

**CATHERINE DOLAN**

*Her Fulbright fellowship took Catherine Dolan to the Meru District of Kenya to research the interplay of gender relations and the introduction of high-value export horticultural production. In Meru, vegetables have long been considered a woman's crop, and expansion of french-bean production has reconstructed gender relations due to women's increased economic independence. A sharp market drop precipitated new insights into feminist theory and agrarian change.*



## INVESTING IN HUMAN CAPITAL

*“It is important to underscore the basic truth implicit in...the genesis of the Institute itself: investment in human beings is the most productive use of resources we have yet devised.”*

The words are those of Ireland’s President Mary Robinson, spoken at IIE’s 75th Anniversary Forum in October 1994. They capped a day-long discussion of the opportunities and the hazards of a world where communication is instantaneous — for those who can afford the technology — and where the opportunity for developing human potential exceeds anything known in the past.

The anniversary provided a useful perspective as we approach the new century. IIE has reinvented itself approximately every decade of its 75 years, changing and growing to meet emerging needs. From the Twenties, when IIE worked to expand America’s international awareness, to today’s drive to help former Communist nations build democracies and viable economies, IIE has evolved with the times.

Spurred by the need to help stabilize transitions in the former Soviet bloc and South Africa and to facilitate democracy movements and free markets in the developing world, IIE in 1994 again initiated the renewal process by launching new programs and strengthening its human and electronic communications capabilities to carry them out. Among the year’s highlights:

- IIE added extensively to its roster of consultants and partner organizations and expanded its strong in-house capacity to assess and meet training needs, provide technical assistance, and conduct courses in participants’ home countries in such key fields as public administration, education, energy, the environment, privatization, small-business development, and the rule of law.
- IIE helped launch the U.S. Government’s National Security Education Program for U.S. undergraduates, the most ambitious publicly supported international education program for Americans since the Fulbright Program and the National Defense Education Act.
- IIE continued to expand and upgrade its state-of-the-art worldwide electronic communications system to speed communication, maximize use of in-house expertise, and increase cost-effectiveness for donors and program sponsors.

### HUBERT H. HUMPHREY FELLOWSHIP PROGRAM MARKS ANNIVERSARY

AN IMPORTANT 1994 MILESTONE WAS THE 15TH ANNIVERSARY OF USIA’S HUBERT H. HUMPHREY FELLOWSHIP PROGRAM, ENHANCED BY A 30 PERCENT INCREASE IN ITS SIZE. IN 1979, IIE AND USIA INITIATED THIS NEW APPROACH TO INTERNATIONAL TRAINING. IT OFFERED DEVELOPING-COUNTRY PROFESSIONALS — SELECTED FOR THEIR DEMONSTRATED LEADERSHIP ABILITY — A YEAR OF NONDEGREE U.S. GRADUATE STUDY, PROFESSIONAL U.S. AFFILIATIONS, AND EXTENSIVE OPPORTUNITIES TO NETWORK WITH U.S. COUNTERPARTS AND EACH OTHER, INITIALLY TO ENCOURAGE BOTH NORTH-SOUTH AND SOUTH-SOUTH COOPERATION. IT WAS LATER EXPANDED TO INCLUDE PARTICIPANTS FROM EASTERN AND CENTRAL EUROPE. TODAY, THERE ARE 1,900 HUMPHREY ALUMNI IN 134 COUNTRIES, A VITAL INTERNATIONAL NETWORK.

**FREE MARKET  
DEVELOPMENT  
ADVISERS PROGRAM**

*IIE's 1994 publication,*

*Portraits of Small*

*Businesses from the*

*Developing World, is*

*a page-turner. The*

*authors are 16 U.S.*

*MBA students with*

*management experience.*

*They provided advice to*

*developing-country*

*businesses as part of*

*USAID's Free Market*

*Development Advisers*

*Program. Case studies*

*range from the experience*

*of an Indian software*

*consulting firm entering*

*Nepal to that of an African*

*company beginning to*

*export mangoes from Mali*

*to the United Kingdom.*

## INVESTING IN AMERICANS

WITH ACCENT ON DIVERSITY

To strengthen U.S. competitiveness in a global economy, as well as to deepen mutual understanding, U.S. Government agencies stepped up their investment in international study and training for Americans in 1994.

### THE FULBRIGHT PROGRAM GROWS

The United States Information Agency (USIA) continued to increase the number of grants for U.S. graduate students under the Fulbright Program, from 512 in 1990 to 864 for 1994-95. A USIA committee has recommended increasing the number to 1,500 annually.

The expanded U.S. student program targets graduating seniors still shaping career plans, for whom the Fulbright influence may be more profound. One 23-year-old, for example, brought to his Fulbright year a bachelor's degree in biology, a love of African wildlife, and a commitment to protect the environment. In Botswana, he developed and carried out rigorous research on habitats and behavior of a termite important to ecosystems throughout southern Africa. With the encouragement of his University of Botswana professors, he is now heading for a Ph.D. and a career in the field.

### NSEP: BUILDING U.S. COMPETENCE FOR A MULTICULTURAL WORLD

The National Security Education Program (NSEP) provides scholarship support for U.S. undergraduate study abroad in nontraditional fields and locations. Its goal: to prepare a broad base of future American leaders — scientists, educators, business men and women, engineers, health care professionals, civil servants — to communicate and compete in a multilingual, multicultural world. NSEP focuses on countries, fields of study, and institutions cur-

rently underrepresented in study abroad. IIE conducted the first competition to select undergraduates from the broadest U.S. geographic, ethnic, socioeconomic, and institutional spectrum. More than 1,800 undergraduates attending over 400 colleges and universities applied. In May 1994, the first 312 scholarships were awarded for study in 48 countries outside Western Europe, Australia, and Canada.

### UNDERSTANDING REFORM IN EAST CENTRAL EUROPE

Strengthening U.S. understanding of reforms in East Central Europe and the former Soviet Union is the goal of the IIE-designed program, Professional Development Fellowships/East Central Europe, sponsored by the U.S. State Department. Grantees are young professionals in business and economics, law, journalism, public administration, and international relations. They study how ECE countries are shaping new institutions: market economies, democratic processes, a free press, civil liberties, and political rights. Projects in 1994 included a study of policies affecting aging populations in Croatia and Slovenia, environmental protection in Poland, and property rights in the Czech Republic.

### U.S./EUROPE ENGINEERING EXCHANGE

Late in the fiscal year, IIE received support from the AT&T Foundation to launch the American/European Engineering Exchange (AE<sup>3</sup>). It will enable U.S. engineering students to spend a semester or a year in European universities and professional internships on an exchange basis. A consortium of 34 U.S. and European universities planned their first meeting in October 1994; the first students will be exchanged in Fall 1995.

## REGIONAL PARTNERSHIPS

### NAFTA IS THE ENERGIZER

The North American Free Trade Agreement (NAFTA) spurred new North American education and training initiatives in 1994, from a pioneering trilateral academic exchange program to a Mexico-U.S. energy-training partnership. IIE also assisted Chilean environmental policy makers in their move to join NAFTA.

#### TRILATERAL EXCHANGES IN BUSINESS, ENGINEERING

IIE's North American Regional Academic Mobility Program (RAMP) is preparing Canadian, Mexican, and U.S. students of engineering, business, and environmental studies for careers in the age of NAFTA. The three-year pilot project is sponsored by the U.S. Department of Education's Fund for the Improvement of Postsecondary Education (FIPSE), with cost-sharing by IIE and participating schools. RAMP started with business and engineering students in 1994; students of environmental studies will be added in 1995. IIE coordinates the informal consortium of 21 Canadian, 18 Mexican, and 17 U.S. universities. Participants from each country study in one of the other two on a tuition-swap basis, receiving academic credit from their home universities. In 1994, 31 business and 32 engineering applicants were accepted for study outside their own countries, as environmental studies faculty met to plan their recruitment efforts. The first-year participants rated the RAMP experience highly.

#### MEXICO-U.S. PARTNERSHIP FOR ENERGY TRAINING

The Mexico-U.S. Energy Training Partnership addresses Mexican energy needs through practical training — and more. One of the first workshops aided Chihuahua, Mexico's second-

largest cattle ranching state. Chihuahua is at the forefront of a drive to restructure Mexico's cooperative farm system and steer it toward a more market-oriented agricultural economy. Efficient water management is crucial.

Toward this goal, IIE designed and conducted a workshop in Spanish for 27 Mexican and U.S. engineers on "Water Pumping for Productive Applications with Renewable Energy Sources" — in this case, solar energy. The participants installed two complete solar-powered water pumping systems at separate sites, replacing gasoline-powered equipment. The Mexican counterparts were DGRE, a state rural development agency, and the University of Chihuahua. In developing the program, IIE drew on the expertise of the Sandia National Laboratory, the Southwest Technology Development Institute of New Mexico State University and the Alternative Energy Institute of West Texas A&M University.

#### FACILITATING CHILE'S MOVE TOWARD NAFTA

IIE's Professional Exchange Programs (PEP) division helped facilitate Chile's move to join NAFTA. Chile must meet required environmental standards in order to join. For the U.S. Trade Development Agency (TDA), IIE designed a U.S. orientation visit enabling the Chileans to describe their needs and U.S. environmental firms to demonstrate their capabilities. (For more on TDA, see page 19.)



*An IIE workshop for Mexican and U.S. engineers culminated in the installation of two solar-powered water pumping systems to serve Mexican farms, replacing gasoline-powered equipment.*

AMOCO CASPIAN SEA  
PETROLEUM COMPANY  
SCHOLARSHIP PROGRAM  
FOR CITIZENS OF  
AZERBAIJAN

*This program again brought  
young Azerbaijani profes-  
sionals to study internation-  
al business for one year at*

## BUILDING DEMOCRACIES

TECHNICAL ASSISTANCE IN THE NEWLY INDEPENDENT STATES

With new offices in Moscow and Kiev and one scheduled to be opened in Almaty, IIE in 1994 intensified training and technical assistance activities in the former Soviet Union. Priorities included restructuring energy and environment policies, developing the knowledge and skills essential to market economies, and reforming legal infrastructure.

### MUSKIE FELLOWSHIPS: MUTUALLY BENEFICIAL

In its second year, USIA's Edmund S. Muskie Fellowship Program gave 33 NIS professionals under IIE supervision the opportunity to observe market economics and democratic institutions at work through U.S. academic study and professional internships. Fellows spend nine months studying business, economics, law, or public administration at the graduate level, followed by three or more months of practical training in the form of internships. The latter have proved mutually beneficial, leading in some cases to home-country jobs for fellows and overseas positions for U.S.-trained staff in companies operating in the NIS. Companies hosting Muskie Fellows in 1994 included Amoco, INTELSAT, Honeywell Commercial Flights Systems, and the U.S. Government's Overseas Private Investment Corporation (OPIC). Fellows are selected through an open, merit-based competition; professionals from Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, Ukraine, and Uzbekistan are eligible.

Since glasnost, IIE's PEP division has arranged many U.S. visits for NIS leaders and professionals in fields crucial to working democracies. In 1994, IIE arranged for nine Albanian university administrators to meet with key U.S. counterparts across the country, exploring aspects of university management from finance to accreditation to faculty development and covering agricultural education, vocational-technical training, and community colleges. USIA's Office of International Visitors sponsored the visit.

### ABA COURSES FOR RUSSIAN LAWYERS, JUDGES

UP TO 1,700 RUSSIAN LAWYERS AND JUDGES WILL RECEIVE TRAINING AS PART OF A PROGRAM CONDUCTED IN COLLABORATION WITH THE AMERICAN BAR ASSOCIATION (ABA). THROUGH ITS MOSCOW AND WASHINGTON OFFICES, IIE, AS SUBCONTRACTOR TO ABA, WILL PROVIDE MANAGEMENT AND TRAINING-SUPPORT SERVICES FOR THREE-DAY TO TWO-WEEK COURSES IN THE NIS, TARGETING JUDGES, LAWYERS, AND OTHER LEGAL PROFESSIONALS. ABA WILL RECRUIT U.S. LAWYERS AS TRAINERS; IIE WILL WORK WITH THEM TO ENSURE QUALITY, RELEVANCE, AND STANDARDIZATION OF TRAINING DELIVERY. IIE'S MOSCOW-BASED TRAINING MANAGER WILL ALSO COORDINATE PROJECT ACTIVITIES WITH ABA'S PROJECT LIAISONS THROUGHOUT RUSSIA AND THE NIS.

*the University of Texas at  
Austin. IIE conducted  
the nationwide competition  
in Azerbaijan for the  
fellowships.*

### HOME-COUNTRY TRAINING FOR ENERGY PROFESSIONALS

For USAID's NIS Energy Training Development Program, IIE worked with USAID missions to identify training needs and priorities, then developed and presented courses in Russia, Ukraine, and Kazakhstan for energy professionals and policy makers. Focusing on how the energy sector functions in a market economy, the courses cover economics, management of profit-making companies, and financing for capital-intensive industries.