democratize unions in Mexico and to encourage democratization of the Mexican state. UNT currently represents more than 200 unions and 1.5 million Mexican workers nationwide.

UNT's formation provides the basis for a new union structure in Mexico that is more closely linked to the workers, is independent from the previous government-controlled

labor structure, and is distinct from other independent unions. The decision to end the long history of corporatist control and patronage was strategic. Further, UNT did not seek confrontation with the government; instead, it sought to initiate more rapid change through a new structure. UNT is not a top-down initiative but is worker-created to provide an option to deal with the challenges presented by globalization, multinational corporations, high unemployment, and low wages. This young organization is seeking a better way to build political pluralism and representative democracy in Mexico as well as to strengthen the productive role of unions. It is also striving to build relations with unions in other countries to promote a new international unionism. □

(Moore, continued)

vides a model for other unions to work together across borders for the benefit of people in their respective countries. □



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Business & Labor Dialogue

Autumn 1998

Vol. II/No. 3

Published by National Policy Association.

This newsletter was made possible through support provided by the Carnegie Corporation of New York and the Development Education Program, Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response, U.S. Agency for International Development. The views expressed by the authors are their own and do not necessarily represent those of the Carnegie Corporation, USAID, or NPA.

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Business & Labor Dialogue

Winter 1998

Vol. II/No. 4

In This Issue

This issue of *Business & Labor Dialogue* highlights development issues in the countries of Southeast Asia and features the perspective of Edward E. Masters, President of the United States-Indonesia Society, on Indonesia's recent financial and political crises. Mr. Masters describes the difficulties that overwhelmed Indonesia beginning in 1997, the effects of the economic crisis on the country, and the situation today.

On page 2, *Dialogue* presents examples of the role of businesses and nonprofit organizations in the development process in Southeast Asia. Focusing on their efforts in workforce development and training, this article highlights the activities of the Academy for Educational Development, Bell Atlantic, the Center for International Private Enterprise, Exxon, Lucent Technologies, and Motorola.

This issue also includes a resource list of organizations involved in economic, social, and political development in Southeast Asia.

Indonesia in Crisis

by the Honorable Edward E. Masters
Former U.S. Ambassador to Indonesia and
President, United States-Indonesia Society

"No country in recent history, let alone one the size and importance of Indonesia, has ever suffered such a dramatic reversal of fortune. . . . Indonesia is in a deep crisis." "Indonesia in Crisis," World Bank, July 1998

Prior to 1997, Indonesia experienced solid growth of between 6 and 8 percent for 25 years. In the mid- to late 1960s, annual per capita gross domestic product was US\$70; by 1996 it had reached \$1,200. Poverty had been substantially reduced, and infrastructure, the basis for the growth of a modern economy, had been extensively developed.

In 1997, however, this growth picture changed when Indonesia was hit simultaneously with four difficult situations. The two major problems were the Asian financial crisis, which also affected other parts of the world, and Indonesia's political transition, both of which are ongoing. The two less serious, but nonetheless significant, problems were the most severe drought in 50 years that sharply reduced rice production and the steep decline in world prices for oil and minerals, two of Indonesia's major exports.

MASSIVE ECONOMIC AND SOCIAL PROBLEMS

When the financial crisis hit Indonesia, a surprise to almost everyone,

the common view was that the country would weather the storm because its economy was fundamentally sound. But there were vulnerabilities that neither the International Monetary Fund (IMF) nor others had observed. The banking system, for example, was extremely shaky. In 1988, Indonesia had opened up its banking sector, which resulted in about 240 banks. Banks and other businesses borrowed short-term money overseas, mainly from Japan, to finance long-term projects such as shopping malls and apartment buildings. Companies ran up an enormous debt of about \$80 billion, now almost all in default because they cannot repay it at current exchange rates. The rupiah was trading at 2,450 to the dollar in July 1997, but by January 1998 it had gone through the floor to 17,000/dollar. It has now stabilized, at least for the present, at 7,500/dollar.

Indonesia was also impacted by external factors beyond its control. The rupiah rose in part because it was loosely pegged to the dollar, and as both currencies strengthened, Indonesian exports became

(Continued on page 3)

International Workforce Development Efforts in Southeast Asia

Southeast Asia has been a primary center of investment and business growth for two decades. Along with expanding their operations in the region, U.S. companies have been investing in training local employees. U.S.-based nonprofit organizations are involved in similar skills training and education improvement. This article presents an overview of how several organizations promote workforce development in Southeast Asia.

The Academy for Educational Development (AED) addresses social, economic, and environmental challenges through education and human resource development. Training and technical skills development are re-emerging as a focus of AED's programs in Asia, with funding from governments, multilateral development banks, and the U.S. Agency for International Development, AED's primary grantor. Under a grant from the Japanese government, AED and a Japanese firm are working on an agricultural and horticultural project in Indonesia to train farmers on how to increase crop productivity as well as improve their agribusiness capabilities. In Bangladesh, AED recently won five social sector projects, funded by the World Bank, including a review of education to determine the country's educational development needs.

Bell Atlantic's activities in Asia include one of the world's largest private communications infrastructure projects. In 1992, Bell Atlantic joined with Charoen Pokphand Group, Thailand's biggest business conglomerate, in forming TelecomAsia to build over 2.6 million telephone lines in Bangkok. To facilitate the transfer of technology and management skills to the local work-

force, a three-phase approach was adopted. Bell Atlantic initially managed the operation functions and then co-managed with TelecomAsia over the next four years to prepare Thai managers to assume full responsibility for the network. As local knowledge and experience grew, the final phase of mentoring and advising local managers was gradually implemented. The project was completed one year ahead of schedule, due largely to the successful transformation of TelecomAsia from startup to professionally managed telecommunications company.

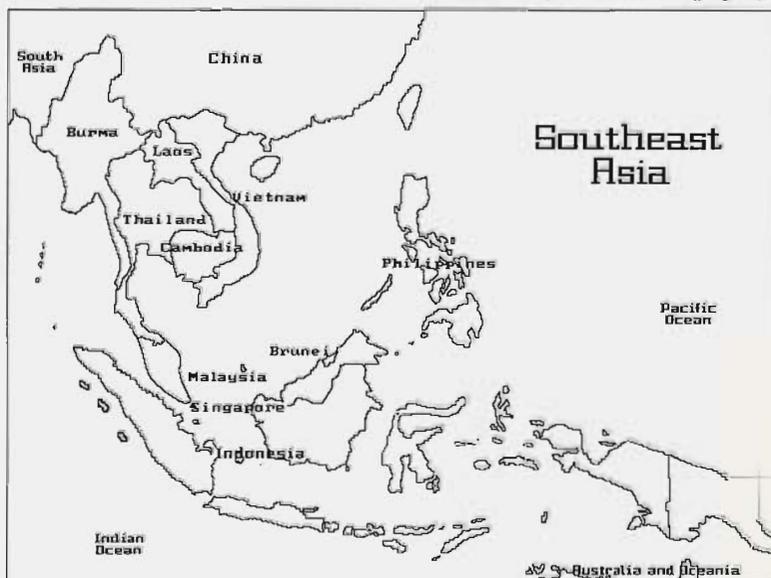
Center for International Private Enterprise (CIPE), an affiliate of the U.S. Chamber of Commerce in Washington, D.C., aims to strengthen private institutions such as business associations and reform-oriented think tanks in developing countries by helping these organizations become more effective advocates of private business interests. CIPE recently organized management training workshops with business associations in Vietnam and Tibet to improve the internal management skills of indigenous business associations and to enhance their ability to provide quality services to local entrepreneurs.

Exxon has training centers or affiliates in several emerging market countries of Asia, including Malaysia, Thailand, India, and the Philippines. Its major training

center, the Asia-Pacific Regional Training Skill Center (RTSC), opened in April 1998 in Kuala Lumpur. RTSC provides world-class learning opportunities through its leadership and individual effectiveness programs to the more than 5,500 professional employees from Esso/Exxon's petroleum and chemicals businesses. RTSC also administers complex technical/functional programs for the region and identifies resources in response to affiliates' needs.

Lucent Technologies has established an internal university, the Learning and Performance Center, to develop and deliver core curricula that are aligned with the company's key business priorities. While the content of each of the technical, management, and business curricula strongly emphasizes skills that are needed in common across the company, the delivery of the curricula is managed locally by Lucent's regional learning and development centers to ensure that local needs are met. The Learning and Development Director for Asia, for example, works with Lucent's businesses to accomplish these goals. Numerous partnerships with Asian universities have also been established to maintain high standards in the adaptation and delivery of the core curricula.

(Continued on page 4)



(Masters, continued)

less competitive. China's devaluation in 1994 and the recession in Japan, Indonesia's largest market, further hurt Indonesia's export competitiveness.

At about the time that the economy reached bottom, Indonesia underwent a political transition. Suharto had been in power for 31 years and had done a great deal for the country, but he had not developed the institutions or the people to handle a transition. When he was forced to resign, his hand-picked successor, Vice President Habibie, took over, despite his lack of political experience.

The depreciation of the rupiah, the fallout from the Asian crisis, and the internal political upheaval have created grave economic and social problems for Indonesia. Factories can no longer afford to import raw materials, and many have closed. Unemployment is estimated at 20-25 percent. Inflation is about 80 percent, domestic interest rates are 60-70 percent, and the economy is expected to contract by almost 20 percent in 1998. Agriculture is also having problems because of the drought and the economic slowdown. The price of rice, the basic staple for most Indonesians, has increased threefold, and there is real risk of malnutri-

tion, which could give rise to a major humanitarian problem. At the same time, Indonesia's export earnings from oil and mineral products have been cut from an annual income of \$15 billion to about half that amount by declining world prices.

The financial and other crises have had several unanticipated impacts. Because of the widespread increase in poverty, many parents cannot afford to send their children to school. Enrollment is down from 85 percent in 1996 to about 60 percent today. There is danger of losing a generation of educated Indonesians, which has profound long-term implications for the country.

Also affected is Indonesia's family planning program, one of the most successful noncoercive family planning programs among developing countries. The program is now at risk because people can no longer afford to participate. The result is likely to be a significant increase in the population growth rate.

PUBLIC AND PRIVATE SECTOR AID

Although the IMF badly mishandled the Indonesian financial crisis at the outset, it is now providing much needed financial support for the economic reform program. The United

(Continued on page 4)

**Selected Asian Economic Indicators, 1997-98
(Percentage Change from One Year Earlier)**

	GDP	Industrial Production	Consumer Prices
China	+ 7.6 Q3	+ 10.6 Oct	- 1.1 Oct
Indonesia	- 16.5 Q2	- 3.0 Q1	+ 79.3 Oct
Malaysia	- 6.8 Q2	- 10.5 Sep	+ 5.2 Oct
Philippines	- 1.2 Q2	- 17.0 Aug	+10.2 Oct
Thailand	- 0.4 Q4	- 6.1 Sep	+ 5.8 Oct

Source: *The Economist*, November 28, 1998, p. 110.

Resource List

The Academy for Educational Development

1875 Connecticut Avenue, N.W.
Washington, DC 20009-1202
TEL 202-884-8000 FAX 202-884-8400
e-mail admin@aed.org
Internet www.aed.org
An independent, nonprofit service organization committed to addressing human development needs in the United States and throughout the world.

Asia-Pacific Economic Cooperation (APEC)

APEC Secretariat
438 Alexandra Road
No. 14-00
Alexandra Point
Singapore 119958
TEL 65-276-1880 FAX 65-276-1775
e-mail info@mail.apecsec.org.sg
Internet www.apecsec.org.sg
The primary vehicle for promoting open trade and practical economic cooperation throughout the region. Its goal is to advance Asia-Pacific economic dynamism and sense of community.

Human Rights Watch/Asia

350 Fifth Avenue, 34th Floor
New York City, NY 10118-3299
TEL 212-290-4700 FAX 212-736-1300
e-mail hrwnyc@hrw.org
Internet www.hrw.org
Dedicated to protecting the human rights of Asians. Its aims include preventing discrimination, upholding political freedom, protecting people from inhumane conduct in wartime, and bringing offenders to justice.

United States-China Business Council

1818 N Street, N.W., Suite 200
Washington, DC 20036
TEL 202-429-0340 FAX 202-775-2476
e-mail info@uschina.org
Internet www.uschina.org
The principal organization of U.S. companies engaged in trade and investment in the People's Republic of China. The Council serves more than 300 corporate members through offices in Washington, Beijing, Shanghai, and Hong Kong.

The United States-Indonesia Society

2000 L Street N.W., Suite 200
Washington, DC 20036
TEL 202-416-1611 FAX 202-416-1813
e-mail USINDO@aol.com
A private, nonprofit organization dedicated to expanding the understanding of Indonesia and the importance of the U.S.-Indonesia relationship by working with public and private sector leaders, educational institutions, the media, the business community, and other nongovernmental organizations.

(Masters, continued)

States has also responded to Indonesia's urgent needs not only by retaining the U.S. economic aid program that was scheduled to be phased out, but also by increasing this aid from about \$40 million annually to \$75 million. Emphasis is on four key areas—economic reform, social safety net, democratization, and environmental improvement. In addition, the U.S. government is providing large-scale food aid (wheat and rice) and a \$1 billion line of credit to finance U.S. exports.

Private sector support is also necessary. The United States-Indonesia Society participated in Project Uplift International, airlifting 30 tons of medicines and medical supplies to Indonesia in September 1998. The planes for the airlift were donated by Federal Express. Other U.S. businesses are funding projects to help Indonesian students stay in school.

To conclude, a major nation—the world's fourth most populous—that has played a constructive role in regional and world affairs faces its greatest challenge in 30 years. Much depends on the political situation. Although Indonesia is considerably freer today than under Presidents Sukarno and Suharto, it remains in a turbulent state. However, with continued outside support, the Indonesian economy should recover over the next several years. ■

**NPA Announces
New President and CEO**

The National Policy Association announces the appointment of **Anthony C.E. Quainton** as President and CEO effective February 1, 1999. He succeeds **Malcolm R. Lovell, Jr.**, who is retiring.

(Workforce Development, continued)

Motorola's corporate training institute, Motorola University, initiated its Asian operations in 1990 with the development of the Singapore Design Center. This joint venture with the Singapore Productivity Board was designed to renew the skills of an aging workforce in light of rapidly changing technology. Since then, Motorola University has served Motorola businesses, their customers and suppliers, and governments throughout Southeast Asia. In China, for example, Motorola University supports corporate-wide training and education initiatives to meet the growing needs of Motorola businesses. The China Advanced Management Program was designed to rapidly develop high potential associates to quickly assume local management roles. ■

Business & Labor Dialogue

Winter 1998

Vol. II/No. 4

Published by National Policy Association. This newsletter was made possible through support provided by the Carnegie Corporation of New York and the Development Education Program, Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response, U.S. Agency for International Development. The views expressed by the authors are their own and do not necessarily represent those of the Carnegie Corporation, USAID, or NPA.

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Business & Labor Dialogue

Spring 1999

Vol. III, No. 1

In This Issue

This issue of *Business & Labor Dialogue*, a quarterly newsletter that addresses the U.S. role in international development from the perspective of the private sector, focuses on humanitarian assistance efforts of the U.S. government, private corporations, and unions.

Hugh Q. Parmer of the U.S. Agency for International Development's Bureau for Humanitarian Response outlines USAID's work in the area of humanitarian response, including disaster relief, emergency food aid, and refugee assistance, and its collaborative efforts with nongovernmental organizations (NGOs).

Benjamin Davis of the American Center for International Labor Solidarity, AFL-CIO, describes the response of organized labor in times of disaster, focusing on the devastation caused by Hurricane Mitch in Central America. He underscores the importance of maintaining respect for workers' rights in reconstruction efforts following a disaster.

Corporations are also regular players in the area of humanitarian aid. Juliette Schindler of the National Policy Association discusses the extent to which businesses, such as pharmaceutical companies, are deeming humanitarian assistance an important aspect of corporate responsibility.

This issue also includes a resource list of organizations involved in humanitarian assistance worldwide.

America Responds to Foreign Disasters

by Hugh Q. Parmer

*Assistant Administrator, Bureau for Humanitarian Response (BHR)
U.S. Agency for International Development (USAID)*

Natural disasters and wars have struck increasing numbers of people worldwide in recent years.

Low income people, particularly in developing countries, live in unstable houses on land prone to flooding, landslides, and earthquakes. Hurricane Mitch, which hit in October 1998, killed 10,000 Central Americans and devastated national economies. Its force is a reminder of the fragility of dwellings, electrical and communications networks, and even roads and bridges in the face of nature's wrath.

U.S. General Disaster Relief Efforts

Critical to the U.S. response are nongovernmental organizations (NGOs) such as CARE and Catholic Relief Services that provide logistical expertise, health care workers, engineers, and relief supplies. USAID's Office of Private and Voluntary Cooperation (BHR/PVC) supports NGOs in many ways, including child-survival grants, the farmer-to-farmer program, and the ocean freight program. PVC also coordinates the Denton Program that sends development and humanitarian relief supplies abroad on U.S. military flights. In the United States, citizens offer assistance to survivors of foreign disasters by mobilizing through schools, unions, places of worship, and community groups.

USAID's Office of U.S. Foreign Disaster Assistance (BHR/OFDA) provides U.S. government disaster assistance worldwide, often in cooperation with other U.S. government agencies such as the U.S. Department of Defense. OFDA sends Disaster Assistance Response Teams (DARTs) to disaster areas to assess needs, manage the USAID disaster response, and provide critical assistance through funding to NGOs and United Nations agencies. Assistance is most often provided in the areas of medicines, public health, water, sanitation, nutritional programs, and plastic sheeting for temporary shelter.

The Office of Food for Peace (BHR/FFP) is the heart of USAID's efforts to use the United States's abundant agricultural, food-processing, and transportation resources to provide culturally acceptable, nutritious food commodities to people in need around the world. BHR/FFP coordinates the procurement and transport of emergency food and commodities with its implementing partners (U.S. farmers, processors, baggers, transporters, and longshoremen), NGOs, and international organizations such as the United Nations World Food Program. For example, after Hurricane Mitch, USAID airlifted food to Central America to meet the region's immediate needs.

(Continued on page 2)

Corporate Humanitarian Aid to Developing Countries

by Juliette Schindler

Globalization and Development Project Coordinator

National Policy Association

A growing number of companies are expanding the concept of corporate responsibility to include product contributions or cash assistance for humanitarian purposes in the developing world. These contributions are generally channeled through nonprofit organizations that distribute the aid. One such nonprofit is Project Hope, a health education and humanitarian assistance organization that receives over \$50 million a year in donated products such as medical supplies and pharmaceuticals. Helen Keller International (HKI), a private voluntary organization dedicated to preventing blindness and restoring sight, receives support from several pharmaceutical companies: Pfizer Inc. contributes the antibiotic Zithromax® to treat trachoma; Ethicon, Inc., a subsidiary of the Johnson & Johnson Family of Companies, donates sutures for cataract and trichiasis (trachoma) surgeries; and Leiner Health Products supplies vitamin A.

Merck & Co., Inc., is a leader in corporate giving among the major pharmaceutical companies, almost all of which make humanitarian contributions. In 1987, Merck developed the drug Mectizan® that safely treats onchocerciasis (river blindness), a parasitic disease carried by black flies that is endemic in 35 countries in Africa and Latin America. When Merck learned that many with the disease could not afford the drug, it established a donation program. Since October 1987, more than 100 million treatments have been given. In 1998 alone, an estimated 25 million people were treated, and the market value of Mectizan® donated was \$155 million, making the Mectizan® Donation Program the largest ongoing drug-donation program on record.

Merck works with about 25 nonprofit organizations, including Helen Keller International, who distribute the drugs. The World Health Organization provides technical oversight for the project, while the World Bank provides financial support through a fundraising program. The program's success and expansion are due to the contributions of each partner, including the involvement of local communities that help ensure the effective implementation and sustainability of the project.

Other pharmaceutical companies have used this public-private partnership as a model. Pfizer has set up an independent secretariat to administer its Zithromax® donation program in Ghana, Mali, Morocco, Tanzania, and Vietnam. Glaxo-Wellcome Co. has launched an antimalarial drug donation program with pilot projects in Southeast Asia and Kenya, and SmithKline Beecham Corp. donates a de-worming drug worldwide for the treatment of lymphatic filariasis. Corporations have also donated the transportation to get these much needed supplies to their destinations. Boeing Co. provided a 747 cargo aircraft to transport supplies to China after it was ravaged by floods in Summer 1998, and Federal Express Corp. donated flights to aid China and Indonesia.

The public-private initiatives and donation programs of these and many other companies are a key component of U.S. humanitarian aid to the developing world. ■

(Parmer, continued)

Assistance in Natural Disasters

Floods, hurricanes, and earthquakes can destroy in minutes the economic and social progress of families and communities. Recognizing that the first response is critical, USAID trains local governments and NGOs in disaster preparedness, mitigation, and response. OFDA response efforts galvanize local human resources, materials, and technologies to promote self-sufficiency.

During Hurricane Mitch, a DART assessed the affected areas, and OFDA responded by providing plastic sheeting for shelter, water containers, blankets, stoves, and medicines. USAID also coordinated the shipment by military aircraft of millions of dollars worth of relief supplies donated by U.S. citizens.

Help for Refugees and Displaced People

With the end of the cold war, many simmering nationalistic, ethnic, and religious conflicts have erupted. Wars from Kosovo to the Democratic Republic of the Congo have resulted in millions of refugees. While the State Department's Bureau for Population, Refugees, and Migration has primary responsibility for refugees, USAID assists refugees and internally displaced people in complex

(Continued on page 4)



A U.S. Department of Defense helicopter funded by USAID/BHR delivers relief supplies to a storm-ravaged community in Costa Rica.

Labor's Response to Hurricane Mitch

by Benjamin Davis

Coordinator for the Americas

American Center for International Labor Solidarity, AFL-CIO

Hurricane Mitch, which devastated Honduras and Nicaragua in October 1998, impacted organized labor particularly hard. Major employers such as Honduran banana plantations were forced to shut down, and many union offices were destroyed. The process of hurricane reconstruction, however, may be even more damaging to workers if massive flows of foreign aid and calls for trade liberalization undermine respect for core labor rights.

Mitch's impact was deadly. In Honduras, 5,657 people were killed, 1.9 million were displaced, and 8,052 are missing. In Nicaragua, 2,863 were killed, and 900,000 were left homeless. Much of the two countries' infrastructure was damaged or destroyed. It is estimated that one-half of the gross domestic product of Honduras was wiped out, including 95 percent of the transnational banana plantations, resulting in more than 16,000 unionized workers laid off for up to a year. Thousands of Honduran apparel workers also lost employment, although production in the *maquiladoras* is beginning to recover. Most union offices were destroyed by the floods, when the need for their assistance was greatest.

Through its Solidarity Center, the AFL-CIO responded swiftly to the crisis, providing almost \$100,000 in aid to unions affected by the hurricane. Much of the aid was contributed by AFL-CIO affiliates to a special hurricane relief fund established by President John J. Sweeney. In addition, a number of affiliates provided other aid directly or through the International Trade Secretariats. Among other uses, this aid has supplied food to 2,000 workers and small farmers affiliated with the Unified Confederation of Honduran Workers (CUTH) whose crops

were completely destroyed; purchased a brickmaking machine to assist housing reconstruction for homeless banana workers; and bought school supplies for over 4,000 children of unemployed women who had worked in the banana packing plants.

As hundreds of millions of dollars in international aid flows into Honduras, the unions are attempting to maintain respect for workers' rights during the reconstruction process by participating in the National Convergence Forum (FONAC), an advisory body established by the government. Despite this effort, economic reconstruction is accelerating processes that threaten the survival of organized labor. The Honduran Congress has approved, with little or no debate, a series of laws to "facilitate" reconstruction, including laws that give the President unilateral authority to privatize state enterprises without competitive bidding. In addition, Honduras has removed restrictions on land purchases by foreign enterprises and reduced agricultural tariffs, while granting subsidies to "independent" (nonunion) banana producers to rehabilitate their plantations.

Employers are taking advantage of the current climate to roll back workers' rights and cut wages. Banana unions have been forced to sign agreements that reverse union-won contract provisions on job security, medical benefits, workload issues, and health and safety. Salvage work on the plantations is being done by nonunion subcontractors. While these temporary jobs are also available to laid-off union workers, many are afraid to take them because they lack health and safety regulations; four salvage workers

(Continued on page 4)

Resource List

American Center for International Labor Solidarity, AFL-CIO

1925 K Street, N.W., Suite 300
Washington, D.C. 20006
TEL 202-778-4500 FAX 202-778-4525
Internet www.aflcio.org

Assists labor unions around the world to defend workers' rights, promote democracy, and gain social and economic justice. Provides technical assistance in organizing, collective bargaining, and communications through field offices in 27 countries.

Catholic Relief Services (CRS)

209 West Fayette St.
Baltimore, MD 21201-3443
TEL 410-625-2220 FAX 410-234-2987
Internet www.catholicrelief.org

Serves the poor and disadvantaged in over 80 countries by providing emergency and long-term assistance based on need, not creed, race, or nationality.

Cooperative Assistance Relief Everywhere (CARE)

151 Ellis Street
Atlanta, GA 30303
TEL 404-681-2552 FAX 404-577-4515
Internet www.care.org

Founded in the aftermath of World War II, CARE is one of the world's largest international development and relief organizations.

Helen Keller International (HKI)

90 Washington Street, 15th Floor
New York, NY 10006
TEL 212-943-0890 FAX 212-943-1220
Internet www.hki.org

Assists organizations in countries where the need is great to provide quality eye care and to protect the eyesight of children.

Project HOPE

Health Sciences Education Center
Carter Hall
Millwood, VA 22646
TEL 540-837-2100 FAX 540-837-1813
Internet www.projhope.org

Helps communities in 70 countries attain lasting improvements in health care by providing health education, health policy research, and humanitarian assistance.

USAID Bureau for Humanitarian Response (BHR)

Ronald Reagan Building
1300 Pennsylvania Avenue, N.W.
Washington, DC 20523-0016
TEL 202-712-4810 FAX 202-216-3524
Internet www.info.usaid.gov

An independent government agency that provides economic development and humanitarian assistance to advance U.S. economic and political interests overseas.

(Parmer, continued)

emergencies that are complicated by civil conflict. A DART sent to Kosovo in October 1998 in response to the civil war and interethnic killing is providing funds to NGOs and the United Nations to repair houses, disinfect and repair wells, and offer medical care. FFP is providing life-saving food rations.

War Recovery Support

USAID's Office of Transition Initiatives (BHR/OTT) provides support in the critical period immediately following a war, as in post-genocide Rwanda. OTI activities include retraining demobilized soldiers, strengthening judicial systems, and rebuilding vital infrastructure to jump-start local economies, helping to solidify peace and prevent new wars.

Business and USAID Collaboration

In general, U.S. disaster assistance—

provided by Americans through organizations and the government—maximizes the capacity of countries to plan for and respond to their own disasters while mitigating the negative effects. The United States utilizes local planning and delivery mechanisms to promote self-reliance in disasters, thereby protecting economic and social progress and limiting setbacks to development that natural disasters and wars can cause.

There are growing opportunities for collaboration between U.S. business and USAID in the delivery of humanitarian assistance. As U.S. business continues to expand in global markets and becomes more involved in emergency assistance efforts, USAID will develop new strategies to promote and work with this support. ■

(Davis, continued)

have already been hospitalized. The KIMI *maquila* in La Lima has used hurri-

cane damage as an excuse to suspend union contract negotiations for more than three months.

Maquilas and tourism, both low paying and largely nonunion, are being touted as the sectors to lead the reconstruction. Some Central American business interests are calling for access to the U.S. market at tariff rates equal to those offered to members of the North American Free Trade Agreement, without the workers' rights conditions that apply to Caribbean Basin countries, a position the AFL-CIO opposes.

The Clinton administration and Congress are negotiating the level of a hurricane relief package that will provide additional millions of dollars in aid to the region. Congress should move quickly to aid hurricane victims by enacting relief legislation ensuring that U.S. assistance is used to promote civil society participation and respect for workers' rights in the reconstruction effort. ■

Business & Labor Dialogue

Spring 1999

Vol. III, No. 1

Published by National Policy Association.

This newsletter was made possible through support provided by the Development Education Program, Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response, U.S. Agency for International Development. The views expressed by the authors are their own and do not necessarily represent those of USAID or NPA.

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Business & Labor Dialogue

Summer 1999

Vol. III, No. 2

In This Issue

This issue of *Business & Labor Dialogue* includes excerpts from NPA's regional symposium, "Labor and Business Perspectives on International Development in the New Millennium," held in Cleveland, Ohio, on June 8, 1999. The symposium was cosponsored by the Cleveland Council on World Affairs, the Cleveland World Trade Association, the Cleveland AFL-CIO Federation of Labor, the International Union of Bricklayers and Allied Craftworkers, and the National Alliance of Business.

The symposium session, "Aid, Trade, and Investment: Achieving an Effective Balance," is highlighted in this newsletter. Excerpts from the remarks of the panelists cover labor rights and proworker trade, the positive impact of international trade on the Cleveland region, and prospects for partnerships among international development organizations and the public and private sectors.

A list of resources is provided on page 3 that includes United Nations agencies as well as business and labor groups that address aid, trade, and development.

This is the final issue of *Business & Labor Dialogue* using funds generously provided by the U.S. Agency for International Development and the Carnegie Corporation of New York. Future issues of *Dialogue* will be published on an occasional basis as a part of NPA's ongoing commitment to serve as a policy forum for the 21st century.

Ensuring Fair Trade

by John W. Ryan

Executive Secretary

Cleveland AFL-CIO Federation of Labor

Imagine living in a community where the workers of one employer regularly suffer symptoms of toxic poisoning or in a neighborhood where 13- and 15-year-old girls are bused not to school but to jobs where they work 15 hours a day. While these conditions are not found in U.S. communities, they are common in many areas of China, Central America, and other nations from which Americans buy products.

Undoubtedly, an article in a U.S. newspaper about a local factory with any of these conditions would result in a public outcry, and the owner could no longer sell merchandise to retail stores. But because these conditions exist in distant places, Americans often do not question when U.S. companies buy products for resale in the United States. Too often, concerns about child labor end if the children being exploited are not our children or those of our neighbors. Even U.S. labor is frequently too preoccupied with the problems of working people in America to deal with global issues, although those issues directly affect union members.

For example, 100 percent of telephones sold by a major telecommunications company in the early 1980s were made in this country. However, even before the North American Free Trade Agreement and the General Agreement on Tariffs and Trade were on fast track,

the company realized that it could increase profits by manufacturing its products using cheap labor in China, Singapore, and Mexico. The company continued to move work to these starvation-wage countries until only phone cords were made in the United States. It did not leave this country because it was unsatisfied with the quality of American workers' production or because the unions representing their employees, the Communications Workers of America and the International Brotherhood of Electrical Workers, were obstructionists. Nor did the company move the means of production because it had outdated plants. It moved work for one reason—higher profits. Company cooperation and union concessions do not reduce the temptation for employers to move their work overseas.

In some islands in the Pacific Ocean, a \$1 billion garment industry has been building since the 1980s. The workers live in deplorable conditions, work up to 12 hours a day, seven days a week, and earn \$3.05 an hour, often without overtime pay. Yet, clothes made there carry the label "Made in the U.S.A." because the islands are part of the U.S. Commonwealth of the Northern Mariana Islands. Companies like Sears, The Gap, The Limited, and Wal-Mart profit from the sweat of these workers and from this loophole.

(Continued on page 4)

Progress Through Partnership: Balancing Aid, Trade, and Investment

by Vera Weill-Hallé

*Director, North American Liaison Office
International Fund for Agricultural Development*

Six billion people will be living in the developing world by 2015. Will they be well-fed, educated, and healthy consumers, laborers, and entrepreneurs? Or will they feel daily hunger and work long hours at tasks that rob them of their dignity and health in return for less than \$1 a day?

In many ways, the corporate world, governments, development agencies, organized labor, and other civil society groups will make that choice. The options are clear. On the one hand, these communities can continue with business as usual. They can change nothing, pursuing their separate goals on separate paths, while poverty, hunger, disease, conflict, and environmental degradation expand worldwide.

On the other hand, there is a second option in which the public and private sectors strike a balance and work together to fight poverty and hunger and tackle the global problems that multilateral development institutions were created to address. This second approach will help to fight the economic desperation that encourages poor countries to sacrifice core labor values and investment standards and will work toward developing educated consumers who demand imported products and have the incomes to buy them.

At first glance, the business, labor, and public sectors appear to have so little in common that striking a balance would seem impossible. The corporate sector is profit driven and highly competitive, whereas the public sector focuses on long-term returns on social and economic investment without profit. Organized labor in the United States has still another goal, that of preserving high paying, quality jobs for American workers. On the surface, labor organizations would seem to have little direct interest in public institutions that want to ensure the education,

health, and skills of other countries' workers. However, on closer examination, it is evident that the goals of business, labor, and development groups overlap to such an extent that cooperation is not only possible, but also essential. Today's global economy demands it.

The International Fund for Agricultural Development (IFAD) provides a clear example of such cooperation. Through IFAD, 161 countries, including the United States, combine their resources to combat rural poverty and hunger in low income countries. IFAD focuses mainly on smallholder and landless farmers struggling to cultivate harsh land in remote areas. The globalized world of freer markets and trade and of rapid technological and agricultural breakthroughs offers great opportunities for the rural poor in developing countries. It also poses the risk that they may not gain access to these markets and breakthroughs.

The challenges and opportunities are clear in eastern and southern Africa where free market reforms—particularly the liberalization of agricultural markets—are dramatically changing small landholders' production and marketing systems. Governments have withdrawn from most activities associated with agricultural inputs and produce marketing. While this has created exciting opportunities for smallholder farmers, few alternative commercially based marketing systems have been developed. The gap left by the withdrawal of the state needs to be filled by sustainable, equitable commercial links between smallholder farmers and markets.

In this environment, the aid community needs the expertise of the corporate community. Business needs the aid and development sector as well. Corpo-

rations' responsibility to their shareholders and customers to make a profit and to remain economically healthy increasingly requires seeking new markets. Developing countries are a rapidly growing market for U.S. goods. For example, U.S. agricultural exports total about 27 percent of gross farm income, and 60 percent of new sales growth is in developing countries. Studies show that when the agricultural production of developing countries is increased by one dollar, developing country demand for agricultural imports rises by 17 cents.

It is a tragic irony that poverty is also increasing at the same time that these markets are growing. Poverty, in turn, fuels conflict, violence, and instability. Companies have long recognized the importance of stable political and regulatory environments. They are increasingly realizing that these cannot be guaranteed in countries where inadequate social policies and infrastructure deny people access to fertile land, appropriate technology, education, and other means to help achieve sustainable livelihoods. These are the fundamental goals of development institutions.

The goals of labor and development activities converge similarly. Rising international demand for U.S. goods leads to a healthy domestic economy and to job creation. The work of multilateral organizations leads to stable, educated populations who are politically and economically empowered. Ideally, then, it becomes less likely that core labor standards will be ignored to drive down the cost of labor in a race to the bottom.

Foreign assistance contributes directly to U.S. economic and national interests. Despite this, public resources for development activities are decreasing. Business, labor, and development communities could promote their mutual interests by highlighting the links between international development and the economic well-being of business and labor and by raising awareness that aid is not just morally sound, but also makes sound business sense. ■

Globalization is Good for Business

by Jerry J. Torma

Director of Compensation and International Human Resources

Nordson Corporation

In considering the role of the private sector versus the public sector in assistance to emerging markets, it is important to note the benefits that U.S. companies have reaped from globalization. The booming U.S. economy is in large part due to the expansion of the global economy. The growing presence of foreign companies operating in the United States and of American companies operating abroad has been highly beneficial to U.S. workers as well as the economy. As a whole, U.S. subsidiaries of companies based abroad provide American jobs five times faster than all U.S. companies. Further, in 1998, American workers at U.S. subsidiaries of foreign companies enjoyed an average annual pay of \$42,212, 11 percent higher than the average wage paid by all U.S. companies. In northeast Ohio, there are more than 100 foreign-owned firms with a total workforce of over 42,000.

International trade is one of the fastest growing segments of the Greater Cleveland economy. *World Trade* magazine ranked Greater Cleveland "A top 10 U.S. city for international business." More than 2,300 area firms are engaged in international trade, creating and sus-

taining more than 70,000 jobs. Greater Cleveland exports amount to approximately \$5.2 billion per year. Its strategic Midwest location provides easy and cost-effective access to many international markets.

In my role as Executive Vice President (and incoming President) of the Cleveland World Trade Association (CWTA), a volunteer-based organization whose mission is to educate, develop, network with, and represent international businesses in northeast Ohio, I have seen firsthand the positive effects of the globalized economy. CWTA demonstrates the importance of international business regionally and of the partnerships among the various sectors that serve as a base for successful engagement in overseas markets.

Currently, more than 300 leading companies are active members of CWTA; its membership includes manufacturers, customs brokers, international lawyers and bankers, accountants, shippers, packers, warehousemen, export trading company managers, transportation specialists, and importers providing customer services. CWTA provides members with specialized programs that

cover specific areas of the world and that target some of the useful skills and resources available to those doing business abroad. Members form alliances with other members in various sectors to increase their presence and efficacy in overseas markets. An ex-

(Continued on page 4)



Panelists at NPA's regional symposium in June were (l to r) Ambassador Charles Dunbar, President, Cleveland Council on World Affairs (moderator), and the authors in this issue of *Dialogue*, John Ryan, Jerry Torma, and Vera Weill-Hallé.

Resource List

United Nations Development Programme (UNDP)

1 United Nations Plaza
New York, NY 10017
TEL 212-906-5315 FAX 212-906-5364
Internet www.undp.org
A UN agency promoting sustainable human development in more than 170 countries and territories around the world.

International Fund for Agricultural Development (IFAD)

1775 K Street, NW, Suite 410
Washington, DC 20006
TEL 202-331-9099 FAX 202-331-9366
Internet www.ifad.org
A specialized agency of the United Nations created in 1977 to mobilize resources for programs that alleviate rural poverty and improve nutrition.

International Labour Organisation (ILO)

1828 L Street, NW
Washington, DC 20036
TEL 202-653-7652 FAX 202-653-7687
Internet www.ilo.org
A specialized, independent agency of the United Nations, based in Geneva, Switzerland, with 174 member countries represented by workers, employers, and governments.

U.S. Export Assistance Centers

U.S. and Foreign Commercial Service/ITA/DOC
Herbert C. Hoover Building, Room 3802
14th Street and Constitution Avenue, NW
Washington, DC 20230
TEL 202-482-5777 FAX 202-482-5013
Internet www.ita.doc.gov/uecs/
Fifty-three branches throughout the United States and in over 70 countries abroad. Assists U.S. firms in realizing their export potential by providing counseling and advice, information on overseas markets, international contacts, and advocacy services.

Cleveland World Trade Association (CWTA)

3813 Euclid Avenue
Cleveland, OH 44115-2598
TEL 216-881-2982 FAX 216-881-1875
Internet www.cwta.org
Volunteer organization whose mission is to educate, develop, network with, and represent international businesses in northeast Ohio.

Communications Workers of America (CWA)

501 3rd Street, NW
Washington, DC 20001-2797
TEL 202-434-1100 FAX 202-434-1279
Internet www.cwa.org
The largest telecommunications union in North America, representing 630,000 workers in public and private employment in more than 10,000 communities in the United States and Canada.

(Ryan, continued)

Protecting Workers Throughout the World

It is apparent that American consumers care about working conditions of people who make products sold in the United States. According to a recent poll, 55 percent of respondents stated that they would pay more for an item of clothing if they knew it was not made in a sweatshop. Labor, especially the textile union UNITE, has been working with students and elected officials to eliminate sweatshop products from campuses throughout the country and from having U.S. tax monies used to buy uniforms from sweatshop countries.

The AFL-CIO is advocating a proworker trade agenda on Capitol Hill. It is supporting bills such as HOPE for Africa, which would ensure that goods are produced under conditions that protect workers' rights and the environment in a manner consistent with operations in

developed countries. The AFL-CIO is also supporting the Stop Sweatshop Act, which would help stop sweatshop abuses by holding manufacturers and retailers jointly responsible for violations of labor standards in the contracting shops that produce their products.

As U.S. Representative Marcy Kaptur (D-OH) said during her "Come Shop with Me" campaign, "Barbie is not so pretty when you look beneath the surface." The public seems to be in agreement. America must look under the surface of free trade to ensure, instead, fair trade. ■

(Torma, continued)

ample is Ferro Corporation, a producer of paint powder, and Nordson Corporation, a producer of application equipment, who work together for mutual gain to increase international sales.

Nordson is a regional company that relies heavily on its overseas markets. It

designs, manufactures, and markets systems that apply adhesives, sealants, and liquid and powder coatings to a broad range of consumer and industrial products during manufacturing operations. Headquartered in Westlake, Ohio, the company is supported by a network of Nordson international subsidiaries and independent distributors that contribute 60 percent of annual revenues. In the past 10 years, Nordson has opened the majority of its new offices and distributor relationships in developing countries.

Effective communication with its international employees is an integral part of Nordson's international human resources philosophy. Without cross-cultural skills, the firm's ability to work successfully in foreign markets would be greatly diminished.

Business, just as other sectors, must be sensitive to the environment in which it works to succeed in building the cooperative framework that is vital for trade and investment. ■

Business & Labor Dialogue

Summer 1999

Vol. III, No. 2

Published by National Policy Association.

This newsletter was made possible through support provided by the Development Education Program, Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response, U.S. Agency for International Development. The views expressed by the authors are their own and do not necessarily represent those of USAID or NPA.

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NATIONAL  **ALLIANCE
OF BUSINESS**

WORKFORCE ECONOMICS TRENDS

THE BUSINESS VOICE ON WORKFORCE DEVELOPMENT

GLOBALIZATION: SEPARATING FACT FROM FANTASY

The increased exposure of economies, companies, and products to competitors from around the world is one of the key drivers of the new economy. Nations, companies, and employees are living in an increasingly interconnected world and the impact of globalization is profound. As Federal Reserve Board Chairman Alan Greenspan recently observed, "The evidence is overwhelmingly persuasive that the massive increase in world competition--a consequence of broadening trade flows--has fostered markedly higher standards of living for almost all countries who have participated in cross-border trade." In this issue of *Workforce Economics Trends*, we explore some of the most persuasive dimensions of the new economy.

Globalization is important as companies strive to improve productivity and increase efficiency to remain competitive. The growth of the global marketplace also presents new opportunities for companies to expand the market for their goods and services. Finally, globalization increases living standards. A 1996 National Bureau of Economic Research study by Frankel and Romer found that trade has a large, significant, and positive effect on income. More and more companies are taking advantage of the expanding global marketplace to increase their access to markets and increase market share. And finally, workers in the U.S. now compete with workers from all over the world.

As John Reed, then chairman of Citicorp observed in 1996, "Business people know they must compete and find a place within the globally open marketplace... the competitor is not likely to be next door-- more likely your competitor resides in the next continent... you can also source globally, benefiting from lower costs and different labor forces, but you must invest in the skills and structures to do so."

In this issue, we explore a range of data that provide a snapshot of how globalization is affecting the economy and changing its very nature. Many common perceptions about trade and investment do not square with reality. Certainly international trade and investment flows have increased over time, but how these trends have played out is more complicated than the simple anecdotes that we often use to characterize their impact on the economy. In this new environment, human resources -- the knowledge, skills, and abilities of people -- will represent the key competitive edge of this interconnected global economy. An important issue and challenge for educators, business, and policymakers is ensuring that our students meet these world class standards.

Workforce Economics Trends is a compilation prepared by the Alliance of research profiling our nation's current and future workforce. The information --- statistics, facts and demographics --- highlighted is intended to help advance efforts to build a quality workforce.

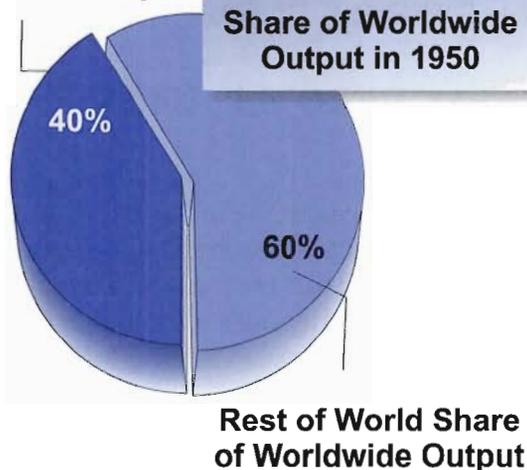
Alliance members receive *Workforce Economics Trends* six times per year, bimonthly. Further information and analysis about the state of the American workforce are provided through the Alliance's newsletters --- *Work America* and *Workforce Economics*.

National Alliance of Business
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email: info@nab.com Website: www.nab.com

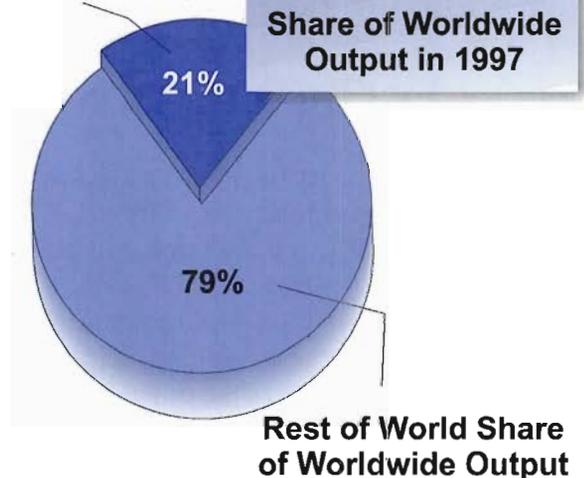
The U.S. Share of World Output is Shrinking...

The share of world output (the sum of all goods and services produced) represented by the United States has been cut in half since the end of WW II. In 1950, the United States accounted for nearly 40 percent of all output in the world. Currently, the United States accounts for less than 22 percent of all output in the world.

U.S. Share of
Worldwide Output



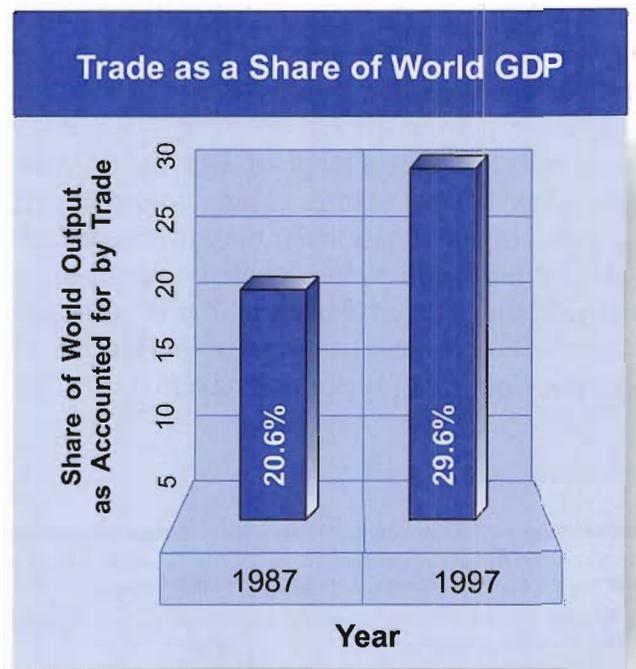
U.S. Share of
Worldwide Output



Source: The World Bank, *1999 World Development Indicators*.

The Share of Worldwide Gross Domestic Product (GDP) Accounted for by Trade has Exploded...

The share of world output accounted for by trade has exploded over the past few decades. Trade as a share of world output rose from 7 percent in the 1950s to nearly 30 percent today. Between 1987 and 1997, trade as a percent of total output rose 9 percentage points from 20.6 percent in 1987 to 29.6 percent in 1997.



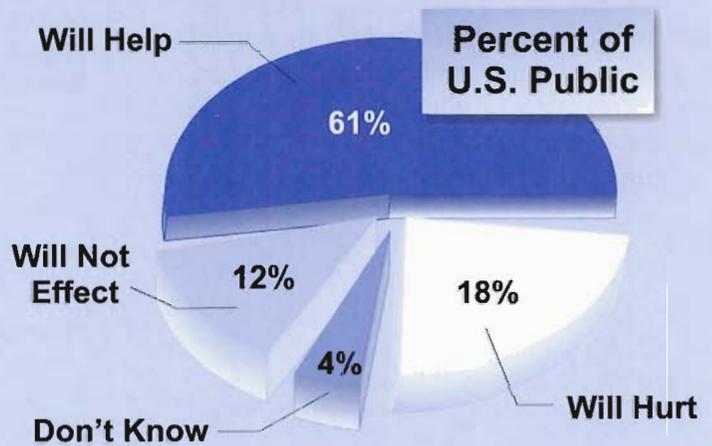
Source: The World Bank, *1999 World Development Indicators*.

The U.S. Public Thinks That Trade and Globalization Will Strengthen Their Children's Future...

Question:

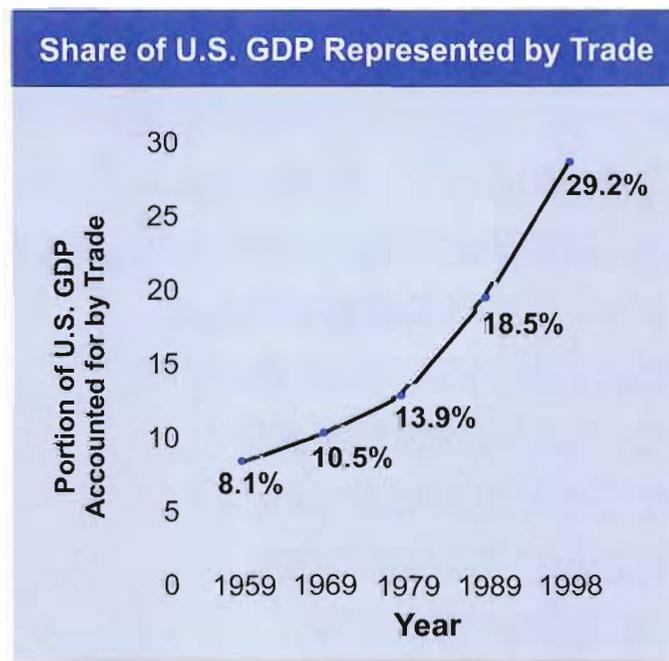
Thinking about increasing trade and globalization, do you think this will help your children, will hurt your children, or will not affect them?

Source: Mark J. Penn, "Poll: Choosing the New Economy," *Blueprint: Ideas for a New Century*. Winter 1999.



The U.S. Economy is Also Becoming More Integrated into the World Economy...

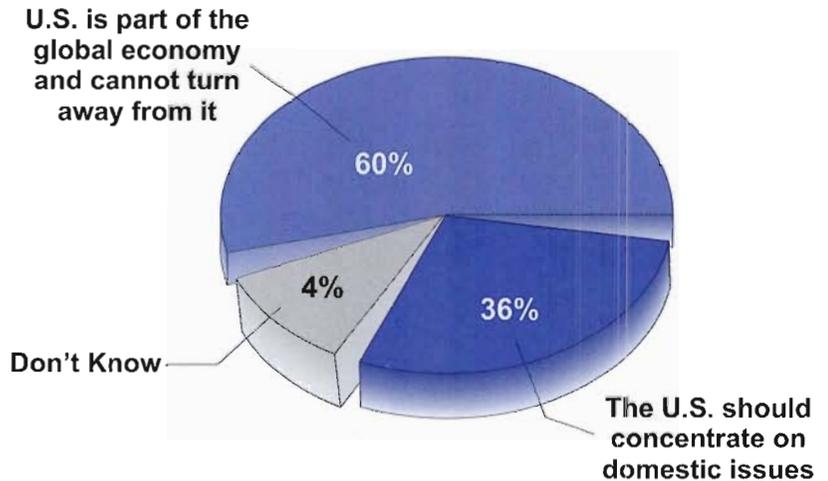
Since 1959, the portion of U.S. Gross Domestic Product (GDP) accounted for by trade (the sum of imports and exports) has more than tripled. In 1959, trade accounted for just over 8 percent of U.S. GDP; by 1998, trade accounted for nearly 30 percent of U.S. GDP.



Source: *1999 Economic Report of the President and Economic Indicators*.

The American Public Understands it is Part of the Global Economy...

A recent poll found that a majority of the public understands that the U.S. is part of the global economy and cannot turn away from it now, even if it wanted to. Only about one-third of the public said the U.S. should concentrate on domestic interests only.

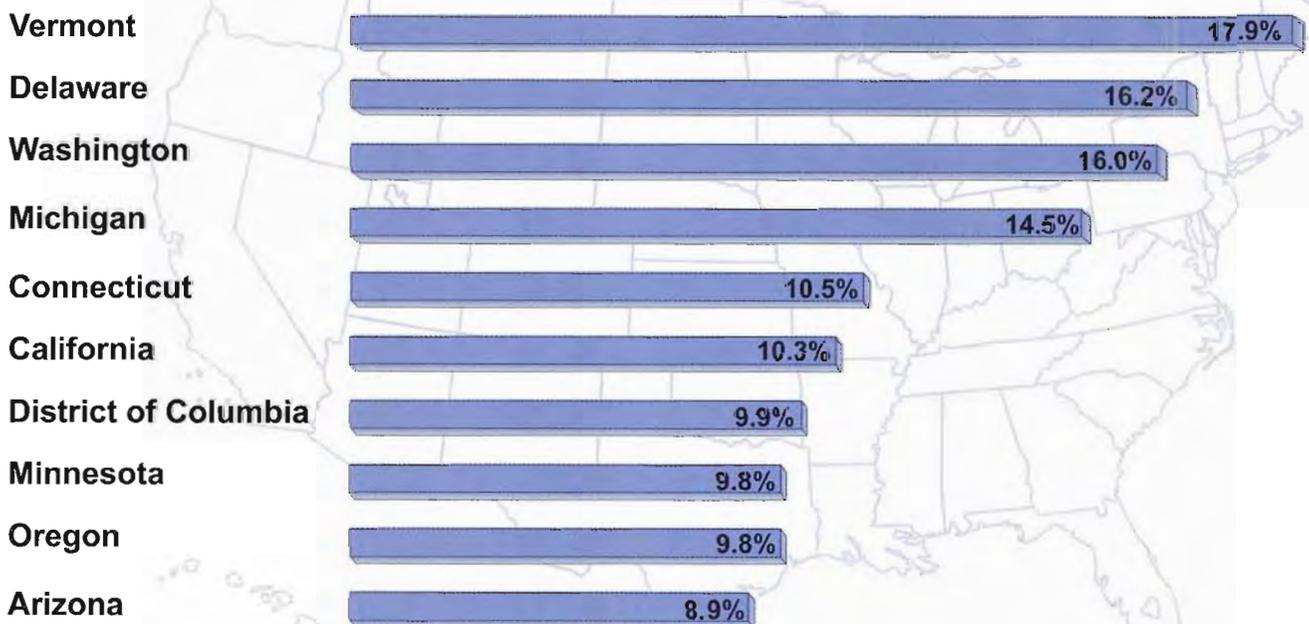


Source: Mark J. Penn, "Poll: Choosing the New Economy," *Blueprint: Ideas for a New Century*. Winter 1999.

A Surprising Collection of States Rely Upon Exports for a Part of Their Gross State Product (GSP) ...

In 1996, international trade was an important component of several state economies. Surprisingly, many of these states do not have an obvious natural competitive advantage, such as a large port. Vermont is the state with the highest ratio of exports to output in 1996.

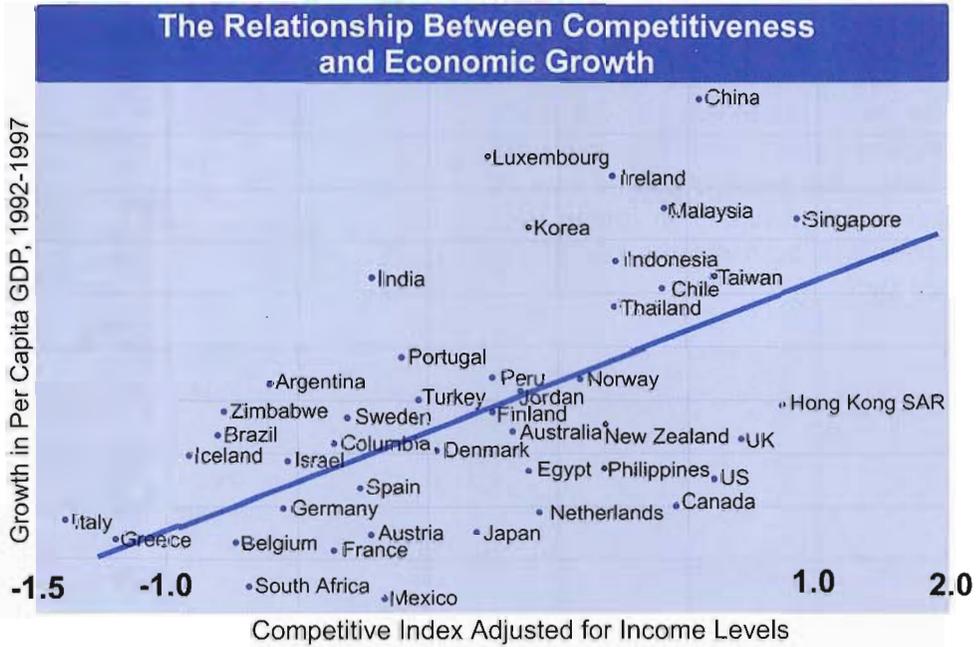
Percent of GSP Represented by Exports



Source: Progressive Policy Institute. "Trade Fact Sheet." June 1999.

There is a Strong and Positive Relationship Between Economic Competitiveness and Economic Growth...

For several years the World Economic Forum has ranked several countries in terms of their economic competitiveness. As the graph highlights, there is a positive relationship between the World Economic Forum Competitiveness Index and economic growth.

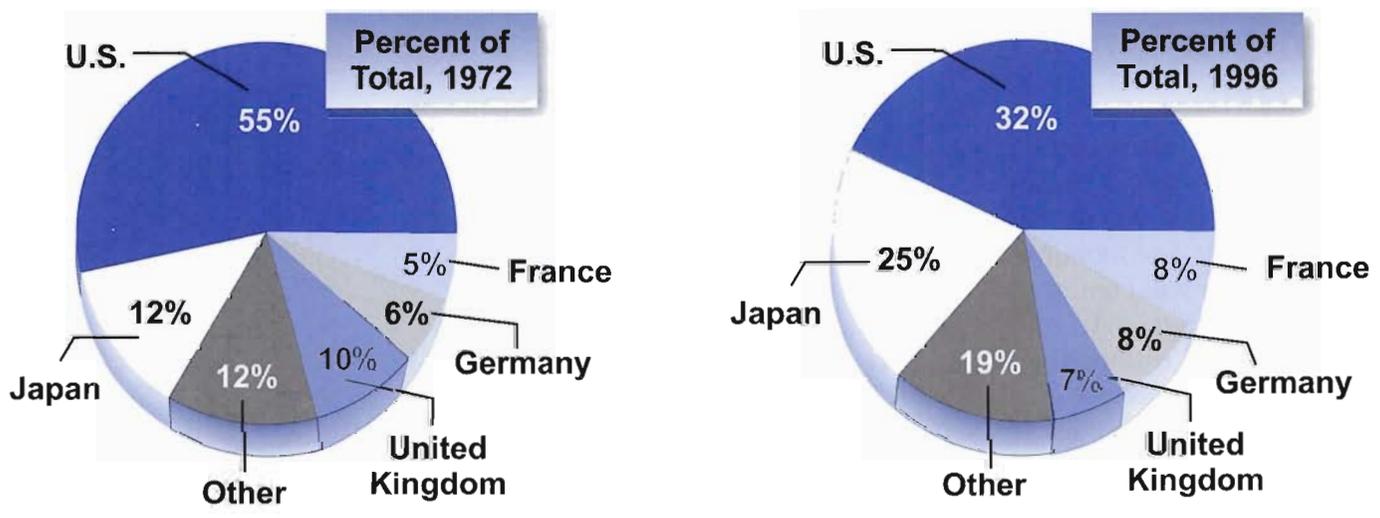


Source: World Economic Forum. *The Global Competitiveness Report: 1998.*

Many of the Largest Companies are Now Located Outside the United States...

The share of the largest 500 companies in the world headquartered in the U.S. has fallen dramatically. The U.S. now accounts for just over 32 percent of the Global 500; in 1972 the U.S. accounted for 55 percent. Nearly one in five of the largest companies in the world are now headquartered outside of the U.S., Japan, Germany, France, and the United Kingdom. In 1972, one in ten of the largest companies in the world were located outside of these five countries.

Location of 500 Largest Industrial Corporations in the World By Country



Note: Companies are ranked on the basis of revenues.
 Note: Percentages may not add to 100 because of rounding.

Source: Fortune Magazine (various issues), "The Global 500"

Labor Force Growth in Areas Outside of the United States Will be Much Faster...

The fastest rates of growth in labor supply are concentrated in low and middle-income countries. These trends are projected to continue. Between 1997 and 2010, the average annual rate of growth in labor supply in low-income countries will be triple the rate in the United States.



Source: The World Bank, *1999 World Development Indicators*.

Changes in Labor Supply are Important to Economic Growth...

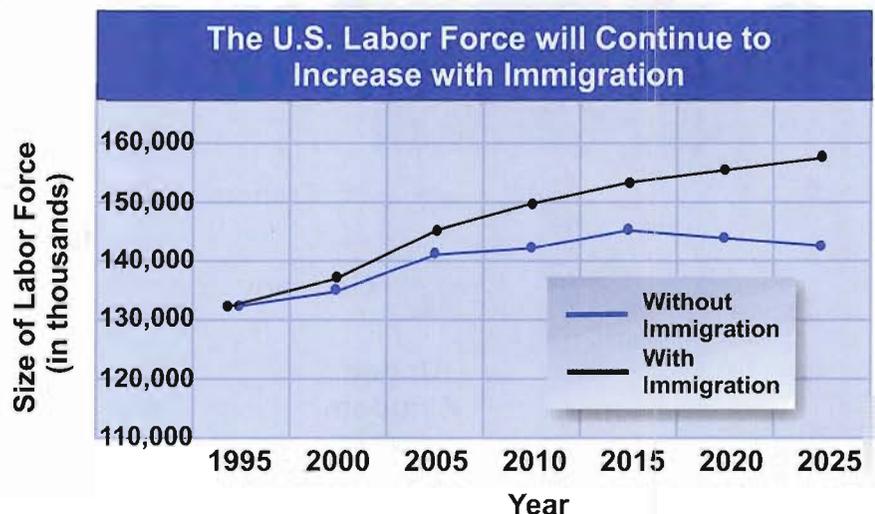
A National Bureau of Economic Research (NBER) study found that demographic changes--in particular, growth in the working age population--are important determinants of economic growth. Bloom and Williamson found that population dynamics accounted for one-third of the growth in per capita Gross Domestic Product (GDP) between 1965 and 1990 for emerging Asian economies. They also estimate that a one-percent increase in the rate of growth of the working age population translated into a 1.46-percent increase in the growth rate of per capita GDP.

Source: David Bloom and Jeffery Williamson, "Demographic Transitions and Economic Miracles in Emerging Asia" November 1997. National Bureau of Economic Research. Working Paper Number 6268.

Immigration Will be Important for Future Labor Force Growth...

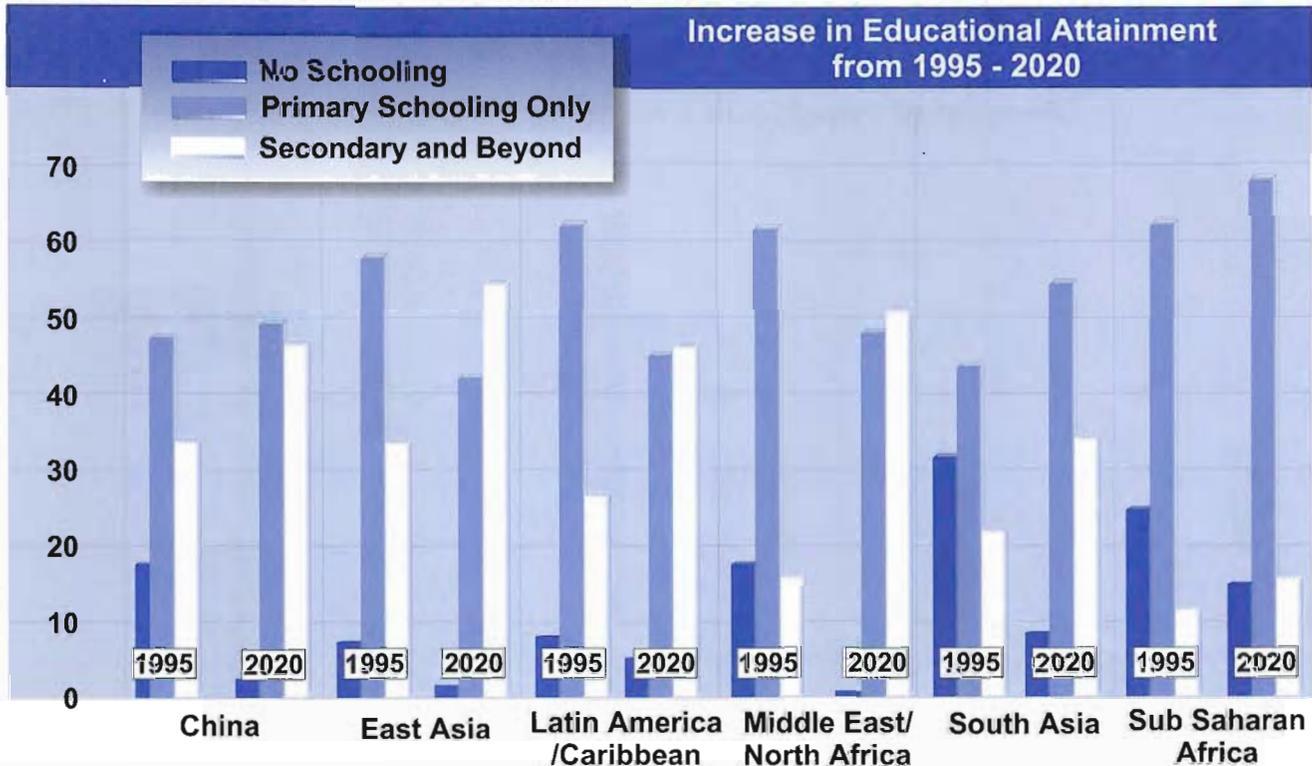
A recent study finds that the U.S. labor force will continue to grow, but at diminishing rates, for the next 30 years. Under current immigration conditions, the labor force will continue to expand at an average annual rate of 0.6 percent. **Without immigration, the labor force will begin to decrease in about 2015.** Immigration will account for about 60 percent of projected labor force increase in the next 30 years.

Source: Jeffrey Passel and Joan R. Kahn. "Immigration, Fertility, and the Future American Workforce." The Urban Institute, March 1998.



Developing Countries are Investing in Education...

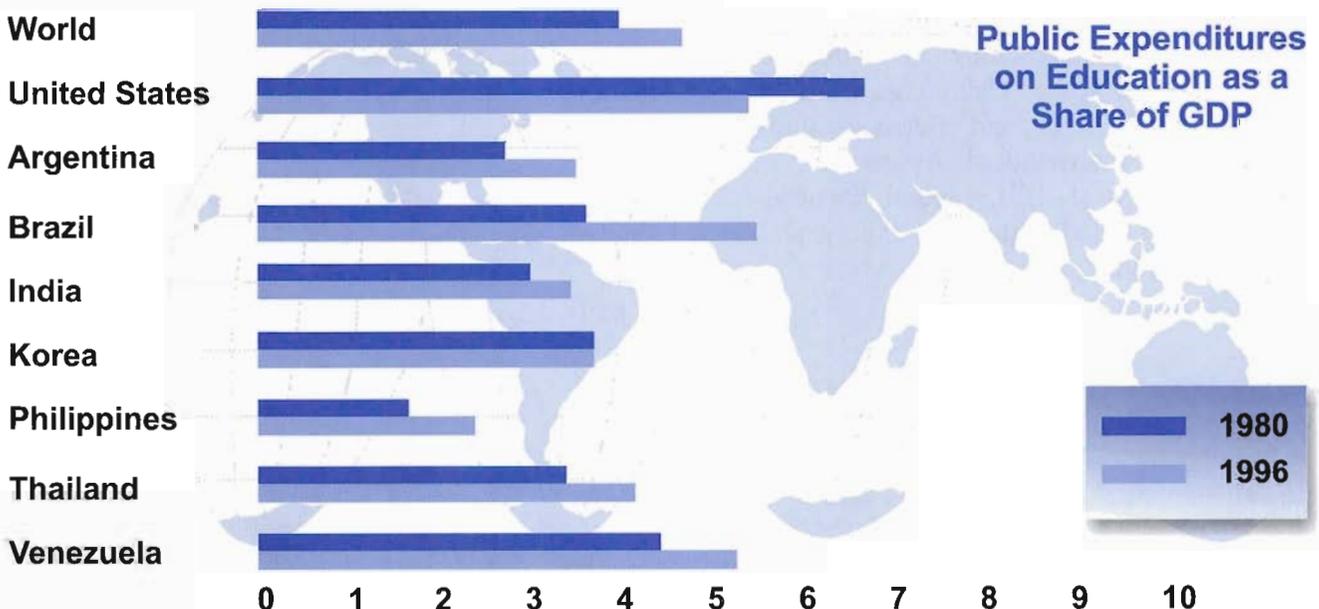
Educational attainment in several developing and emerging regions of the world is projected to increase rapidly. According to a study done by the World Bank, the share of the population under the age of 60 with higher levels of educational attainment is projected to increase rapidly by 2020.



Source: Vinod Ahuja and Deon Filmer, "Educational Attainment in Developing Countries: New Estimates and Projections Disaggregated by Country" May 1995. The World Bank Background Paper.

Investments in Education are Increasing in the World While Falling in the United States...

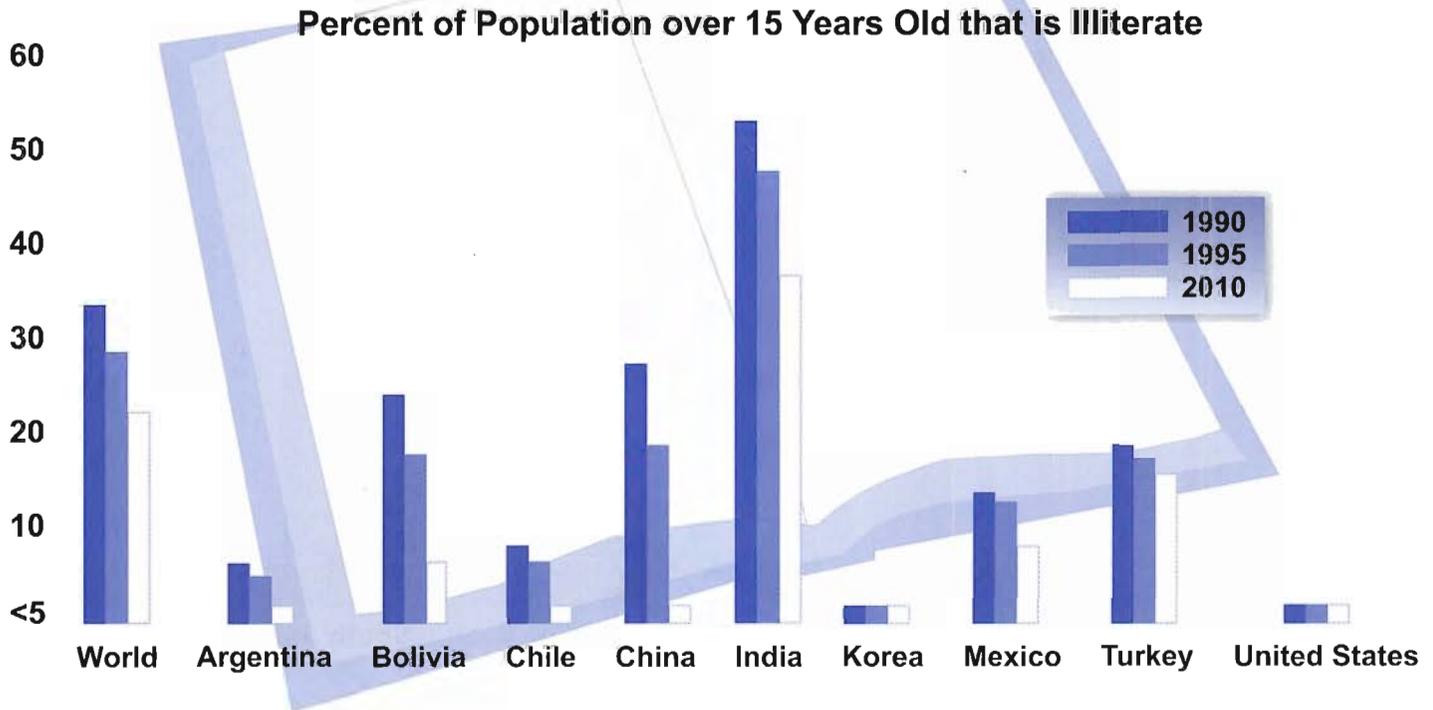
While the share of GDP devoted to education at all levels fell between 1980 and 1996 in the United States, the share of GDP devoted to education in many other countries increased.



Source: The World Bank, 1999 World Development Indicators

Literacy Rates Among the World Population Are Increasing...

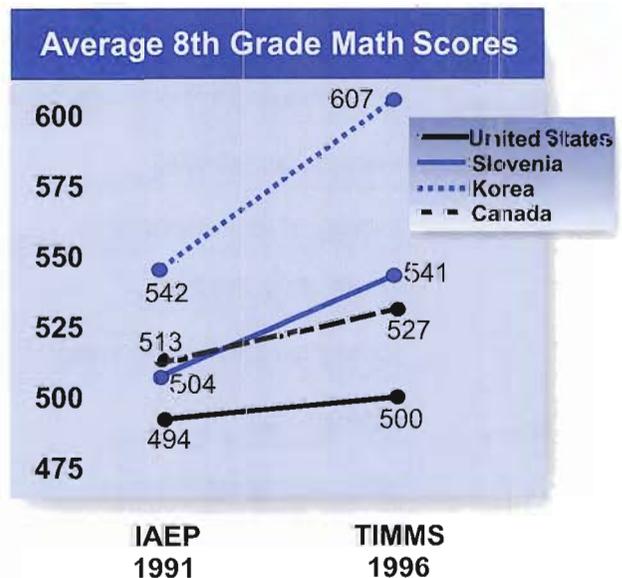
The share of the adult population that is illiterate is dropping. In 1990, one in three adults were illiterate; by 2010 we estimate that just over one in five adults will be illiterate.



Source: The World Bank. *1998 World Bank Indicators*.

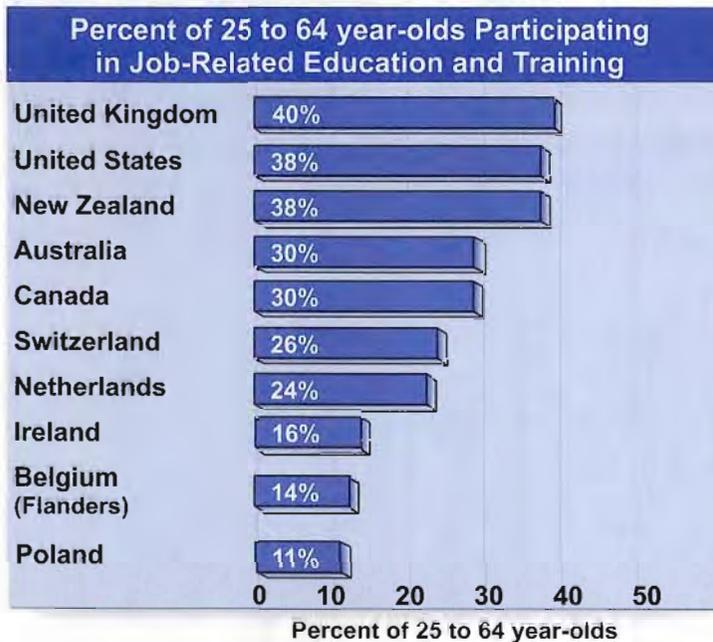
The United States Performs Poorly in International Comparisons of Academic Achievement...

The increase in eighth grade student achievement in math in the United States is much lower than the increase in other countries. Using data from the Third International Math and Science Study (TIMSS) and the International Assessment of Educational Progress (IAEP), several countries outperformed the United States and experienced larger increases in average test scores.



Source: Third International Math and Science Study and the International Assessment of Educational Progress.

Workers in the United States are Among the Most Likely to Participate in Job-Related Training...

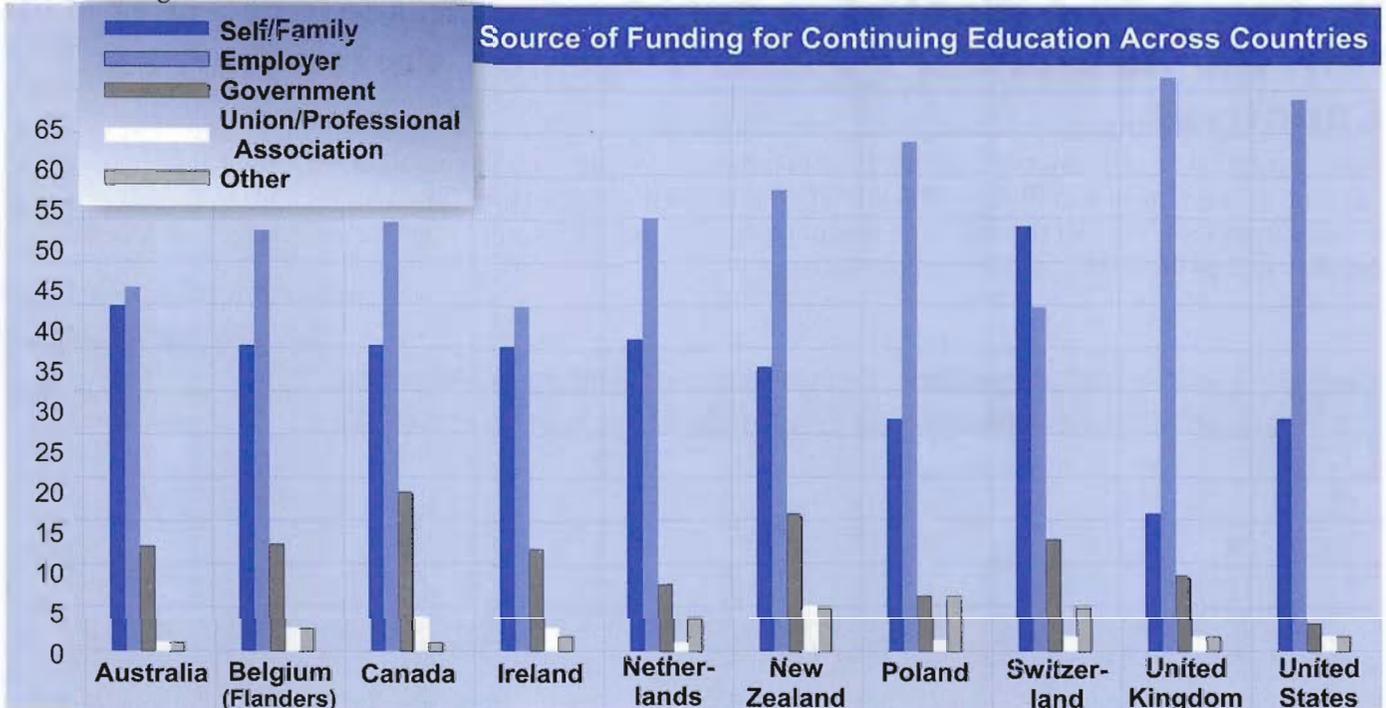


The United States is tied for second place in terms of job-related education and training among countries that participated in the International Adult Literacy Survey (IALS). This survey collected data on the incidence, duration, and nature of continuing education in 11 OECD countries. Comparable data across countries are extremely limited.

Source: Organisation for Economic Co-Operation and Development. *Education At A Glance: OECD Indicators 1998.*

There are Differences in Who Helps Pay for Continued Education and Training...

Employers were the primary source of financial support for continuing education and training courses. Employers were the source of funding for over 60 percent of the courses in Poland, the United Kingdom and the United States. On the other hand, individuals contributed to the cost of funding in about a third of the courses.

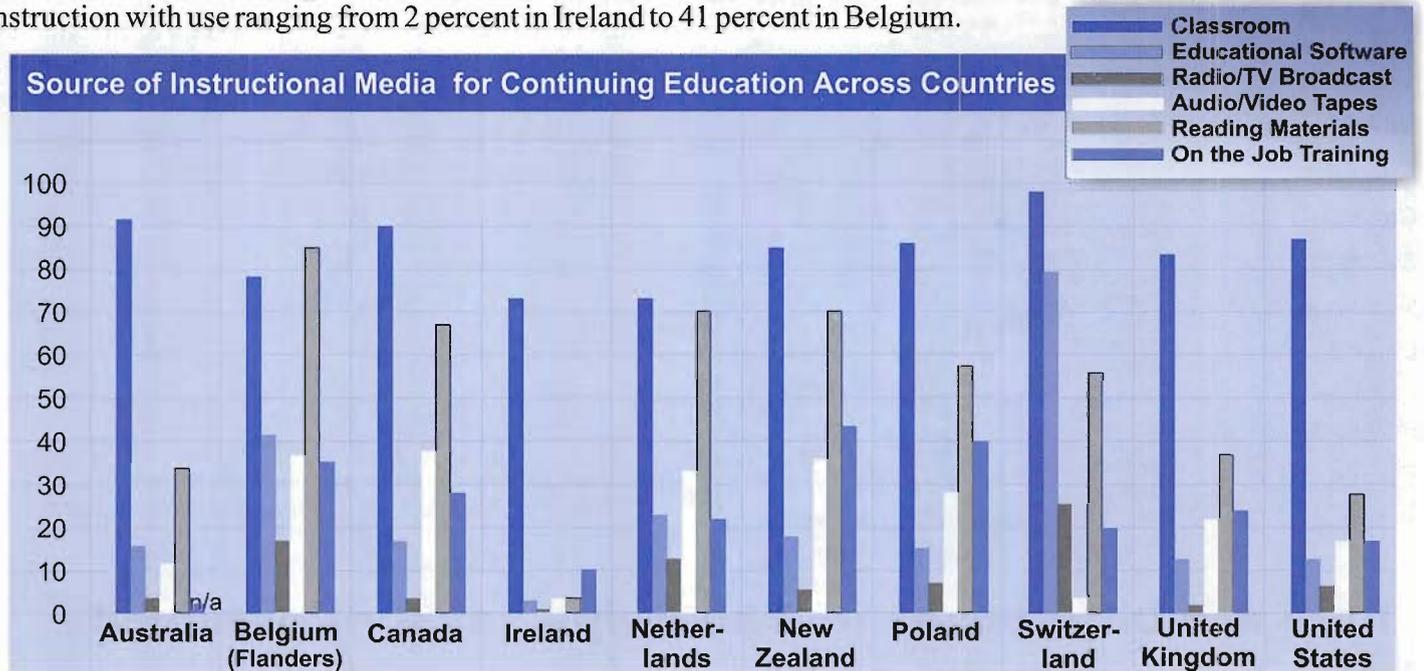


Note: Numbers may add up to more than 100 percent since respondents could cite more than one source for support for education and training.

Source: Organisation for Economic Co-Operation and Development. *Education At A Glance: OECD Indicators 1998.*

Education and Training Courses Use a Variety Of Instructional Media...

While many types of media are being used to deliver educational training, the traditional medium of classroom instruction is by far the most used. Reading materials are used in over half of the courses, except in Ireland, Australia, the United Kingdom, and the United States. Educational software is becoming an important medium of instruction with use ranging from 2 percent in Ireland to 41 percent in Belgium.



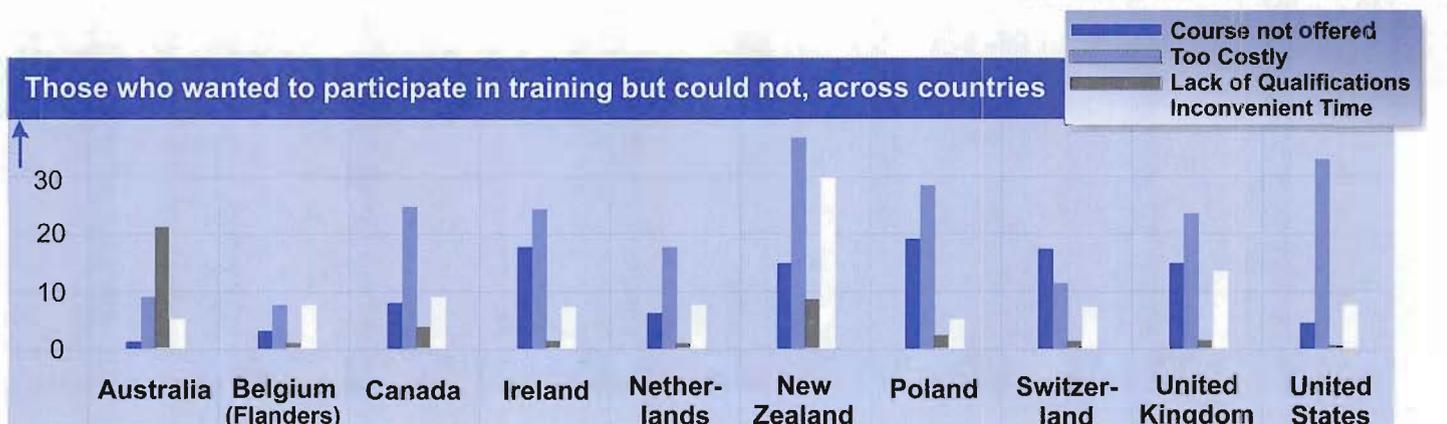
Note: Numbers may add up to more than 100 percent since respondents could cite more than one type of media used in the course.

Source: Organisation for Economic Co-Operation and Development. *Education At A Glance: OECD Indicators 1998*.

Of Those Who Wanted to Participate in Training But Could Not, the Reason for Non-Participation Varied Across Countries...

Among a series of institutional barriers, financial reasons were the most prevalent reason for non-participation in training. More than one in five persons identified this as a problem in the United States and several other countries. In other instances, the fact that a course was not available was an important barrier. Relatively few persons noted that they lacked the qualifications to take a course.

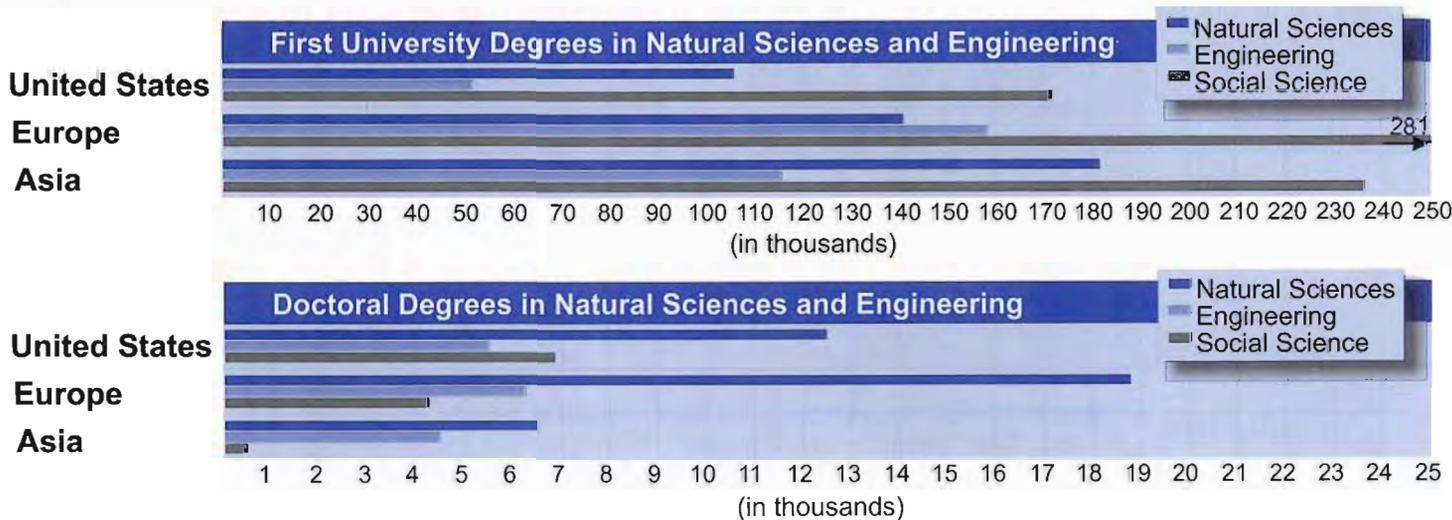
Reasons for Non-Participation



Source: Organisation for Economic Co-Operation and Development. *Education At A Glance: OECD Indicators 1998*.

Western Europe Leads the United States and Japan in Producing Science and Engineering Ph.D.s...

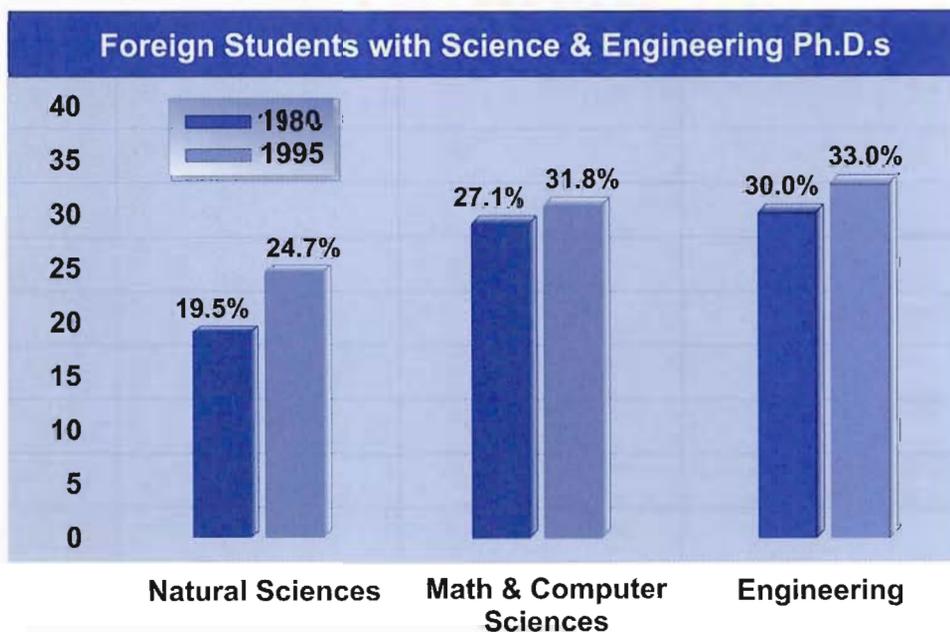
Only 15 percent of all undergraduate degrees are awarded in the U.S. in natural sciences and engineering compared to about 30 percent in both Europe and Asia. In 1992, Asia produced over twice the number of students with a university degree in science and engineering. However, in terms of the number of doctoral degrees awarded in the same fields, Europe awarded 38 percent more students with doctoral degrees than the U.S. and more than twice as many as Asia.



Source: National Science Foundation.

Foreign Students Represent a Large Share of Science and Engineering Ph.D.s...

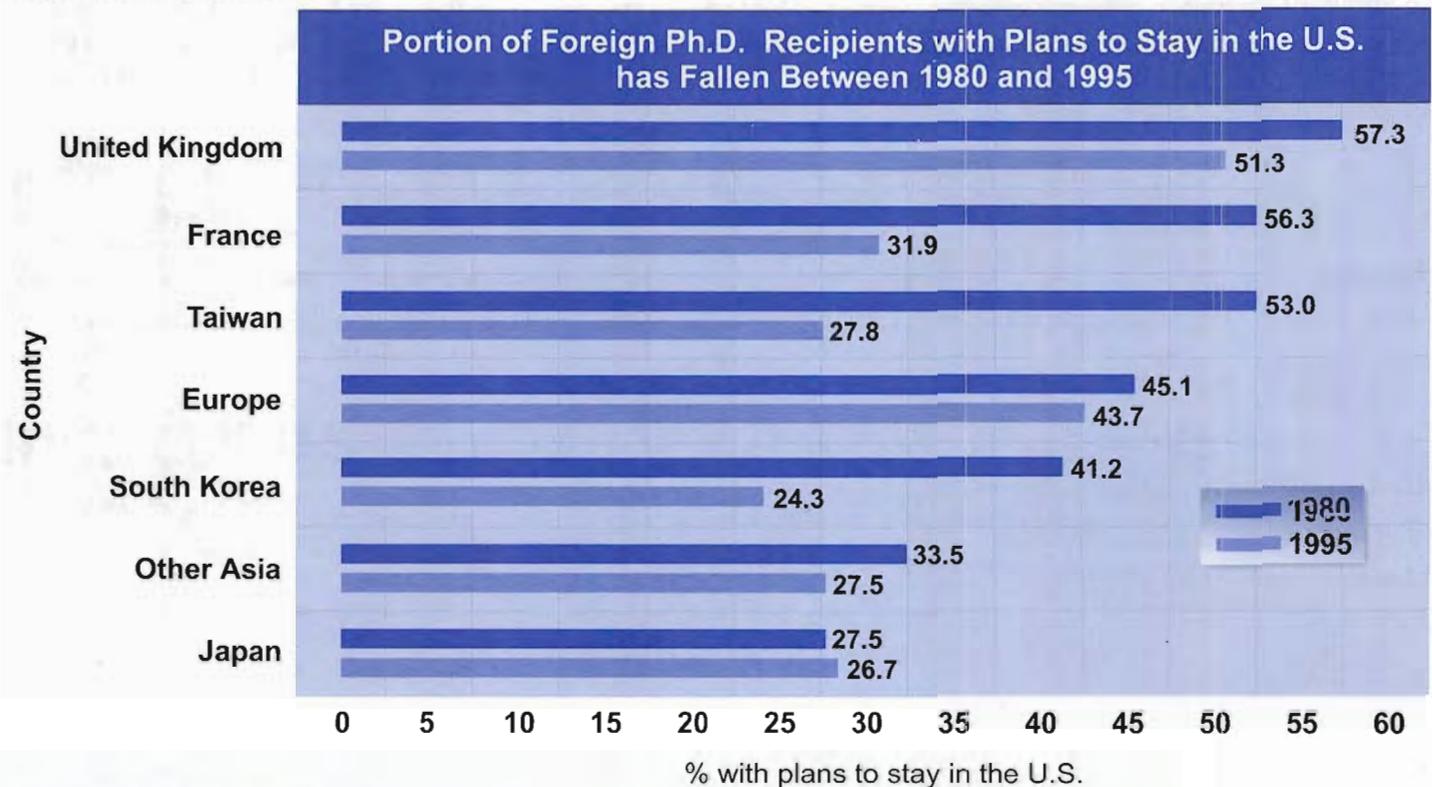
Foreign students represent a growing share of all doctoral degrees awarded in the U.S. in science and engineering. In 1995, one in four doctoral degrees in natural sciences was awarded to a foreign student and one third of all Ph.D.s in engineering went to foreign students.



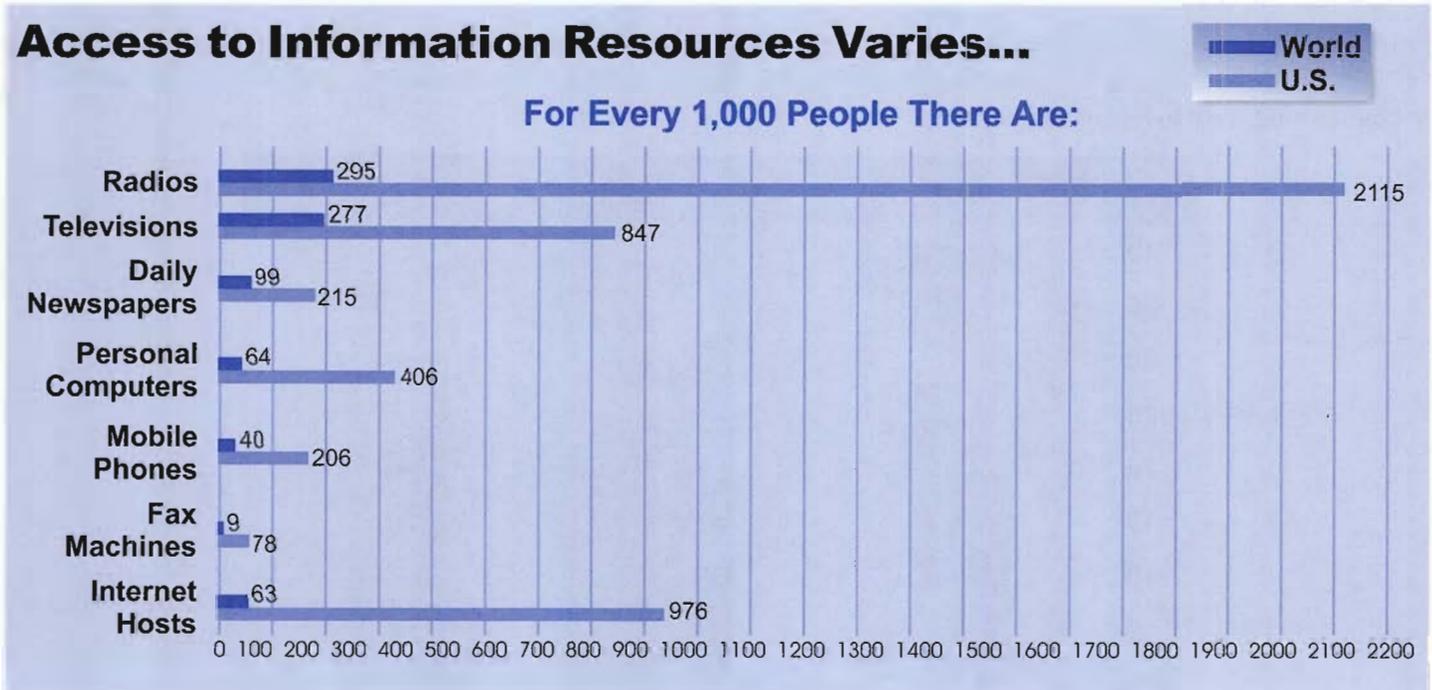
Source: National Science Foundation.

More Foreign-National Ph.D.s are Returning Home to Work...

The share of foreign students earning a doctorate in science and engineering with plans to stay in the U.S. has fallen between 1980 and 1995.



Source: National Science Foundation.



Source: World Bank. *1998 World Bank Indicators*.

ANNOUNCING: THE BUSINESS COALITION NETWORK!

BCER, NAB, AND THE BCWD HAVE JOINED TOGETHER TO OFFER
YOUR COALITION AN INTEGRATED SYSTEM OF EDUCATION AND
WORKFORCE DEVELOPMENT PRODUCTS AND SERVICES

The National Alliance of Business (NAB), Business Coalition for Education Reform (BCER), and Business Coalition for Workforce Development (BCWD) are pleased to announce the development of the **Business Coalition Network**. For several years, NAB, which chairs both the BCER and BCWD, has been working to improve student achievement and workforce quality at the local, state and national levels. In response to feedback from you, our state and local coalitions, we have merged the BCER coalition network with a growing network of coalitions focused on workforce development. Through the *Coalition Network*, we offer an integrated set of products and services to support your efforts to improve student achievement and workforce quality.

Coalition network members will benefit from:

The Business Coalition for Workforce Development (BCWD) is a broad-based group of 35 national business organizations and corporate representatives chaired by the National Alliance of Business. Members are interested in workforce development and human resource issues in public policy.

- **Monthly Updates:** Coalition network members will receive the *Coalition Update*, which will include: regional coalition reports, information on workforce development initiatives, the *BCER Update* on education reform issues, and a bi-monthly edition of *Transcripts Update* on our campaign to encourage the use of school records in the hiring process.

- **Select Publications and Materials:** Coalition network members have access to information explicitly developed for business-led coalitions, including *Successful Strategies Booklets* on key education reform topics and coalition toolkits on workforce development issues.

(Continued on page 2.)

The Business Coalition for Education Reform (BCER) is made up of 13 national business-led organizations that coordinate their efforts to increase the academic achievement of all students. BCER is managed by the National Alliance of Business.

INSIDE:

- ◆ *BCER Update and Transcripts Update*
- ◆ **Making the Most of the Workforce Investment Act (WIA)**
- ◆ **1999 National Education Summit**

The *Update* is published monthly by the National Alliance of Business (NAB). The NAB works at the national, state, and local level with business-led coalitions to improve student achievement and workforce quality. At the national level, the NAB chairs two coalitions composed of over 30 national business organizations: the Business Coalition for Education Reform (BCER) and the Business Coalition for Workforce Development. At the state and local level, the NAB manages the Business Coalition Network — a growing network of coalitions working in their community to advance education and workforce development issues.

COALITION NETWORK

(Continued from page 1.)

- **Website:** A coalition section of the NAB site (www.nab.com) provides direct access to electronically-based information, coalition profiles, and hyperlinks to other resources. For education specific information, coalitions can also visit the BCER site at www.bcer.org.
- **Technical Assistance:** We are here to help you in your efforts. Feel free to call us with questions or concerns.

Thank you for your continued feedback during this exciting time of change. **Feel free to contact Shannon Dunphy, Education, (phone: 202/289-2918; e-mail: dunphys@nab.com) or Amanda Sodoma McMahon, Workforce Development (phone: 202/289-2863; e-mail: mcmahona@nab.com) with questions or concerns about the *Coalition Network*.**

BUSINESS STRATEGIES TO IMPLEMENT THE WORKFORCE INVESTMENT ACT OF 1998

In August 1998, President Clinton signed the Workforce Investment Act (WIA) into law, setting in motion unprecedented opportunities to reinvent the nation's public workforce investment system. The Act brings about the consolidation of a variety of workforce development programs under one system.

The **Business Coalition for Workforce Development**, a group of 35 business organizations led by the **National Alliance of Business**, worked for nearly five years to shape and guide the passage of this landmark Act. It was through this Coalition that the business community unified its support for the Act and, over the next year, these organizations will continue to play a leadership role in implementing the new law. WIA gives important functions to the business community, in partnership with public officials, to ensure a system that is user-friendly, easily accessible, performance-driven, continuously improving, flexible, and responsive to the market place.

Several characteristics of the Act warrant the attention and support of business:

- Business needs can be met through flexibility of local programs and resources.
- Business has a leadership role in designing the system.
- Systems are based on comprehensive, one-stop service centers for business and job seekers.
- Skill training is tied to industry-recognized standards.
- Programs are held accountable for results.
- Individual workers can get financial help for training through vouchers; and
- Current programs are simplified, user-friendly, market-based, and easily accessible.

The quality of the workforce system designed in each state will be directly linked to the level of business leadership, as well as collaboration with governors, local elected officials, and other local partners. *For more information, please visit the National Alliance of Business website at www.nab.com or contact Eleanor Mower (phone: 202/289-2937; e-mail: mowere@nab.com).*

GET YOUR COALITION INVOLVED IN THE IMPLEMENTATION OF WIA!

- Nominate strong business leaders for appointments to Workforce Investment Boards.
- Help Boards define strategic plans and build links to local economic development.
- Help Workforce Investment Boards develop a demand-driven, competency-based system of workforce development.
- Work with local Boards to ensure that the new workforce system meets business needs.

BCER Update

Business Coalition for Education Reform

August 1999

BALDRIGE IN EDUCATION (BiE IN)

As you read in July's *BCER Update*, NAB, in partnership with the American Quality and Productivity Center and 20 other national business and education organizations, have launched the *Baldrige in Education Initiative (BiE IN)*. On July 9th, NAB sponsored a meeting in which educators who have instituted successful Baldrige-based education reform initiatives shared their experiences. The meeting was featured in a July 14 nationally syndicated column by David Broder in *The Washington Post*. Broder observed, "Watching a video of those rescued first-graders proudly talking about their accomplishment packed the same wallop as seeing the U.S. women's soccer team last Saturday – goal defined; mission accomplished."

Next Steps: NAB and APQC are sending out invitational applications to business and education leaders inviting them to create a state/community team. In November, 1999, five pilot teams will be chosen to kick off the two year effort. To participate, states must meet the following criteria:

1. Create an aligned state/community leadership team to lead a change effort using the Baldrige criteria to improve student and system performance.;
2. Demonstrate a commitment to build capacity to roll out and sustain training and networking necessary to achieve results; and
3. Contribute \$100,000 over two years to fund joint BiE IN activities.

For more information, or to request an application, please contact Haley Stein (phone: 202/289-2833; e-mail: steinh@nab.com).

TEACHER QUALITY BUSINESS ADVISORY COMMITTEE HOLDS FIRST MEETING

NAB's *Teacher Quality Business Advisory Committee*, chaired by **Leslie Graitcer, Executive Director, BellSouth Foundation**, held its first meeting on July 14, 1999. Over 45 business leaders attended. The meeting was held via three conference calls.

Business leaders discussed:

- Educator-in-the-Workplace Programs
- Helping to Improve Pre-Service Teacher Education
- Use of Data and Accountability in Teaching

Products and services will be developed by the Committee to help business leaders get more involved in improving the quality of teaching. *For more information on NAB's Business Advisory Committee on Teacher Quality, please contact Shannon Dunphy at 202-289-2918 or dunphys@nab.com.*

1999 National Education Summit

The National Alliance of Business is pleased to co-sponsor the third National Education Summit to be held at IBM in Palisades, New York, September 30-October 1, 1999. The first summit, in 1989, led to the establishment of the National Education Goals. The second, in 1996, committed the nation's governors to the adoption of high standards and sparked the *Making Academics Count* Campaign to encourage the use of school records in the hiring process. Now that virtually all states have standards in place or under development, state leaders are confronting a number of implementation challenges around which the Summit will be organized. Attendees will include governors, CEOs, and education and civic leaders.

At the Summit, important policy and action steps will be considered around the issues of:

- Improving the Quality of Teaching;
- Enhancing Learning Opportunities with Technology;
- Strengthening Accountability; and
- Sustaining Public Support.

For more information, please contact Shannon Dunphy at the National Alliance of Business at 202/289-2918 or Matt Gandal at Achieve at 202/624-1460.

MAKING ACADEMICS COUNT REACHES MILESTONE OF 10,000 EMPLOYERS

In February 1999 the *Making Academics Count* ad campaign set an impressive goal of having 10,000 employers committed to asking for school records when hiring. In the last five months, NAB has met that goal, expanding the original employer honor roll of 200 to over 10,000 employers. These Honor Roll Employers can be found at www.makeacademicscount.org which contains a database of participating employers.

As students around the country prepare to go back to school, the Making Academics Count Campaign celebrates a major milestone and plans for the future.

Begun as an effort to encourage employers to use school records as part of the hiring process, the campaign strives to involve all employers in sending the message to students: "School Counts." As a result of the campaign, students know what's expected on the job, teachers have an answer to the age-old question "Why do we have to learn this?" and employers can access a more highly-skilled workforce.

The milestone of 10,000 employers demonstrates the growing momentum of the campaign. Over the next year, efforts will focus on:

- Increasing the Employer Honor Roll;
- Providing recommendations for improving student records, and
- Conducting an evaluation on the impact of student records on student achievement and business' bottom line.

For more information on the Making Academics Count Campaign, please feel contact Amanda Sodoma McMahon at the National Alliance of Business, (202) 289-2888 or mcmahona@nab.com.

**CAMERA-READY
ADS FOR YOUR
COALITION!**
Feel free to use the enclosed *Making Academics Count* ad in your own materials.

CAMPAIGN PROFILE: SCHOOL COUNTS!

This fall New Jersey Governor Whitman and the State Department of Education will join the New Jersey Chamber of Commerce and other business leaders in officially launching a statewide campaign called *School Counts!* to reinforce the

importance of school and the link between student performance and employment opportunities.

New Jersey students will have the opportunity to earn an endorsed *School Counts!* diploma that certifies that the student has met the criteria of the program. To participate in the program, students must agree to meet the following four goals for grades 9-12:

- Earn a "C" grade or above in all academic courses;
- Achieve a 95% or better attendance and punctuality record;
- Complete high school in eight consecutive semesters; and
- Pursue more courses than those required for graduation.

To encourage employers to send this message, the Chamber will list *School Counts!* employers on a web-based searchable Employer Honor Roll. *School Counts!* benefits both students and employers. Students can find employers that will give them special consideration while employers will have an applicant pool of high performing students. *For more information, please contact Donna Custard (phone: 609-989-7888; e-mail: donna@njchamber.com).*

REPORT FROM THE WILD, WILD (MID) WEST!

Historically high employment rates and continued demand for workers continue to place significant pressure on Midwestern coalitions to supply their economy with new workers. Retirements by workers in the Baby-Boom generation may result in serious gaps in technical and management positions with no ready source of experienced workers available to take their places. This is especially true in automotive and durable goods manufacturing – sectors that shape the economy of the Midwest as a whole. Midwestern business-led coalitions have responded to these challenges with a burst of creativity and new, hands-on involvement by the business com-

munity. Here are a few examples:

Omaha Chamber of Commerce

Led by **John Gottschalk**, President and CEO of the **Omaha World-Herald**, the **Omaha Chamber of Commerce** has been in the forefront of the community's highly successful **Omaha 2000** education initiative, **OJC** (Opportunities, Jobs, Careers) and, together with the **AIM** (Applied Information Management) Institute, in Omaha's education-to-career leading initiative in information technology. Recognizing the unbreakable link between education and workforce development, the Chamber recently merged the two areas under a single executive. *For more information, please contact Connie Spellman at (402) 346-5000 or cspellman@accessomaha.com.*

Local Investment Commission

The **Kansas City, MO Local Investment Commission (LINC)** is a community collaborative working with citizens, business, civic and labor leaders to improve the lives of children and families in Kansas City and Jackson County, MO. LINC is involved in initiatives to provide employment to those on welfare, create new businesses in the central city and improve the delivery of human services. The efforts are directed by a 36-member citizen commission created in November 1992 through the strong support of the Kansas City business community. LINC was a 1998 and 1999 semifinalist in Innovations in American Government sponsored by Harvard University and the Ford Foundation. Key business leadership in the commission includes LINC chair, **Landon Rowland**, President and Chief Executive Officer, **Kansas City Southern Industries**. *For more information, please contact Gayle Hobbs at (816) 889-5050 or check the LINC web site at <http://www.kclinc.org>.*

The Cleveland Area

In Cleveland, the **Greater Cleveland Growth Association** has joined with **Cleveland Tomorrow**, the **Cleveland Foundation** and the **George Gund Foundation** to launch the *Jobs and Workforce Initiative*, a pioneering effort led by employers such as **Curtis Moll**, CEO of **MTD Products, Inc.**, to build a skilled regional workforce. Working with additional partners such as the **Greater Cleveland Roundtable**, **CAMP Inc.**, and the **Akron Regional Development Board**, and resources such as the **Work in Northeast Ohio Council** and **Cuyahoga Community College**, the *Jobs and Workforce Initiative* is moving forward with developing:

- A multi-county system of "one-stop" job linkage centers to match employers with qualified job seekers;
- A series of initiatives which will offer short-term training designed to ensure a steady supply of job-ready workers in targeted fields; and
- A range of efforts to improve the transition for youth from school to the workplace.

For more information, please contact Daniel E. Berry, Vice President for Workforce Preparation at (216)

592-2384 or dberry@clevegrowth.com

The Right Place Program

The **Right Place Program** in Grand Rapids, MI is a public-private partnership founded in 1985 that fully integrates all facets of economic development, including workforce preparation and development, into a comprehensive set of services. Among its other services, the **Right Place Program** designs and develops manufacturing assistance services, develops curricula for training and re-training workers in manufacturing principles, establishes skills standards for manufacturing, enables career exploration for high school students, and supports school-to-work programs. In addition, it facilitates and supports a number of industry councils that are comprised of senior executives representing area manufacturers. The **Right Place Program** is led by **Nancy Ayres**, General Manager, **Clipper Belt Lacer** and Chair, **Workforce Development Committee of the Manufacturers Council**. *For more information, please contact Michelle Sayers at (616) 771-0326. or*

For more information on coalition activities in the Midwest, please feel free to contact Peter Creticos, Vice President, at the Midwestern office of the National Alliance of Business (phone: 312/396-4430; e-mail: creticosp@nab.com).

MARKETPLACE: EVENTS, INITIATIVES, AND RESOURCES**BRING YOUR COALITION INTO THE
GLOBAL MARKETPLACE**

In today's global economy, business issues are no longer a domestic affair. Recognizing this interdependence, the **National Alliance of Business** is partnering with the **National Policy Association (NPA)** and the **International Union of Bricklayers and Allied Craftworkers (BAC)** to conduct the *Globalization and Development Project*. Supported by the **U.S. Agency for International Development (USAID)**, the project focuses on how U.S. efforts to promote economic growth and development in the world's developing nations influence our own economy.

The *Globalization and Development Project* would like your views on the public and private sectors' role in foreign assistance and international development, including enterprise development, and education and skill training. How do foreign aid and the creation of new markets for American products effect business and labor? How do workforce development and education practices in developing countries effect the U.S. workforce? *To get involved please contact NAB's Member Service Center at 800-787-2848 or info@nab.com, or contact Juliette Schindler, Globalization and Development Project Coordinator, National Policy Association at juliette@npa1.org with answers to these questions. Feel free to contact NAB's Member Service Center or Juliette for more information, as well.*

**YOU ARE
INVITED. . .
To a special Coalition
Luncheon at the . . .****1999 NAB ANNUAL CONFERENCE****September 26, 12-1:30 p.m.****Renaissance Hotel, Washington, DC**

As part of NAB's 1999 Annual Conference we are pleased to invite you to a special coalition luncheon. This luncheon kicks off a whole program of activities devoted to coalitions—workshops, breakfasts, awards, and more. Register for the conference today to get connected with other coalitions working to improve education and workforce quality! *(A conference brochure, including a registration form, is included in this newsletter.)*

To RSVP for the luncheon, please contact Nickie McKenzie at the National Alliance of Business (phone: 202/289-2942, mckenzien@nab.com). You must be registered for the conference to attend.

Coalition Network members only, please.

For more information, please contact Shannon Dunphy (phone: 202/289-2918; e-mail: dunphys@nab.com), or Amanda Sodoma McMahon (phone: 202/289-2863, e-mail: mcmahona@nab.com).

Washington, DC 20005
1201 New York Avenue, NW, Suite 700
National Alliance of Business
Education & Workforce Development

Network
**Business
Coalition**

Chalkline

Chalkline is published monthly for officers and staff of the Local Unions, District Councils and Provincial Conferences of the International Union of Bricklayers & Allied Craftworkers, 815 15th Street, NW, Washington, D.C. 20005.

IU Recharter Locals, OPC in Ontario

BAC has revoked the charters of the Ontario Provincial Conference (OPC) and 11 of its affiliates, and has established a new OPC with rechartered Locals.

Lou Mascarin was elected president of the new OPC. Mascarin is Business Manager of Local Union 6, Ontario. Dan Plunkett, Business Manager of Local 7, Ottawa, was named secretary-treasurer, and Ricky Eade, business manager of Local 25, Thunder Bay, was named executive vice president.

The IU took its actions because the previous OPC and the 11 Locals stopped paying working dues to the IU. These affiliates deducted the working dues from paychecks of members for four months, and the money was sent to the OPC but not forwarded to BAC.

continued on page 3

In Remembrance of



Thomas J. Uzzalino

See page 2

Former OPC Signs Agreement with LIUNA

Two days after BAC revoked the charter of the Ontario Provincial Conference for non-payment of working dues, the rump organization's leader, Jerry Coelho, signed off on a voluntary recognition agreement between Laborers International Union of North America (LIUNA) Local Union 527 and a Toronto tile contractor.

The OPC's former president, Jerry Coelho, signed the agreement (see January *Journal*) on behalf of a LIUNA Local, and without mentioning it to BAC members in Ottawa or BAC Local 7 Canada President Dan Plunkett.

Several years ago, Coelho and his supporters at the former OPC were pushing for drastic changes in Ontario that violated the IU Constitution and its procedures. At that time and since, the IU has attempted to make whatever accommodations were legal and has gone the extra mile to heal whatever wounds exist between the IU and the former OPC. But the IU has warned from the beginning that Coelho and his followers had a different agenda, which included disaffiliating with BAC and teaming up with other unions.

Coelho denied that charge repeatedly. But, now that he's signed onto a LIUNA agreement, we can all draw our own conclusions.

Editor's Note: At presstime in late January, the Building and Construction Trades Department of the AFL-CIO had just passed a resolution stating that no recognition would be afforded the old OPC whose charter BAC revoked. The action came during the annual meeting of the General Board of Presidents.

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LEGISLATIVE UPDATE

"The State of the Union is Strong," says President Clinton

In his State of the Union address to Congress and the nation, the President outlined a number of programs that dealt with the greatest challenges to working families: improving health care, educating our children, and retirement security. The policies that will have a direct impact on BAC's working families are:

- Investing the budget surplus in saving Social Security
- Strengthening funding for Medicare
- Funding for education, training and school construction.
- Long-term health care relief

The burden for legislating these proposals or introducing their own proposals now shifts to the majority leaders in Congress who must either move these ideas forward, or move aside.

BAC Members Respond to "Call to Fairness" In Impeachment Trial

In calls from New York to California, from Oklahoma to Illinois, we've heard from our members and they are eager to let their senators know what they think about the partisan and divisive impeachment trial.

What are they saying? Remarkably, in a poll being conducted of BAC members, 80% would be willing to call or write their senators to let them know how they feel.

BAC Report Card

	"A"	"B"	"C"
Clinton	25%	40%	15%
Congress	4%	11%	37%

**Preliminary results*

Members giving the President high ratings cite the following accomplishments: (1) the economy is doing very well, (2) unemployment is down, (3) interest rates are low, (4) inflation is low, (5) and the deficit is down. As for Congress, most feel it is too partisan and "bickering." Many feel it is wasting too much time and taxpayers' money on the impeachment.

In Memory of Thomas J. Uzzalino



Tom Uzzalino addressing the 1990 BAC convention in Reno, Nevada.

The International Union is saddened to report the death of former IU Executive Vice President Thomas J. Uzzalino. Uzzalino's career with BAC in New Jersey and the International Union spanned five decades. He passed away on February 4th at the age of 62.

Uzzalino began his apprenticeship with former Local 23 New Jersey in 1955 and became a journeyman bricklayer in 1958. A staunch union activist, he served Local 23 as Financial Secretary until the Local was merged into Local 38 New Jersey. He then was elected Business Manager of Local 38.

In addition to his duties as Business Manager, Uzzalino served as Secretary Treasurer and President of the Bergen County Building and Construction Trades Council, Chairman, and Welfare and Pension Fund Administrator of the Bergen County District Council of Bricklayers, and Vice President and Secretary Treasurer of the New Jersey State Conference of Bricklayers.

Uzzalino's career with the International Union began in 1983. He served as a Special Deputy and as Executive Vice President until 1995. Since that time he has continued to serve the International Union as the Director of the International Trowel Trades Council.

His wife Patricia and their children Joseph, Marie, and Peter survive him. A daughter, Patricia, predeceased him.

"Tom was a valued leader in the organized masonry industry," says BAC President John T. Joyce. "His dedication and guidance will be sorely missed."

Donations can be made to the American Juvenile Diabetes Association, Rockland/Bergen/Passaic Chapter, 560 Sylvan Avenue, Englewood Cliffs, NJ 07632.

BAC Local Leaders Help Build Response for MAP

Though operational for less than a year, BAC's Member Assistance Program (MAP) already has received a strong, positive response from active and retired union members and their families. MAP averages 25 to 30 calls a month from members who need help with emotional and substance abuse problems. As word about MAP gets out, the number of calls increases. Some of the problems members face are life-threatening.

"Many callers who have been helped by MAP credit their business agent, field representative or other Local leader for referring them," says Karen Gear, licensed clinical social worker and director of MAP. "The business agent or field representative often is the first to recognize when members are troubled with serious concerns. Some members say they had virtually 'given up' getting help.

"People who are depressed or abusing drugs or alcohol often feel overwhelmed in trying to get through the maze of the mental health system. They get discouraged when they call an outsider who doesn't know or doesn't have time to fully explain options. These members said that what

made the difference for them was having a field representative or business agent who cared enough to refer them to MAP."

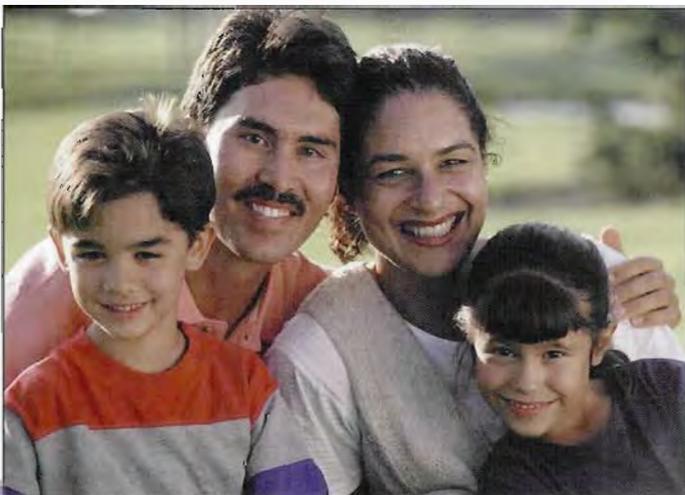
A life saver

Gear recalls one such referral that helped save a member's life. "We received a call from a Local leader who was concerned about a member in

[Continued on back](#)

Here are examples of problems faced by callers to MAP:

- A depressed retiree having difficulty adjusting to retirement
- A tile setter who could not control his compulsive gambling
- A stone mason with marital problems
- An unemployed bricklayer with family conflicts and financial pressures
- A widow whose debilitating anxiety kept her from leaving her apartment
- A wife with concerns about domestic violence
- A father whose son was unable to admit or deal with his chronic substance abuse problems
- A homeless family who needed social services, vocational and family counseling
- An unemployed bricklayer whose interpersonal problems on the job kept her from working



trouble. He encouraged the member to call MAP for help. When the member phoned us later that day, he had been drinking heavily and was talking about suicide. He had no insurance coverage whatsoever. He assumed his situation was hopeless.”

Working together, the Local leader and MAP provided the member with the reassurance and support he needed. With the member’s permission, MAP contacted a supportive family member, who agreed to stay with the member until help could be found. After three hours of searching, and despite

The business agent or field representative often is the first to recognize when members are troubled . . .

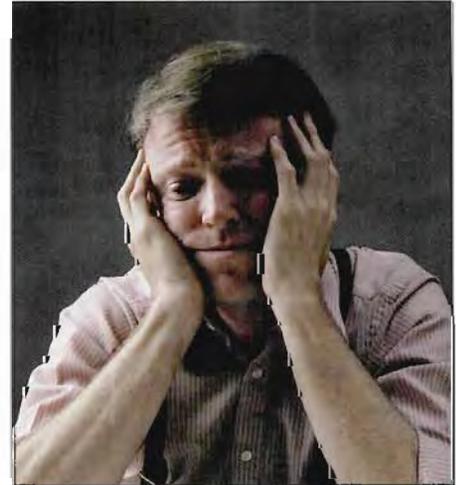
the member’s lack of insurance, several treatment options were found that would get the member the right kind of help for his alcoholism and severe depression. After suffering alone and in silence for years, the member was able to enter treatment for the first time.

The member spent the next two weeks in the hospital, and then was helped with aftercare services that included intensive outpatient therapy and support group involvement. MAP staff followed up to make sure the member not only started treatment, but received the right kind of ongoing therapy and support to ensure his successful recovery. The member also felt encouraged, he said, knowing that after getting help, the Local would work with

him to get started back to work.

“Because it’s human nature to put off getting help,” Grear says, “many members are desperate by the time they call MAP. Members often have sev-

eral serious problems all at once. They may be having financial problems, family conflicts, emotional and substance abuse difficulties.”



First give hope

“When a member calls MAP, we first give the member hope that help is possible. We then connect the member with help to resolve the most pressing, immediate concerns. Members often don’t know where to begin in getting help. In addition, when working members are facing personal crises, they usually don’t have time to make the 30 or 40 phone calls that may be involved in locating the two or three resources needed by the member. That’s why MAP is here. We’re knowledgeable about treatment resources. We keep working until we have located whatever options are available to help the member in need.”

If you would like help referring a member who might benefit from MAP services, call toll-free today:

1-888-880-8BAC

All calls are kept confidential.



BAC's World View Goes Back 80 Years

With today's international trade questions, globalization and shifting of manufacturing to markets where workers are forced to labor for next to nothing, it is easy to understand why unions are getting more involved in these issues.

BAC has a long history of involvement in international affairs, going back to the end of World War I, when BAC President William Bowen went to Europe with Samuel Gompers, first president of the American Federation of Labor. The International Labor Organization (ILO) was started after that trip.

The IU involvement in international efforts relates to those early experiences and to the work IU members do every day in North America.

One focus of the debate on NAFTA, for example, was on the idea of internationally recognized labor standards. BAC supports standards that prohibit slavery, child labor and discrimination, encourage the right to join a union and provide for collective bargaining over wages and working conditions.

"We believe no trade agreement is adequate if it leaves out such basic protections for workers," says BAC President John T. Joyce, who has represented



American workers at the ILO, which enforces basic labor rights.

BAC also has received about \$8 million in government grants over the past 12 years to conduct international training and education programs. The United States Agency for International Development paid for BAC to help unions like our own in Poland, South Africa and El Salvador set up vocational training.

"Labor issues no longer are strictly domestic affairs," Joyce says. "Economic conditions in Asia and other developing areas impact our economy, our workplace and our members."

BAC is working with the National Policy Association (NPA) and the National Alliance of Business (NAB) to conduct a globalization and development project to determine how U.S. efforts to help the world's poorer nations impact upon the U.S. economy. The issues:

- How does foreign aid affect labor and business?
- How does creation of new markets for American products affect labor and business?
- How do wages, working conditions and skills training in developing countries affect the U.S. workplace?
- What has been the effect of foreign aid on living standards abroad and here?

IU Recharter Locals

continued from page 1

BAC took action on October 19th, 1998, revoking the charters of the OPC and Local Unions 1, 2, 4, 5, 10, 12, 20, 23, 28, 29 and 31, all in Ontario. It did this to ensure that the former OPC's default from BAC did not interrupt the membership of those who wished to remain IU members.

Ontario Locals 6, 7 and 25 retained their charters with the IU. The rechartered OPC is now located in Ottawa. In addition to Locals, 6,7 and 25, the new OPC includes rechartered BAC Locals 1, 2, 4, 5, 10, 12, 20, 23, 28, 29 and 31.

The action effectively replaces the disaffiliated Local Unions and gives Ontario BAC members every possible opportunity to continue their IU member-

ship and its benefits, such as opportunities to work in the United States through Construction Workers, Inc. (formerly known as MIED).

"The International Union, acting through and with its affiliated Provincial Conference and its Local Unions, has a proud history of accomplishment for its members, and seeks to extend that history," the IU Executive Board wrote.

For more information about the rechartered OPC, contact or call:

Ontario Provincial Conference
141 Laurier Avenue, Unit A
Ottawa, Ontario K1P5J3
Canadian Toll Free Number
1-877-276-7771

BAC Calendar

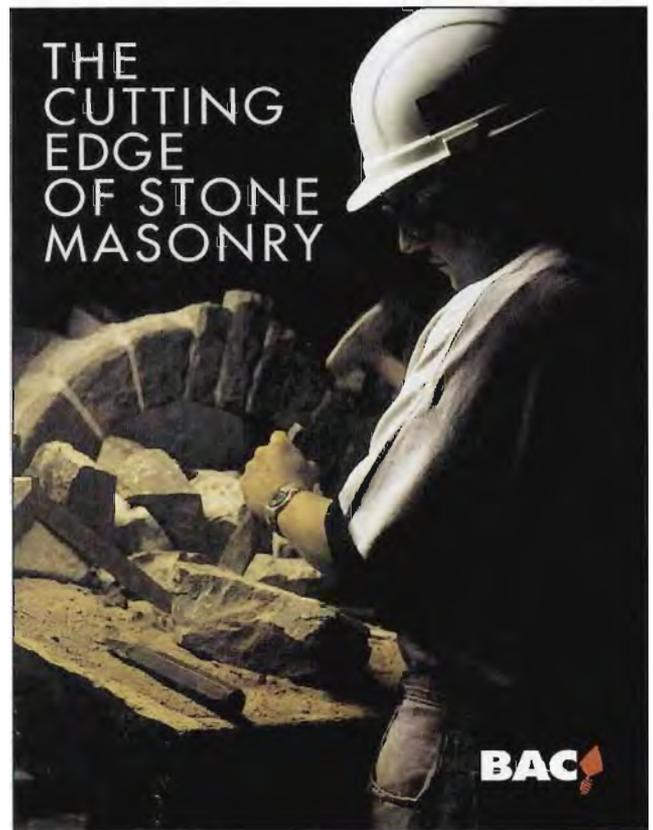
MARCH

- 4-5 Region 6
Jacksonville, Florida
- 11-12 Region 2
- 18-19 Region 8
- 30-31 Region 7
Council Bluffs, Iowa

Share Your Work!



Show off the stone masonry abilities of your Local's members. Send us photos of buildings and other projects they've worked on, or tell us about photo opportunities. We'll contact you and make a story for everyone to read!



IMI's Stone Training Program at Ft. Ritchie, Maryland is the only one of its kind in the world. And it is only available to BAC members. Talk to your members about the value of signing up, and call 310/241-5503 to get your copies of this new brochure about IMI's training opportunities at Ft. Ritchie.



International Union of Bricklayers
and Allied Craftworkers
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BAC and the World

In today's world of international trade and globalization it is easy to see why unions get involved in international issues. Clearly what happened with the North American Free Trade Agreement (NAFTA) has an impact on bricklayers. If a plant is built in Mexico, it is not built in Ohio, New York, or anywhere else in the United States.

But the International Union of

vocational training to teach their members much as we teach our members. These vocational training programs have been paid for by the United States Agency for International Development (AID).

In El Salvador the program created a national vocational training center. The center is run by a board comprised both of labor and management. It is remarkable

BAC concerns in the free trade debate

labor standards

Bricklayers and Allied Craftworkers has a long and proud history of involvement in international affairs. In fact, the International Labor Organization (ILO), the oldest agency in the United Nations system, was started after a trip to Europe taken by Bill Bowen, President of the Bricklayers Union along with Sam Gompers, first President of the AFL, shortly after World War I.

During recent years, the IU has been involved in international efforts that relate both to our early connections to the ILO and to the work that bricklayers and other trowel trades workers do every day throughout North America.

BAC concerns in the free trade debate center on internationally recognized labor standards. The ILO has established standards that have been widely adopted around the world. These standards prohibit slavery, child labor, and discrimination and encourage the right to join a union and to bargain collectively over wages and working conditions.

The union position on trade agreements is that no agreement is adequate if it leaves out such basic protections for workers. BAC has taken the lead on these issues. President Joyce has represented American workers in the committee at the ILO that enforces basic labor rights and served one year as the worker chair of that committee, comprised of workers, employees, and governments from countries throughout the world.

BAC has also received almost 8 million dollars in government grants to conduct international education and training programs during the past 12 years. Most of this money was used to help unions like our own in Poland, South Africa, and El Salvador, set

for the fact that it continues to exist, run by the same people BAC put in place, 8 years after we left the country.

South Africa was suffering under apartheid when BAC first went there in the 1980's. It was not until five years later that it became possible to send bricklayers from the U.S. to help train our South African counterparts. The task was all the more difficult because there had never been certified black instructors in the construction industry until BAC came to the country.

Vice President Gore visited the national training center BAC established outside Soweto once it had been built. There too all BAC expenses and overhead were paid by AID. After all union members pay a large part of the taxes that go to foreign assistance. It is only right that a fair share of that assistance goes to programs run by and for trade unions.

BAC has been a leader in recognizing that labor issues are no longer a domestic affair. Not only are corporations truly multinational, but as we are seeing more and more economic conditions in Asia and developing countries impact the American economy and its workforce. Given this interdependence, BAC is working with the National Policy Association (NPA), along with the National Alliance of Business (NAB), to conduct the Globalization and Development project. This project focuses on how U.S. efforts to promote economic growth and development in the world's poorer nations impact our own economy. The goal is to promote a dialogue between labor and business on public and private sector approaches to support development and defining how they affect business and labor in

the United States. Supported by the U.S. agency for International Development (USAID), the project enables BAC's members to become better informed about global economic development and to engage in discussions on formulating the optimal development assistance strategies.

Some of the issues that will be addressed in this project include: how does foreign aid and the creation of new markets for American products affect labor and business? How do labor conditions, wages, and skills training in developing countries affect the U.S. workforce? What has been the effect of foreign aid on living standards in developing countries and in the U.S.?

American foreign assistance policy is a complex and controversial issue, surrounded by many misconceptions. For many years, it was promoted as an important tool in the fight against communism, and as a result foreign economic development assistance enjoyed generally strong support among the American public. Now, in this post-Cold War era, that support has diminished as many questions of the efficacy, goals, and even existence of our current foreign aid programs. In the midst of this heated debate, it is of paramount importance that unions share information and help redefine foreign development policies.

Top Stadium Design Firm Gets Hands-On Demo From Local 4 Missouri Craftworkers, IMI.



Special friends warrant special efforts. A team of IMI marketing and training folks visited HOK Sport, the leading design firm for sports construction worldwide, in December to present an informative and fun-filled day of technical seminars and hands-on sessions to the firm's 200-plus designers.

The design firm of Hellmuth, Obata, Kassabaum (HOK), received valuable instruction in masonry craftwork from Kansas City BAC members and IMI staff in December, bringing the firm closer to the fundamentals of quality union craftsmanship. Employees of HOK, a world renowned designer of sports venues, were shown the mechanics of cavity wall construction, load bearing masonry applications and were given tile, terrazzo, and stone craft familiarization exercises. Members of IMI's technical staff, were in return, given a tour of HOK offices where they provided technical assistance to designers working on current HOK projects.

BAC members in many cities have performed work on HOK-designed stadiums such as Ravens Stadium at Camden Yards in Baltimore, Maryland. Local 4 Missouri President Darwin Morris says, "IMI puts on a hell of a good program. This was the first time I participated in an event like this and the architects at HOK were very interested in what IMI had to offer. They got a chance to meet four of our apprentices, our apprentice coordinator and instructor and IU staff."

On the National Stage *continued from page 3*

dom drawings, guests end up in one of the three groups. Fifteen percent are served a gourmet meal. 50% receive — and beans, and 55% get only rice and water, dramatizing the unequal distribution of resources throughout the world.

In 1994, a student group at Brown University that was devoted to raising awareness and funds created the Marble Project. In collaboration with art and engineering students, the group constructed an hourglass through which a marble falls every 2.5 seconds, the rate at which children are dying from hunger-related causes. Proceeds from this event—including marble sales at \$5 each—raised \$4000 for an Oxfam American project supporting vegetable farms in Zimbabwe.

This year Oxfam America launched a special initiative—"Education Now! Break the Cycle of Poverty." Help is needed more than ever because 125 million children of primary school age are not enrolled in school and one in four adults in the developing world are unable to read or write. Fund raised in this year's Fast Campaign will be devoted to this project.

Oxfam America, founded in 1970, is one of the ten autonomous Oxfams around the world that grew out of the Oxford Committee for Famine Relief, an organization founded in England in 1942. Oxfam America funds 250 projects in 30 countries, including the United States, aimed at giving poor people access to resources and power. Oxfam America is based at 26 West Street, Boston, MA 02111. 800-597-FAST e-mail info@oxfamamerica.org

—M.J. Curty

NATIONAL SUMMIT ON AFRICA CONVENES IN FEBRUARY

"Africa and America: Partners in a New Millennium" is the theme of the National Summit on Africa to be held in Washington on February 16-20, 2000. The Summit is the culmination of a four-year process of dialogue on America-Africa relations, which included five regional conferences, and will produce a "National Policy Plan of Action on U.S. Africa Relations into the New Millennium," focused on five key areas: democracy and human rights, peace and security, economic development, education and culture, and quality of

life and the environment. About 5000 participants are expected.

Registration is open to all. For further information contact the National Summit on Africa, 1218 16th St., N.W., Washington, DC 20036, 202-861-8644, fax 202-861-8645, e-mail aficasummit@aficasummit.org.

NATIONAL POLICY ASSOCIATION SPONSORS BUSINESS-LABOR SYMPOSIUM

As part of its 1998-99 project on "Globalization and Foreign Assistance: An Economic and Social Agenda," the National Policy Association organized a symposium in Cleveland on June 8, co-sponsored by the National Alliance of Bricklayers and Allied Craftworkers. The 60 attendees were broken into groups of ten to discuss several questions, facilitated by David Devlin-Foltz, Global Interdependence Initiative Project Director at the Aspen Institute.

Among the questions was a listing of the most positive and the most negative aspects of globalization. The results:

■ Positive aspects cited by 2 or more participants:

- ✓ more travel and global interaction
- ✓ deeper understanding of other cultures
- ✓ greater access to goods and services at lower costs
- ✓ improved quality of life, better standard of living
- ✓ modernization of training and education
- ✓ increased humanitarian goals

■ Positive aspects cited by some, but not agreed to by others

- ✓ English language commonly spoken globally
- ✓ productive use of natural resources

(In addition, there were 20 other aspects mentioned individually, many overlapping with those above)

■ Negative aspects cited by 2 or more participants

- ✓ abuse of developing labor markets
- ✓ trend towards homogenization (of production, business, etc.)

■ Negative aspects cited by some, but not agreed to by others

- ✓ lost jobs; jobs moved to other countries
- ✓ exploitation of natural resources

(In addition, there were 21 other aspects mentioned individually, many overlapping with those above)

Other questions included: Are you being affected by globalization? If so, how? Do you have any effect on globalization (as a citizen, consumer, worker, employer, etc.)? If so, how? Are there any shared interests (for instance, between workers and employers, between U.S. communities and those in other countries) which might allow for "win-win" outcomes? Is there any conflict between the goals of foreign aid (trying to help others) and trade and investment policy (trying to make the U.S. more economically successful and competitive)?

For full results, contact Juliette Schindler, National Policy Association, 1424 16th St., N.W., Washington, DC 20036, 202-884-7622, e-mail juliette@npol.org.

EARTH DAY 2000 PLANNED AS WORLD'S LARGEST ENVIRONMENTAL EVENT

Earth Day 1999 marked the beginning of A Year of Action, which will culminate one year later, on April 22, 2000. Earth Day 2000 is primarily the initiative of the Earth Day Network, but is supported by numerous activist groups and people all over the world. The purpose of Earth Day is to spark concern for the environment and promote action.

The theme of Earth Day 2000 is *New Energy for a New Era*. Energy has become a pressing issue for the United States. While only 5% of the Earth's inhabitants live in the U.S., the country consumes 25% of the world's energy and contributes 23% of the world's carbon dioxide emissions. Thus, *New Energy for a New Era* hopes to raise awareness of alternative energy sources such as solar collectors, photovoltaic cells, and wind power. A Clean Energy Act is being drafted and will be promoted through this campaign. On the international scene, the Earth Day Network, together with the Institute for Policy Studies, will lobby the World Bank to encour-

continued on page 8

WALTER STERLING SURREY MEMORIAL SERIES

Creating an
International Development
Framework



James D. Wolfensohn

NATIONAL POLICY ASSOCIATION

WALTER STERLING SURREY MEMORIAL SERIES

Creating an International Development Framework

James D. Wolfensohn
President, The World Bank Group

This publication has been made possible in part
by support from the U.S. Agency for International Development.

Additional sponsors for the 1999 Walter Sterling Surrey Memorial Lecture included:
American Farm Bureau Federation; American International Group, Inc.; Bell Atlantic;
Cargill, Incorporated; Citibank, N.A.; Communications Workers of America;
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NATIONAL POLICY ASSOCIATION

Creating an International Development Framework

NPA Report #293

Price \$8.00

ISBN 0-89069-148-1

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by the National Policy Association

A voluntary association incorporated under the laws
of the District of Columbia

1424 16th Street, NW, Suite 700

Washington, DC 20036

Printed in the United States of America

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Walter Sterling Surrey Memorial Series

THROUGHOUT HIS LIFE, WALTER STERLING SURREY, former Chair of NPA's Board of Trustees, worked tirelessly to promote international trade and commerce, particularly among nations with different cultural, economic, and political systems. He maintained that an open, competitive international trading system leads to greater understanding and mutual respect among countries and that lasting world peace can be achieved only after such understanding and respect are established.

Mr. Surrey, a prominent Washington, D.C., attorney, was associated with the National Policy Association, then known as the National Planning Association, for almost 40 years. He became a member of NPA's International Committee in the early 1950s. He joined NPA's Committee on Changing International Realities (now the Global Economic Council) when it was established in 1975 and remained actively involved until his death in 1989. He was elected to NPA's Board of Trustees in 1965 and served as its Chair from 1977 until 1989.

After Mr. Surrey's death, NPA, with the aid of the Surrey family, established the Walter Sterling Surrey Fund for International Cooperation. The purpose of the Fund, which has sponsored the Surrey lecture and monograph series, is to expand NPA's research in international economic, social, and political policies. Previous Surrey publications have examined the impact of trade blocs on developed and developing economies; the growth of emerging markets; how capital markets are changing international growth; the role of international regimes and agreements in promoting development; and changes in the former Soviet Republics and eastern Europe.

This volume of the Walter Sterling Surrey Memorial Series is made possible through support provided by the Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response, Development Education Program, U.S. Agency for International Development, under Cooperative Agreement #FAO-A-00-98-00035-00. The views expressed in this monograph are those of the author and not necessarily those of USAID, the National Policy Association, or the additional sponsors of the Walter Sterling Surrey Memorial Lecture.

About the Author



James D. Wolfensohn is the World Bank Group's ninth President, with a long career as an international investment banker and a parallel involvement in development issues and the global environment. Since becoming President in June 1995, he has formed new strategic partnerships between the Bank and the governments it serves, the private sector, civil society, regional development banks, and the United Nations. To improve the Bank's effectiveness in fighting poverty and to meet the needs of a rapidly changing global economy, Mr. Wolfensohn has launched a major reform program in the Bank, "The Strategic Compact." The goal of the Compact is to build a more agile, knowledge-based institution that can share its experience and know-how with clients and partners across the globe.

Born in Australia and now a naturalized U.S. citizen, Mr. Wolfensohn holds B.A. and L.L.B. degrees from the University of Sydney and an M.B.A. from the Harvard Graduate School of Business.

Foreword



FOR SEVERAL YEARS, THE NATIONAL POLICY ASSOCIATION has been examining the complex and ever-changing factors that influence global development. Through a series of breakfast seminars and regional symposia, publications, Web site postings, and the annual Walter Sterling Surrey Memorial Lecture and monograph, NPA has encouraged dialogue among public and private sector representatives on the U.S. role in fostering international development.

Over the past decade, private sector investment in emerging markets has greatly outpaced public sector flows to the developing world. NPA has chosen to address this changing relationship through several sponsored events under its USAID-funded 1998/99 project, "Globalization and Foreign Assistance: An Economic and Social Agenda." With its cosponsors, the National Alliance of Business and the International Union of Bricklayers and Allied Craftworkers, NPA explored labor and business perspectives on international development at its symposium in Cleveland, Ohio, on June 8, 1999. Symposium participants concluded that the private sector on its own cannot transform the world's poorest economies into vibrant emerging markets. U.S. and other bilateral aid as well as assistance from multilateral institutions are also needed to ensure development.

James D. Wolfensohn, President of the World Bank, addressed this theme in the Surrey Memorial Lecture in Washington, D.C., on April 7, 1999. This monograph presents excerpts of his talk along with selected text from his January 1999 "Proposal for a Comprehensive Development Framework." The World Bank's framework for international development, Mr. Wolfensohn emphasizes, includes the institutions of civil society that must be established to achieve stability and sustainable development. These human elements, he argues, share equal importance with the fiscal and monetary requirements for effective development. He calls for a development partnership in which recipient countries and aid providers collaborate to establish common goals. If successful, this strategy will provide a genuine opportunity for spreading the benefits of the globalized economy to people throughout the world.

*Marilyn Zuckerman, NPA Vice President and Project Director
Juliette Schindler, Project Coordinator*

Creating an International Development Framework

◆

James D. Wolfensohn

I AM EXTREMELY PROUD TO DELIVER the Walter Sterling Surrey Memorial Lecture. I feel quite at home addressing the National Policy Association. This is not only because of the genesis and history of NPA—which was to bring together the private sector, the trade union movement, and thereafter the rural community and academia as part of the public policy debate—but also because of the commitment of this institution to both market economies and fundamental values. NPA recognizes that although market economies have proved to be the best engines of growth in producing wealth, they do not always produce ideal distributive results. They also do not automatically respond to noneconomic human concerns. NPA therefore focuses on developing strategies that can promote maximum competitiveness while remaining sensitive to human values. This same objective is the driving force behind the international development framework that is the topic of my talk.

BACKGROUND OF THE “NEW” INTERNATIONAL DEVELOPMENT FRAMEWORK

There has always been, of course, an international development framework. So when we at the World Bank began talking about creating a “new” development framework, we immediately retreated from calling it new because we were told that this had been done for years, that our ideas had been invented by others decades ago.

Our debate about a development framework came up as follows: We have faced, in the past two years, a significant economic crisis. It was somewhat different from earlier crises, but also part of the succession of crises in global history. Originating in Asia, it

moved very quickly to other parts of the world. It moved as a result of increased technology, globalization, and interdependence of markets, so that a problem that originated in Thailand became magnified in South Korea and Indonesia. Brazil, Russia, or any country that investors had invested in that had some development risk found itself subject to a withdrawal of funds because investors, wherever they were, felt that if they were losing in Thailand or Korea, the best thing to do was to get their money back home so they were not exposed somewhere.

However, by bringing their money home, investors helped create a crisis elsewhere because much of the money was short term. In 1997, net transfers of funds from the private sector to the developing world amounted to about \$300 billion. By 1998, net flows had diminished to \$200 billion. This \$100 billion in withdrawals created pressure on markets, whether in Thailand, Korea, or elsewhere, that was immediately transmitted around the world.

The debate about the crisis countries began by focusing immediately on questions of fiscal, monetary, and budgetary policies and how the problems could be corrected. What should be done about stable and floating exchange rates? What were each country's reserves? What should be the size of the package? You will recall the headlines of \$17 billion, \$42 billion, and \$58 billion packages put together for various countries. Even in the case of Brazil and currently in the case of Russia, the main issue continues to be the monetary value of the package, as though stability can be bought, as though economic and macroeconomic planning (albeit very important) is the answer to both stability and development. In the headlines about these events and in the questions asked, not much was said about the human aspect or about the social and structural aspects.

We at the Bank have been considering how to acknowledge the fundamental importance of all macroeconomic policies—monetary, fiscal, budgetary, and exchange rate—in promoting economic growth and stable economies, yet demonstrate that they do not constitute the whole story. We have been examining the full range of elements that need to be considered as crucial to development and stability. We have also been attempting to assess the fundamental causes of the problems that existed in Asia and that still exist in many countries. These considerations led to the question: What are the nonfinancial issues that need to be addressed in a development strategy?

This thinking resulted in the development of a concept that can be viewed as a balance sheet with two sides. On one side is the macroeconomic presentation, which includes all the financial and economic analyses at the core of the current appraisal system. There is a clear need, however, for a second side to the balance sheet that reflects an analytical framework which presents the structural, social, and human aspects and addresses the fundamental long-term issues of societal development. Whether the image is one of a balance sheet, two sides of a coin, or two parts of a duet, the key is that the two parts must be considered together.

COMPONENTS OF THE DEVELOPMENT FRAMEWORK

We developed a list of the elements that, in the Bank's experience, are as important in terms of a framework as the familiar macroeconomic measures. This list was created not to be imposed on countries, but to be a kind of guide. It begins with governance—good governance, an effective regulatory framework, and a desire to eliminate corruption.

This first component recognizes that good macroeconomic policies cannot be implemented if the government is ineffective or corrupt. A country must have an educated and well-organized government. This requires capacity building, an open legislative and transparent regulatory system, properly trained and remunerated officials, and an absolute commitment to clean government.

The issue of eliminating corruption is crucial. Corruption is not limited to specific regions, but is a global issue, as evidenced by the problems in some African countries, in the former Soviet Union, and in parts of Latin America. There are also countries in the Organization for Economic Cooperation and Development (OECD) where corrupt practices have until recently been tax deductible. Bribes paid by companies in both developed and developing countries have been acknowledged by some OECD governments as a cost of doing business and thus deductible. It has been difficult to convince developing countries that this practice is inappropriate if European governments have been allowing it as a tax deductible expense. So, corruption is an issue that is not limited to developing countries, but is a general problem.

The second necessary element on the list is an effective legal and judicial system. Without the protection of human and property rights and a comprehensive framework of laws, equitable develop-

ment is not possible. For example, the lack of an effective bankruptcy law in Korea, Thailand, and Indonesia made it impossible for the World Bank to help with their reconstruction. In fact, reconstruction is still impossible in some of these countries, notwithstanding the existence of a law on the books, because there are virtually no lawyers, no legal history, and no judges with recognized jurisdiction. This led the World Bank to realize that a legal system is effective only when there is a viable justice system. In the absence of both a legal system and a justice system, distributive justice and equity remain unprotected.

The third component of the international development framework is financial supervision and control at every level—including banks, financial institutions, capital markets, leasing and investment companies, and insurance and pension plans. In some of the countries referred to here—Korea, Thailand, Indonesia, and Russia—it was clear that the lack of control and supervision of the banking system was the most distorting factor and had the most immediate, direct impact on the poor. Accordingly, to ensure a well-functioning and stable financial system, governments must establish an internationally accepted and effective supervisory system. Capital markets should also be developed and strengthened as resources allow.

The fourth requirement is a social safety net and a viable social structure. Privatization of the large state enterprises in the former Soviet Union left half the workforce unemployed and thus without health benefits, child care, and pensions. When no programs were instituted to replace the social safety net that these enterprises had provided, a socially dispossessed group was created that generated enormous political pressure—and properly so—because they had been robbed of what they had, and nothing else was put in place.

A social safety net is crucial in all developing countries. It does not have to be an American-style social system; it can be a familial system or a tribal system. However, some type of system is needed to care for those who are unemployed, disadvantaged, and disabled, for those affected by natural disasters and war, and for the elderly and children. Social programs should also address the weakening of the fabric that holds society together, a weakening that can occur in the process of development when traditional institutions and relationships are undermined. Effective development must help reestablish a sense of community and knit all of society together. Social programs depend heavily on available

budgets, but they are critical to the long-term peace and stability of any country and must rank high on the agenda.

At the Bank, we decided to consider these four elements at the same time that we considered fiscal and monetary policy; it was clear that it is impossible to deal with development solely on the basis of figures. In the United States, good governance, a legal system, a system of justice, and a social safety net are implicit. But in developing countries, where this is not the case, finance or the provision of funding alone does not ensure social stability. Thus, before implementing fiscal and monetary policies, it is necessary to put in place a parallel structure on which to build an economic program.

FURTHER REQUIREMENTS FOR DEVELOPMENT

We realized that, in addition to these four fundamental elements, other factors are necessary to bring about effective long-term development. First, education and knowledge are vital. Education must begin with universal primary education for girls and boys equally, as well as construction of schools, modern curricula geared to the new technological age and the real needs of the emerging local market, and effective teacher training and supervision. Also, developments in science, technology, and knowledge transfer offer a unique possibility for developing countries to catch up with more technologically advanced societies.

I recently visited villages in the Côte d'Ivoire, looking at the issue of cocoa and coffee production. There, 2.5 million farmers have been taken advantage of for years by intermediaries who have paid them a fixed price for their crops and then obtained a much higher price on the international market.

In a rural village where I had been made a chief, I stood with my brother chiefs in my black hat and beautiful robe addressing this issue. They said "Come to the office," where two young Ivoirians were sitting at computers. One showed me how the coffee and the cocoa were weighed. The other demonstrated the progress that has been made as a result of a joint venture between the Bank and a Canadian nongovernmental organization (NGO). Through a link to a Reuters service via the Internet, the Ivoirians can get minute-by-minute prices from Chicago, Paris, and London. They then inform the farmers of these prices, providing information that enables the farmers to get fair payment for their crops.

I went back to the chiefs, most of whom did not have a formal education, and we talked about hedging, swapping, and Chicago futures. In my 100-year-old costume, I had leapt forward 100 years with the knowledge that was being conveyed to the village. This type of transfer of knowledge, and of course education, with equal emphasis on female education, is fundamental to development.

Perhaps obvious but parallel issues are health, population, and sustainable development, including the environment and culture.

Governments must ensure the provision of health services for adults and the elderly at communal and local levels, as well as services for family health care and family planning. These services can come from a variety of sources, both public and private.

The sheer growth in population is a critical issue that must be addressed in various ways depending on belief and culture. Unless population growth is brought under control, the less developed countries face a losing battle, with most scarce savings being used simply to forestall a decline in standards of living. While the percentage of those living in poverty has declined in many countries in recent years, global population growth has been so rapid that the absolute number of individuals in poverty has continued to increase. In addition, major problems of disease, ranging from tuberculosis and malaria to AIDS, are not adequately addressed in all too many countries. Not only can health be a human issue of great proportions, it can also be a barrier to equitable development and to growth.

Let me turn to the key physical needs of development. With 1.5 billion people in the developing world lacking access to clean water, 2 billion without sewerage, and an increasing demand for water from industry and agriculture, an effective method of distribution, delivery, finding, and saving water is fundamental. Also fundamental is a strategy for sewerage because waste pollutes water supplies and affects health in a dramatic way.

Energy is a major issue. Two billion people without access to power resort to the use of wood and fossil fuels, resulting in breathing problems and other health issues. The burning of wood and fossil fuels also has a significant environmental impact and is a major concern for private investors who require an effective, reliable, and appropriately priced source of power.

Many leaders have told me that an adequate road system is the starting point for development. Rural and urban roads make possible trade and services, provision of health care, and getting

children to school. Trunk roads are essential to link rural, urban, and regional areas. Rail and air transportation systems are also key to growth and connect countries to regional and international markets.

Access to telecommunications for trade, information, and education is also essential to development in the next century. Without appropriate telecommunications, whether telephone or e-mail, computers or wind-up radios without batteries, poverty will not be eradicated, and equity and opportunity will not be provided. Without access to modern communications, the disparity between rich and poor will increase, and growth will be restrained.

Environmental controls are another necessary element for successful development. The world is losing forests at the rate of one acre per second. Biodiversity is also being lost at an alarming rate. Environmental achievements in protecting the ozone layer have not been great. The continuing degradation of important natural resources, such as forestry and aquifers, represents a silent crisis that will be difficult to reverse. Volumes have been written on the impact of environmental degradation, so let me simply flag the issue as a vital element in any assessment of the health of a society.

Last, I believe that no true national development can occur without preserving a people's history and culture, particularly in the new, globalized environment where there is pressure for "sameness" in all countries. Culture can be justified on the grounds of tourism, industry, and employment, but it must also be seen as an essential element in preserving and enhancing national pride and spirit.

SECTORAL DEVELOPMENT STRATEGIES

There are also three specific groupings of strategic issues that require special attention. Each of these strategies builds on the issues already discussed, but because of their importance and distinct nature, they are worth examining separately.

First, because the largest concentration of the poor in most countries is in rural areas, it is important for governments to establish a coherent rural strategy. New crops and agricultural extension programs are not sufficient if there is no provision for trading, microcredit, storage, transportation, and nonmonopolistic outlets. In addition, there must be technical assistance to farmers and converters of agricultural produce. Governments need to de-

velop integrated solutions to rural development that allow for growth as well as trade and industry.

Countries likewise need an urban strategy. The extent of the special problems of urban management will become evident in the next 15 years with the projected growth of 24 megacities, 20 in the developing world and each with 10 million or more people. Governments must have an urban strategy that differs from their overall national strategy to the extent that concentrations of population cause unique problems. Urban planning and appropriate action will be crucial in the next millennium.

Third, a private sector strategy is needed. A vibrant private sector requires crucial elements of structural policy to be in place. These include trade policy, tax policies, competition and regulatory policies, and corporate governance. Conditions must be created for a climate of investor confidence, with appropriate laws, transparent regulations, and predictable taxes. Whether the issue is protection of property rights or fair and equitable labor practices, governments must provide certainty to the investor about the "rules of the game." The private sector is key to economic growth.

CHANGES IN THE WORLD OF DEVELOPMENT

Whether or not the above is the right list, it incorporates fundamental elements that address human needs without which there can be no stability, notwithstanding good economic and fiscal planning. It is impossible to have one without the other. In considering this list, we at the Bank thought, too, about how the world has changed since we began. It is no longer a world of cold war. It is now a world in which business, so important to NPA's genesis, has surged ahead of government in financial flows to the developing world. In 1990, when private net transfers to developing countries were \$40 billion, official development assistance was about \$60 billion, one and one-half times the size of the private sector transfers. In 1997, private sector transfers totaled \$300 billion, and official development assistance was \$39 billion, approximately one-eighth the size of the private sector flows.

Another significant shift has been the rise in importance of institutions of civil society, be it the trade union movement, foundations, or NGOs. With freedom comes an eruption of civil involvement. A dictatorial state does not have many NGOs unless the government has organized them. But when freedom and transparency allow NGOs to be constructively involved, governments have

the opportunity of effectively engaging these groups in development efforts.

Another change in the past 50 years is that the World Bank and the International Monetary Fund (IMF) are no longer the only participants in official development assistance. Bilateral institutions, multilateral institutions, regional banks, the United Nations (UN) system, the European Union, and numerous development specialists are now involved in development assistance, often undertaking similar projects and programs in the same country. It is important that the activities of these various participants be reconciled and coordinated in an organized manner under the leadership of local governments, who must be the dominant power in deciding the development agenda.

THE WORLD BANK'S COMPREHENSIVE DEVELOPMENT FRAMEWORK

The various concepts discussed here comprise the Comprehensive Development Framework of the World Bank. The initial response from the UN, regional banks, and bilateral and multilateral organizations has been amazing. They are not saying that the concept is new, nor do we care whether it is new. However, it is generally recognized that if something is not done to change the way that development assistance is provided, the continuation of poverty is inevitable.

More than 1 billion people worldwide currently live on an income of less than \$1 a day, the commonly accepted definition of poverty. The target of the Development Assistance Committee of the OECD is to reduce the incidence of poverty by one-half by the year 2015. However, if developing countries' gross domestic product growth continues at current rates, it is unlikely that this goal will be met globally.

Recognition of the need to cooperate seems to be growing in the face of declining overseas development assistance and the lack of cohesion among financial, structural, social, and, dare I say, human elements. These elements need to be balanced to reduce poverty and to achieve stability. To do so will require not just a single dialogue between the World Bank and the country's government or between the IMF and the government, but a truly national dialogue and consensus among the government, the international providers of funds, the private sector, and civil society in all forms.

The World Bank is initiating this approach in 10 countries, including Uganda, the Côte d'Ivoire, and Bolivia, over a 12-month period, with an additional 20 countries eager to take part as soon as possible. Each country can add to or modulate the list of objectives depending on its particular situation. For example, Bolivia is deeply concerned about moving away from a dependence on drugs and drug dealing to a more orthodox industrial base. There are political difficulties, but we are beginning with governments that want to participate and are confident that success lies ahead.

* * * *

I would like to conclude by reiterating that the issues the National Policy Association is addressing—bringing together different sectors of society to try and influence policy—are exactly what the World Bank and others are attempting to address in an organized way internationally. We are encouraging governments abroad to have national meetings and to build national consensus so that there can be local ownership. We are also trying to extend the range of what NPA does in its committees to issues that are not limited to financial considerations, but include parallel considerations of equal and contemporaneous importance—the legal and judicial systems, financial supervision and control, rural and urban policies, a private sector strategy, and the fundamentals of education, health, water, and energy.

This is an extensive agenda, but one that we think has considerable promise. This is why I wanted to talk to you at NPA about our comprehensive framework and to salute you for the work you have done for the past 65 years.

National Policy Association



The National Policy Association was founded in 1934 by distinguished business and labor leaders who believed that the private sector should actively participate in the formulation of public policy. Since its foundation, NPA's goal has been to seek common ground on effective and innovative strategies that address a range of cutting-edge issues of vital significance to the security and prosperity of America.

NPA is one of the nation's principal nonpartisan, nonprofit organizations conducting informed dialogue and independent research on major economic and social problems facing the United States. NPA brings together influential leaders from business, labor, agriculture, and academia in policy committees that provide a broad-based arena where members hear differing viewpoints, gain new insights, and recommend strategies for resolving issues of mutual concern and national importance.

NPA-sponsored research addresses fundamental questions related to strengthening U.S. competitiveness and productivity in a context of justice, equity, and basic human values. Through research and other projects, NPA develops pragmatic solutions to the structural and technological changes impacting an increasingly interdependent world. Topical publications, seminars, and conferences help disseminate the conclusions and recommendations of NPA's work.

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Related Publications

Foreign Assistance as an Instrument of U.S. Leadership Abroad, by Larry Q. Nowels and Curt Tarnoff. NPA #285, 1997, 30 pp, \$15.00.

U.S. Foreign Assistance: The Rationale, the Record, and the Challenges in the Post-Cold War Era, by Curt Tarnoff and Larry Q. Nowels. NPA #275, 1994, 40 pp, \$15.00.

Looking Ahead. Three issues of NPA's quarterly journal have examined foreign aid: *Foreign Assistance: An Instrument of U.S. Leadership Abroad* (September 1996); *U.S. Foreign Aid at the Crossroads: Business and Labor Perspectives* (August 1995); and *Reshaping U.S. Foreign Aid and Development Assistance in the Post-Cold War Era* (April 1994).

Business & Labor Dialogue. This quarterly newsletter, in print from Winter 1997 to Summer 1999, focused on the U.S. role in international development from a private sector perspective.

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NPA POLICY BRIEF

The Challenges of Globalization for U.S. Development Assistance



Emmy Simmons

NATIONAL POLICY ASSOCIATION

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The Challenges of Globalization for U.S. Development Assistance

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U.S. Agency for International Development

This publication has been made possible in part
by support from the U.S. Agency for International Development.

NATIONAL POLICY ASSOCIATION

**The Challenges of Globalization
for U.S. Development Assistance**

NPA Report #294

Price \$5.00

ISBN 0-89068-149-X

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A voluntary association incorporated under the laws
of the District of Columbia

1424 16th Street, NW, Suite 700

Washington, DC 20036

Printed in the United States of America

Foreword



ON JUNE 8, 1999, THE NATIONAL POLICY ASSOCIATION (NPA) explored business and labor perspectives on international development in a wide-ranging symposium in Cleveland, Ohio. The event was one of several sponsored under a 1998/99 project, "Globalization and Foreign Assistance: An Economic and Social Agenda," which was designed to encourage dialogue between public and private sector representatives on the U.S. role in fostering international development in a changing world. The project has been carried out by NPA in partnership with the National Alliance of Business and the International Union of Bricklayers and Allied Craftworkers.

The Cleveland symposium examined some of the rapid changes of the past decade, including the fact that private sector investment in emerging markets has outpaced public sector flows to the developing world. Areas explored included the public and private components of international development, with eastern Europe as a case study, and the most effective balance for aid, trade, and investment. In an interactive session of small groups, the participants discussed, among other topics, the positive and negative effects of globalization and their impact on participants' lives. The positive effects identified included deeper cultural understanding, increased access to goods and services at lower costs, and improved quality of life. Participants raised concerns about the negative effects of globalization such as the exploitation of workers in developing countries and a trend toward cultural homogenization.

Emmy Simmons, Deputy Assistant Administrator, Global Programs, Field Support, and Research, U.S. Agency for International Development (USAID), was the symposium's keynote speaker. In her speech, "The Challenges of Globalization for U.S. Development Assistance," Ms. Simmons addressed the impact of globalization on developing countries and on the U.S. government's development strategies.

She identified today's most pressing development challenges: global poverty and hunger; the lack of natural resources and the high rate of illiteracy in sub-Saharan Africa; and globalization. After outlining the four major concerns related to globalization—financial volatility, the threat of marginalization of low income countries, labor insecurity for high income countries, and the role and efficacy of multinational organizations—she discussed

USAID's responses to these challenges. Ms. Simmons concluded by stressing that if all sectors do not move forward together, social and economic turbulence will emerge in the next century; hence, America's stake in the success of global development.

This publication has been made possible through support provided by the Development Education Program, Office of Private and Voluntary Cooperation, Bureau for Humanitarian Response, U.S. Agency for International Development, under Cooperative Agreement #FAO-A-00-98-00035-00. The views expressed in this policy brief are those of the author and do not necessarily reflect the views of USAID or NPA.

Juliette Schindler

Globalization and Development Project Coordinator

The Challenges of Globalization for U.S. Development Assistance

by *Emmy Simmons*

INTERNATIONAL DEVELOPMENT AND GLOBALIZATION, a topic of the National Policy Association's regional symposium in Cleveland, are the issues that I address every day at the U.S. Agency for International Development. Those of us who work for USAID are always mindful that we are responsible to the American taxpayer and that Americans, as taxpayers and as shareholders in USAID, need to be as involved in USAID work as our implementing partners and clients in developing countries. To paraphrase a Cleveland civic leader, Americans have to be involved because involvement leads to understanding, and understanding leads to commitment. Without involvement, there can be no commitment, and if there is no commitment, there will be no financial support for USAID.

Beyond the budgetary bottom line for USAID, moreover, is the reality that Americans are stakeholders as well as shareholders in the USAID enterprise. They have a real and vital stake in USAID's efforts abroad. If USAID contributes successfully to international development, Americans and their families, neighborhoods, and companies will be better off.

In 1998, USAID sponsored an annual meeting of donors known as the "Tidewater Conference." This 30-year anniversary of the original conference provided an opportunity to look at the changes that had occurred during that period. In 1968, 53 percent of the world's population was illiterate. Four out of 10 people were malnourished. Most people in the developing world lived on an average of a dollar a day. Seventy-five percent had no access to clean drinking water. Life expectancy was only 50 years. However, by 1997, literacy had risen by 50 percent. Agricultural production around the world had improved, with wheat production up 500 percent and rice production up 200 percent. Infant mortality had fallen by 50 percent, and life expectancy had risen by 10 years. Per capita incomes had increased by 2 percent per year. Clear progress, indeed.

THE CHANGING NATURE OF DEVELOPMENT CHALLENGES

Even with this progress, the challenge of international development is no less today than during the time of the Marshall Plan

or in 1968; the nature of the challenge, however, is considerably different. The world is substantially more complicated and more integrated—more globalized—than it was. Global economic and social progress still requires the rebuilding of war-torn infrastructure and the reestablishment and maintenance of peaceful relations among groups previously locked in combat. Given the current situation in the Balkans and the conflicts that continue to occur in Africa, such rebuilding will be part of the development picture in the future. But we must remember how small and localized these challenges are and keep our efforts in this regard in perspective.

In contrast to the task of rebuilding war-ravaged economies, there are far greater development challenges:

- *Global poverty*—more than a billion people subsist on less than a dollar a day—and its correlate *global hunger*. In 1996, the United States joined the international community at the World Food Summit in committing to reducing hunger by one-half by 2015. This means somehow ensuring that 500 million people are no longer chronically hungry.

- *Development in sub-Saharan Africa*—there, hundreds of millions of people struggle with political tyranny or chaos, and countries with few natural advantages struggle to find economic options that will help them become viable players in a competitive global economy. High rates of illiteracy make it almost impossible for people to acquire the knowledge they need to improve their productivity and incomes.

- *Globalization*—the integration of markets and communication systems, the adoption of a general consensus regarding human rights and responsibilities, and the recognition that global resources such as the ozone layer are shared by everyone. The abstract construct of globalization quickly translates into very tangible economic and social realities for all countries. The financial crisis in Asia translated into downward pressure on grain prices in the American Midwest just last summer. The Russian crisis, both political and economic, translated into stalled investment and market development plans for hundreds of American firms. Thousands of small farmers in Africa produce green beans and package them in cartons already labeled with Sainsbury price codes, even though the farmers have never been in a supermarket. Workers in Cleveland, Paris, and Moscow worry about their jobs being exported to countries with lower wages even as they delight in finding good quality and low priced consumer goods that are produced in China.

THE MAJOR CHALLENGES OF GLOBALIZATION

According to Peter Sutherland, Chair of Goldman Sachs International and of the Overseas Development Council, globalization poses three major challenges—financial volatility, the threat of marginalization, and labor insecurity.¹ To his trilogy, I would add a fourth—the necessity for political restructuring. The following sections highlight these challenges and USAID's efforts to address them.

Financial Volatility

Sutherland notes that average daily foreign exchange transactions grew from \$15 billion in 1973 to \$1.2 trillion in 1995. International capital flows now exceed trade flows by 60 to 1. This rapid expansion of the global capital market allows entrepreneurs in developing countries to access far more financing than would be available in their national or local markets and thus to build their businesses more quickly. However, it also carries some risks.

According to Steven Radelet and Jeffrey Sachs of the Harvard Institute of International Development, the Asian financial crisis was sparked, in part, when the providers of international capital lost confidence in the economies in which they were investing and pulled their capital out.² Although the fundamentals of macroeconomic management may have been in place, productive and competitive companies that should have been able to weather the crunch were unable to adjust and could not survive.

There is no shortage of recommendations for actions to deal with current crises and to avert future ones: restructure the international financial architecture; impose capital controls; set up special bankruptcy and workout programs; expand bank supervision and management training; mandate the use of international accounting standards; put together bigger packages of public funds that can be drawn upon more quickly in shaky situations to avert panic; and dollarize the money supply. Many of these strategies are highly controversial, politically difficult, or contradictory. For its part, USAID has chosen to focus on institution building.

USAID's Response

USAID is undertaking some crisis response actions in Southeast Asia, particularly in Indonesia, as part of an international effort to assist with banking sector reforms and corporate sector

restructuring. But the majority of USAID's financial sector involvement continues to be with programs aimed at long-term institution building. USAID currently invests more than \$700 million in financial sector development programs worldwide.

These programs help to build the economic and political infrastructure and the needed laws, regulations, and policies that, for example, prevent crony capitalists from making unsecured loans to political allies, that train central bank staff in commercial bank supervision, that work with local legislators to understand why and how international accounting standards can help them, and that develop over-the-counter computerized stock exchanges and the legal and regulatory authorities to go with them. This infrastructure and the laws and policies associated with them also provide guidance on the use of debt instruments rather than current account deficits to manage the macroeconomy, address issues involved in transnational banking (money laundering) and the development of new financial products (such as checks), and develop grassroots-based microfinance institutions capable of making \$50 loans to budding entrepreneurs.

Will USAID's investments in international development help to meet the global challenge of financial volatility? Yes and no. USAID does not have the financial resources that enable the International Monetary Fund (IMF), the World Bank, and the regional development banks to play a direct role in damping short-term volatility. Nor is there sufficient staff to play a significant role in developing U.S. policy with regard to the issues. However, USAID does play four roles that are critical in enabling countries in which we work to deal with financial volatility.

First, USAID matches the particular problems of a country with the best and the brightest American talent and expertise through extensive contract and grant mechanisms. Second, USAID has in-country staff who work closely with local policymakers, legislators, bankers, and others to determine the most effective ways to deal with issues. Third, USAID has enough grant funding to facilitate important face-to-face communications and to implement specific efforts. Last, USAID has the capacity to work with partners to develop lessons learned, so that we improve as we go.

Marginalization

Sutherland identifies the threat of marginalization as the most relevant globalization challenge for low income countries. To cite his numbers, the per capita gross domestic product (GDP) of

developing countries has almost tripled since 1960, but real per capita income in sub-Saharan Africa was only \$28 higher in 1995 than it was in 1960. In 1995, exports totaled 24 percent of GDP in the developing world, but only 9 percent in the least developed countries. A further indicator of the marginalization phenomenon operating within economies is the increasingly wider gap between the incomes of the rich and the poor.

All of these factors indicate not only a continued threat of increased poverty and hunger, but also a growing level of “social volatility.” This volatility has the capacity to generate a backlash against continued globalization and the countries, such as the United States, that are currently clear winners in the process. It is in the U.S. self-interest—on many levels—to be concerned about hunger, poverty, broad-based participation in economic and social development, and the responsible integration and participation of all countries in the process of globalization.

USAID's Response

On one level, USAID has long recognized the link between crisis and hunger. Humanitarian programs are a significant and visible part of our efforts. Also, USAID has long recognized the importance of increasing incomes in developing countries not only in raising local living standards, but also in expanding trade and market opportunities for the United States. By 2020, 10 big emerging markets (Argentina, the Association of Southeast Asian Nations, Brazil, China, India, Mexico, Poland, South Africa, South Korea, and Turkey) are expected to absorb more U.S. exports than Japan and Europe combined. Yet two of the big emerging markets, India and China, also lead the list of nations with the most malnourished people—more than 350 million.

In May 1998, the Consultative Group on International Agricultural Research met in Beijing, a meeting that was truly a manifestation of the global economy. To paraphrase an interesting opening presentation by one of the Chinese hosts from the Ministry of Agriculture: “Our participation in the World Food Summit in 1996 was a turning point for us. We realized that only if we in China addressed our hunger problem could the world’s food problems be solved. If we fail to increase agricultural productivity and manage our natural resources for the next generation, we will be a major contributor to the global hunger problem.” He then enumerated the steps that the ministry had taken to increase agricultural productivity through expanded research as well as the govern-

ment's proposed economic policies to stimulate local investment in production.

While "reaching the poorest of the poor" is no longer the mantra for USAID that it was in the 1970s, USAID remains committed to broad-based and sustainable economic growth, to agricultural development, and to working in countries that are among the poorest and most disadvantaged in the world. We know this strategy works.

This is also a good investment for the United States. For every dollar the United States spent from 1970 to 1993 on international wheat research at CIMMYT, an international agricultural research center in Mexico, the U.S. economy reaped \$190 in return. For every U.S. dollar spent during the same period on rice research at IRRI in the Philippines, Americans harvested \$17 in benefits.

Thus, USAID is addressing the challenge of marginalization, although we are far from equipped with the resources to make the needed impact. A USAID study that looked at what it would take to achieve the World Food Summit target indicated that even if the world community maintains the current level of investment, there will be more hungry people in 2015 than there are today.³ The challenge of marginalization must be dealt with daily.

Labor Insecurity

Sutherland points to this area as the major challenge of globalization for developed countries. USAID sees both sides of the issue, of course, as jobs in developing countries, supported by foreign direct investment and technology transfer, are the necessary underpinning for sustainable income growth there.

USAID's Response

However, a more universal aspect of the global challenge of labor insecurity has strong implications for developing countries, and USAID is working hard to address this issue. It is evident that competitiveness in the new global economy is increasingly based on knowledge rather than on natural resources or natural advantage. This means that a premium must be placed on the development of human capital and on the capacity of people in developing countries to communicate with and learn from the rest of the world. While university partnership and scholarship programs are still important, USAID-sponsored training is increasingly short term, problem oriented, and, in some cases, supported in an ongoing way

by local training institutions or distance education (such as correspondence courses) and telecommunications.

Political Restructuring

The fourth challenge of globalization is political restructuring. Almost by definition, the challenges just outlined—financial volatility, marginalization, and labor insecurity—run across borders. The actions of one nation produce results in another.

Many multinational organizations, both formal and informal, deal with issues of the global marketplace. Some have governments as members, such as the IMF, the World Bank, the World Trade Organization, the G-7, the United Nations, the Food and Agriculture Organization of the United Nations, the Cairns Group, and the Organization for Economic Cooperation and Development. Other organizations that are multinational in character are not governmental, including CARE, Save the Children, the Kellogg School of Management, Amnesty International, and global professional organizations involving accountants, bankers, traders, and agricultural scientists. Some multinational organizations have mandates that are inherently political; others deal with policy but not politics; still others abjure all political involvement and focus on global technical issues. Thus, the capacity of these organizations to address the political issues that are part of globalization is variable at best and inadequate at worst.

USAID's Response

USAID participates in many of these organizations and dialogues closely with others. But USAID's greatest contribution to developing the new political alliances that will enable the benefits of globalization to be realized as widely as possible may be in providing counterpart institutions in developing countries with the information they need to participate knowledgeably in the various debates. Only when leaders and professionals in developing and transition countries can articulate their country's views—drawing, through democratic processes, on informed local civic participants to determine those views—can there be sustainable agreements about how the community of nations might best move forward to solve the problems, redistribute some of the gains, and generally provide for economic and social progress for all.

If we do not move forward together, *working across the national boundaries that still divide us*, social and economic tur-

bulence will emerge in the new century. Americans have an important stake in making sure that the United States has systems and resources in place to manage and calm the turbulence. Americans also have an important stake in continuing to support a process of broad-based, market-oriented economic growth in developing and transitional countries that are going to be U.S. partners in the global economy.

CONCLUSION

Cleveland is famous for its almost three-decades' long experience with public-private partnerships. It is also famous for having moved purposefully to develop and implement a vision for the future that mobilized people and financial resources to realize their self-interests. Meetings such as the National Policy Association's Cleveland symposium that bring together business and labor perspectives on international development are particularly relevant as the United States develops policies and responses to globalization.

USAID works with partners in developing and transition countries to design and implement strategies that will enable both public and private individuals and organizations to acquire the skills and information needed to build a better future for themselves in the increasingly globalized economy. USAID invests Americans' tax dollars in this effort. In so doing, we serve the national interests as well as those of developing and transition countries—what we call the “win-win” solution.

NOTES

1. Peter Sutherland, “Managing the International Economy in an Age of Globalization,” The Per Jacobsson Lecture (October 4, 1998), found at www.odc.org/commentary/remarks.html.
2. Steven C. Radelet and Jeffrey D. Sachs, “The Onset of the Asian Financial Crisis,” CAER II Discussion Paper No. 2, Harvard Institute for International Development (April 1998).
3. J. Dirck Strycker et al., “Meeting the Food Summit Target: Global Strategy,” APAP III, Research Report No. 1039 (September 1998).

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